

**sustainability**  
**report**  
**2021**





# summary

## 3 | opening

## 4 | message from the president

## 6 | 2021 highlights

8 ESG highlights

## 11 | connect with us

13 material topics

14 materiality matrix

## 15 | bringing digital life to everyone

16 Oi

17 area of operation

17 Oi's transformation plan

18 new Oi

21 purpose and vision

22 commitments to change and attitudes for transformation

22 Global Compact and Sustainable Development Goals

24 we will also continue to evolve in the objectives of the ESG agenda

## 25 | creating trustworthy experiences

26 corporate governance

34 corporate risk management

36 integrity

## 40 | connections that drive people

41 Oi Futuro

48 employees

71 suppliers

72 customers

79 sectorial relationship

## 80 | performance and transformation strategy

81 management model

82 awards in 2021

83 operational and financial performance

86 strategic plan

88 Oi Fibra

89 Oi Soluções

89 V.tal

90 innovation

## 91 | the future we want to build together

92 sustainable development

92 energy efficiency

94 reduction of impacts and conscious consumption

96 waste management

97 water efficiency

97 protected or restored habitats

98 control of emissions

99 Oi in Antarctica

## 100 | GRI content summary

## 113 | corporate information

## 114 | credits



# opening

Transformation. The world has changed and we have changed together with it. We are in a new phase of our company, seeking to simplify and transform everything. Because the market changes, demands change... but there is one thing that does not change: our desire to always do more and better.

Therefore, we are in the process of transforming our business, with a strategic plan aimed at the massification of optical fiber in the country, bringing broadband, connectivity and digital services to the homes and companies of our customers.

At the end of this journey, we intend to become a leader in very high speed fiber connections and a reference in providing digital experiences. Furthermore, we have created the largest FIM neutral network company in the country, inaugurating an unprecedented model in the Brazilian market, which will serve the most diverse market players, including all the connectivity necessary for the deployment of 5G.

These movements will facilitate access to fiber optic-based connectivity and all services and opportunities for inclusion, development and generation of value provided by this process of transforming our business.

This includes ensuring high corporate reputation through the highest standards of environmental, social, and governance (ESG) in the market through initiatives that favor compliance with the requirements of the Corporate Sustainability Index of B3 S.A. – Brasil, Bolsa, Balcão (ISE B3) and that adhere to the Sustainable Development Goals (SDGs) of the United Nations (UN) and the ESG MSCI rating, used today to measure the maturity of ESG shares within our company.

The diagnosis of compliance with ISE B3 requirements and our strategic plan made it possible to definition of ESG strategic drivers for the next three years.

We will make our company more sustainable and with the ability to offer better services and service, always with a great focus and attention to quality and satisfaction of all our customers.

On the following pages we present the main highlights of 2021 and the work we are doing to build a new Oi, lighter, more agile and sustainable, with a total focus on customers (Customer Centric) and having fiber optic connections as the central point of the company's strategy.

## Enjoy reading





Rodrigo Modesto de Abreu  
CEO/president

# message from the president

| GRI 102-14 |

Resilience. This seems to be the word that best defined the dominant spirit in the business environment in 2021, after almost two years of the COVID-19 pandemic, undoubtedly the worst health crisis in recent human history, with impacts in multiple dimensions for all countries, people and companies. Resilience is the ability to adapt to adversity, overcome difficult situations, and move forward. There is nothing more necessary to face the continuation of the challenging scenario that had already been registered in 2020 around the world.

At Oi, the challenge of keeping activities in the midst of the conditions imposed by COVID-19 was further amplified by the fact that we are carrying out a gigantic process of transformation of the company, and certainly the biggest corporate change underway in the Brazilian economy. Therefore, we carefully analyzed the measures to be adopted on all work fronts, to continue operating at a high level while maintaining the execution of our unshaken strategic plan.

We decided to keep the remote work program for the absolute majority of our office professionals, prioritizing the health and safety of employees in the pandemic scenario still in place, which also contributed to the consolidation of a new and more flexible and digital model of work in the company, meeting the expectations of the vast majority of employees. Throughout this process, essential services for the population were provided without interruption, maintaining the level of quality and agility in customer service, without neglecting the best practices for the protection of all our teams that, given the face-to-face or external nature of their activities, they continued to work intensively on a daily basis.

In parallel, the transformation process was marked by an intense work of creation and development of the bases of what will be the New Oi. We have promoted the modernization of the organizational structure, seeking to reduce hierarchy levels, allowing greater agility in decision making. Areas focused on interactions with

all our customers were constituted, including the creation of a segregated structure for the development of new sources of revenue, linked to segments such as digital content, connected homes, cloud computing, financial services, education and specialized sales platforms, among others. And the digital transformation was accelerated, prioritizing the automation of the process chain and the improvement of the user experience, generating value for the company and for the customer.

Even in a more economically recessive environment, Oi ended the year with a consolidated position in the fiber optic market, the main pillar of our transformation plan. The strong pace of network expansion and FTTH (Fiber To The Home) remained throughout 2021. The company took the lead in the growth of market share in the fiber segment and again recorded growth in broadband revenue, reversing the trend of structural decline in residential revenue for the first time in nine years.





We reached the end of 2021 with practically 200 cities served by our fiber optic service, Oi Fibra. It was a remarkable year for us as well because both our customer base and our fiber revenues became larger than their respective base and copper revenues. This shows that we are on the right path of executing the transformation plan of our business and in pursuit of the goal of becoming the largest fiber optic connection company in the country, bringing broadband, connectivity and digital services to our customers' homes and businesses. We are already the operator that grows the most in fiber optics in the country and we want to continue growing, always attentive to quality, service and the satisfaction of our customers. On other fronts of the business, Oi recorded growth in IT revenues in the B2B market, through Oi Solutions, and also demonstrated an important recovery in the business segment.

In the context of the judicial reorganization process, Oi achieved advances in important steps for its future sustainability. The sales operations of the UPIs of Torres and datacenters were completed, and the agreements have been signed for

the sale of UPI Ativos Móveis to the Tim, Vivo and Claro operators, and the control of UPI de Infraestrutura to Globenet Cabos Submarinos S.A., controlled by BTG Pactual funds [operations already completed in the first half of 2022]. The latter operation resulted in the first FIM neutral fiber network company to the end of the Brazilian market, launched under the V.tal brand, which started to operate in a segregated and independent manner already at the end of 2021.

From the point of view of best environmental practices, it is worth noting here that we are increasingly close to our goal of achieving 100% use of energy from renewable sources. In December, we closed the contract for the acquisition of energy from a biogas plant in Seropédica, Rio de Janeiro, a project which, in addition to guaranteeing us savings of R\$2.5 million per year, makes us proud of the positive social impact for the surrounding regions of the plant.

In terms of diversity and inclusion, we constantly promote dialogues, reflections and awareness to stimulate an increasingly safe and respectful work environment. We've also expanded training between

employees and third parties, and we had the first female leadership class, a program that will yield good results for the increasing participation of women in leadership positions in the company and in the labor market in general.

Regarding our institute responsible for our social responsibility actions, Oi Futuro, in this second year of the pandemic, we seek to maintain cultural events in a hybrid manner, reinforcing digital innovation activities and creativity for social impact, crowning the 20-year milestone of Oi Futuro's existence. At Núcleo Avançado em Educação (NAVE), which serves around 1,000 students in partnership with the Education Departments of Rio de Janeiro and Pernambuco, we continue to adapt face-to-face activities to digital platforms and hybrid teaching strategies.

In the Governance pillar, it is important to highlight that we received the Latin America Executive Team Award, granted by Institutional Investor, we advanced in the improvement of the privacy and protection program of personal data, positioning data subjects at the center of our actions and we

focused on the reformulation of the compliance program, which included in its base the essential attitudes Oi for the continuous evolution of the culture of ethics and integrity and maintaining relationships of trust with all our stakeholders.

We know that we still have numerous challenges ahead in the execution of our Transformation Plan, in search of a completely transformed company and our long-term sustainability, but we remain confident in the resilience, engagement and transformative power of our team.

All these topics are presented in our Annual Sustainability Report, in which we detail the advances and challenges of our trajectory.

**Rodrigo Modesto de Abreu**  
CEO/president



# 2021 highlights

## ■ ESG highlights

We are working to become leaders in very high speed fiber connections and a reference in the provision of digital experiences. Below are the transformative results we achieved in 2021 and the highlights of our ESG agenda.

# 2021 highlights



With these initiatives we contributed to the SDGs: Industry, Innovation and Infrastructure

**59.2** millions  
of Revenue Generating Units (RGUs).

**10.8** thousand  
direct employees

**FTTH Expansion  
(Fiber To The Home)**

**14.5** millions  
of homes passed with fiber

**120** thousand  
homes connected per month with fiber

**3.4** millions  
of homes connected by fiber

**23.2%**  
of take-up<sup>1</sup> average

1. Take-up rate = conversion rate of HPs (homes passed) into contracts.

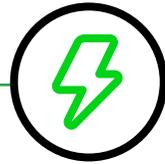


# ESG highlights

**environmental initiatives**  
with reduced cost and impact



With these initiatives we contributed to the SDGs: Clean and Affordable Energy; Responsible Consumption and Production; and Action to Combat Global Climate Change



## Energy

- The Distributed Generation and Free Market projects, together, reached the 47% mark of Oi's energy matrix from renewable sources [biogas, solar and water], and we are focused on achieving the target of 80% in 2022 and 100% in 2025
- 7.2 MWm of energy from the acquisition of plants from renewable sources [biogas, solar and water] in 2021, ensuring savings for the company of R\$7.2 million



## Water

- Reduction of 153,832 m<sup>3</sup> in water consumption from municipal supply



## Reverse Logistics

- Collection of materials discarded by the Operations Area for recycling and recovery of electronic equipment for reconditioning and reuse by Oi
- The recovery of equipment for reuse generated:

a CAPEX saving of

**R\$44.5**  
millions in 2021

**282,901**  
FTTH equipment units

**4,000**  
data equipment units

**Oi performs the collection of electronic equipment, batteries and cell phones discarded in their stores and in their administrative buildings**





## social impact action



With these initiatives we contributed to the SDGs: Quality Education; Gender Equality; Decent Work and Economic Growth; Industry, Innovation and Infrastructure; Reducing Inequalities; and Partnerships and Means of Implementation

- we conducted the **1<sup>st</sup> Census of Diversity and Inclusion**, and 82% of participants perceive Oi as an inclusive environment;
- we achieved the **Women on Board (WOB)** certification;
- we implemented the **Women's Leadership Program**;
- Oi Solutions was the winner of the **CONAREC Award** in the partners and solution providers category;
- 4<sup>th</sup> consecutive year of the NAVE Generation Program, our “digital residents” program carried out in partnership with Oi Futuro. Since 2017, through the NAVE Generation Program, 33 young people newly graduated from Technical High School joined strategic areas of the company, such as Artificial Intelligence and Machine Learning;
- the **National Consumer Department (SENACON)** awarded Oi for its commitment to encourage the training of employees and contribute to the implementation of actions aimed at improving customer service processes; and
- **Oi Futuro**, our institute of innovation and creativity for social impact, completed 20 years and achieved the following results in 2021:
  - **more than 4 million** accesses to free digital projects;
  - **NAVE** in partnership with the Education Department of Rio de Janeiro and Pernambuco, completed 15 years with more than 3,300 graduate students. Currently there are about 1,000 students enrolled;
  - **15 digital residents**  
We facilitated the entry of young people newly graduated at NAVE into the labor market, who have entered the company's innovation and technology areas, through the **NAVE Generation Program**;
  - at NAVE, we continue to adapt face-to-face activities to digital platforms and the hybrid teaching strategy; and
  - during the second year of the pandemic, we sought to maintain cultural events in a hybrid manner, reinforcing Oi Futuro's digital activities.

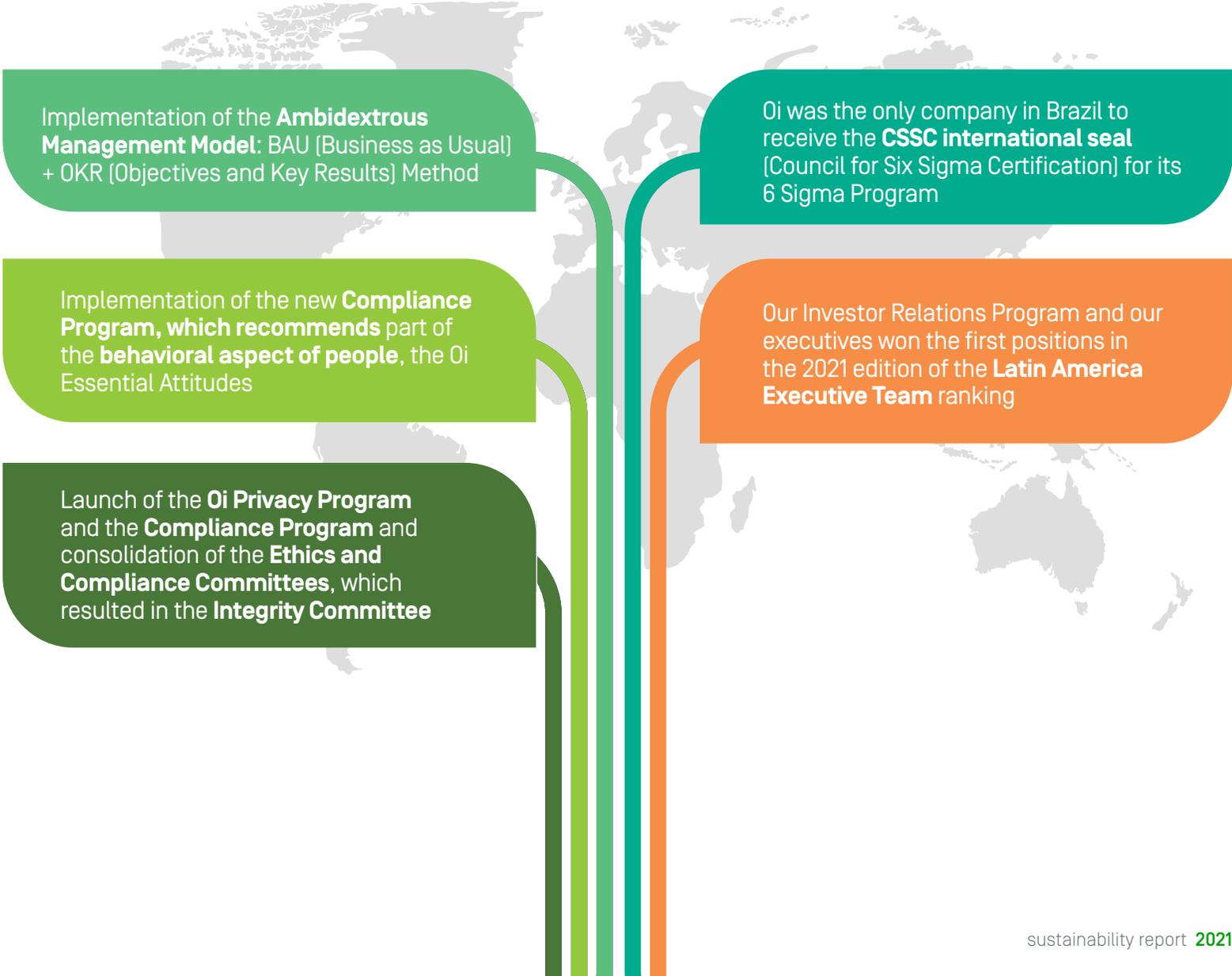




## engagement in actions to disseminate governance practices



With these initiatives we contributed to the SDGs: Gender Equality; and Peace, Justice and Effective Institutions





# connect with us

- material topics
- materiality matrix

Below is the methodology we use to prepare this report, which brings together the advances and challenges for the construction of a new Oi that is more agile, more digital and more customer-focused, having fiber optic connections as the central point of the company's strategy.



# connect with us

| GRI 102-32 | GRI 102-50 | GRI 102-51 | GRI 102-52 | GRI 102-54 | GRI 102-56 |



**With these initiatives we contributed to the SDGs: Peace, Justice and Effective Institutions**

Oi has published its Sustainability Report annually since 2011 and follows the Global Reporting Initiative (GRI) Standards, in its Standards version, in the Core option, which encompasses the company's performance during the year in the economic, environmental, social and governance spheres. The last report was published in 2021 and reports on the activities carried out during 2020.

The data we bring to you comprise the period from January 1 to December 31, 2021 and present, with transparency and objectivity, the main results related to the topics considered material by the company, as well as how it deals with policies, practices, performance and management.

Any significant changes in the business will be described throughout the report. | GRI 102-48 | GRI 102-49 |

The report did not undergo an external data audit, an improvement already considered for the coming years. Even so, some of the information provided meets one of the main indicators of the financial market, the **MSCI Index**<sup>1</sup>, which serves as a reference for several investment funds; and the financial information contained in Oi's Financial Statements underwent external verification. The inventory of greenhouse gas (GHG) emissions 2021, which was also carried out in full, obtained the Silver seal of the Brazilian GHG Protocol Program.

In compliance with the governance rites provided for, the publication was analyzed and approved by the company's senior management.

1. MSCI Index – The North American company Morgan Stanley Capital International, or MSCI, publishes indexes of the main shares worldwide. The main focus is to gain the performance of the stock exchanges. These MSCI indices are used as benchmarks for various investment funds from various countries.





## material topics

| GRI 102-40 | GRI 102-42 | GRI 102-43 | GRI 102-44 | GRI 102-46 |

To tell this story, we focused on the topics considered material for Oi, that is, the most relevant topics to the execution of the company's strategy. The materiality process was elaborated through the analysis of sectoral studies and rating-related methodologies of ESG, national and international essential for the sustainable management of the business.

In 2021, we consulted the main strategic audiences for the company's business, and based on this consultation we review the material topics to identify the most significant to the market. This consultation was carried out through online surveys,

conversations and reflections with executives in order to understand the ESG topics considered essential for the sustainable management of the business. With segmented and comprehensive questions in all 464 reviews were collected from the following relationship audiences:

**Specialized public** – investors, government and companies of telecommunication;

**External Public** – suppliers, civil society and customers;

**Internal Public** – employees; and

**Boards** – Board of Directors, Fiscal Council and User Board.

We are listing the material topics considered priority for the development of Oi's activities below. As part of our methodology, we periodically revisit our materiality, identifying possible changes in the relevance of the topics.



## materiality matrix

| GRI 102-21 | GRI 102-46 | GRI 102-47 |

The Materiality Matrix was developed through the intersection of the most relevant material topics and the results of studies and benchmarks. It reflects the significant economic, environmental and social impacts for Oi, which influenced the evaluations and decisions of stakeholders – investors, customers from all segments (individuals and B2B), the regulatory agency of the industry, user, tax and administrative boards, employees, suppliers, representatives of non-governmental organizations, public authorities, representatives of social organizations, representatives of universities and representatives of civil society. These stakeholders were mapped through market research, with internal and external interactions.

Furthermore, the Investor Relations Area has been monitoring and sharing research content on trends and developments around ESG – climate change, inclusion, diversity and regulations that will affect companies and investors in the coming years.



■ Environmental ■ Governance ■ Social

## open channel | GRI 102-53 |

To learn more about our sustainable operations, ask questions about this report or send suggestions to Oi's Compliance, Governance and Sustainability and Corporate Finance Boards, please contact us through :

[pp-sustentabilidade@oi.net.br](mailto:pp-sustentabilidade@oi.net.br) or [invest@oi.net.br](mailto:invest@oi.net.br)



**With these initiatives we contributed to the SDGs: Peace, Justice and Effective Institutions**





**bringing  
digital life  
to everyone**

- Oi
- area of operation
- Oi transformation plan
- new Oi
- purpose and vision
- commitments to change and attitudes for transformation
- global compact and sustainable development objectives
- we will also continue evolving in the objectives of the ESG agenda

The period of technological advances in which we live will remove restrictions, bring alternatives and create new possibilities. All this will happen through the advancement of connectivity and services in which the Oi has a key role, given our ability to bring fiber optics to all of Brazil and provide digital experiences that improve the lives of people and companies. We believe that connections bring new possibilities to create a better future. That's what drives us. And that's how we make a difference.



# Oi

| GRI 102-1 | GRI 102-2 | GRI 102-4 | GRI 102-6 | GRI 102-7 | GRI 102-10 | GRI 102-13 | GRI 102-16 | GRI 103-1 | GRI 103-2 | GRI 103-3 |



**With these initiatives we contributed to the SDGs: Industry, Innovation and Infrastructure**

We live our purpose day after day, and the result of this is that, at the end of 2021, we achieved approximately 59.2 million Revenue Generating Units (RGUs) and 12.9 thousand direct employees in telecommunications activities. Our customers are residential, companies, government agencies, other operators and telecommunications providers.

Also in 2021, we continued our Fiber To The Home (FTTH) Expansion Plan, ending the year with 14.5 millions of homes passed and with approximately 3.4 million connected homes, achieved a take-up<sup>1</sup> of 23.2% in this product.

To boost the connectivity of our customers, we also act through participation in V.tal, a company controlled by funds of BTG Pactual bank, of which we have a 34.7% interest. With V.tal's activities, we ended 2021 with approximately 400 thousand kilometers of installed optical fiber, making up the largest backbone of Brazil. These differentials

1. Take-up rate = conversion rate of HPS (homes passed) into contracts.

enabled the growth of 0.4 p.p. of ultra-speed broadband market share (above >34 Mbps, according to ANATEL's classification), reaching 10.4% at the end of 2021. In fiber technology, we reached the mark of 14.2% of market share.

In addition, our mobile coverage in 2021 covered approximately 91% of the Brazilian population, and we had approximately 16.6% of the market share in mobile telephony and about 46.3% in fixed telephony (Brazil, e.g. São Paulo).

As we are experts in making people's lives easier, in 2021 our company also provided telecom infrastructure for the Navy in Antarctica, bringing internet, 4G mobile network and TV to the military and researchers. Still in international lands, we also operate in the African and Asian continents. In Africa, we provide fixed and mobile telephony and other telecommunications services through subsidiaries and controlled companies of Africatel Holdings B.V. [AFRICATEL], and in Asia we provide fixed, mobile and other related telecommunications services primarily through the Timor Telecom subsidiary.





With these initiatives we contributed to the SDGs: Peace, Justice and Effective Institutions

**we are going to make Oi the biggest fiber optic company across the country, bringing broadband, connectivity and digital services to our customers' homes and businesses**

### area of operation

The services provided by Oi in 2021 have been divided into three business units: residential, personal mobility and B2B, responsible for offering a variety of integrated telecommunications products for the retail and corporate markets, which include fixed and mobile telephony, use of networks (interconnection), data transmission (including broadband) and pay TV (also offered in double-play and triple-play packages), internet services and other services for telecommunications. Oi also offered innovative IT solutions, hosted on a cloud computing platform, to companies of all sizes.

The company's recent fiber capillarity expansion plan has enabled the growth of FTTH offerings, with services for ultra-bandwidth and voice and TV over IP. Thus, in line with the company's strategy, we started the portfolio diversification process through solutions that go beyond connectivity, developing new products in of health, education and financial services, etc., made available to consumers at Oi's marketplace, Oi Place.

### Oi's transformation plan | GRI 102-48 |

Diversification is part of Oi's transformation plan. As part of this plan, in February 2022 we obtained Cade's approval to sell our mobile operation, which allowed us to continue our company's recovery strategy. Until all stages of the sale operation are completed, there will be no change in the provision of any of Oi's services to our customers, whether individuals or legal entities. Furthermore, Oi continues to operate normally in the other services in which it already operates: broadband with a focus on fiber optic internet, fixed telephony and pay TV.

The sale of our mobile operation is an important part of our transformation process, enabling us to continue the recovery strategy so that we can make a more sustainable company capable of offering better services and customer service.

Our goal is to make Oi the largest fiber optic company in the country, bringing broadband, connectivity and digital services to our customers' homes and companies. We are already the operator with the most growth in fiber optics in Brazil and we will continue to grow, always with a great focus and attention to quality, service and satisfaction of all our customers.



## new Oi

We are committed to the success of this transformation and working daily on the construction of a new Oi that is more agile, more digital and more focused on the customer.

To enable the transformation process of our business, we have a strategic plan aimed at the massification of optical fiber in the country. At the end of this journey, we intend to become leaders in very high speed fiber connections and a reference in providing digital experiences, in addition to having a neutral network company to also serve other players in the market.



These movements will make it easier for everyone (people, businesses, governments) to access fiber-optic-based connectivity and all services and opportunities for inclusion, development and value creation provided by this process.

Through an ecosystem of partnerships and a multi-channel strategy that unites digital and physical, the new Oi is continuously developing new products and services in the areas of health, education, entertainment, finance and e-commerce, among other areas to offer digital solutions that will make people's lives easier.

We are also increasingly advancing in complete technology and service solutions for companies of all sizes, in particular through our Oi Solutions unit, focused on serving our corporate customers.

We are committed to the success of our transformation and will maintain the commitment to transparency throughout our journey.



New Oi

**B2C and SME customers**

Fiber, copper, TV, digital services

**B2B Customers (Oi Solutions)**

IT connectivity and solutions

**Infraestrutura**

Digital, IPTV, DHT, Copper

ASSET LIGHT,  
CUSTOMER-  
FOCUSED DIGITAL  
CONNECTIVITY AND  
SERVICES PLATFORM

34.7%

100%

100%

**v'tal** Fiber Infrastructure

NEUTRAL NETWORK WITH ACCELERATED AND SUSTAINABLE INVESTMENT

FTTH Network, Equipment, Operation and Wholesale Commercial Performance

Backbone, backhaul and pipelines

Wholesale and FTTH contracts in neutral network logic

**SERENDE** Field Operation

NATIONAL PHYSICAL PRESENCE IN TECHNICAL SERVICES AND LOGISTICS

Installation and maintenance of networks and equipment in customers' homes Logistics Operation

More than **3,300 municipalities**

More than **23 thousand employees**

**tahto** Contact Center

RELATIONSHIP PLATFORM AND CUSTOMER SERVICE

Customer service in voice, text, applications and chat platforms Services for Oi and for third parties, through Oi Solutions

More than **12 thousand employees**



# portfolio building and operating ecosystem



- oi\_play**  
Content platform

---

- oi\_conta zap**  
Wallet

---

- oi\_place**  
Marketplace

---

- oi\_SOLUÇÕES**  
Cloud, security and managed services

---

- SERREDE**  
Technical and logistical services

---

- oi\_expert**  
Technical assistance service [remote and/or on-site]



**PARTNERS/  
SELLERS**



**CUSTOMERS**



**With these initiatives we contributed to the SDGs: Peace, Justice and Effective Institutions**

# purpose and vision

As we are in a new phase of our company and seeking to simplify and transform everything, in 2021, our CEO and the Executive Board, attentive to the culture of care for our employees, updated our Purpose and Vision.

We will continue to work with a focus on strengthening the standards of solid and transparent governance, bringing the best processes inside and outside the company, considering how our purpose is to create new futures, bringing digital life to everyone and our vision of being the leader in fiber optic connections and digital experiences that improve the lives of people and companies across the country.

[GRI 102-26]

## purpose of the company

Create new futures, bringing digital life to everyone.

## vision of the company

To be a leader in fiber optic connections and digital experiences that improve the lives of people and companies across the country.

## our essential attitudes

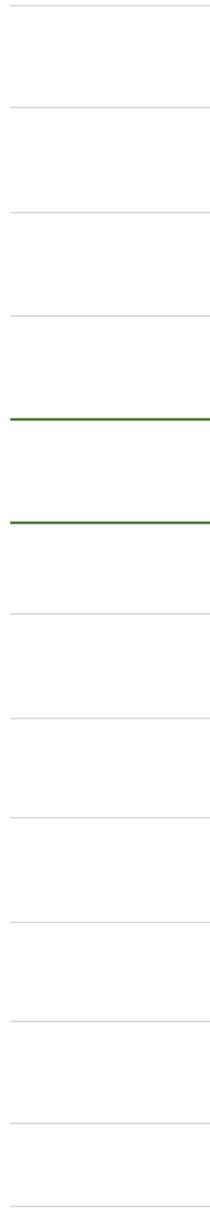
**EFFECTIVENESS to deliver:** evaluating and making decisions and have the ability to create solutions with new perspectives that differentiate us and take us to the future.

**CREATIVITY to innovate:** thinking outside the box and having the ability to create solutions with new perspectives that differentiate us and take us to the future.

**DETERMINATION to grow:** face daily life with willpower, determination, engagement, enthusiasm, sense of urgency and lightness.

**EMPATHY to collaborate:** putting yourself in the other's shoes, taking care of people, embracing diversity and building relationships of trust.

**FLEXIBILITY to transform:** let go of the past and be open to new ideas, with a commitment to transformation.



## commitments to change and attitudes for transformation

To achieve our vision, we make **commitments to change and attitudes for transformation**.

The **first commitment** is to transform ourselves in order to transform Oi, to reinforce what strengthens us as a team, as a company, as a person, and acquire new knowledge, develop skills, detach from the past and incorporate attitudes that make us differentiated professionals working in partnership with high-performance teams.

The **second commitment** is to value and recognize the essential attitudes for our future, appropriating the Oi Way, with Effectiveness to deliver, Creativity to innovate, Determination to grow, Empathy to collaborate and Flexibility to transform.

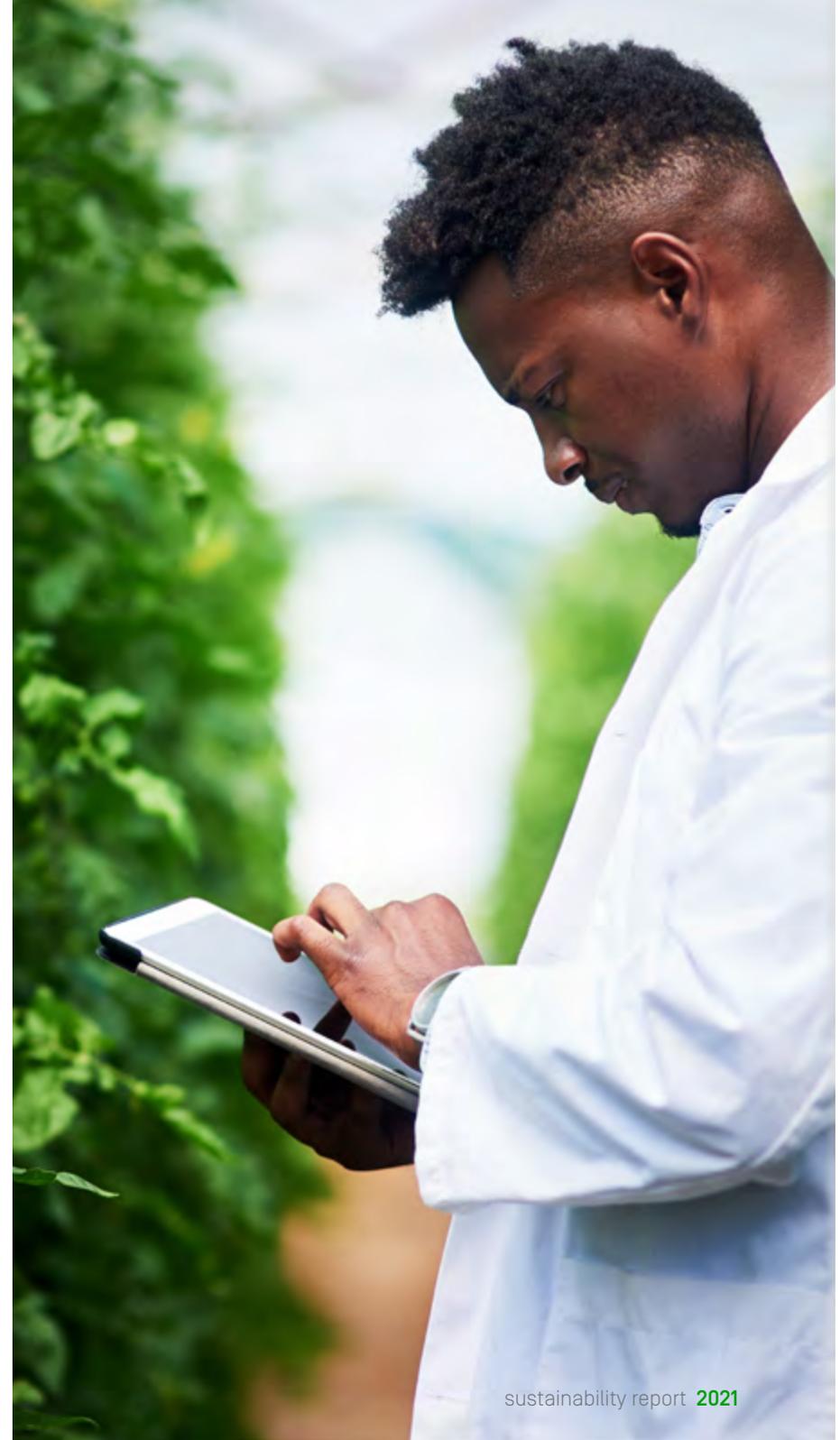
The **third commitment** is not to accept behaviors that undermine our journey, such as complicating the customer's life, hiding problems, competing instead of collaborating, delaying the transformation of the company and treating others with disrespect. As such, we will achieve our vision and we will strengthen our position with all stakeholders.

## global compact and sustainable development goals

[GRI 102-12]

Since 2009, Oi has participated and promoted initiatives related to the principles of the United Nations Global Compact (UN) and acts in alignment the Sustainable Development Goals (SDGs), also established by the UN, which make up a global agenda for the construction and implementation of public policies to guide humanity until 2030.

Through services that Oi offers to individuals and B2B businesses, the company is able to achieve SDG 8 (Decent Work and Economic Growth), 9 (Industry, Innovation and Infrastructure) and 11 (Sustainable Cities and Communities), generating economic growth, promoting inclusive and sustainable industrialization, fostering innovation in emerging societies that depend on access to information and offering innovative solutions for the management of smart cities.



# Priority SDGs



Promoting the health and well-being of employees and their integrated network. Initiatives that drive entrepreneurship, creativity and innovation through Oi Futuro.



At Oi, offering courses to employees and informational material to stakeholders. At Oi Futuro, NAVE promotes innovation in High School Education, teacher training and dissemination actions with the use of technology.



Actions focused on diversity and social inclusion, reducing inequalities and empowering women through the Oi and Oi Futuro Diversity Program.



Management of electricity and waste to mitigate effects against global climate change.



Technology solutions for everyone.



Joint operations with public agencies for the security of cities, through solutions with Internet of Things (IOT) technology.



Constant activities with the supply chain for responsible consumption and production.



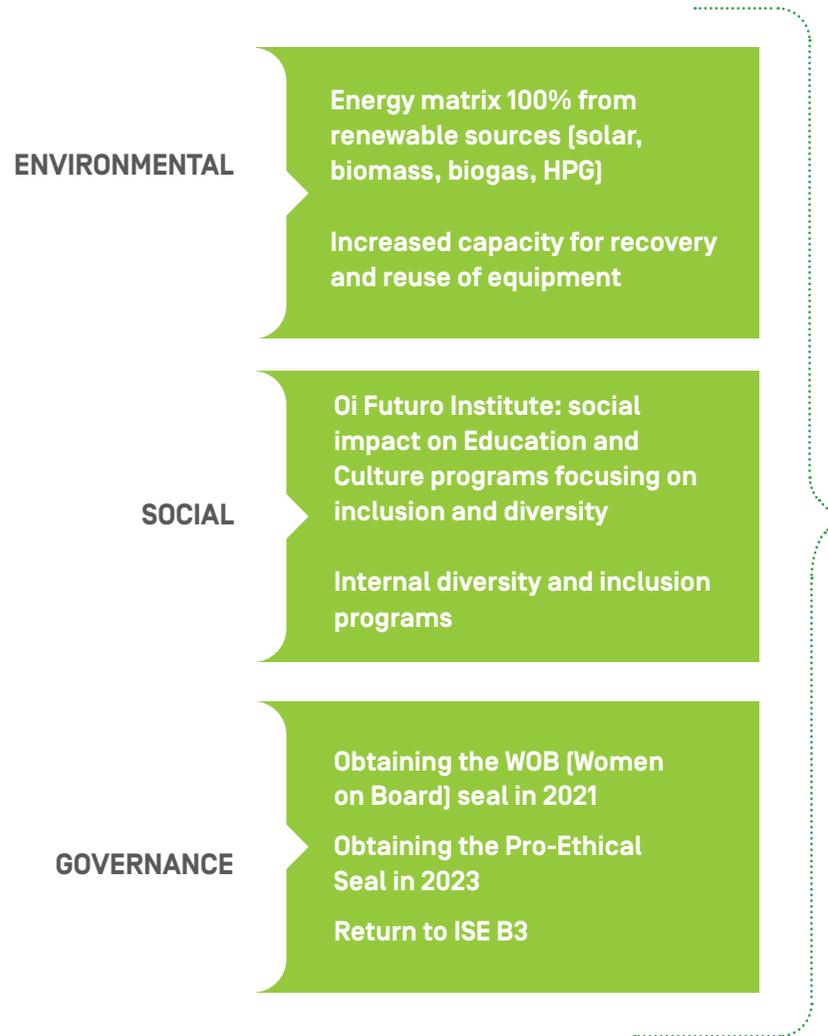
Strengthening the standards of ethical, integrated and transparent governance, reinforcing the commitment to responsible and inclusive management.



Plan of expansion of houses connected by fiber and development of public-private partnerships, private and with civil society from Oi Futuro.

**we will also continue to evolve in the objectives of SDG agenda**

The ESG objectives of the new Oi prioritize 12 of the 17 existing SDGs, seeking to make the company a reference in the ESG MSCI rating.





# creating trustworthy experiences

- corporate governance
- corporate risk management
- integrity

We encourage the construction of relationships based on transparency and trust between people and the connections where we interact. We believe that good corporate governance is essential to establish a relationship of trust and involvement with our stakeholders, in addition to contributing effectively to the success of the business in the long term.

# corporate governance

| GRI 102-19 |



**With these initiatives we contributed to the SDGs: Peace, Justice and Effective Institutions**

We operate in accordance with a new corporate governance model implemented as of 2018, adopting the best levels of governance and in accordance with the rules of the Novo Mercado. Thus, our corporate governance system is composed of our bylaws, corporate structure, our organizational structure, policies, procedures and practices, and provisions set forth in the Oi Companies Judicial Reorganization Plan.

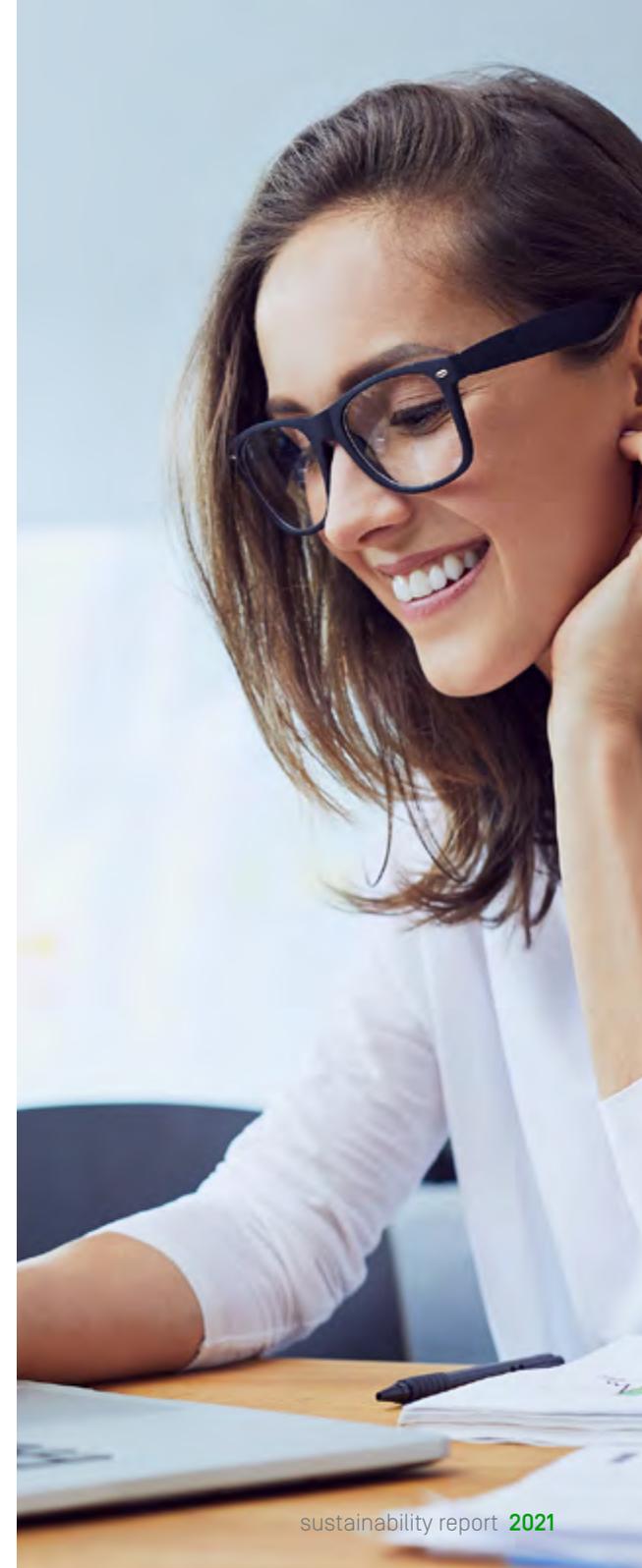
Our operations adheres to the recommendations of the Brazilian Code of Corporate Governance – Publicly-Held Companies. The company's Bylaws, approved in September 2018 and amended on April 26, 2019, on October 16, 2020 and on April 19 and 30, 2021, have high governance standards.

In order to create an increasingly agile, light and efficient company and simplify the operational structure and readjustment of the cost base, we carried out the process of listing of our common American Depositary Receipts (ADRs) that were traded on the NYSE (New York Stock Exchange) in October 2021 and the effective cancellation of registration with the Securities and Exchange Commission (sec, equivalent, in Brazil, to the Securities and Exchange Commission) in February 2022.

Although the company no longer follows the principles of American law, especially the Sarbanes-Oxley Act, we understand that the creation and maintenance of the processes that increase internal controls, safety and transparency in the conduct of business are fundamental to Oi's continuity, in addition to our actions remaining listed on the B3. In addition, although they are no longer listed on the NYSE, Oi's ordinary and preferred ADRs continue to be traded on the over-the-counter (OTC) market in the United States, under the trading codes OIBZQ and OIBRQ, respectively.

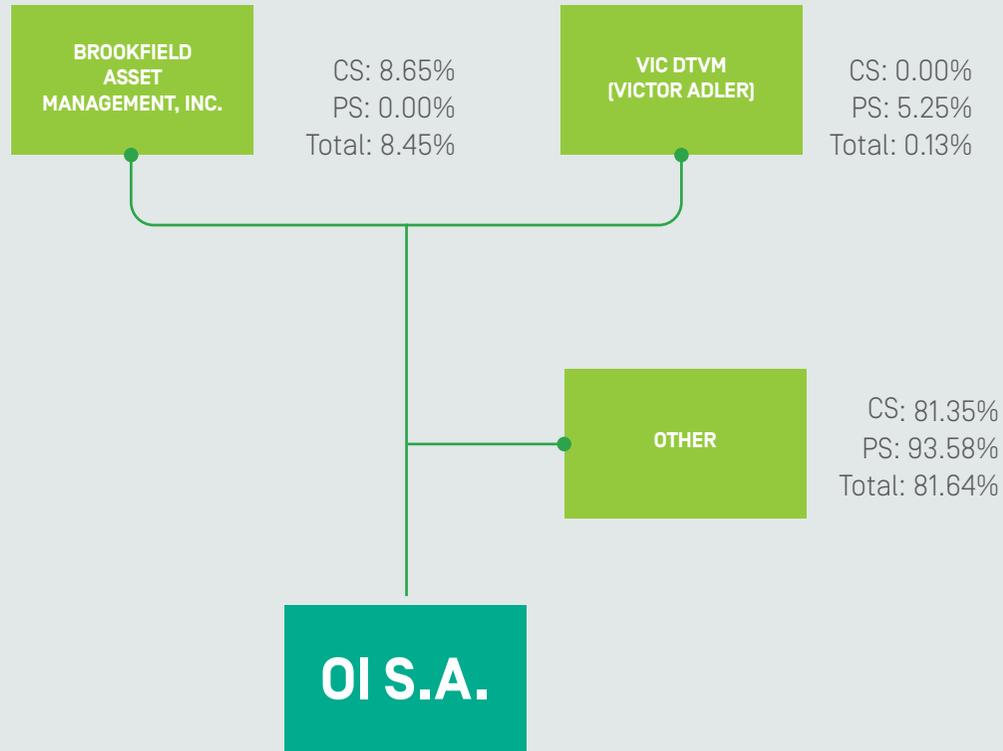
In relation to the General Meetings (GMs), Oi adopted the practice of extending the right to vote to the holders of the ADRs, making the first call for the AGs with, at least,

30 days in advance, and, to facilitate and stimulate shareholder participation, we make available on our website and in the website of the Brazilian Securities and Exchange Commission (CVM) and B3, at each call, a manual with the matters to be discussed, proxy models for shareholders, among other information.





## discover our shareholding composition



Number of shares in the Share Capitals:

CS: 6,440,496,850

PS: 157,727,241

Total: 6,598,224,091

Treasury shares:

CS: 644,052,196 [10.00%]

PS: 1,811,755 [1.15%]

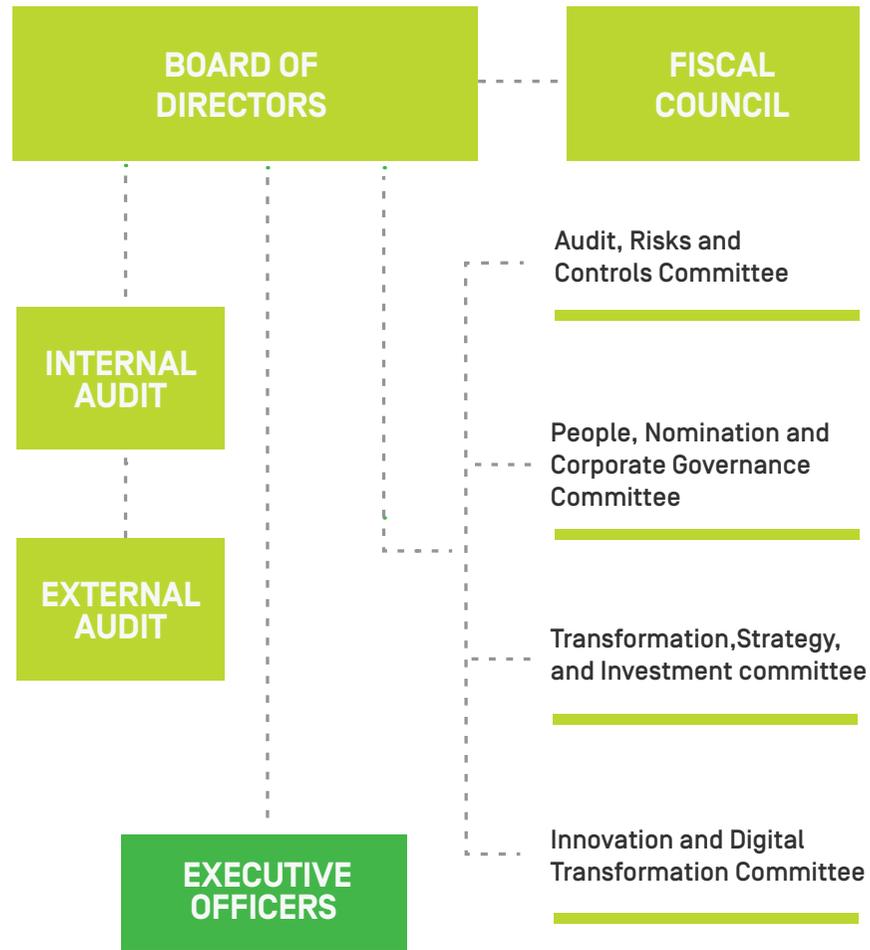
Total: 645,863,951 [9.79%]

Since 2012, Oi has been at B3's Corporate Governance Level 1 and adopts Disclosure and Negotiation Policies (Segregation of the old Code of Conduct and Transparency – CVM Instruction No. 358/2002), of Engagement with Stakeholders, Anti-Corruption, in addition to the Gifts and Other Hospitality Policy. Furthermore, the Code of Ethics and Conduct in force at the company was revised in light of the New Anti-Corruption Law in 2013, and underwent a complete revision in 2020. In 2017, Oi created its Compliance Manual, and in 2018, it joined the Business Pact for Integrity and Against Corruption. In 2019, Oi approved and implemented the New Corporate Risk Management Policy and Methodology. And, in 2021, we launched the Privacy Program and the Compliance Program, and consolidated the Ethics and Compliance Committees that resulted in the Integrity Committee.

# timeline



Currently, Oi is a Corporation, without a defined controller, with an independent Board of Directors formed by 11 members, advised by 4 committees: Audit, Risks and Controls; People, Nominations and Corporate Governance; Transformation, Strategy and Investment; and Innovation and Digital Transformation.



## certified audit

Oi's Internal Audit team, responsible for the periodic evaluation of the company's processes and systems, has the Quality Certificate of the Institute of Internal Auditors of Brazil. This recognition attests that Oi's Internal Audit works in accordance with international standards, adds value to the company, contributes to the achievement of the objectives, in addition to conferring quality gains to improve the internal control environment. In Brazil, only 19 companies have achieved this certification, which is valid for five years, and Oi's certificate is valid until 2024.



## board of directors

| GRI 102-22 | GRI 102-24 | GRI 102-28 |

Oi's governance has a 100% independent Board of Directors, permanent Fiscal Council and Executive Board, in addition to Advisory Committees to the Board of Directors and Advisory Committees to the Executive Board. The Executive Board and the Advisory Committees to the Board of Directors are responsible for communicating critical issues to Oi's highest governance body, the Board of Directors.

The members of the Board of Directors are elected by the shareholders at the General Meeting. The regiments provide for an annual evaluation of the body. In 2020, we hired the external consultancy Egon Zehnder to conduct an independent analysis, based on Oi's strategy and needs, focused on the evaluation of the composition and dynamics between the members of the Board and its Committees, to subsidize the process of preparing the plate proposed to shareholders at the EGM of 2021. This evaluation was carried out between December 2020 and February 2021. The process was also complemented with shareholder feedback in a round of engagement meetings. In February 2022, Oi began the annual self-assessment process of the Board of Directors and its advisory committees for the year 2021.

In addition to the powers and responsibilities established for the Board of Directors and Executive Board by applicable legislation and regulations and by the Bylaws itself, Oi also has a Authorities Matrix, reviewed annually by the Board of Directors, which aims to define the limits of values for the practice of certain acts by the Executive Board, without the need for prior approval by the Board of Directors.

Furthermore, Oi has a Policy of Authorities and Delegation of

Authority (PADA), which unfolds the powers of the Board of Directors along the company's hierarchical levels, establishing internal guidelines and criteria applicable to the approval and to releases or authorizations for the practice of acts of management, based on the nature of the obligations and values involved: in the divisions between the different areas, hierarchies and levels of authority, positions and functions, as well as internal guidelines for representation of Oi and granting of powers of attorney.

Board of Directors	
Composition	11 members
Term of office	2 years
Meetings held in 2021	38 in total, 12 ordinary and 26 extraordinary
Percentage participation	The participation of each Director is detailed, individually, in the table below.
Independent members	11
Age (minimum, average and maximum)	Minimum: 38; average: 57; and maximum: 66
Breakdown by gender	82% men and 18% women
Annual remuneration (minimum, average and maximum) - in R\$	Minimum: 474,996.00
	Average: 654,549.00
	Maximum: 1,272,000.00
Evaluation of the Board of Directors	The regulations of the Board of Directors provide for annual self-evaluation



**With these initiatives we contributed to the SDG: Peace, Justice and Effective Institutions**





Composition of the Board of Directors								
Member	Title	Age	Gender	External	Independent	Experience/Industry	Date of investiture	Participation of each member in board meetings
Eleazar de Carvalho Filho	Chairman of the Board of Directors	64	M	Yes	Yes	Economist, master of international relations. Experience as an advisor and as manager of large companies listed in Brazil and abroad in the sectors of consulting and financial institutions, aluminum, renewable energy, telecommunication, oil and gas, mining, among others.	04/30/2021	100%
Marcos Grodetzky	Vice-Chairman of the Board of Directors	65	M	Yes	Yes	Economist, with experience as an advisor in the sectors of telecommunications, food, oil and gas, pharmaceutical, pulp and paper, financial industry, private equity and venture capital.	04/30/2021	97.44%
Claudia Quintella Woods	Director	46	F	Yes	Yes	Bachelor of Arts, with a double specialization in Environmental Sciences and Spanish and with a secondary focus in Economics. Master in Business Administration and specialization in Enterprises in Latin America. Experience in strategic planning, marketing and sales, and proven expertise in digital and multinational startups working in leadership positions in several sectors.	04/30/2021	97.44%
Henrique Luz	Director	66	M	Yes	Yes	Accountant, academic, member of the Brazilian Academy of Accounting Sciences, has experience in management and as an advisor to companies in the pharmaceutical, food, steel and sugar-energy, hospital, museums and the Brazilian Institute of Corporate Governance (IBGC).	04/30/2021	94.87%
Raphael Manhães	Director	38	M	Yes	Yes	Lawyer, with experience as an advisor to mining companies, energy, benefits companies for miles and points, constructive solutions, paper and pulp.	04/30/2021	100%
Maria Helena dos Santos Fernandes de Santana	Director	62	F	Yes	Yes	Economist with experience as a manager and member of boards in the financial areas, especially capital markets, distribution and retail, software and information technology, energy and IBGC, among others.	04/30/2021	100%
Paulino do Rego Barros Jr.	Director	65	M	Yes	Yes	Engineer and master in Administration, with national and international experience working in boards, committees and leadership positions, among others, in technology and information companies, consulting and investment, telecommunication, nutrients, agriculture and biotechnology and consultancies.	04/30/2021	100%
Roger Solé Rafols	Director	47	M	Yes	Yes	Master in Business Administration, with specializations in executive direction and business management. Experience in telecommunications, in the areas of marketing, product development, innovation, strategy and P&L management.	04/30/2021	100%
Armando Lins Netto	Director	53	M	Yes	Yes	Master and PhD in Engineering, with experience in leading companies in the areas of fintech, digital services, technology and information technology services for the banking sector and consulting.	04/30/2021	100%
Luís Maria Viana Palha da Silva	Director	65	M	Yes	Yes	Economist, business manager, with specialization in Administration. Experience as an advisor, occupying leadership positions in companies in the areas of telecommunications, energy, oil, financial institutions, logistics and distribution and cement.	04/30/2021	100%
Mateus Affonso Bandeira	Director	52	M	Yes	Yes	Graduate in Informatics with specialization in Finance. Participation as an advisor and in leadership positions in companies in the oil and gas, consulting, financial, real estate, agricultural and participation sectors in government institutions.	04/30/2021	100%

## bylaws

| GRI 102-18 | GRI 102-19 | GRI 102-23 | GRI 102-24 |

Oi's corporate governance system is composed of Bylaws, corporate structure, organizational structure, policies, procedures and practices and provisions provided for in the Judicial Reorganization Plan and its amendment, approved by the Judicial Reorganization Court in October 2020.

The bylaws, approved in September 2018 and updated on October 16, 2020 and on April 19 and 30, 2021, adopts high standards of governance, which include:

- Convertibility of preferred shares, when and under the conditions approved by the Board of Directors;
- at least 20% of independent directors, pursuant to the Novo Mercado Regulation;
- prohibition of the accumulation of positions of chairman of the board and CEO or principal executive officer - therefore, the chairman of the board is not an executive officer of the company;

- obligation for the Board of Directors to express an opinion on any public offer for the acquisition of Oi shares;

- mandatory public offer to acquire shares in case of cancellation of registration as a publicly-held company or withdrawal from Level 1 of Corporate Governance, except in case of entry to Level 2 of Corporate Governance or to the Novo Mercado segment; and

- obligation to resolve disputes and controversies through arbitration, before the Market Arbitration Chamber.

Oi's Bylaws establish that the member of the Board of Directors cannot participate in the resolutions of this body related to matters on which they have or represent a conflicting interest with the company, and must inform the other members of the Board of Directors about their impediment, and to record the nature and extent of its interest in the minutes of the respective meeting.

Likewise, the Bylaws of the Board of Directors provide that a director who is in a situation of conflict of interest with the company or its subsidiaries will be considered prohibited, and such director must express, as soon as possible and prior to the resolution on a matter submitted to their appreciation, in which, for any reason, they deem there is a legal impediment, private interest or conflicting interest with Oi. | GRI 102-25 |

In this case, the director must refrain from participating in the discussion and voting, and the nature and extent of the impediment or conflicting interest must be recorded in the minutes of the board meeting. Information sent to the board by the company or by third parties, regarding the matter in which a member of the board has already declared himself in a situation of legal impediment or conflict of interest, will not be sent to such member of the board, nor will he be given access to such information by the other directors.

The company also has a Policy for Transactions with Related Parties and Situations Involving a Conflict of Interest, which determines that, in the event of conflicts of interest between the company and a shareholder or member of management in relation to a certain matter to be resolved at a collegiate meeting or meeting, such party with a conflicting interest with that of the company must manifest their conflict of interest or private interest, in a timely manner, declaring that they are prohibited from participating in discussions and deliberations on the matter. Otherwise, another party present at the meeting may express the existing conflict, which shall be declared by a majority of votes in such forum. The manifestation of the conflict of interest situation and the subsequent abstention must be included in the minutes of the respective meeting. | GRI 102-25 |



These documents are available for consultation on the website of the Brazilian Securities and Exchange Commission

[www.cvm.gov.br](http://www.cvm.gov.br)

and on the Investor Relations website of the company

[www.oi.com.br/ri](http://www.oi.com.br/ri)





With these initiatives we contributed to the SDGs: Peace, Justice and Effective Institutions

## committees

| GRI 102-33 |

The company has four committees that advise the Board of Directors. These are:

- **Audit, Risks and Controls Committee (CARC):** responsible for making business risk assessments and internal control mechanisms, controlling contingencies and taking care of the articulation of the management and supervisory bodies of the company. The CARC acts as a Statutory Audit Committee (CAE) for the purposes of CVM Resolution No. 23/21;
- **People, Nominations and Corporate Governance Committee (CGN&G):** responsible for ensuring the continuous adoption of best corporate governance and business conduct practices, as well as supervising the company's human resources strategy;

- **Transformation, Strategy and Investment Committee (CTEI):** responsible for monitoring and supervising the implementation and execution of the strategic transformation approved by the Board of Directors, defining the respective goals and schedules; and
- **Innovation and Digital Transformation Committee (CITD):** responsible for executing and develop the business and market policies and strategies of the business portfolio, analyze technological strategies for digital transformation and follow the innovation cycle and viability of investments in new lines and business opportunities of the company;

With the exception of the Audit, Risks and Controls Committee, which is an advisory committee to the Board of Directors provided for in the company's own Bylaws (art. 32), the other advisory committees to the Board of Directors (People, Nominations and Corporate Governance Committee; Transformation, Strategy and Investment Committee; and, finally, the Innovation and Digital Transformation Committee, created in 2020) were established by the Board of Directors itself and must be composed of at least three and at most five members, and the majority must be members of the Board of Directors.



# corporate risk management

| GRI 102-11 | GRI 102-15 | GRI 102-27 | GRI 102-30 | GRI 102-34 | GRI 205-1 |



With these initiatives we contributed to the SDGs: Peace, Justice and Effective Institutions

Oi genuinely believes in risk management as an indispensable tool for its business success and achievement of strategic objectives. This is an integral and fundamental part of the governance necessary for sustainable growth, profitability, preservation and generation of value to the company, shareholders and customers, since this process allows the identification not only of threats, but also of opportunities.

Risks are inherent in any business activity, so it is necessary to know and manage them properly. An effective risk management process goes far beyond just being adherent to standards and best market practices, it must aim to prevent and manage risks effectively, allowing those responsible, at all levels of governance, to have timely access to sufficient information related to the risks to which they are exposed, in order to support decisions and define mitigation strategies that decrease the likelihood and minimize any impacts at acceptable levels.

As such, throughout 2021 there were numerous measures implemented to improve and make this process even more effective in the company, among which we can highlight:

- **risk management process more connected to the company's strategy;**
- **corporate risks and risk factors were and are updated with Senior Management and the board, focusing on the New Oi's strategic plan;**
- **creation of specific risk portfolios:** in addition to strategic corporate risks, specific portfolios were also mapped in order to give greater depth and adequate attention to each topic such as Portfolios of Integrity and Privacy Risks, for example;
- **empowerment of risk owners and strengthening of accountability** for each risk are designated responsible executives and facilitators who periodically report on the risk journey in the company;

- **establishment of specialized executive advisory committees:** these committees are composed of multidisciplinary teams of high technical level for supervision and advice from Senior Management on specific risks according to the nature and scope of each committee and portfolio; and
- **continuous monitoring by risk factor:** behind each risk there is a layer of several factors that are possible triggers for its materialization. Therefore, we started to monitor actions and indicators not only for risks, but also for risk factors in order to have a more appropriate response for each case.





## **risk management in practice**

We believe in a risk management that is close to the people on a daily basis, present in work meetings, and useful in the decision making process, as an available management tool. As such, we are increasingly investing in internal training and communications that enable leadership, employees and partners in risk management.

This set of initiatives is governed by the Risk Management Policy reviewed and approved periodically by the Board of Directors and available on the company's Investor Relations website, composing a true risk management system that includes interrelationships between risks, strategy, processes, people, technology and knowledge, aiming at the greatest possible coverage and comprehensiveness to anticipate and prevent possible materialization and adverse effects.

## **business continuity management system**

Directly connected to risk management, Oi's Business Continuity Management System (BCMS) aims to prevent and treat events that may affect the continuity of our business and operations, preserving assets and the provision of services for what is most valuable, our customers.

The methodology of the Oi BCMS is based on ISO 22.301, best market practices and regulatory requirements, and consists of the development of structured multidisciplinary plans and integrated into a cycle composed of stages of planning, preparation, response, resumption and continuous improvement, including, in addition to preventive measures, crisis management protocols and timely treatment of risk events in order to ensure the continuation of the most critical business processes, preventing them from suffering significant damage and causing losses.

It is also worth mentioning that in 2021 Oi started a comprehensive process of strengthening its BCMS based on the driver SABER AGIR (HOW TO ACT), which consists of a set of initiatives that aim not only to improve continuity plans and contingencies, but to prepare everyone (leadership, employees and partners) for better prevention and prompt response in eventual crises and incidents. This is what we believe and what we are engaged in, in an BCMS that protects above all our customers and ensures solid foundations for our operations in the present and in the future.



**Click here**  
to access our codes  
and policies



# integrity

| GRI 102-17 | GRI 102-29 | GRI 205-2 |



With these initiatives we contributed to the SDGs: **Peace, Justice and Effective Institutions**

Our reputation is one of our greatest assets, and to ensure that it is preserved we have rules, principles and values that guide the conduct of our employees, third parties, business partners and suppliers. These guidelines reinforce Oi's ethical commitment in all relationships, promoting transparency in our activities and strengthening our organizational values.

In 2021, in addition to changing its organizational structure to establish reporting line of the Compliance Officer directly to the president, Oi developed a new **Compliance Program**, which is based on Oi Attitudes, directed by a set of references that guide the company's actions in the compliance theme, with the support of tools that are available to put this program into practice, focusing on prevention, detection, remediation and monitoring.

We are highlighting some of the results achieved throughout 2021 below:

- unification of the Ethics and Compliance Committees, forming the Integrity Committee, seeking greater synergy in governance of the company and gaining in agility in decision-making and monitoring the program;
- review and simplification of regulations regarding compliance, in which we act in the search for a simpler language, aimed at better employee engagement in the commitment to ethics and transparency; and
- identification and operations with the main integrity risks mapped in early 2021, providing mitigation action plans for each of the risks.

The Compliance Program has tools that help support the program, including:

- **Education:** holding the Compliance in Your Hand Week, with the participation of 428 company leaders and addressing various issues related to compliance and the creation of a new e-learning program with a more direct and assertive language focused on the main compliance issues;
- **Communication:** several campaigns were carried out to disseminate the culture of compliance within the company, dealing with topics such as the Compliance Program, Complaints Channel, Integrity Committee, among others; in this topic we highlight the communication made with our suppliers to direct those present and end-of-year gifts for institutions linked to Oi Futuro;



- **Complaints Channel:** the management of the channel became part of the Compliance team, and with that there was the construction of the new procedure for receiving and investigating complaints, as well as the update of the special flow to mitigate any conflict in the recorded reports (we found 41% of the cases reported as valid, resulting in the application of 54 disciplinary measures);

- **Third Party Due Diligence:** more than 2,800 analyses conducted throughout 2021, identifying less than 1% of high and very high risks in the company;

- **Monitoring:** we have reinforced controls and work on the implementation of monitoring actions of the Compliance Program, determining that 99.8% of employees adhered to Oi's Code of Ethics and Conduct. Further, we monitor automated compliance red flags that aim to give greater efficiency to the process and also to the monitoring of controls related to integrity risks, in which 132 controls were identified, 85% of which were implemented in 2021; and

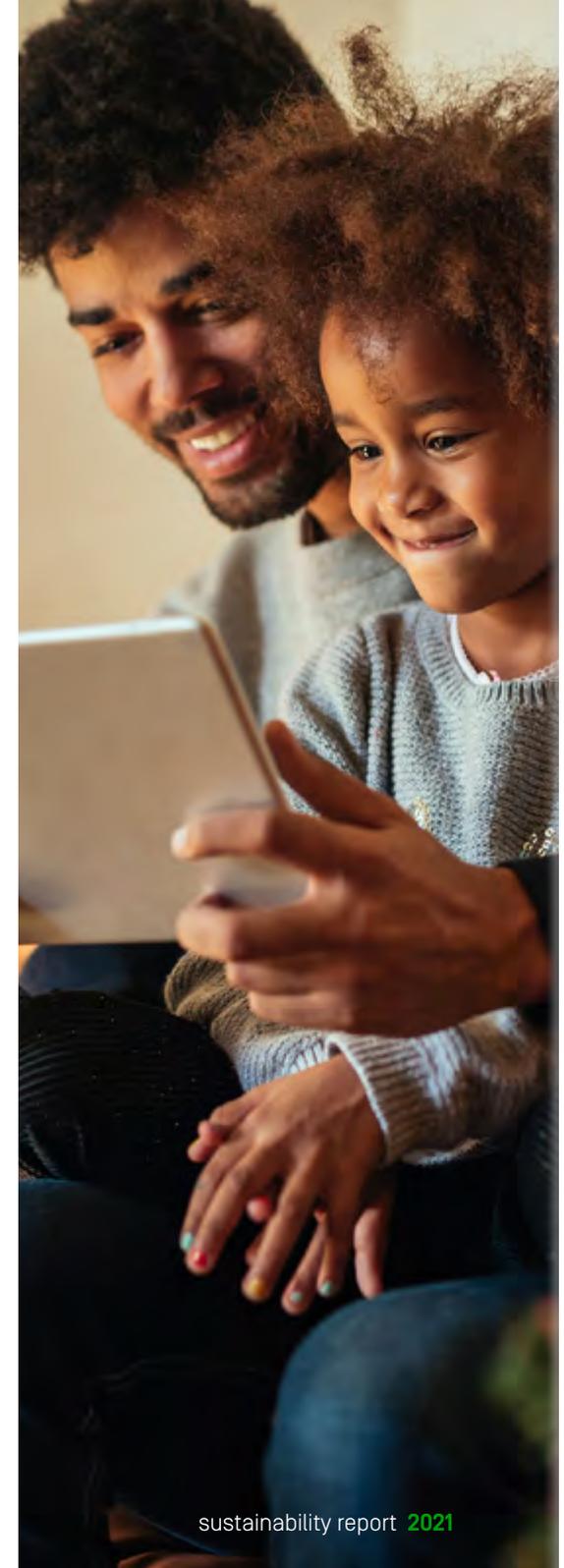
- **Conduct Guides:** we have improved language and the way we communicate with third parties and public agents, seeking to score more positively the actions that we understand that it is necessary both in the expected conduct of third parties and in the relationship with public agents.

### **integrity risk management**

The integrity risk management process is a fundamental part of directing our actions, mitigating risks and inputs to the drivers that support the Compliance Program. Thus, our governance and work methodology clearly establish the roles and responsibilities in the identification, evaluation, treatment, monitoring and reporting of integrity risks, including preventive anti-corruption actions, resulting in adherence to standards such as Law No. 12.846/13 and FCPA.

Oi had a specific risk portfolio for integrity issues, in which all identified risks are timely evaluated, object of response plans and reported to Senior Management and the board. The monitoring of these risks is carried out by an executive advisory committee dedicated and specialized in the subject, called the Integrity Committee, which evaluates the quality and supervises the effectiveness of the actions, supporting Senior Management and the board in the decision-making process and accountability.

Furthermore, mechanisms such as acceptance of the Code of Ethics and Conduct, constant communications and training with employees and third parties, analyzes prior to the contracting of third-party integrity risks, controls of politically exposed persons (PPE), related parties, relationship with public agents, complaint channel and independent internal audit processes also play a fundamental role in ensuring compliance in the company, strengthening the internal control environment and the management of integrity risks.





## code of ethics and conduct

Oi has a series of corporate policies, regulations and procedures, which guide the conduct of all its members, suppliers and partners. This includes the Code of Ethics and Conduct.

Launched in 2020, with simple and objective content, informal language and attractive visuals, the code brings together everything that Oi wants for its employees, providing support for daily decisions. Suppliers, outsourced professionals and business partners must also be guided by this code in all their activities.

The Code of Ethics and Conduct is reviewed and updated every two years, as well as every two years a series of standards of conduct are updated, such as Anti-Corruption Policy, Gifts, Presents and Other Hospitality Policy, and Policy for Related Party Transactions and Situations Involving Conflict of Interest.

As previously presented, monthly the advisory committees of the Board of Directors carry out the monitoring of the execution of actions to mitigate corporate risks, proposing adjustments to the Code of Ethics and Conduct whenever necessary.

| GRI 102-31 |

In 2021, we carried out communication actions focused on employee engagement and adherence to the Code of Ethics, reaching 99.8% of the company's employees, which demonstrates high commitment and also an understanding of the relevance of the matter to Oi. In addition to this activation, we also conducted training throughout 2021 to seek Senior Management's commitment to compliance issues. | GRI 102-16 |

## integrity committee

In the structure of our Compliance Program, we have the Integrity Committee, which is the highest guardian of the Code of Ethics and Conduct and the Oi Compliance Program. Thus, the committee is responsible for aligning the strategic guidelines defined by the Board of Directors with the company's guidelines for integrity and ethics values, allowing correct decision making, thinking about our people, in customers and in business in order to ensure the delivery of effective results in a fair and sustainable manner. As such, it is the responsibility of this committee to disseminate the culture of compliance, promoting the legitimation, respect, compliance, improvement of expected attitudes, and monitoring their effectiveness.

The sponsorship of Senior Leadership in the face of compliance mechanisms sets the tone for Oi. Therefore, the Integrity Committee is an advisory body to the executive

president constituted based on the Internal Regulations, which defines the rites and rules of functionality and the respective responsibilities and attributions of its members.

The Integrity Committee has its own internal regulations and is composed of four directors, statutory or otherwise. This is a body linked to executive management and, in this case, it does not need to report directly to the Board of Directors. Complaints received that involve aspects of the interpersonal relationship are forwarded to the Integrity Committee for deliberation and reported quarterly to the Audit, Risks and Controls (CARC) and the People, Nominations and Governance Committee (CGNG), which advise the Board of Directors.

Among the functions of the Integrity Committee are also the implementation, dissemination, training, revision and updating of the Code of Ethics and Conduct.



## complaints channel

We know that changing what's not right is everyone's job. At Oi, we strengthen integrity and ethics when we work to improve our actions and processes, encouraging the reporting of situations that go beyond the good rules of coexistence and expected conduct.

Oi provides an exclusive channel for reporting complaints from employees, suppliers and service providers that do not comply with Oi's rules and policies, as well as current laws. The Complaints Channel allows reports on unethical behavior, bullying, sexual harassment, corruption, fraud, among others.

The Complaints Channel is managed independently and autonomously by a specialized company, and does not suffer any kind of interference from any member of the administration, and all content circulated by it is treated with strict confidentiality.

The operation of the channel was approved by the Executive Board and the Board of Directors. In addition, the activities of the Complaints Channel are periodically presented to Carc and CGNG. Possible complaints about members of the board and Executive Board are forwarded directly to the CARC coordinator by the service provider firm.

In addition to the complaints of interpersonal relationship, which follow for analysis and deliberation of the Integrity Committee as previously said, the complaints involving other aspects of violation of the Code of Ethics and Conduct and potential fraud are investigated by a team specialized in Internal Audit and reported to the CARC. The communication of the application of disciplinary measures for the violation of the Code of Ethics and Conduct is carried out annually by the Company's Board of Directors.

In 2021, the company received a complaint regarding the undue advantage. After verification of the responsible teams, it was identified that the form of hiring the indicated business partner was not within the standards set by the company for conducting business relationships. In view of the facts ascertained, the contract with the third party was terminated, and new competition was opened to meet this need. The employees denounced in the case were also dismissed from the company. In the year, there were no lawsuits related to corruption. | GRI 205-3 |

In 2021, the company did not receive any discrimination reports. | GRI 406-1 |



The Complaints Channel is available on the internet at: [www.canalconfidencial.com.br/oi/](http://www.canalconfidencial.com.br/oi/) or by calling 0800 282 2088.





# connections that drive people

- Oi Futuro
- employees
- suppliers
- customers
- sectoral relationship

Oi converges the intelligence and the energy of employees and partners in the same quest: to deeply understand the customers to offer relevant and transformative solutions. Connections propel us. And that's what makes us different.



**With these initiatives we contributed to the SDG: Quality Education; Gender Equality; Decent work and economic growth; Reduction of inequalities; Partnerships and means of implementation**

# Oi Futuro

Through Oi Futuro, Oi's innovation and creativity institute for social impact, we developed and support innovative and collaborative actions to improve people's lives and society. Through institute programs and projects, Oi reinforces its commitment to building a more diverse and inclusive society, aligned the ESG agenda and the Sustainable Development Goals (SDGs) proposed by the UN.

Oi Futuro is present in all regions of the country, working to positively impact people's lives through Education and Culture, accelerating initiatives that, through technology, enhance personal and collective development.

In 2021, Oi Futuro completed 20 years of operation, as an agent of social transformation, establishing new reference models and promoting the strengthening of public policies.

Due to the COVID-19 pandemic, Oi Futuro migrated its programs and projects to alternative formats and consolidated the hybrid operating model to continue offering quality content and experiences to the its various audiences, merging face-to-face and virtual events.

In the digital environment, Oi Futuro offered training, courses, acceleration processes, mentoring, webinars, podcasts, virtual exhibitions and immersive experiences. On social networks, the content produced by Oi Futuro obtained more than 7.6 million interactions throughout the year.

In its physical spaces, Oi Futuro respected all health standards to ensure the health and safety of the public, partners, students and employees in the reopening of doors for visiting the Oi Futuro Cultural Center and the Museum of Communications and Humanities [Musehum]. The face-to-face classes were also resumed in the two schools of Núcleo Avançado em Educação (NAVE), in Rio de Janeiro and Recife, Pernambuco.





# Oi Futuro connections

## 2021

With these initiatives we contributed to the SDG: Quality Education; Gender Equality; Decent work and economic growth; Reduction of inequalities; Partnerships and means of implementation



**+7.6 million**

of interactions on social networks throughout 2021

**26**

supported cultural projects

**+4 million**

access to free digital projects

**68**

accelerated entrepreneurs

**oi** FUTURO

**1**

thousand

of students at NAVE (High School) impacted

**+2.3**

thousand

trained educators

**600**

hours of mentoring for social entrepreneurs



**With these initiatives we contributed to the SDGs: Quality Education**

### **education | NAVE**

Aimed at training young people for the creative and digital economy, NAVE, the main program of Integrated High School Education for Oi Futuro Professional, completed 15 years in 2021 with more than 3,300 graduated students – 294 of them completed the third year of High School last year.

As a result of the public-private partnership with the State Departments of Education of Pernambuco and Rio de Janeiro, the NAVE Rio and NAVE Recife offer technical courses in Programming and Multimedia. In addition to preparation for the new world of work and digital life, the NAVE is geared to the formation of conscious citizens, autonomous and protagonists of their life projects.

As a milestone in this 15-year trajectory of NAVE, the program was selected from over 700 proposals from 41 countries to lead the Games and technology panel to empower creative and transformative youth,

in the 2021 edition of SXSW\_EDU, the education arm of South by Southwest (SXSW), the world’s largest innovation event taking place in Austin, Texas, United States.

Also in celebration of the NAVE anniversary, Oi Futuro launched the NAVE 15 years Special, landing page that presents the program’s trajectory, inspiring stories from graduates of educators and specialists and the large numbers of the initiative.

In 2021, in an unprecedented partnership with the United Nations Children’s Fund (UNICEF) and technical support from Porvir, Oi Futuro launched the e-book Didactic experiences: art and culture building paths to school success, providing free pedagogical practices created in schools NAVE based on inter-disciplinarity, multi-literacy and digital culture. The didactic material produced by the In 2021, the Institute reached more than 28 thousand users.

Other unpublished content was released by the NAVE Mídia\_LAB Digital, a platform to support remote and hybrid teaching that provided free self-formation trails, video tutorials, video case studies and mentoring reaching 37 thousand views. The contents were also made available on the platform Aprendero Sempre – the hub aimed at educational managers, teachers, students and families to promote teaching experiences and remote learning – which reached more than 29 thousand users. Also within the scope of training, Oi Futuro contributed to the certification of more than two thousand educators from public network in own and partner courses, such as Google for Education and SM Education.



## Nave Generation Program youth gateway to the labor market

In partnership with Oi Futuro, Oi created an exclusive talent program for students trained at NAVE, our education program focused on the creative and digital economy. Since 2017, the **Nave Generation Program** has hired 33 young people newly graduated in Technical High School to enter strategic areas of the company, such as artificial intelligence and machine learning.

With a gamified selection process, NAVE generation launched the position of “digital resident” for the first time in the company, which does not require a Higher Education diploma, but encourages professionals who want to go to college. Thus, the program offers the opportunity of the first job to these young people, while promoting a renewal of ideas and visions within Oi.

The group of graduates of the program acts directly in the digital transformation of the company and receives 12 months of monitoring and individualized mentoring.

At NAVE’s schools, students attend the public high school integrated with professional education and are prepared for contemporary professions in the digital and creative area, such as the production of games, apps and audiovisual products.

In this last edition, Oi received 15 new digital residents to continue the transformation they started at NAVE.



## #dontabandonyourfuture

In a joint effort to address school dropout, in conjunction with Globo, Roberto Marinho Foundation, National Council of Education Secretaries (Consed) and more than 25 social organizations, institutes and foundations, Oi Futuro co-signed the #dontabandonyourfuture campaign, which reached more than 116 million homes throughout Brazil. Another partnership of Oi Futuro with significant results was the participation in the Curriculum Front and New High School, led by Consed with the purpose of offering technical support to the state education networks for the implementation of New High School curricula. By December 2021, 21 states had their curriculum references approved and approved by the respective state Education councils.



## education and digital inclusion

| GRI 203-1 |

In line with the programs carried out by Oi Futuro that involve remote education, Oi participates in the Broadband in Schools Program (PBLE), complies with the rules of the General Plan of Universalization Goals (PGMU) and works to expand Backhaul.

The objective of the PBLE is to make internet available in all urban public schools and in the training of elementary and high school teachers indicated by the Ministry of Education (MEC) by 2025, based on the census of the National Institute of Studies and Research (INEP). In 2021, we served 77 new urban schools, totaling 53,490 urban schools served. In addition to these, we operate in 3,871 schools in the rural network.

The **PGMU** seeks to guarantee access to fixed telephony. In 2021, we invested more than R\$155.2 thousand covering five locations, with R\$27.9 thousand in two locations with individual access and R\$127.3 thousand in three locations with collective access.

**Backhaul** consists of broadband installation in eligible municipalities and speed upgrades previously installed. We currently serve more than 3,185 Brazilian municipalities with this initiative.



### training in data science

In 2021, Oi teamed up with Faculdade Phorte to create an unprecedented program to train professionals for the Data Analytics market. The differentials of this program are the certificates issued in each of the phases and the opportunity to hire the best among those who participate in the final residency phase at Oi.



For more information,  
click here



## other actions in education

With educational and training programs, workshops, acceleration cycles and mentoring for comprehensive qualification of the individual and support for the development of innovative digital solutions, Oi Futuro also impacted hundreds of entrepreneurs, organizations and businesses in the five regions of the country. At the beginning of the year, Labora Edu – Digital Communication Tools offered a cycle of four workshops to technically present, to social entrepreneurs and professionals in the creative economy, the advantages and opportunities of digital operations. Participants had contact with tools such as Facebook Ads, Instagram Ads, Google Ads and Google Analytics, as well as mentoring with market experts.

In March 2021, Oi Futuro Mentoring for Women reached 21 states and the Federal District. An edition made exclusively by and for women, with more than 300 registered, Mentoring organized individualized online service in the areas of business management, strategic communication, planning and financial management.

In partnership with Sebrae, Oi Futuro launched, in the second half of 2021, the Idea & Impact, which promoted marathons and workshops for young entrepreneurs from all over the state of Rio de Janeiro to structure their social impact initiatives and develop their leadership roles. The project provided a free course schedule [Idea Marathon] for formatting social impact businesses and thematic talks [Speaks Expert] to support

potential entrepreneurs who wanted to get their ideas off the ground and develop initiatives that generate solutions to improve society. In addition to these actions, 2021 also brought an unprecedented partnership that took Oi Futuro to Mato Grosso. Together with the State Department of Culture, Sports and Leisure of Mato Grosso, the institute launched MOVE\_MT, a project to strengthen the ecosystem of culture and the creative economy of Mato Grosso. In the first phase of MOVE\_MT, four collective and free workshops were held for 243 entrepreneurs. A later announcement selected 30 initiatives for a six-month acceleration cycle, which includes meetings, collective workshops and individualized mentoring in the areas of management and technology.

At the end of this cycle, scheduled for the second half of 2022, the best performing initiatives will be awarded, in addition to participating in an exchange at the Oi Futuro Lab – entrepreneurial education hub of Oi Futuro, a training space to boost organizations, businesses and initiatives.

## culture

In its 20-year history, Oi Futuro has always invested in democratization of production and access to culture for the disruption of social borders and for the construction of more diverse and inclusive futures. Therefore, even with the pandemic, Oi Futuro Cultural Center and Musehum maintained their online and digital programming, with plays, exhibitions and courses. Online theatrical shows and 360° visits had national reach and prominence in the press.

With the reopening to the public, Musehum, which is in the building of the Oi Futuro Cultural Center, in the Flamengo neighborhood, Rio de Janeiro, inaugurated a new hyper-reality experience. In this immersive installation, the visitor enters a scenographic balloon and, wearing virtual reality glasses, flies over the city of Rio, discovering its architecture and history.

# Oi Futuro continues to invest in democratization of production and access to culture for breaking down social boundaries and for the construction of more diverse and inclusive futures





As a result of a partnership with the State Department for Culture and Creative Economy of Rio de Janeiro, Oi Futuro launched in 2021 the HUB+ Program, an announcement to disseminate Museum's experience in the use of new technologies, collection management and accessibility practices qualifying a network of professionals from ten selected museums in the territory of Rio de Janeiro. Through these courses and a digital platform, they have access to recorded content and live online training.

In another year of great challenges, the exhibitions of the Oi Futuro Cultural Center provoked reflections on the future of society. Exhibitions such as Quiet Room, of the French artist Parse/Error, My son just walks a little slower and the Imaginary Museum of Natural History of the Amazon (MIHNA) addressed topics such as mental health, inclusion, diversity and the environment, with technological and immersive facilities. In the performing arts, with seasons broadcast online and live, the highlight was the children's musical show Menina Akili and its talking drum, which seeks to reinforce the self-esteem and Afro-Brazilian culture for the whole family.

Under the management of Oi Futuro, the 17<sup>th</sup> edition of the Oi Program of Encouraged Cultural Sponsorships was launched in May, reinforcing in its manifesto the connection with the present and the continuous exercise of building more sustainable futures. During the pandemic, we focus on hybrid experiences, unprecedented formats of interaction with the public and new artistic scenes that value diversity.

The cultural projects supported by Oi Futuro throughout the country reinforced their actions aimed at inclusion and diversity, professional qualification and generation of opportunity. Throughout 2021, the projects made use of the innovative use of technology to expand audiences, always in connection with various themes related to the SDGs and the challenges of society.

The highlights include the virtual platform of Favela Sounds, which connected the creative periphery industry, generating productive inclusion of young popular entrepreneurs; the Plural Festival, which boosted the LGBTQIA+ artistic scene with affirmative actions; the Kinobeat Festival, with an edition

dedicated to the environmental theme uniting scientists, artists and thinkers for the production of art and technology; and the MANA Festival, held by and for women, focusing on the female artistic scene of the north of the country and in professional qualification actions.

Always building impact partnerships, the Pontes Program, Oi Futuro's joint investment with the British Council, launched the Pontes Ao Cubo program, broadcast on Oi Futuro channels with a presentation of national and international results, generated in the three

years of Pontes, through stories and testimonials of the impacted producers, artists and entrepreneurs.

Also the result of a partnership with the British Council, the third edition of the Arte Sônica Amplificada (ASA) was launched in 2021.

Created to boost gender equity in the Brazilian sound and music industry, ASA selected 400 women from all over Brazil to participate in a process of training, networking and presentations with British and Brazilian mentors, as well as exchange with international festivals.

#### MAIN INVESTMENTS IN THE OI AND OI FUTURO SPONSORSHIP AND EVENTS AREA

| GRI 201-4 | 413-1 |

Amount of financial assistance [tax incentives] received from the government in the year – R\$ thousand			
	2019	2020	2021
Education	6,614,975	5,866,605	5,563,916
Culture	25,620,040	13,938,449	16,806,818
Social innovation	1,425,274	1,316,684	-
Sport	20,176,420	6,067,834	9,018,500
Administrative structure - Oi Futuro	4,920,925	4,558,806	3,923,627
<b>Total</b>	<b>58,757,635</b>	<b>31,748,378</b>	<b>35,312,862</b>
Direct investment	21,256,658	15,369,778	14,426,011
Investment via tax incentives	37,500,977	16,378,600	20,886,851



With these initiatives we contributed to the SDGs: Decent Work and Economic Growth; Reducing Inequalities

# employees

At the end of 2021, we had 12.9 thousand direct employees in telecommunications activities, and we did not register temporary employees or part-time employees.

## NUMBER OF EMPLOYEES BY FUNCTIONAL CATEGORY | GRI 102-8 |

Number of employees by functional category	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executive Board	75	16	<b>91</b>	72	16	<b>88</b>	73	16	<b>89</b>
Management	524	216	<b>740</b>	440	189	<b>629</b>	405	160	<b>565</b>
Supervision/coordination	544	393	<b>937</b>	548	372	<b>920</b>	447	282	<b>729</b>
Staff	7,947	4,820	<b>12,767</b>	7,047	4,221	<b>11,268</b>	6,124	3,388	<b>9,512</b>
<b>Total Own Employees<sup>(1)</sup></b>	<b>9,090</b>	<b>5,445</b>	<b>14,535</b>	<b>8,107</b>	<b>4,798</b>	<b>12,905</b>	<b>7,049</b>	<b>3,846</b>	<b>10,895</b>
Third parties <sup>(2)</sup>	-	-	<b>106,578</b>	-	-	<b>92,249</b>	-	-	<b>80,170</b>
Apprentices <sup>(3)</sup>	72	98	<b>170</b>	41	58	<b>99</b>	24	46	<b>70</b>
Interns <sup>(4)</sup>	122	115	<b>237</b>	88	67	<b>155</b>	32	31	<b>63</b>
<b>Total</b>	<b>9,284</b>	<b>5,658</b>	<b>121,520</b>	<b>8,236</b>	<b>4,923</b>	<b>105,408</b>	<b>7,105</b>	<b>3,923</b>	<b>91,198</b>

1. All employees are hired indefinitely, in accordance with the Consolidation of Labor Laws (CLT) and full-time.
2. Third parties are hired in accordance with the CLT, with the term of the employment contract and the working day defined exclusively by the contracting party. Oi does not manage the individual data of the service providers, therefore, it does not have their separation by gender.
3. The apprentices are hired for a fixed time, according to the CLT, and with a daily workday of four hours.
4. Interns are hired for a fixed period, governed by the Internship Law and with a daily workday of four or six hours.





## NUMBER OF EMPLOYEES BY REGION

[GRI 102-8]

### SOUTH

#### 2019

♂ 1,301 ♀ 499

**TOTAL 1,800**

#### 2020

♂ 1,099 ♀ 448

**TOTAL 1,547**

#### 2021

♂ 949 ♀ 366

**TOTAL 1,315**

### SOUTHEAST

#### 2019

♂ 4,965 ♀ 3,283

**TOTAL 8,248**

#### 2020

♂ 4,465 ♀ 2,947

**TOTAL 7,412**

#### 2021

♂ 3,834 ♀ 2,421

**TOTAL 6,255**

### MIDWEST

#### 2019

♂ 1,022 ♀ 404

**TOTAL 1,426**

#### 2020

♂ 1,005 ♀ 379

**TOTAL 1,384**

#### 2021

♂ 892 ♀ 307

**TOTAL 1,199**

### NORTHEAST

#### 2019

♂ 1,362 ♀ 1,034

**TOTAL 2,396**

#### 2020

♂ 1,160 ♀ 828

**TOTAL 1,988**

#### 2021

♂ 1,025 ♀ 609

**TOTAL 1,634**

### NORTH

#### 2019

♂ 440 ♀ 225

**TOTAL 665**

#### 2020

♂ 378 ♀ 196

**TOTAL 574**

#### 2021

♂ 349 ♀ 143

**TOTAL 492**

### TOTAL

**14,535**

**12,905**

**10,895**

## TOTAL NUMBER AND RATES OF NEW HIRES AND TURNOVER

[GRI 401-11]

New hires	2019	2020	2021
<b>By gender</b>			
Male	998	879	943
Female	924	633	639
<b>By age group</b>			
Under 30 years	938	653	702
Between 30 and 50 years	961	803	846
Over 50 years	23	56	34
<b>By Region</b>			
South	201	144	146
Southeast	933	798	851
Midwest	337	257	160
Northeast	463	256	333
North	98	57	92

Turnover rate – %	2019	2020	2021
<b>By gender</b>			
Male	7.9	9.7	11.9
Female	6.9	6.5	9.0
<b>By age group</b>			
Under 30 years	6.1	4.5	6.8
Between 30 and 50 years	8.1	9.0	12.3
Over 50 years	0.6	2.9	1.7
<b>By Region</b>			
South	1.5	2.0	2.1
Southeast	7.8	8.6	11.4
Midwest	1.4	2.0	2.0
Northeast	3.5	3.3	4.2
North	0.7	0.7	1.1

Number of shutdowns	2019	2020	2021
<b>By gender</b>			
Male	1,333	1,847	2,013
Female	1,098	1,274	1,598
<b>By age group</b>			
Under 30 years	858	663	999
Between 30 and 50 years	1,416	1,704	2,216
Over 50 years	157	754	396
<b>By Region</b>			
South	230	407	385
Southeast	1,357	1,617	1,999
Midwest	174	290	342
Northeast	574	664	709
North	96	143	176



**With these initiatives we contributed to the SDGs: Health and Wellbeing; Decent Work and Growth Economic; Reduction of Inequalities**

## benefits

| GRI 401-2 |

We offer our staff a benefit package in line with good market practices. Find out below:

### Meal/food voucher

The employee can choose to divide the amount of the monthly voucher by 50% in the meal visa and 50% in the food.

### Life insurance

Full payment in cases of natural, accidental death and permanent disability of the employee. Partial payment in case of death of spouse or children of the employee.

### Transportation ticket

We provide the transportation ticket for the home-work and work-home route.

### Oi Employee Plan

Every new employee receives the Oi Employee kit, with Oi device and chip, at the time of admission. Activation is performed within 72 hours of delivery. There are 10 GB of internet to browse twice and unlimited calls to any operator in Brazil.

### Medical assistance

We offer a complete health plan to meet the needs of employees and dependents that includes the coverage provided by law and other regulations of the National Supplementary Health Agency (ANS).

1. Interns and young apprentices do not participate in the program.

### Dental Assistance

Extended to legal dependents (children up to 21 years old or 24 years old for university students).

### Medication Allowance

After admission, the pharmacy card is sent by mail to the employee's residence.

### Private Pension Plan

Offered by the Atlantic Foundation (optional embership). Its normal contribution is accompanied by a contribution from Oi in the same amount.

### Daycare Assistance

Benefit granted only to employees and with legal custody (widowed parents, parents with custody of children recognized in a judicial act) or with children with intellectual impairment syndrome.

### Profit Sharing Program

Offered to all employees who, in the current year, have worked for an equal or greater period than a full month. Program inserted in the collective agreements of participation in the results to be presented to the unions and submitted to approval in meetings with employees, and may eventually undergo minor adjustments.



# Possibility of home office and flexible hours. Due to the pandemic, in the last two years, we have consolidated the home office program as a work model in the company

## Oi Educa University

Internal training platform that has about 483 courses focused on IT, Telecom, Innovation, Business, Behavioral Skills, Work Tools, and Diversity and Institutional, among others.

## Discount Club

Tool to promote and disclose establishments that offer advantageous conditions to employees.

## Casual Dress Code.

## Free access to Oi Play

With our streaming service, employees can watch free content and live TV series and programs.

## Day off during birthday months

Every employee can choose the best day off, within the month of their birthday.

## Extension of maternity leave/paternity leave.

## Annual calendar of bridge days and compensations.

## Vida.Com Program

Our quality of life program helps employees take care of physical, mental and social health, with integrated actions 100% online and free of charge. And now, with one more pillar: the safety pillar. Within each of these, employees can participate in individual care with health professionals and participate in collective activities with other employees.

## MATERNITY/PATERNITY LEAVE

| GRI 401-3 |

	2019		2020		2021	
	Man	Woman	Man	Woman	Man	Mulher
Number of employees who took maternity/paternity leave	262	307	273	339	192	301
Number of employees who returned to work after taking maternity/paternity leave	243	181	248	211	198	294
Number of employees who should have returned to work after the end of maternity/paternity leave	262	228	262	277	200	317
Return to work rate	93%	79%	95%	76%	99%	93%
Total number of employees retained 12 months after returning to work after maternity/paternity leave	240	173	202	169	194	149
Total number of employees who returned from maternity/paternity leave as of January of the previous year	Not applicable	292	205	290	227	217
Retention rate					85%	69%



## remote work

Also due to the impositions caused by the pandemic, in 2021 Oi continued the remote working regime for its administrative employees and who did not perform external activities considered essential.

As such, it established some rules on remote work, such as: respect for working hours, avoiding calls or messages outside of work hours; respect for breaks and lunch hours; resolution of demands only during the established work hours, performing good time management.

## remote working perception survey

The Remote Work Perception survey aims to create a direct channel with employees to understand the perceptions about the current remote work model so that it can guarantee quality of life, transparency, productivity and reception. The survey is conducted through an internal online form in which we can generally determine the improvements that have been implemented.

Based on the results observed in the last survey – carried out in May 2021, we developed a guide to good practices in remote work to provide useful information that contributes to everyday life on: healthy living, practical organization, smart breaks, productive meetings and transparent communication.

With 68% of active employees, the survey generated the general perception that:

**89%**  
have gained or maintained their quality of life in remote work

**90%**  
expressed the intent to maintain 3 days or more of remote work

**91%**  
Expressed their interest in performing remote work after quarantine



# research to monitor engagement in the company's transformation process

The Transformation Engagement Monitoring Survey, conducted quarterly, aims to create a direct channel with employees, understanding the perceptions about the internal environment and important factors for the challenges of the company's transformation.

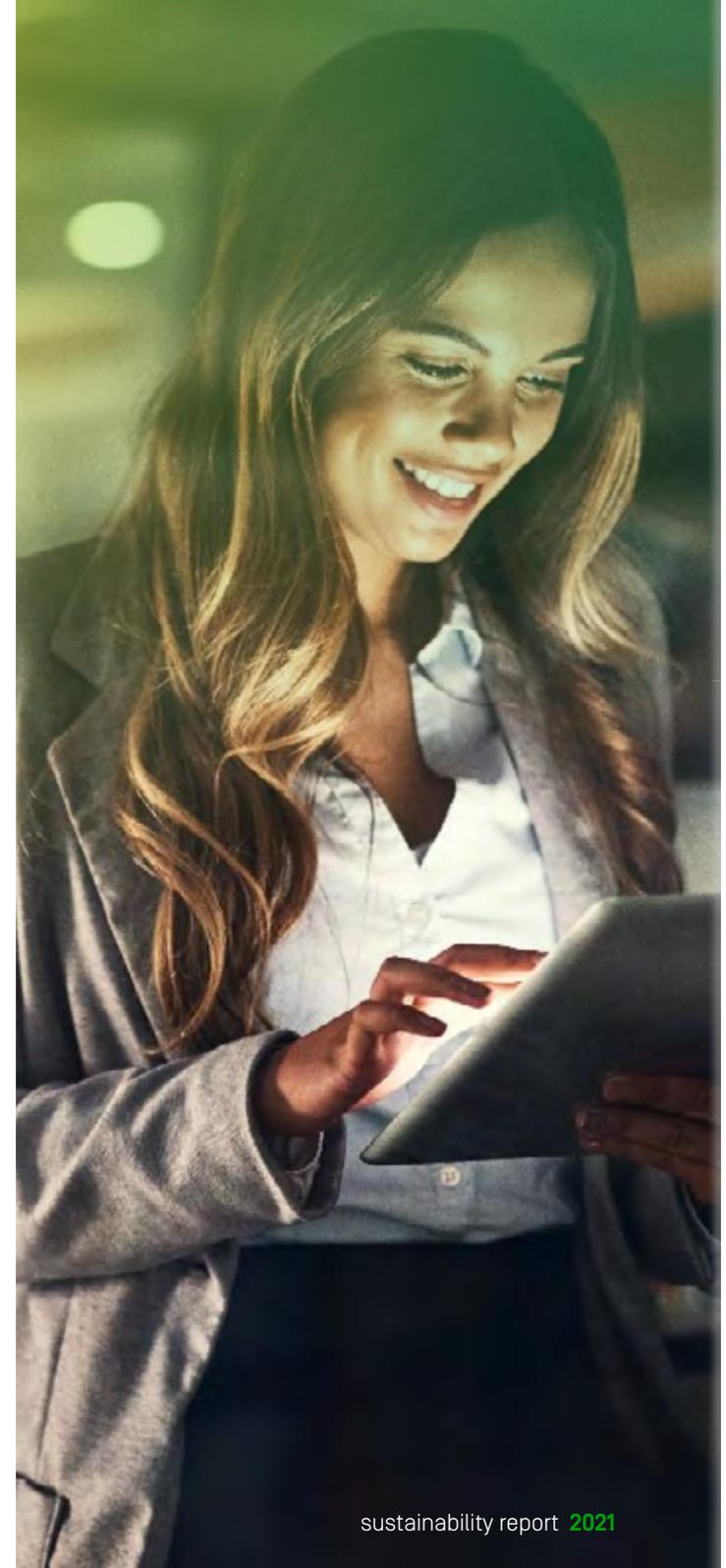
The research is done through an internal online form, and its items are organized into five pillars: transparency and communication; leadership and protagonism; respectful and healthy environment; attitudes for transformation; and agile mindset.

Based on the results observed in the first wave, held in March 2021, multidisciplinary groups planned and implemented initiatives to improve internal experience, including:

- Activities to value care, well-being and diversity (monitoring of COVID-19 cases and experience in remote work; nutritional, postural, physical and psychological care online and free of charge for employees; lectures on equity and inclusion; etc.);

- actions to stimulate engagement and self-development (program of exchange of praise, valuing the recognition among employees and lectures with external guests in favor of self-development); and
- leveraging customer focus, agile mindset and strategic alignment (strategically driven content and internal communication campaigns to accelerate focus on the customer experience and develop the agile mindset).

These actions contributed to the increase of almost 3 p.p. between the first and second waves, carried out in June 2021. In November 2021, we conducted the third wave of the survey and, even after the changes, we maintained the level of internal engagement at the beginning of the year. All pillars showed a small drop in relation to the values recorded in the second wave, however, even so, employee engagement remained at a high level: **over 80% favorability**.



## collective agreements

| GRI 102-41 | 407-1 |

We ensure the right of associating employees with union entities and do not work with operations that put this right at risk. All employees are covered by collective agreements, which are duly signed with the respective trade unions representing the category, being deposited in the Mediator system of the Ministry of Labor and Employment.



**With these initiatives we contributed to the SDGs: Health and Well-being; Decent Work and Economic Growth**

## remuneration policy

| GRI 102-35 | 102-36 |

The remuneration of Oi's employees is guided according to the Hay Point methodology, developed by the consultancy Korn Ferry, specialized in salary surveys and compensation strategies. This methodology evaluates each function of the company, measuring its technical knowledge, degree of problem solving and its responsibilities for the results within its operating magnitudes.

Based on this score, each function is positioned in salary ranges that, in turn, are defined based on salary surveys that consider a pool of companies of several segments and size and revenue compatible with Oi.

Oi's Remuneration Policy for executives aims to attract, retain and encourage high performance to implement the company's business strategies, provide competitive remuneration in the comparable market, align the objectives of managers, shareholders, executives and other stakeholders, in addition to being simple, transparent and easy to understand.

## fixed remuneration

The fixed remuneration of the members of the Board of Directors includes the fees paid monthly, which vary according to the role played by the member in the board and committees.

The members of the Board of Directors, who make up the advisory committees, receive an additional monthly fixed amount, with the purpose of remunerating the activities related to said committee. This additional has as parameters the additional percentages practiced in the market for companies of similar size and capital structures, aligned with the company's remuneration strategy.

For statutory directors and other executives, the company's strategy is to position fixed remuneration in line with the comparable market, in order to balance fixed costs and ensure competitiveness for this portion of remuneration.

In addition to the fixed remuneration, we have a policy of benefits compatible with the best market practices, which aims to offer its employees medical assistance programs, dental assistance, pharmacy assistance, group life insurance, food vouchers, among other benefits, which added to fixed and variable remuneration make the remuneration package competitive and attractive in relation to the market.

Oi also offers all its employees the possibility to participate in the private pension plan, with this option being freely chosen by the employee, aiming to increase the attractiveness of its benefits package.

On the other hand, the remuneration of the Fiscal Council is composed exclusively of fixed monthly remuneration (fees) and aims to remunerate the services of each director, within the scope of responsibility assigned to the Company's Fiscal Council. Alternate members shall be remunerated only in cases where they exercise title by virtue of vacancy, impediment or absence of the respective member.



## **short-term variable remuneration**

This comprises the annual participation in the company's results, based on the range of performance defined through financial and operational indicators and goals, derived from the business plan and the annual budget approved by the Board of Directors.

This portion aims to encourage and reward according to the result of the business plan of the year, as well as recognizing the individual performance of the executives, in addition to ensuring competitiveness of the remuneration package with the comparable market.

In 2021, in addition to the corporate and individual performance metrics, a performance indicator related to adherence to expected behaviors and attitudes that are considered fundamental to the company's cultural transformation process was added.

In this way, performance is measured by a combination of Corporate Goals, Individual Goals and Behavioral Goals. In addition to recognizing and rewarding, the short-term incentive program works as a tool to ensure the focus on key results indicators that ensure the excellence of the execution of the business plan.

The program provides that annually, after the approval of the business plan and budget, the key indicators of results, financial and/or operational excellence are defined, which will be measured for remuneration purposes. For 2021, the Corporate Goals involved a combination of financial indicators, customer satisfaction indicator and indicator of profitability of the installed fiber optic infrastructure.

## **long-term variable remuneration**

The Long-Term Incentive Plan, based on shares for the members of the board, aims to allow the granting of shares to the directors, as part of their remuneration, aiming to promote high engagement and commitment to the achievement of strategic goals of the company and alignment with shareholders, in addition to bring the level of remuneration of the Oi board to that of the comparable market, without this resulting in cash consumption.

The Long-Term Incentive Plan, based on the actions of executives, as well as that of the board, aim to allow the granting of actions to promote high engagement and commitment to the achievement of the company's strategic goals, thus ensuring its alignment with the objectives of the company and its shareholders in the medium and long term. At the same time, it allows the the remuneration of executives to be positioned competitively in relation to the comparable market, without consuming the company's cash.

The members of the Fiscal Council, on the other hand, are not entitled to variable remuneration.

## **extraordinary remuneration**

The incentive aims to identify and reward those executives who are expected to make a differentiated and relevant contribution to the success of the divestment processes, beyond the normal scope of their respective positions. The beneficiaries of these incentive plans have a high capacity to impact the final result of the processes.

The condition for the award is that the amount obtained by the company with the divestments is at least the floor approved by the General Meeting of Creditors. Furthermore, the payment is subject to the determination of the final value of the transaction and the entry of financial resources into the company's cash.

To ensure the effectiveness of the program, eligible executives are segmented by project and by stage within each project, and for each participant a target award value was defined.





**PROPORTION BETWEEN THE LOWEST WAGE AND THE LOCAL MINIMUM WAGE, BROKEN DOWN BY GENDER IN THE STATES IN WHICH THEY WORK – %**  
 | GRI 202-1 |

State	2021		
	Man	Woman	Consolidated
Acre	135	152	135
Alagoas	114	146	114
Amapá	120	185	120
Amazonas	120	157	120
Bahia	114	114	114
Ceará	114	128	114
Distrito Federal	128	122	122
Espírito Santo	117	150	117
Goiás	118	114	114
Maranhão	114	120	114
Mato Grosso	114	114	114
Mato Grosso do Sul	114	114	114
Minas Gerais	114	114	114
Pará	129	135	129
Paraíba	114	114	114
Paraná	95	101	95
Pernambuco	114	114	114
Piauí	155	114	114
Rio de Janeiro	101	101	101
Rio Grande do Norte	114	115	114
Rio Grande do Sul	101	101	101
Rondônia	115	164	115
Roraima	120	184	120
Santa Catarina	115	104	104
São Paulo	108	113	108
Sergipe	137	114	114
Tocantins	120	148	120

**To understand the table:** if the ratio indicates, for example, 150%, this informs that the lowest wage is 50% higher than the national minimum wage. As Oi operates throughout the country, it does not use the classification of important units and, for this reason, details the information by state.



With these initiatives we contributed to the SDGs: Gender Equality; Reducing Inequalities

## diversity

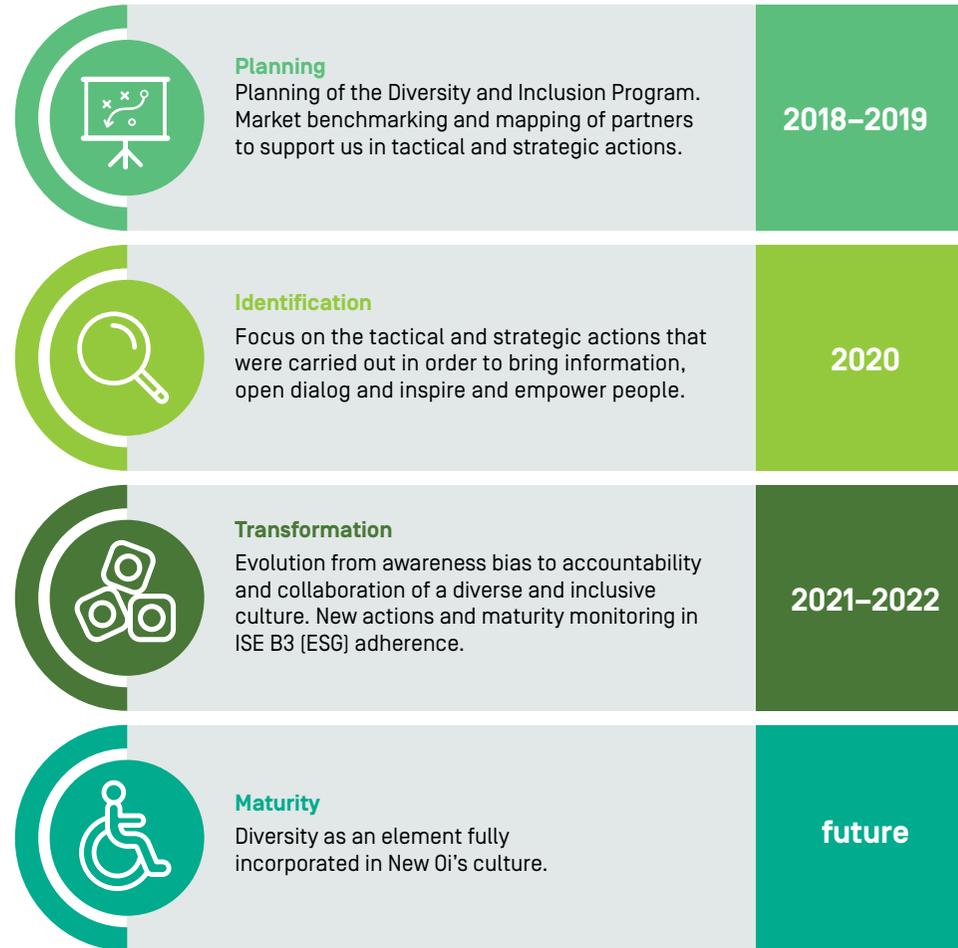
We support diversity and non-discrimination of race, origin, sex, gender identity or expression, sexual orientation, age, religion, social class, family, marital status, sick leave (including pregnancy), political affiliation, physical appearance, lifestyle, among other topics involving diversity.

We understand diversity as a key factor for **empathy**, which is one of Oi's five essential attitudes.

We offer a plural, inclusive and collaborative work environment where people can be authentic and have good experiences. We create connections that value differences.

**Empathy to collaborate – putting yourself in the other person's shoes, respecting people, embracing diversity and building trusting relationships**

## EVOLUTION OF DIVERSITY AT OI



## diversity program

Oi's Diversity Program is carried out through lectures that address topics such as gender, color/ethnicity, sexual orientation, disabilities and their intersections, and aims to broaden perspectives, promote dialogs between employees and managers, reflections and awareness, in addition to stimulating an increasingly safe and respectful work environment. In 2021, following the Diversity Calendar, we carried out the following actions:

- **New Code of Conduct** – Clearer, objective content, with a simpler language and close to all employees;
- **Oi por Elas** – Diversity meeting to discuss gender equity, including the male voice. We had a meeting in the year that had 1,153 participants;
- **Meetings for Diversity** – Internal events to discuss gender equity, including the male voice. In addition to efforts to create a safe environment for all employees, including black people and indigenous people, the LGBTQIA+ community and people with disabilities. There were four meetings in the year, with 3,695 participants;

- **Diversity Census** – The diversity and inclusion recognition survey at Oi had 7,012 respondents;
- **Adherence to WOB** – Seal of recognition for companies that guarantee female representation on the board;
- **Oi for All** – Diversity Meetings to discuss the LGBTQIA+ pillar. We had a meeting in the year that totaled 928 participants;
- **Female Leadership** – Career development program for 20 women managers;
- **Update of the Investor Relations website** – Evidence of actions to comply with the ESG agenda; and
- **Unconscious Bias Campaign** – Campaign to stimulate the training of unconscious biases in Oi Educa.

## PERCEPTIONS FOUND THROUGH RESEARCH AFTER EVENTS



**gave the maximum score to the content covered**



**consider Oi's level of engagement with the theme of diversity and Inclusion to be high**





## Oi is certified Women on Board (WOB)

With the actions and commitment to evolve on the Diversity and Inclusion agenda, we have achieved another important milestone: we received the Women on Board (WOB) certificate, an independent initiative carried out with the support of UN Women Brazil and which aims to recognize the existence of more diverse corporate environments, which value the presence of women on boards of directors or advisory boards. This recognition reinforces Oi's movement to promote gender equity in the company, bringing alternative strategic visions.

Currently, Oi has more than 200 women in the leadership, representing 36% of the company's total leaders, three of whom are directors with direct reporting to the CEO. The WOB certification was an important achievement of Oi's Diversity and Inclusion Program, started in 2018 with the objective of evolving the theme in the corporate agenda.

The goals of the Diversity Program are included in the company's ESG guidelines and are part of Oi's transformation plan. Regarding gender equity, in 2020, the company joined the Women 360 movement, a partnership with UN Women. And in 2021, this commitment was reinforced with the implementation of the Women's Leadership Acceleration Program.



## female leadership program

The Women's Leadership Program, implemented in 2021, has the objectives of supporting the transformation plan by valuing that diverse professionals with different opinions on each theme; create a culture of gender inclusion through the promotion of development practices that awaken women's talents and skills, reinforcing equal opportunities; and create a pipeline of women who will inspire, generate results and assume future leadership roles.

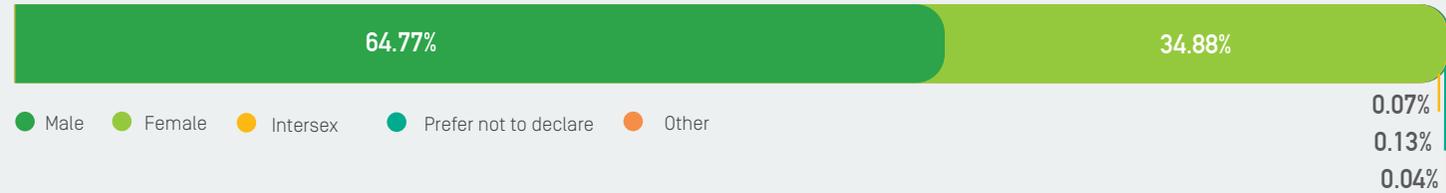
In 2021, the program offered technical and behavioral training workshops in groups and coaches, involving 20 company executives. The content has been customized based on the Hogan report with the facilitation of Lee Hecht Harrison Brasil.

## first census of diversity and inclusion

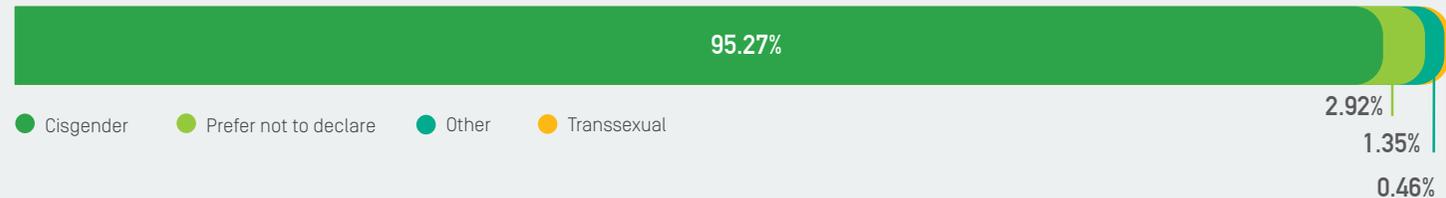
In 2021, we held the first Diversity Census in our company with the objective of mapping the company's diversity demographics to direct regional and assertive actions, also raising employees' perception of Oi's recognition as a safe and plural environment.

### OI PROFILE

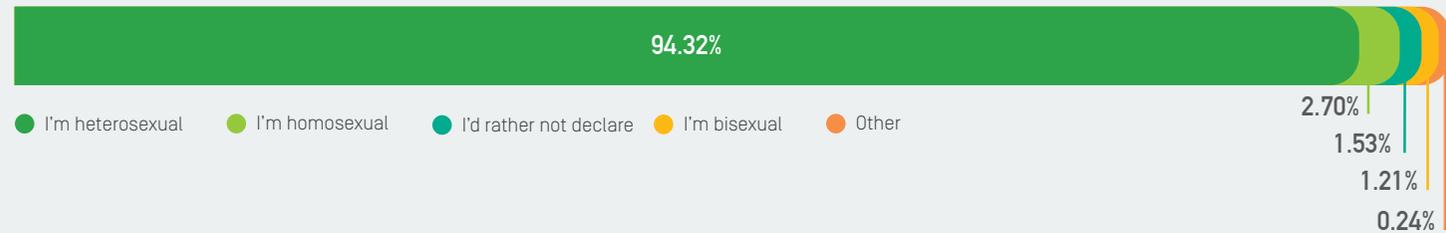
#### WHAT IS YOUR BIOLOGICAL SEX?



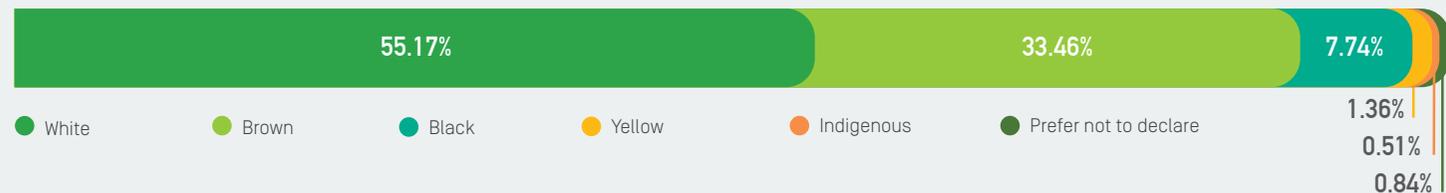
#### HOW DO YOU PERCEIVE YOURSELF IN RELATION TO GENDER IDENTITY?



#### WHAT IS YOUR SEXUAL ORIENTATION?



#### WHAT IS YOUR COLOR/ETHNICITY?



**results ascertained**

When compared to the market, the results are higher in the pillars of gender and race (Ethos 2016 – 500 largest companies).

**gender**

Regarding positions, we have an equivalence of men and women in executive positions. To the we use the publication of 2016 in the Ethos Institute as a reference: social, racial and gender profile of the 500 largest companies in Brazil and their affirmative actions, we found that the staff of these companies is composed of 35.5% women, a value very similar to Oi's situation (36%).

**REPRESENTATIVENESS – DATA OF THE 500 LARGEST COMPANIES × OI**



**INCLUSIVE ENVIRONMENT**

**Another significant result of the census is the fact that respondents perceive Oi as an inclusive environment**

**82%**

**race**

When comparing the data of the 500 largest companies (Ethos 2016) with Oi's, we observed a greater number of black people in the company, with the greatest emphasis on executive and management positions.

**REPRESENTATIVENESS – DATA OF THE 500 LARGEST COMPANIES × OI**





## **actions to raise awareness and accountability for a safe environment for all**

Based on the results observed in the census – held in March 2021 with the participation of 63% of the Oi public –, we guided awareness and accountability actions for a safe environment for all people, such as structuring a diversity calendar, training on unconscious biases and training in Libras for employees.

- **Unconscious Bias Training** – Mandatory training for all companies at Oi Educa University, in digital format, aims to broaden people's gaze and deconstruct unconscious biases – defined as tendencies or prejudices of an individual for or against a situation, fact, person or a group, in view of their judgments, thoughts and ideas related to previous experiences. More than 500 employees have already carried out the training with a load of an hour and a half. For newly hired employees, participation is mandatory.

- **Attraction of Diverse Talent** – Action to sponsor programs for the inclusion of specific audiences, with the objective of increasing representativeness in the workforce, generating opportunities for technical, economic and social development for minorities. As an example, the fair "Inclui PCD" and AfroDev, a training program for young blacks as technology developers. In the 2021 Internship Program to expand the diversity of subscribers there is no age limit or requirement for prior experience or languages.
- **Sign Language Training** – Training available to the entire company at Oi Educa University. It aims to qualify employees in knowledge of the use of sign language, resulting in a more inclusive corporate and social environment. 1,296 third-party employees in Retail sales were trained.





## GENDER DIVERSITY BY FUNCTIONAL LEVEL

[GRI 405-1]

	2019				2020				2021			
	Men		Women		Men		Women		Men		Women	
	Total	%										
Executive Board	75	0.5	16	0.1	72	0.6	16	0.1	73	0.7	16	0.1
Management	524	3.6	216	1.5	440	3.4	189	1.5	405	3.7	160	1.5
Supervision/coordination	544	3.7	393	2.7	548	4.2	372	2.9	447	4.1	282	2.6
Staff	7,947	54.7	4,820	33.2	7,047	54.6	4,221	32.7	6,124	56.2	3,388	31.1
<b>Total</b>	<b>9,090</b>	<b>62.5</b>	<b>5,445</b>	<b>37.5</b>	<b>8,107</b>	<b>62.8</b>	<b>4,798</b>	<b>37.2</b>	<b>7,049</b>	<b>64.7</b>	<b>3,846</b>	<b>35.3</b>

## DIVERSITY OF AGE GROUP BY FUNCTIONAL LEVEL - %

[GRI 405-1]

	2019				2020				2021			
	Total	Under 30 years	From 30 to 50 years	Over 50 years	Total	Under 30 years	From 30 to 50 years	Over 50 years	Total	Under 30 years	From 30 to 50 years	Over 50 years
Executive Board	0.63	0.0	0.4	0.2	0.70	0.00	0.50	0.20	0.8	0.0	0.6	0.3
Management	5.09	0.0	4.3	0.8	4.90	0.00	4.00	0.90	5.2	0.01	4.2	1.0
Supervision/coordination	6.45	1.1	4.5	0.8	7.10	1.10	5.20	0.80	6.7	11.4	60.9	15.0
Staff	87.84	14.9	57.7	15.2	87.30	13.80	59.70	13.80	87.3	0.7	5.0	1.0
<b>Total</b>	<b>100.0</b>	<b>16.0</b>	<b>66.9</b>	<b>17.0</b>	<b>100.0</b>	<b>14.90</b>	<b>69.40</b>	<b>15.70</b>	<b>100.0</b>	<b>12.1</b>	<b>70.6</b>	<b>17.3</b>



### COMPOSITION OF GROUPS RESPONSIBLE FOR GOVERNANCE BY GENDER

[GRI 405-1]

	2021				
	Total	Men	Men %	Women	Women %
Board of Directors	11	9	82	2	18
Fiscal Council	8	4	50	4	50
Committees	9	7	78	2	22

### COMPOSITION OF GROUPS RESPONSIBLE FOR GOVERNANCE BY AGE GROUP

[GRI 405-1]

	Total	Under 30 years	Between 30 years and 50 years	Over 50 years
	Board of Directors	11	0	3
Fiscal Council	8	1	1	6
Committees	9	0	3	6

### MATHEMATICAL RATIO OF THE SALARY AND REMUNERATION BETWEEN WOMEN AND MEN

[GRI 405-2]

	2019			2020			2021		
	Men	Women	W/M Ratio %	Men	Women	W/M Ratio %	Men	Women	W/M Ratio %
Executive Board	40,898.81	40,942.33	100	42,249.61	41,945.94	99	46,826.29	42,161.67	90
Management	15,563.66	14,781.91	95	16,093.69	15,339.83	95	17,551.80	17,059.20	97
Supervision/coordination	6,543.09	4,843.79	74	6,624.89	4,909.95	74	7,854.67	6,201.27	79
Staff							4,743.57	4,330.56	91

Differences in average wages by functional category are justified by the level of development and career time of professionals. The results do not consider statutory salaries.



**With these initiatives we contributed to the SDGs: Quality Education**

**training and qualification**

With the challenge of creating and strengthening a unique culture, Oi has been promoting the alignment of the entire company in pursuit of business objectives. Based on the strategy, the Management Model provides clarity of goals and responsibilities, as well as discipline and cadence to execution, with encouragement to teamwork and collaboration between areas.

The Company's People and Management area works continuously to adapt its structure and processes to business strategies, in order to enable greater operational efficiency. To support the Cycle of People Development, Oi works with tools such as promotions by meritocracy; internal recruitment, in which open positions are available to employees; performance monitoring cycles; and reinforcement and appreciation of the culture of self-development, according to which the employee is the protagonist of their own career.

**Oi Educa University**

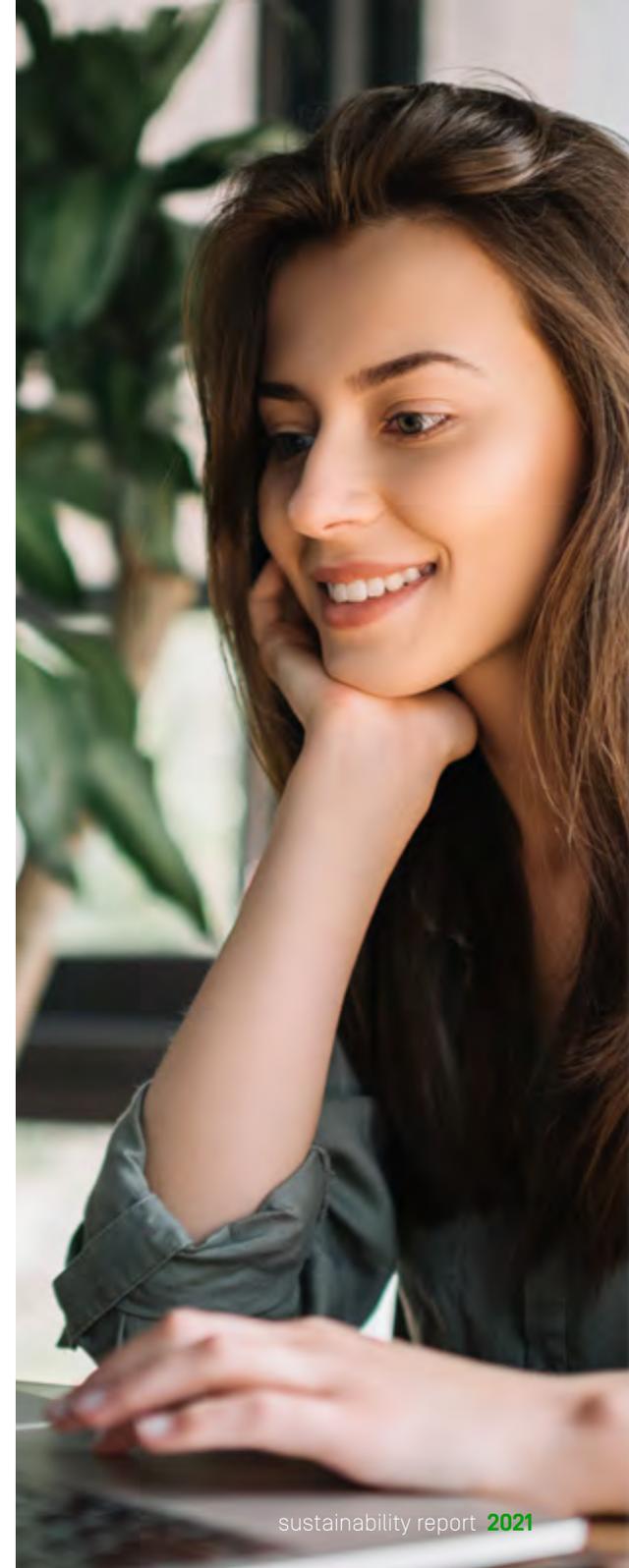
| GRI 404-2 |

With different methodologies, formats and tools, Oi evolved in 2021 its internal training platform and launched the Oi Educa University, offering all its employees a better self-development experience.

The initiative is in line with the company's ESG strategy, which has as one of its objectives the Corporate education of your workforce. Divided by categories of courses and development centers, the platform allows the employee to choose training that is appropriate to their moment and professional trajectory within the company, according to their agenda and areas of interest for development.

In addition to conventional e-learning, the platform offers video capabilities, virtual training rooms, document library, chats and forums, with an environment for collaboration and interaction between employees. We believe in the concept of social learning, in which collaboration and the exchange of knowledge are key factors for the development of people and, consequently, for the evolution of the business.

In 2021, we started specific Upskilling programs for technology areas to develop, update and improve new skills for employees and internal Reskilling Programs to fill training gaps, support in filling vacancies and enable the employee a career change.





The contents are divided into four specific cores:

**Oi Development:** Development trails for the entire organization, focused on behavioral and institutional skills, as well as content of the main tools used by employees in their daily lives.

**Technological:** Technical content aimed at the company's operational area. The goal of this core is to keep the team updated on the new trends that impact our business.

**Business:** Technical and business content aimed at Oi Solutions. The goal is to keep the team updated on our solutions, processes and systems so that they can improve their corporate sales strategies.

**Leadership:** Different contents that support the specific needs of Oi's leadership.

In the Technological, Business and Development centers Oi, the platform has about 483 courses focused on IT, Telecom, Innovation, Business, Behavioral Skills, Work Tools, Diversity and Institutional, among others.

**corporate education program for third parties**

Oi trains around 13.5 thousand direct third parties, from the Retail and Business Sales force with content on products, systems and sales techniques and another 70 thousand indirect ones from partner companies such as Tahto and Serede.

**TRAINING HOURS OFFERED TO EMPLOYEES SEGMENTED BY GENDER**  
| GRI 404-1 |

Number of hours of training performed				
Gender	2019	2020	2021	Average per capita 2021
Male	204,150	352,313	371,488	46
Female	158,154	234,876	216,799	46
<b>Total</b>	<b>362,304</b>	<b>587,189</b>	<b>588,287</b>	<b>46</b>

**RESULTS OBTAINED FROM JANUARY TO DECEMBER 2021**

**507 thousand**  
participations

**356 thousand**  
participations  
Retail | Holding  
+ Oi Soluções

**3,845**  
participations

ALURA Training, the largest Brazilian platform of technology courses divided into six macro topics: Innovation and Management, Data Science, Digital Marketing, UX Design, Devops, Front-end, Programming and Mobile. There are more than 1500 available courses in which the company uses to provide to its employees.



**With these initiatives we contributed to the SDGs: Health and Wellbeing; Decent Work and Economic Growth**

## **occupational health and safety**

| GRI 403-3 |

We act in accordance with the Health, Safety and Environment (HSE) Policy and we monitor the working condition of our employees through medical examinations (admission, periodic, change of position, return to work and dismissal). In compliance with the legislation, we provide personal protective equipment (PPE), collective protective equipment (CPE), in addition to benefits established in a collective bargaining agreement: provision of medical, hospital and dental care, and assistance medicines to employees and their dependents.

We promote the most modern and current training in health and safety, making available in Oi Educa training related to Safety at Work, such as Basics of Safety at Work, Notions of Prevention and Fire Fighting, Preventive and Conscious Direction, Good Practices in Work at Height, Good Practices in Work at Electricity, Risk Management, Proper use of PPE, among others. The format is diverse – from infographics to talk shows – which contributes to engagement.

Furthermore, Occupational Safety promotes face-to-face training, according to the technical areas, such as work on Telecom towers, hot work, electrical and flammable energy, among others.

The identification of the dangerousness performed by occupational safety is complemented by the operation of occupational health services that contribute to risk management. At Oi, the conception of health is expanded, advocating prevention and going far beyond the legally mandatory documents such as the Medical Control and Occupational Health Program; periodic follow-up of exams (including check-ups); monitoring of employees with chronic diseases; Continuous Use Medication Program; follow-up of pregnant women and hospitalizations; monitoring; and telemedicine for COVID-19 cases. We also have the company’s Quality of Life Program, Vida.com, with social, mental, nutritional, physical, safety posture, which aims to encourage the protagonism of personnel in relation to their well-being and quality of life. | GRI 403-3 |

**In the period that covers the years 2020 and 2021, 115,574 hours of training related to Safety at Work have been applied**



## CIPA and voluntary fire brigade

| GRI 403-1 | 403-4 |

We have Internal Accident Prevention Commissions (CIPAs) and Voluntary Firefighting and Prevention Brigades, which represent, respectively, 58% and 82% of employees, hold monthly meetings and may occur extraordinarily, if necessary.

With the pandemic, face-to-face meetings were suspended, but online meetings were held in which the members of the committee representing workers were able to contribute by identifying, communicating risks and suggesting improvements so that it was discussed as to the relevance and feasibility of implementation by the company. In addition to CIPA, conversation circles are periodically held with the participation of employees to discuss health, safety and social work issues in the company.

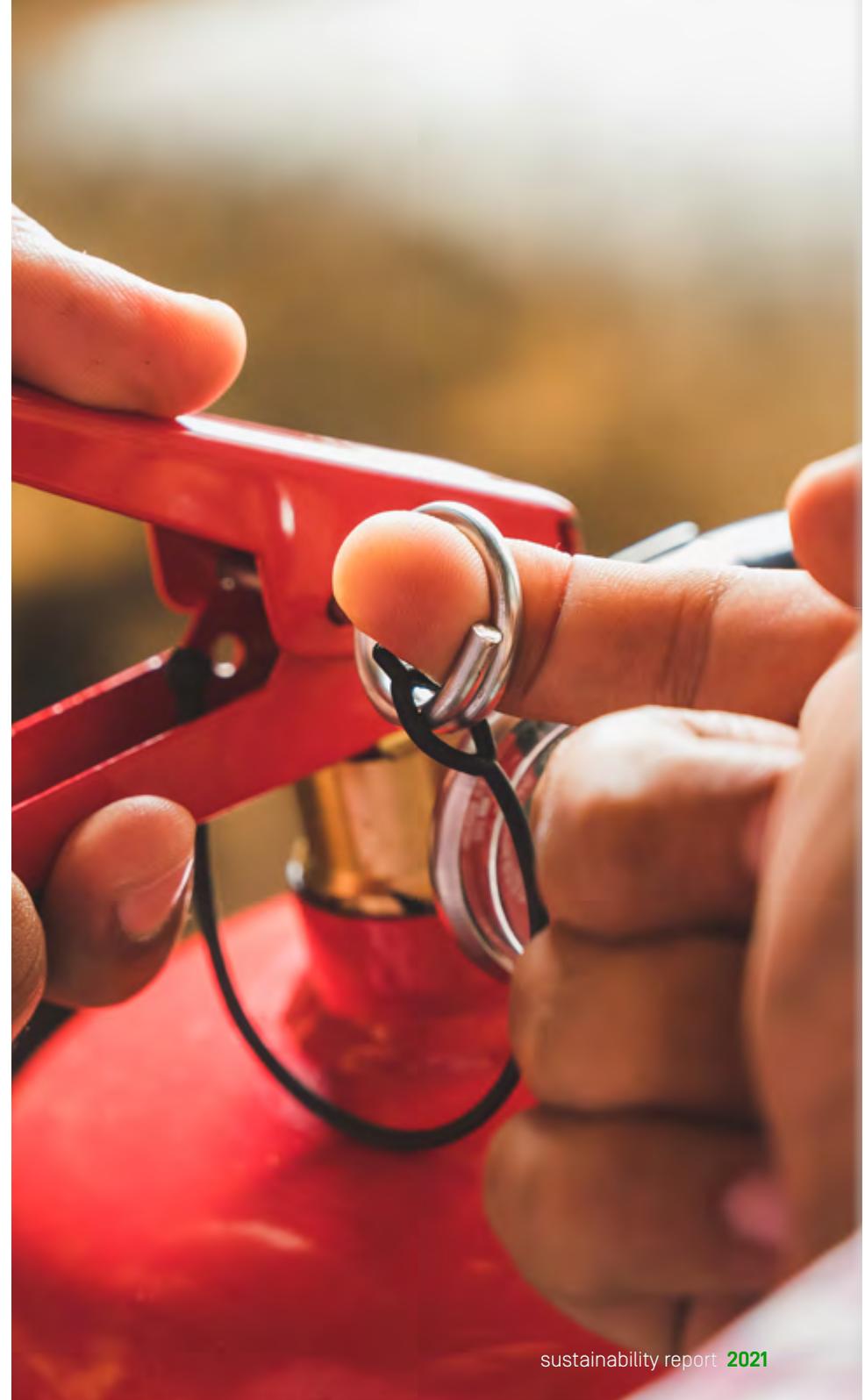
The Fire Brigade is formed by a group of employees volunteers and trained to act, properly, in emergency situations, such as vacating environments, basic first aid and fighting fire principles.

The current staff of Oi's Fire Brigade has a total of 468 volunteer brigade members who performed face-to-face training with an 8-hour workload, accounting for 3,744 hours of training. Furthermore, Oi has training available in the e-learning modality, which is the Voluntary Fire Brigade Trail. It is part of the Trail: Notions of Firefighting, First Aid Notions and Building Emergency Response Plan.

In the period comprising the years of 2020 and 2021, were accounted for

**2,479 and 3,300 hours**

of training in first aid basics and notions and fire prevention and firefighting were registered, respectively.



### internal accident prevention week

Promoted annually by the Health, Safety and Social Work Area, with the support of the Internal Commission for Accident Prevention. The actions have online programming of lectures and content with the objective of making the teams aware of the importance of looking at prevention, stimulating the perception of the risks present in our daily lives.

SIPAT 2021 was held in November, addressing topics on Accident Management, Life Program. With and Relevant Topics for Operations, and totaling four hours of lectures, in addition to content available on the intranet with day to day Health and Safety tips.

### health monitoring due to the pandemic

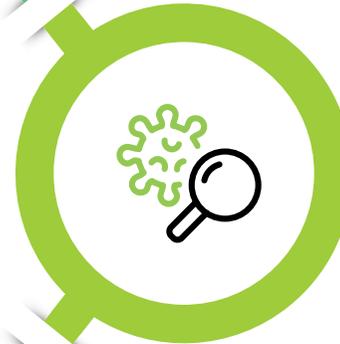
Based on an online platform, the COVID-19 team has been systematically monitoring health status of employees. The tool provides guidance on the conduct in case of suspicion of the disease, ensuring expert assistance if necessary. The answers to the questionnaire generate information that has been helping Oi to outline preventive actions and fighting the disease. As a result, we obtained more than 353 thousand responses via application.

### based on the results, certain actions have been mapped and implemented:



Monitoring the health status of positive, suspicious and preventive cases. The data are used to feed BI of the area with information that supports the decision-making of the Health Care fronts;

identification of changes, such as post-COVID-19 sequelae, where cases are referred to specialists and specific actions of the Vida.Com program;



evaluation, based on monitoring, of occupational adaptation for cases of employees who are in face-to-face work, making a recommendation for remote work; and



monitoring of all cases of hospitalization, as well as evaluation and authorization of exceptions in the health plan for recovery after hospitalization due to COVID-19.





## health and safety indicator

| GRI 403-2 |

The calculation formulas of the indicators of Injury Rate and Total Days Lost were changed to comply with NBR and Oi's control indicators.

Injury rate	North	Midwest	Northeast	South	Southeast	Total 2021
Male	-	0.55	0.47	-	0.13	0.21
Female	3.18	1.48	0.76	-	-	0.37
<b>Total</b>	<b>0.97</b>	<b>0.80</b>	<b>0.58</b>	<b>-</b>	<b>0.08</b>	<b>0.27</b>
Third parties	1.03	0.62	0.69	1.40	0.47	0.74

Total accidents, multiplied by one million, per man-hours worked.

Total days lost	North	Midwest	Northeast	South	Southeast	Total 2021
Male	-	5.52	4.72	-	0.25	1.52
Female	22.29	11.87	3.78	-	-	2.47
<b>Total</b>	<b>6.78</b>	<b>7.24</b>	<b>4.36</b>	<b>-</b>	<b>0.16</b>	<b>1.87</b>
Third parties	24.90	13.26	6.87	23.00	6.62	11.54

Total days lost calculated by the total number of days lost, multiplied by one million, by the man-hours worked

Total absenteeism	North	Midwest	Northeast	South	Southeast	Total 2021
Total employees (Direct)	516	1,243	1,720	1,363	6,446	<b>11,288</b>
Cost due to lost hours (BRL)	136,224	328,152	454,080	359,832	1,701,744	<b>2,980,032</b>
Days lost absenteeism - own employees	1,712	4,654	8,473	4,468	22,329	<b>41,636</b>
<b>Total absenteeism - own employees</b>	<b>1.26</b>	<b>1.42</b>	<b>1.87</b>	<b>1.24</b>	<b>1.31</b>	<b>1.40</b>

The absenteeism index considers general absences related to health, such as days of attestation, medical consultations and medical examinations.

Number of deaths	North	Midwest	Northeast	South	Southeast	Total 2021
Own employees	-	-	-	-	-	-
Third-party collaborators	-	-	2	-	-	2



With these initiatives we contributed to the SDGs: Decent Work and Economic Growth; Peace, Justice and Effective Institutions

# supplier

| GRI 206-1 | GRI 408-1 | GRI 409-1 | GRI 412-1 | GRI 414-1 |

We monitor supplier compliance through the evaluations of the Supplier Qualification Index – HR Pillar (IQF-RH), which deals with issues related to HR Management and Occupational Health and Safety (OHS). The evaluation is conducted by the Management of Labor Relations, Benefits and Third Party Management, in partnership with the Health, Safety, Environment and Social Work Management.

In 2021, 29 evaluations were carried out by IQF-RH, which deals with issues related to HR Management and Occupational Health and Safety (OHS), together with 13 previously selected suppliers that represent about 40% of Oi’s outsourced workforce. The evaluation generates a note based on the conformity of the items and an action plan, under the responsibility of the contract manager and the evaluated supplier, to correct possible non-conformities identified and with the objective of increasing operational efficiency and reducing work accidents and labor contingencies.

We do not accept the exploitation of child, forced or slave-like labor and 100% of contracts with our suppliers establish the responsibility and commitment to curb such practices. Furthermore, we employ periodic audits on suppliers critical to the business, in order to verify compliance with these legal and contractual requirements. In the Pilar HR Supplier Qualification Index (IQF-RH), in 2021, we did not identify cases of slave labor, child labor or young workers exposed to dangerous work.

In 2021, no lawsuits were filed against Oi for unfair competition, trust and monopoly practices and their results.

## supply chain profile

| GRI 204-1 | 102-9 |

Our supplier network was formed in 2021 by 1,262 companies, which received an amount of payments of around R\$12.9 billion, with 99% of this amount destined to suppliers present in the Brazilian territory.

The main elements of this chain are the Network Service Providers (NSPs), call center companies and suppliers of technology and equipment, which represent around 55% of the total payments made to suppliers and operate at key points, contributing to the quality of our operation and excellence in the service.

- **NSPs:** implementation and maintenance of the external plant, optical fiber infrastructure, in addition to specialized services, in the licensing and site acquisition areas.
- **Technology and equipment companies:** supply of equipment for the mobile network, equipment for customers (data, satellite and voice), switching, transmission (radios and backbones), technical support, platforms and cables.
- **Call center:** telephone service to all customer segments.





**With these initiatives we contributed to the SDGs: Decent Work and Economic Growth**

# customers

| GRI 417-1 | 417-3 | 416-1 | 416-2 |

Our customers are the reason for our existence and, to ensure the best service for their needs, desires and expectations, all telecommunications services we provide obey Law No. 9.472/97 (General Telecommunications Law - LGT); to the General Regulation on Consumer Rights of Telecommunications Services (RGC), approved by Resolution No. 632/2014 of the National Telecommunications Agency (Anatel); and the specific regulations of each service, also edited by Anatel. In the specific case of the Conditional Access Service (SeAC), law No. 12.485/2011 and the rules of the National Film Agency (Ancine) are also observed.

The RGC deals with the rights and duties of users and operators. Among the rights of users, we highlight the detailing in invoice of the services used and the respective collection values, in addition to the taxes levied. Among the duties of the provider is the service to users who have some kind of doubt, complaint or praise.

We comply with the law by offering 24-hour call center service to customer service and contact channels in stores or on the website, in addition to digital channels with this function. We are also expanding the sending of accounts digitally, with advantages such as paying in paperless lottery, speeding up the receipt of the invoice and reduce the use of paper, contributing to the preservation of the environment.

In 2021, Oi Móvel suffered a warning applied by CONAR in the trial of the Ordinary Appeal proposed by Tim, regarding Representation 096/21 (Campaign "IT'S ALL UNLIMITED"), in which the Special Chamber of Appeals of the Ethics Council maintained the possibility of use of the claim "IT'S ALL UNLIMITED" by Oi, provided that it informs the need to contract the international roaming service separately in the campaign pieces, in the plans in which this condition applies.

Regarding transparency with consumers, Oi always measures the impact of the activities developed in its business on the lives of customers, noting that what is done in their operations does not pose risks to their health or safety.

The activity we carry out does not pose a risk to the health or safety of the customer.

Radiation from Radio Base Stations (RBSs), which emit electromagnetic waves, is adequate to Law No. 11.934 and occurs at levels lower than the radio and TV. Our RBSs have coverage radii ranging from tens of meters to approximately five kilometers. Noise emission is also in compliance with federal legislation. We continuously monitor these levels and present periodic reports to Anatel on the intensity of the radiation fields and the adoption of measures to reduce noise levels.

In 2021, the application of any penalty against Oi was not identified due to non-compliance with laws or codes applicable to the services provided by the company.



## CONAREC award

Oi Solutions was the winner of the CONAREC Award in the partners and solution suppliers category. The award, one of the most important in the customer relationship market, is the result of a survey with more than 100 companies and reaffirms the commitment of Oi's corporate segment to provide and integrate digital solutions that contribute to increasing the efficiency and cost reduction of organizations.

## SENACON award

The National Consumer Department (SENACON) awarded Oi for its commitment to encourage the training of employees and contribute to the implementation of actions aimed at improving customer service processes that are available on the platform Consumidor.gov.br.

### **potential service recommendation evaluation program**

We conduct monthly surveys in order to understand customer satisfaction and act more focused on problem solving. In addition to corporate evaluation, research is carried out per day to improve diagnosis and quick solution (service, dispute, sale, installation, etc.).



## privacy and protection of personal data

| GRI 418-1 | MSCI

More than just offering digital services and experiences, Oi is committed to connecting people. With this reconnection look, since the entry into force of the General Data Protection Law (LGPD), the company has been implementing a series of measures to ensure the adequacy of its processes and products to new legislation and, above all, respecting the people who entrust us with their personal data. In 2019 and 2020, for example, the Company had a specialized consultancy to provide technical drivers, map the data ecosystem and propose action plans.

In 2021, inspired by the ideal that PEOPLE COME BEFORE DATA, Oi has made significant progress on the topic with the launch of the **Oi Privacy Program**. This is a manifesto that represents the company's position and values in relation to data protection.

### WE CAN HIGHLIGHT THE FOLLOWING ACTIONS IN THE PROGRAM:

Appointment of Data Manager, with direct reporting to the CEO;

structuring and organizing a specialized management and team dedicated to the topic of privacy;

definition of governance, reporting and accountability lines, roles and responsibilities, as well as the establishment of the Data Governance, Security and Privacy Committee composed of a multidisciplinary executive team;

review and elaboration of policies and regulations, such as Data Protection Policy, Regulation of Response to Security Incidents with Personal Data and Internal Rules of the committee;

implementation of the process flow for the registration, processing and reporting of security incidents involving personal data;

preparation of notices on the processing of personal data, including review and change of layout of the privacy portal, privacy notice, privacy notice for employees;

updating the Privacy and Personal Data Protection Manual with guidelines and guidance on how personal data are processed by partners or suppliers;

development of a prior evaluation protocol for projects (Privacy by Design), based on the premise the analysis of the risks that the activity, the product and the process may imply to the rights of the holders, as well as the fulfillment of the requirements provided for in the legislation, through the preparation of an opinion or Impact Report on the Protection of Personal Data (RIPD);

participation in external forums, such as the development of the sectoral code of good practice, through Conexis;

update of the operation record – also known as Record Of Processing Activities (ROPA); and

development of an education and communication plan, based on the Educate, Inform and Engage pillars, in order to disseminate knowledge to the company's internal and external public about drivers related to the OiPrivacy Program, strengthening our personal data protection culture in all our activities.



In order to ensure the effectiveness of the Oi Privacy Program, specifically with regard to foundation 01 – **Governance**, 19 sessions were held by the Data Governance, Security and Privacy Committee for analysis and deliberation of projects and supervision of the aforementioned actions.

Likewise, materializing the foundation 02 – **Education and Communication**, four events were produced for leadership and 15 pieces of communication for all Company, impacting more than 10 thousand employees, in order to further disseminate the topic of privacy.

With regard to foundation 03 – **Processes**, since the structuring of the internal service channel, more than 700 demands were analyzed.

Based on the premise of striving for a balance between Oi's interests and respect for data subjects, the analysis of these demands resulted in several opinions with recommendations for adjustments such as contractual clauses, system adaptations, project review, tests of legitimacy of the law, and the analysis of interest, verification of legal bases, preparation of privacy notices, as well as implementation of action plans and additional controls aimed at meeting the LGPD throughout our business chain.

It should be noted that in 2021 our first Personal Data Protection Impact Report was formalized, through which risks were identified in relation to the rights of subjects linked to the principles of the LGPD (purpose, adequacy and retention) and the

fundamental right to privacy. After assessing the risks, several mitigation measures were proposed and implemented aiming at compliance and greater control of the subjects over their data.

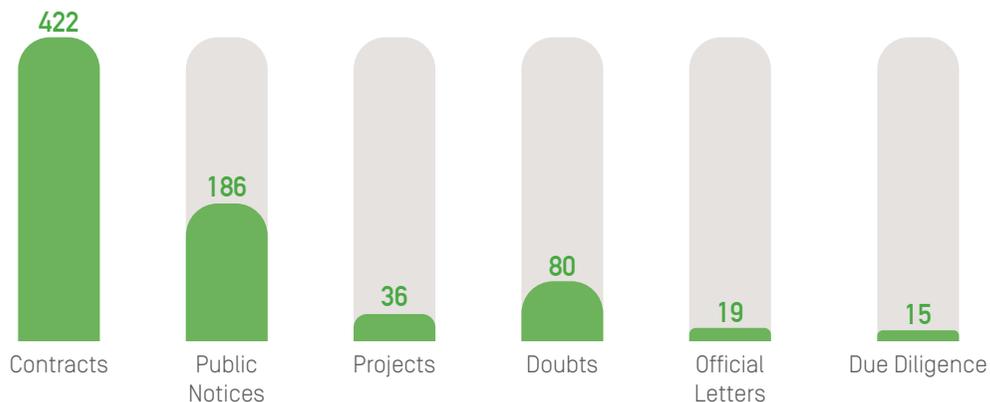
When considering privacy aspects from the design of new products, more than compliance with legislation, Oi it seeks to contribute to the awakening of society for the care of personal data, as well as for the empowerment of people.

With regard to data subject rights, in 2021, Oi received and responded to more than 500 requests, highlighting: non-receipt of offers (37%), request for data deletion (33%), confirmation of treatment (14%), as well as access and portability (8%).

Through the rights fulfillment channel, especially requests for non-receipt of offers, the Company was able to improve the supervision of the operations of business partners (third-party risks) against privacy violations, such as non-compliance with restrictive contact and do not disturb lists, which even culminated in the application of penalties such as disqualification of partners.

Further regarding internal processes, since the structuring of the procedure for identifying incidents involving personal data, as well as the establishment of protocols and rites of registration, notification and monitoring, there was no materialization of any incidents with significant risk or damage to Data Subjects. Preventively, however, measures were adopted as follow-up by the Information Security team, awareness of employees about the conduct and use of tools and formal notification of third parties to comply with the company's guidelines, under penalty of penalties.

**DEMANDS × CATEGORY**



In addition to the Oi Privacy Program, regarding the receipt of official letters, administrative and judicial procedures, in 2021, there was a significant drop [26%] in the number of complaints by Anatel channels about improper use of registration data, compared to the year 2020, reducing 2,438 to 1,804 as detailed in the following table.

### 2021

BROADBAND	431
FIXED TELEPHONY	300
MOBILE TELEPHONY	1,020
OI TV	53

total

**1,804**

### 2020

BROADBAND	366
FIXED TELEPHONY	646
MOBILE TELEPHONY	1,349
OI TV	77

total

**2,438**

In addition to the regularization of Anatel's records, this drop, verified in the telecommunications sector as a whole, also reflects the investments of providers to promote and respect contact restriction measures such as Do Not Disturb Me.

Regarding letters, Oi received a total of 8 procedures in 2021 from public authorities, of which two are filed, the main questions being:

- Alleged data sharing for other companies;
- alleged leakage of customer data;
- clarifications on measures/ recommendation to contain data leakage and compliance with the LGPD; and
- clarifications on the request for personal data for verification of service feasibility.

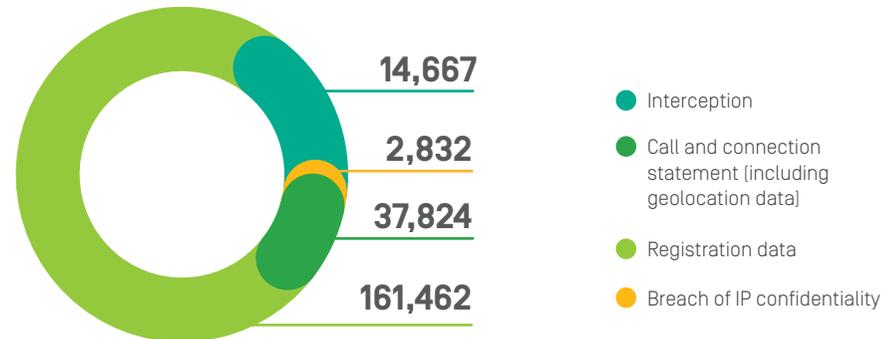
Oi provided the necessary clarifications in all official letters, including being one of them filed before demonstrating the regularity of the Company's actions.

In the judicial sphere, a Public Civil Action was filed against Oi, still in progress, through which an alleged failure in the provision of services is found, requiring that consumer data is not made available to third

parties, as well as 17 individual civil lawsuits, having as main allegations: improper treatment of customer data by contracted third parties; unwanted telemarketing calls; and alleged improper data sharing. Of the individual demands, there was a merit judgment in only one, with a favorable judgment to Oi.

Also in 2021, Oi received 216,785 requests from public authorities for access to data:

#### REQUESTS FOR ACCESS TO DATA BY PUBLIC AUTHORITIES



In order to respect the privacy of our customers and preserve the confidentiality of communications, the company has protocols for analyzing requests for access to data, which includes evaluation of the requesting authority, type of request, jurisdiction of the court in cases of court order, date of issue and compliance with legal requirements, with about 1% of requests being contested. Specifically in relation to interception requests, in 2021, 18 Habeas Corpus cases were presented in 2021 due to the maintenance of requests considered illegal, among which 06 orders were granted, 10 denied and 02 are pending judgment.

In addition to being in the process of transforming the business, Oi seeks the continuous improvement of its processes, products and services with a commitment to honor the relationship of trust and partnership with customers and society. For this reason, for 2022, the company has the following goals:

-  Implement a privacy management tool;
  -  review within the continuous improvement cycle privacy regulations and processes;
  -  contract the first independent assessment of the Oi Privacy Program; and
  -  expand the promotion of the culture of privacy and data protection both internally and for the external public.
-  For more information, see the Privacy Portal, available at: [www.oi.com.br/portal-de-privacidade](http://www.oi.com.br/portal-de-privacidade)
-  To learn more about Oi's security solutions, [click here](#)





## actions for gamers

Attentive to the growth in the consumption of digital games in the country and the potential for cultural transformation that this front represents, Oi, which has been developing actions for gamers since 2017, consolidated in 2021 a gaming platform to increasingly support relevant projects in this area.

One of them has stood out for its unprecedented diversity: the women's competition of Counter-Strike, the Grrrls League, created by Game XP to help strengthen women's empowerment in the online gaming world. The tournament, which is sponsored by Oi, is contested by six teams, formed by players from the age of 16.

With this platform, Oi combines its brand strategy with its business strategy: with the Oi Fibra product, expanding in the country, the company provides exactly what customers who consume games

most need: stability and high performance internet, whether for amateurs who play online or even pro-players that need low latency in order to compete. Oi Fibra currently has offers of up to 500 Mega speed.

Oi also carried out a wide coverage of the Grrrls League with content published on its social networks, joining entertainment to the women's agenda in the game and reinforcing the position that the game is for everyone.

The initiative was attended by influencers and the launch of a web series called "Girls in Control" that, in five episodes, brought streamers, creators and athletes to show a little of the universe of women gamers.

Oi also organized a promotional action on the networks, #TorcidaGrrrlPower, to choose a girl to meet up close and cover the final of the 2<sup>nd</sup> split in July within Game XP.

The company's idea is to open more and more conversations with fans about the topic.

Oi, as a technology and connection company, has an important role in this gamer scenario, which has been provoking a true cultural revolution in Brazil.

It is worth mentioning that the practice of digital gaming is consolidated every year and strengthened during the pandemic, when many people became players or simply fans of e-Sport. The gamer world has the potential to grow a lot, value new identities and promote a disruption of stereotypes. This is what Oi does best, offering connection to help increasingly promote this inclusive and diverse look.

**diversity also in social networks**  
We understand and value the importance of listening to all voices. For this reason, Oi's content editorials started to work more effectively on the theme of diversity in the company's social networks. In 2021, we supported "Potências! A premiação do Agora", an event that recognized black celebrities in 16 categories for their highlights in music, the internet, literature more.

# sectoral relationship

| GRI 102-13 |

The company values collaboration in the sectoral environment and actively participates in the debates on key issues for maturation of telecommunications in Brazil. It has institutional representatives who maintain contact with regulatory bodies – including the National Telecommunications Agency (Anatel), the Ministry of Communications (Mcom), the National Electric Energy Agency (Aneel), the Administrative Council for Economic Defense (Cade) and the National Film Agency (Ancine) – and with the Executive and Legislature. To ensure ethics in these relationships, the operation is guided by the Code of Ethics and Conduct and also by the Policy for Institutional Performance of Oi Companies.

To monitor and analyze the bills in progress in the National Congress, in the Legislative Chamber of the Federal District, in the legislative assemblies of the states and municipal councils that deal with issues related to the telecommunications sector, we have the Committee for Monitoring Legislative Propositions (Cagle). In 2021, Cagle meetings were held and 12 legislative proposals were selected for analysis and monitoring.

Relevant discussions on federal legislation in the telecommunications sector took place in 2021 and had special attention to the topic of education, especially regarding the expansion of school connectivity, due to the continuous impact of the COVID-19 pandemic.

In partnership with Conexis Brasil Digital, we participated in the discussion of several bills at the federal level, including:



**Complementary Bill No. 142/2018**, which deals with the Connected Education Innovation Policy [Transformed into Law N°. 14.180/2021];



**Bill No. 3,477/2020**, which deals with guaranteeing access to the internet, for educational purposes, to students and teachers of public basic education. [Transformed into Law N°. 14,172/2021];



**Bills No. 5,846/2016, 5,845/2016, 4,997/2019 and 3,410/2021**, dealing with theft and theft of telecommunications cables and equipment;



**Bill No. 795/2019 [attached to Bill No. 9,365/2017]**, which deals with the undergrounding of networks; and



**PEC No. 110/2019, Bills No. 3,887/2020, 2,337/2021, 4,728/2020 and 2,015/2019**, which deal with tax reform.





- management model
- awards in 2021
- operational and financial performance
- strategic plan
- Oi Fibra
- Oi Soluções
- V.tal
- innovations

# performance and transformation strategy

We connect people, organizations, visions and ideas. Because connected we are stronger. Thus grow more and sustainably.

# management model



**With these initiatives we contributed to the SDGs: Decent Work Economic Growth; Industry, Innovation and Infrastructure; and Peace, Justice and Effective Institutions**

In order to achieve our Vision and put our Purpose into practice, we have defined change commitments and essential attitudes to guide our transformation movement. And allied to this, in 2021, we adapted our Management Model to an Ambidextrous Model, that is, we kept Business as Usual (BAU) as a major driver of the budgetary commitments assumed for the year, with stakeholders, and included the transformational agenda on a daily basis, through the OKR (Objective and Key Results) Method.

Thus, more dynamic management has been sought, which directly supports the company's strategy, with a cadence and more effective route correction, without loss of annual commitments, to enhance the results in the company as a whole, uniting operational improvement and agile transformation in the executive agenda.

The work was carried out in a very structured manner, with the intention of keeping all actions focused on achieving the Oi Strategy. Starting from the Long-Term Strategy, the perspectives and strategic objectives, which were then turned into metrics through annual Key Performance Indicators (KPIs) and quarterly OKRs. Once defined, formal follow-up took place at monthly outcome meetings (for BAU) and weekly breakdowns focusing on impediments and critical issues (for transformational agenda/OKR).

For 2021, around 300 KPIs were defined to measure the main annual deliverables and 12 OKR multifunctional corporate fronts were executed, with the vast majority lasting more than one quarterly cycle. One of the corporate OKR fronts of 2021 was associated with Oi's ESG agenda.

Allied to this new model, there was also a redesign of corporate governance, in order to direct the executive forums to relevant business dealings, optimizing agendas and focusing on what really matters for taking increasingly assertive and rapid decisions, in favor of the reach of the Oi Strategy.

2021 was the first year of adoption of this model. At the end of the year, a meeting was held with first-level executives to revisit this entire business chain focused on 2022 (strategy, perspectives, objectives and initiatives). There will be a quarterly joint reassessment in order to ensure that efforts and the entire team are engaged with Oi priorities.





# Awards in 2021

In 2021, we celebrated important recognition of our operation.

## 6σ

### 6 SIGMA Accreditation

Oi was the first and the only company in Brazil to receive in 2021 the international accreditation seal for its 6 Sigma Program. This accreditation comes with the seal of the Council for Six Sigma Certification (CSSC), an entity based in the United States accreditation provider 6 Sigma of greatest credibility in the world, present in more than 165 countries.

With its pioneering spirit, Oi developed a hybrid model that unites the 6 Sigma and Agile methodologies, with the objective of contributing to the achievement of results in a more assertive way. Since 2011, the program has achieved a return of more than R\$1 billion for Oi and has today more than 2,800 certified belts.

**Institutional  
Investor**  
2021 ALL-AMERICA EXECUTIVE TEAM

### Latin America Executive Team Award

Our Investor Relations program and our executives achieved the first positions in the 2021 edition of the Latin America Executive Team ranking, carried out by Institutional Investor, an international publication that is a reference in the financial and Investor Relations market. We competed in the Technology, Media and Telecommunications (TMT) sector – Small Cap category, in a survey carried out with 765 analysts and investors (sell-sides and buy-sides) worldwide, and won the following rankings:

- **1<sup>st</sup> place** – Best Investor Relations Program;
- **1<sup>st</sup> place** – Best Relationship Team with Investors;
- **1<sup>st</sup> place** – Best CFO;
- **2<sup>nd</sup> place** – Best CEO;
- **2<sup>nd</sup> place** – Best Investor Relations Professional;
- **2<sup>nd</sup> place** – Best Investor Event;
- **2<sup>nd</sup> place** – Best ESG; and
- **2<sup>nd</sup> place** – Best Crisis Management – COVID-19.



# operational and financial performance

| GRI 201-1 |



With these initiatives we contributed with the SDGs: Decent Work and Economic Growth; Industry, Innovation and Infrastructure; and Peace, Justice and Effective Institutions

Consolidated net revenue:

**R\$17,933** million,

with:

**R\$5,214** million

in the residential segment

**R\$3,549** million

in the B2B segment

**R\$1,418** million

in DTH TV

**R\$86** million

in other revenues

The company ended 2021 with

**56,414** thousand

of Revenue Generating Units (RGUs), with:

**9,819** thousand

in the residential segment

**3,460** thousand

in the B2B segment

**965** thousand

in DTH TV

**128** thousand

pay phones

Costs and expenses totaled

**8,519** million

(excluding depreciation and amortization)

**42,041** thousand

in discontinued operations

**14.6** million

of homes passed with fiber (HPs) and approximately

**3.4** million

connected homes





## REVENUE BY CUSTOMER TYPE

Customer	202101	202102	202103	202104	202105	202106	202107	202108	202109	202110	202111	202112
Government	107,666	111,449	103,367	98,263	99,191	41,913	38,800	38,830	38,493	37,644	38,205	37,903
Inter	-	-	-	191	160	174	169	167	17	168	180	183
Mixed	-	-	-	1,456	13,654	73,816	72,073	74,149	73,129	73,639	74,230	73,644
Private	110,983	102,019	106,825	146,012	163,319	-13,431	116,519	116,288	117,491	115,386	115,285	114,314
Special Account	8,610	8,643	8,417	-	-	-	-	-	-	-	-	-
<b>Grand total</b>	<b>227,259</b>	<b>222,111</b>	<b>218,610</b>	<b>245,922</b>	<b>276,324</b>	<b>102,472</b>	<b>227,561</b>	<b>229,434</b>	<b>229,128</b>	<b>226,837</b>	<b>227,900</b>	<b>226,044</b>

Customer - %	202101	202102	202103	202104	202105	202106	202107	202108	202109	202110	202111	202112
Government	47	50	47	40	36	41	17	17	17	17	17	17
Inter	0	0	x0	0	0	0	0	0	0	0	0	0
Mixed	0	0	0	1	5	72	32	32	32	32	33	33
Private	49	46	49	59	59	-13	51	51	51	51	51	51
Special Account	4	4	4	0	0	0	0	0	0	0	0	0



## **EBITDA**

In 2021, Oi's routine EBITDA of Brazilian operations totaled R\$5,331 million. The operating result was mainly the result of rigid control and cost efficiency, part of the Company's transformation plan, as well as the growth of Fiber revenues in the residential and personal mobility segment, which makes up the discontinued operations, partially offsetting the structural drop in legacy services.

## **indebtedness**

Oi's consolidated gross debt recorded a balance of R\$32,990 million in December 2021, representing an increase of 25.2%, or R\$6,638 million compared to December 2020.

The annual increase was mainly due to the disbursements made in the year, namely the private debenture 2nd issue in the amount of R\$2.0 billion, in addition to of the 2026 senior bond in the amount of \$880 million. Added to this are the effects of the accrual of interest and the amortization of the adjustment to present value (AVP), which contribute to the growth of debt each period, in addition to the devaluation of the real versus the dollar, of 7.47% in the year.

These items were partially offset by amortizations of R\$4,669 million, which includes the prepayment of the private debenture 1st issue of Oi Móvel in the amount

of R\$3.8 billion, paid with a large part of the resources disbursed with the senior bond, and the 2025 bond interest at R\$877 million. It is noteworthy that both the debenture 2nd issue of Oi Móvel and the senior bond 2026 functioned as a bridge loan, as provided for in the Judicial Reorganization Plan (PRJ). The debenture was prepaid on the closing day of the sale of UPI Móvel, April 20, 2022. On that date, the mandatory public offering for the senior bond 2026 was also closed, with 98.71% of the total principal outstanding being adhered to.

In December 2021, the portion of foreign currency debt represented 53.8% of debt at fair value, and the consolidated average term was approximately 7.6 years.

The company ended the year with consolidated cash of R\$3,115 million, a reduction of 27.8% when compared to the same period in 2020. As a result, net debt totaled R\$29,874 million, an increase of 35.6% in relation to that registered in December 2020, vis a vis the largest gross debt in the period. The reduction in annual cash, in turn, occurred mainly due to the maintenance of a high CAPEX and the payment of obligations arising from the PRJ, including payments from partner suppliers, in addition to the payments of the debts mentioned above.

## **investments**

The company's investments totaled R\$5,555 million in 2021, practically in line with 2020. Thus, it is possible to observe that the reduction in the year occurred mainly due to the effect of the timing of investments, which were accelerated in the first half.

Throughout the year, we continued to focus on our transformation plan, continuing the expansion of the FTTH network in the country, offering high-speed broadband to the customer's home. Investments directed to fiber totaled R\$1,302 million, which represents 72% of the total CAPEX for the year. The focus on fiber investments showed a result above expectations, being directly responsible for the accelerated operational turnaround process observed especially in the residential segment.



**With these initiatives we contributed to the SDGs: Decent Work and Economic Growth; Industry, Innovation and Infrastructure; and Peace, Justice and Effective Institutions**

## strategic plan

With Cade's approval of the sale of our mobile operation in February 2022, we completed the third phase of our strategic transformation process, which is based on four pillars:

- Focus on optical fiber expansion, with infrastructure with no other equivalent in the market essential for massification of high-speed connectivity and deployment of 5G;
- structural separation (ClientCo and InfraCo) and new business models;
- simplification and operational efficiency, with improvement of operational and financial performance through the sustainable business model, focused on competitive advantages and optimization of legacy businesses; and
- sale of furniture and non-essential assets, enabling the company's financial growth in the long term.

The significant increase in digitization levels, the continuous review and optimization of processes and the readjustment of operational focus in the areas that represent the future of the company were some actions taken by Oi to ensure cost control and sustainable operation.



NOW WE ENTER  
THE FINAL  
PHASE OF OUR  
TRANSFORMATION



2022–2024  
NEW OI

Client centric  
Simple

Much more the connectivity



# new Oi reinforces our strategy and execution

## Simplicity and operational efficiency

A reorganized company that is simpler, lighter and more efficient

- **Light** and **agile** company, focused on the future, asset light;
- **simple** offers **that make sense** in the customer's life; and
- **cost reduction** with **simplification** of legacy reduction and structural separation.

## Client centric

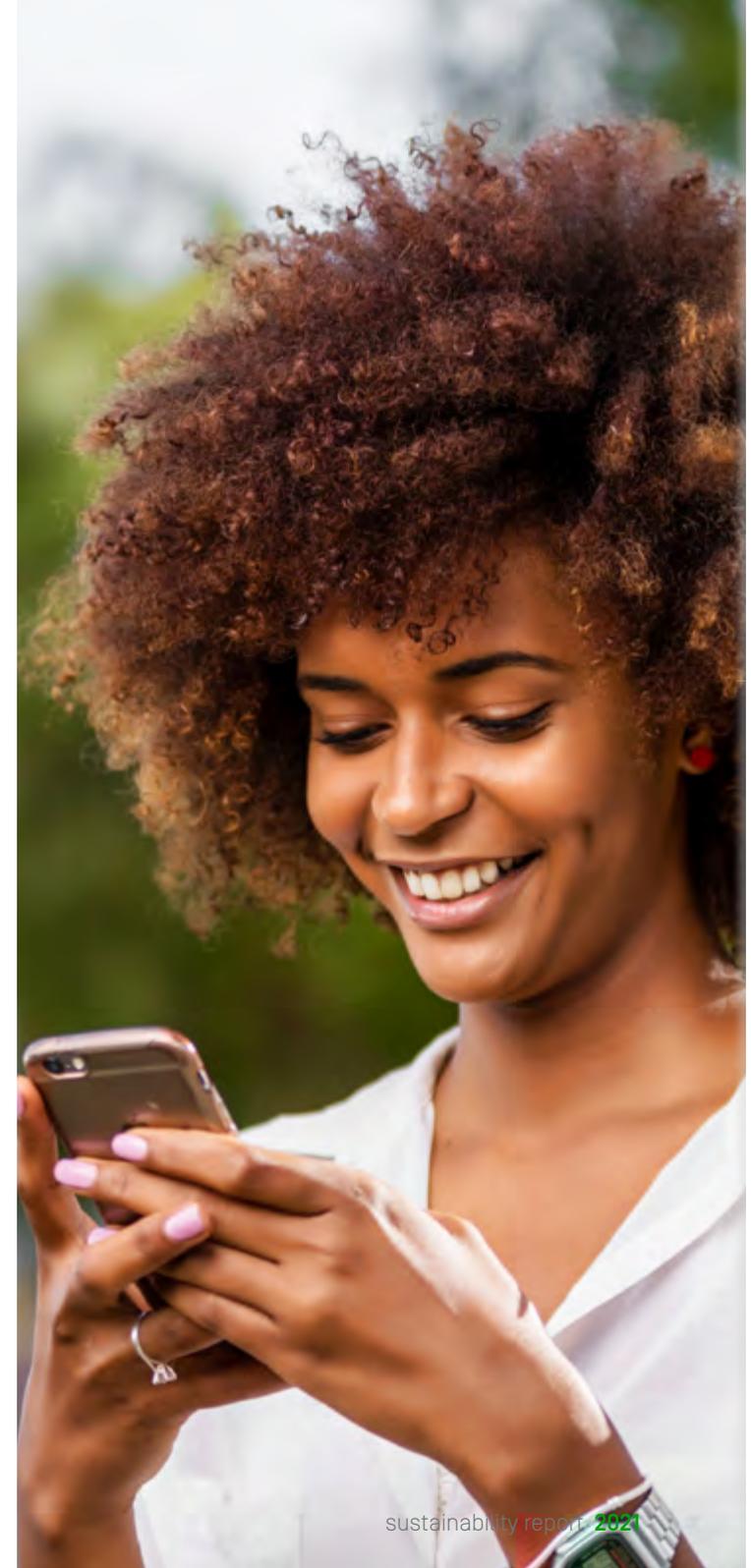
Simplicity leading to total focus on customer service - for offerings and operations

- **Digital first** service and **omnichannel**;
- **data driven & analytics** across all approaches; and
- accelerated time-to-market with **modular portfolio**.

## Diversified revenue

Scale utilization and Oi assets for development and capture of new revenues in multiple areas

- Strengthening **new B2C businesses**;
- development of **new verticals** leveraged by Oi's competitive differentials; and
- Oi Solutions: **Orchestrator of ICT and IT solutions**.





## Oi Fibra

Oi Fibra reached the mark of 3.4 million customers in 2021. The performance shows Oi's good positioning in the broadband internet segment. There were on average more than 100 thousand connected houses per month, surpassing all other internet players by fiber optics. In 2021, Oi Fibra reached about 198 cities in Brazil. The company closed the year with 14.6 million houses with fiber.

In addition to the quality of service attributes, such as robustness and latency, another factor that has contributed to Oi Fibra's rapid growth is the company's agility in expanding the service offer in all regions of the country. In July and August alone, Oi launches its fiber optic internet service in 27 new locations: Alegrete (RS), Cáceres (MT), Cacoal (RO), Camaquã (RS), Casimiro De Abreu (RJ), Floresta (PR), Garibaldi (RS), Gurupi (TO), Içara (SC), Ituporanga (SC), Jataí (GO), Maracaju (MS), Marau (RS), Marechal Deodoro (AL), Maricá (RJ), Medianeira (PR), Navegantes (SC), Paiçandu (PR), Palmas (PR), Paracambi (RJ), Pontes e Lacerda (MT), Porto Seguro (BA), Rosário Do Sul (RS), São Gabriel da Palha (ES), São Pedro da Aldeia (RJ), União Da Vitoria (PR) and Valença (RJ).

Launched in 2018, Oi Fibra is the central element in Oi's transformation process into a leading company in digital solutions and fiber optic connections that improve the lives of people and companies throughout the country, allowing the creation of new possibilities for the future, bringing digital life to everyone. We are looking for the goal of eight million Oi Fibra customers in our strategic plan by 2024.

Oi Fibra is the market share leader in the fiber optic broadband market in 17 states of the country, including the Federal District. These are: AC [64.8%], AM [37.0%], BA [17.6%], DF [40.4%], GO [26.0%], MA [29.0%], MS [33.4%], MT [18.0%], PA [27.0%], PE [14.0%], PI [16.6%], PR [21.2%], RJ [38.7%], RO [46.4%], RR [68.3%], RS [19.0%] and TO [27.4%]. The data are from the last Anatel report, referring to December 2021.

Oi Fibra guarantees stability and very high connection speeds by pure optical fiber to the customer's home and provides attractive streaming video and on-demand video content through Oi Play ([www.oisplay.com.br](http://www.oisplay.com.br)), with offers for different user profiles. Oi Fibra Customers in the Residential and Business segments who want to expand the wi-fi coverage within their residence or commercial establishment have special discounts on the Oi Place platform.



## Oi Solutions

Oi Solutions is the business unit dedicated to Oi's corporate segment, serving more than 45 thousand companies throughout the country. It has a robust portfolio of Information and Communication Technology (ICT) services, with emphasis on Security, Cloud and Managed Services, which has been assisting companies in their scanning processes through customized solutions. As an example, the expansion of the portfolio of the cybersecurity product family guaranteed in 2021 a growth of more than 11% in revenue compared to the previous year.

To ensure the evolution and innovation of this portfolio of ICT services, the company has grown by more than 14% the ecosystem of strategic partners in the last year, expanding partnerships with players such as Amazon, Google, Dell and IBM, among others. Furthermore, it has the largest fiber optic infrastructure in the country, which is a competitive advantage to connect the ICT services offered to companies, which demand network stability with a high availability rate.

## V.tal

Created after the structural separation of Oi's fiber infrastructure assets, V.tal is the first effectively neutral network company with end-to-end connectivity and wholesale services to differentiate itself by having a hair network, robust and with national operations. The company's controlling interest was sold, and today Oi has a 34.7% stake in V.tal's capital. With the largest fiber optic infrastructure in the country, about 400,000 kilometers of network distributed among the five regions of the country, the national operating company will have 32 million HP by 2025.

The company will also be an important player for the rapid expansion of 5G in Brazil, bringing more investments and more regional development. V.tal already provides infrastructure for the main telecommunications operators in Brazil, large international conglomerates and more than 260 operators and ISPs, between wholesale and FTTH services in all regions of the country.

Despite still representing a new segment in Brazil, neutral networks are already a reality in the telecommunications sector in the world. Adopted in several countries, such as Italy, Spain, the United Kingdom, Switzerland and Australia, this model allows operators and providers to expand their operations without the need for intensive investments in infrastructure and focus on excellence of service and the launch of innovative solutions for the end consumer, which even facilitates the entry of new players.





## innovation

Oi seeks to differentiate itself and remain in the national market through innovation. Much of our research and development investments are made in partnership with science and technology institutes, incubated companies and technology centers.

We reinforce digital initiatives, leveraging impacts on the customer experience and improving operational efficiency, focusing, for example, on human and digital service. We continue to improve Joice, our artificial intelligence, which encompasses the automation of service and technical support. We've also added new features to the Virtual Technical app, which facilitates technical self-service. We also expanded our Operations Center. On the development front of New Revenues, we launched offers linked to new verticals with great potential, such as Education [Oi Masterdados], and we continued to evolve our digital marketplace, Oi Place, offering digital services in order to complement the portfolio of technology products offered.

We strengthened our positioning as a solution provider for the house with the consolidation of Oi Expert as a support and attention tool in the resolution of the most diverse problems that our customers may have related to the use of technology in their homes, starting to offer the service to customers inside and outside the Oi base.

Incubator Eight, our entrepreneurship and innovation hub in Rio de Janeiro, has played an important role in the generation of new businesses, acceleration of technological solutions, development of startups and support to the innovation ecosystem. The hub has its own investment methodology in startups to select those in the traction phase and that have greater adherence to challenges of generating new revenues, increasing efficiency and reducing costs, to assist Oi in the search for innovations that benefit the company.





**the future**

**we want to**

**build together**

- sustainable development
- energy efficiency
- reduction of impacts and conscious consumption
- waste management
- water efficiency
- protected or restored habitats
- control of emissions
- Oi in Antarctica

In order to minimize the environmental impact from our activities, we developed several continuous actions to reduce water consumption, electricity, selective collection in our administrative buildings, collection of cell phones and batteries in stores and recycling of materials used. Because we know that the commitment to sustainability is the safest way to transform not only lives, but the whole reality in which we live.

# sustainable development

# energy efficiency



With these initiatives we contributed to the SDGs: Action to Combat Global Climate Change; and Peace, Justice and Effective Institutions



With these initiatives we contributed to the SDGs: Affordable and Clean Energy

Oi's operations are guided by the Health, Safety and Environment, Sustainability and Climate Change Policies. The Board of Compliance, Governance and Sustainability deals, together with the other boards, with economic, social and environmental issues, responding directly to the CEO. | GRI 102-20 |

We use integrated management systems and have multidisciplinary teams that work in the preparation of policies, in the control of environmental licensing and greenhouse gas (GHG) emissions, in the supply chain, in the management of natural resources and waste, seeking to reduce costs and impacts. This joint work aims to contribute to the preservation of the environment in combating climate change and with the reduction of carbon emissions.

Energy management is part of our strategic plan, which seeks to diversify the consumption matrix by migrating to renewable sources, even projecting a lower cost – in 2021, we reached the 47% mark of Oi's energy matrix from renewable sources (biogas, solar and hydro); the company's goal is to increase the use of these sources to 80% by 2022 and 100% by 2025. In 2021, we reached a volume of 7.2 MWh in renewable energy with distributed energy generation projects developed throughout the national territory. Compared to the previous year, we had a physical increase of about 50% of plants, thus following the renewable energy target foreseen for 2025.

The Distributed Generation project continues in accelerated implementation, in which we will reach in 2022 the brand of 35 plants in operation, reaching a volume of approximately 21 MWh.

These projects also rely on the management of the compensation of energy credits of the power plants

of Oi, through the energy team and Billing Management software, ensuring reliability and security in the information of Oi's plants, providing optimization and efficiency in the management of consumer units, providing protection against increased energy costs, such as those caused by tariff flags.

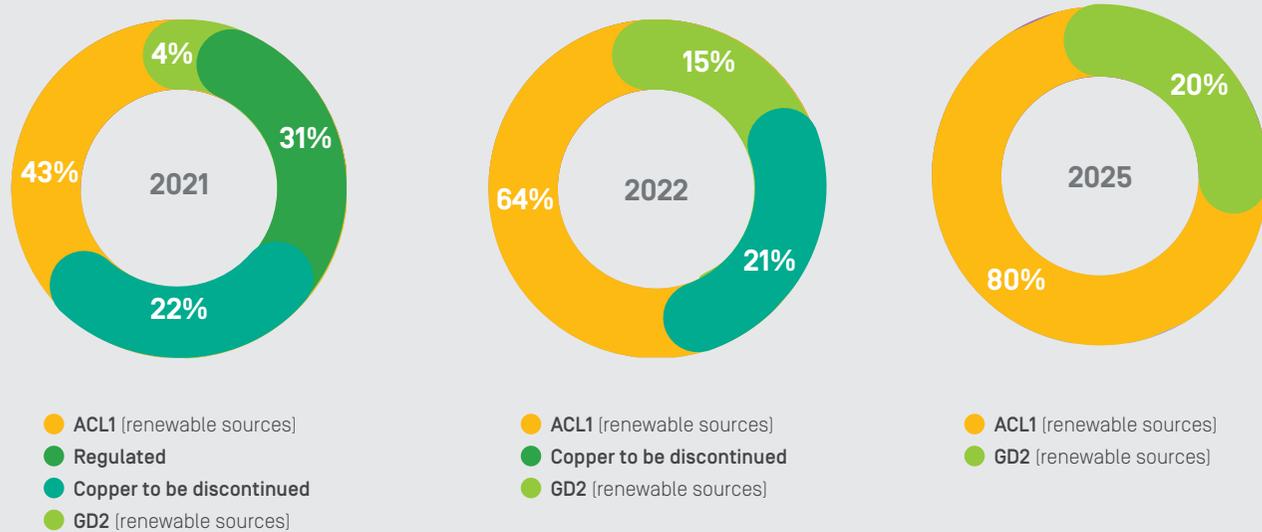
Oi seeks and defends the rational use of resources, the efficiency of its activities, the quality of its services. This work involves not only the company but also its stakeholders, employees, customers and the entire supply chain to encourage the mitigation of environmental risks and impacts, by combining commercial and technical efficiency, the company seeks to deliver the best possible service on all fronts, including the of sustainability.

Oi wants to be a reference in Brazil in renewable energy, including Distributed Generation (DG) and Free Market, with a 100% share of clean energy in our consumption matrix in the coming years.

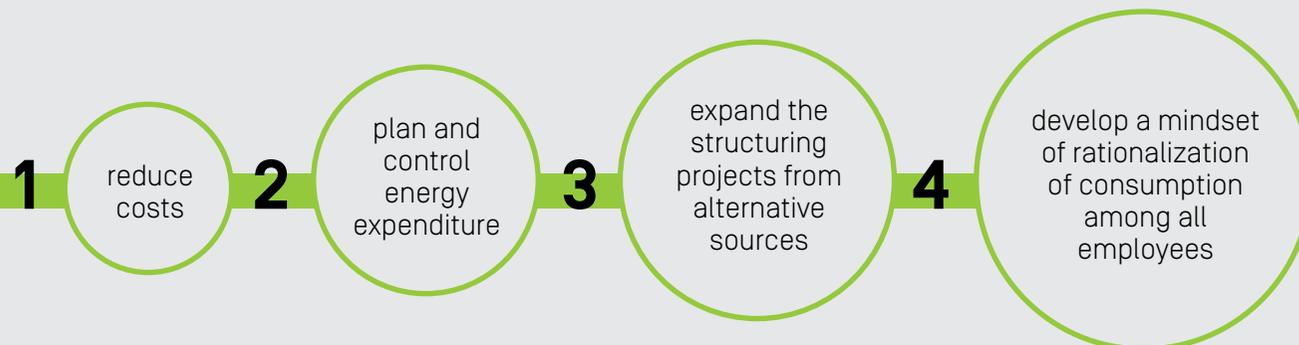




## Energy consumption matrix in 2021 and targets for 2022 and 2025 | GRI 302 |



## Oi's energy strategy is based on the following objectives:



Oi appears in second place as a special consumer of the Free Contracting Environment (ACL) in the ranking of the Chamber of Electric Energy Commercialization (CCEE). In 2021, the company totaled 377 units in the ACL and a migration projection by the first quarter of 2023 of 115 more units, totaling 492 consumption units.

### energy consumption within the company

| GRI 302-1 | GRI 302-4 |

The estimate of energy consumption at Oi throughout the year, based on the values recorded in 2021, based on the budget (control sample), totaled 1,391 GWh, of which 626 GWh was through renewable sources.

In 2021, the adoption of remote work contributed to the **reduction of 16,672.490 KWh** of energy in the administrative units of the company.

The company does not perform sectorized measurement of energy reductions in its products and services, due to the complexity of obtaining these data, so it does not have a strategy for the dissemination of these possible results. However, it evaluates energy intensity indicators already used in the sector to draw up action plans in relation to this topic.

| GRI 302-5 |

# impact reduction and conscious consumption

| GRI 301-3 |



With these initiatives we contributed to the SDGs: **Responsible Consumption and Production**

In order to minimize the environmental impact of our activities, we have developed several continuous actions, such as initiatives to reduce water consumption, electricity, selective collection in our main administrative buildings, collection of cell phones and batteries in stores and recycling of materials used.

In line with the conscious consumption model, Oi performs some measures to reduce the impacts

caused by its operations and is always concerned with analyzing the use of materials in their daily lives.

In line with energy efficiency, Oi performs reverse logistics related to electronic equipment, collecting the materials discarded in its operations and allocating them for recycling, as well as performing the recovery of such equipment after the termination of contracts with customers, so that new users can use them.

## MATERIALS USED, BROKEN DOWN BY WEIGHT OR VOLUME | GRI 301-1 |

Consumption of materials by type	2019	2020	2021
<b>Packaging materials</b>			
Bags purchased for use in store sales (in units)	250,000	250,000	50,000
Back and forth" envelopes (in units)	-	-	-
Cardboard boxes used to ship products and corrugated cardboard reel (in tons)	2	15.12	0.17
<b>Materials used in the operation</b>			
Metal cables (in meters)	12,780,589	10,147,378	6,071,777
Optical cables (in meters)	40,635,077	58,837,808	62,624,168
Splicing set (in units)	418,963	198,338	195,682
Wire (in meters)	157,525,070	70,061,870	39,829,278
Terminals (in units)	1,651,662	844,532	424,315

**The reuse of recovered equipment generated, a CAPEX saving of R\$44.5 million in 2021, with 282,901 pieces of FTTH equipment and 4,000 pieces of data equipment. We reconditioned 155.6 thousand pieces of equipment that were in stock, which were sold to a supplier (Multilaser) and generated additional revenue of R\$2.7 million. In the same way, Oi provides collection urns in its stores for the disposal of cell phones, batteries and used batteries, which will also receive a correct destination.**





Oi Troca Fácil is another measure by the company that aims to reduce impacts, aligned with the model of conscious consumption, the trend of circular economy and concern for the environment. Since 2016, we have offered discounts on the purchase of a mobile device for customers who bring their old devices to our stores. The equipment used is collected by our partner, carefully reviewed and tested by a team of specialized technicians to subsequently be resold with a three-month warranty.

In 2021, Oi Troca Fácil 2021 recorded a 29% drop compared to 2020, because despite the improvement in terms of the pandemic, we experienced an unfavorable economic scenario in the year, marked by unemployment, inflation, high dollar, market competition, among other factors that impacted sales.

We also recovered the decoders – equipment necessary for the use of Oi TV – after the termination of contracts with customers, so that new users can use them. We also provide collection urns for the disposal of cell phones, batteries and accessories in our stores, in addition to the collection of batteries in our administrative buildings.

**The reuse of equipment generated R\$44.5 million saved in CAPEX, with 282.9 thousand FTTH equipment**

# waste management

| GRI 306-2 |

At the end of 2021, 3,667 tons of miscellaneous waste were generated, **856 tons of waste**, fiber optic compounds, wood, poles, uniforms and fiberglass were disposed of in landfill, other waste **was sent for recycling**. | GRI 306-3 |



With these initiatives we contributed to the SDGs: Responsible Consumption and Production

## WASTE BY TYPE OF DISPOSAL METHOD

| GRI 306-2 |

Hazardous and non-hazardous waste by type and method of disposal	2021	2020	2019
<b>Non-hazardous</b>			
Waste sent to landfill (in tons)	856	2,184	2,314 <sup>1</sup>
Recycling by selective collection in administrative buildings (in tons)	108 <sup>2</sup>	46.65	108.25 <sup>3</sup>
Recycling by the sale of scrap (in tons)	2,811	5,121	6,792
Recycling of appliances, batteries, their accessories and batteries (in tons)	1,758	6.28	9.00
Miscellaneous waste sold for auction (in items)	-	2,102	6,742
<b>Hazardous</b>			
Recycling of lamps (in items)	32,270	44,544	29,712
Recycling of stationary batteries (in tons) <sup>4</sup>	456,353	1,267.54	1,670.64

1. The significant difference from previous years is due to the TUP Project (removal from the plant of apparatus, poles and hoods).

2. In 2021, it was not possible to measure the volume of waste sent for selective collection in the administrative buildings of Alagoas, Bahia Maranhão and Piauí. The collection company of the sanitary landfill in Rio de Janeiro reported only the data between the months of January and August 2021, due to internal changes, are still collecting data for the other months.

3. In 2019, it was not possible to measure the volume of waste sent for selective collection in the administrative buildings of Amazonas, Amapá, Bahia, Pará, Roraima and São Paulo.

4. Battery supplier also performs scrap collection and recycling.





# water efficiency



With these initiatives we contributed to the SDGs: Drinking Water and Sanitation

In 2021, we were able to **reduce municipal water consumption** thanks to practices aimed at water saving and also the adoption of remote working, which led to the reduction of employees in Oi's buildings. The use of groundwater and rain seeks to reduce the use of water by concession holders. They are intended for yard cleaning, garden conservation, bathrooms, among other uses.

## TOTAL WATER WITHDRAWAL BY SOURCE

| GRI 303-1 |

Sources of water withdrawal/supply (in m³)	2019	2020	2021
Groundwater	51,983	33,497	49,771
Rainwater	1,711	980	1,512
Municipal supply or other supply companies	1,544,157	1,697,989	2,176,239
Surface waters, including wetlands, rivers, lakes and oceans	-	-	-
Effluents from another organization	-	-	-
<b>Total</b>	<b>1,597,851.23</b>	<b>1,732,466.57</b>	<b>2,227,522.17</b>

# protected or restored habitats

Regarding the environmental licensing processes associated with special fiber **implantation projects in remote areas**, in 2021, the processes for regularization/maintenance were carried out with the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA), in

Boa Vista Empreendimento 1, in Manaus, presented in the Monitoring Report of the Company's Judicial Reorganization Plan. The licensing of the other work of Project 2, informed in the 2020 Sustainability Report, was canceled in November 2021. | GRI 304-3 |

# control of emissions

| GRI 305-1 | GRI 305-2 | GRI 305-4 | GRI 305-5 | GRI 305-6 |

CAs directed by Oi's Climate Change Policy, we are committed to global initiatives to stabilize the concentration of GHGs in the atmosphere through the development of projects that simultaneously address environmental balance, stakeholder awareness, the implementation of practices that seek to mitigate risks and adapt to a low-carbon economy.

Since 2009, we have annually mapped direct and indirect emissions in our GHG emissions inventory voluntarily disclosed in the public emissions register of the Brazilian GHG Protocol Program (methodology used to carry out the inventory) and the Carbon Disclosure Project (CDP).

Initially, when observing the emissions of the scopes between 2020 and 2021, we will note that the Scope 1 and 3 emissions suffered reductions, -12.74% and -22.34% respectively, with a substantial increase in Scope 2 emissions [98.17%].

## GHG EMISSIONS IN tCO<sub>2</sub>e\*

| GRI 305-1 | GRI 305-2 | GRI 305-3 |

Emissions [tCO <sub>2</sub> e]	Variation of emissions by scope [%]		Var. [%]
	2020	2021	
Scope 1	65,071,635	56,783,270	-12.74
Scope 2	88,180,713	174,746,546	98.17
Scope 3	22,652,741	17,591,657	-22.34
<b>Total Scopes 1+2</b>	<b>153,252,348</b>	<b>231,529,816</b>	<b>51.08</b>
<b>Total</b>	<b>175,905,089</b>	<b>249,121,473</b>	<b>41.62</b>

\* The scope concept met the criteria of the WBCSD/WRI/GHG Protocol, the WRI/FGV/GHG Protocol, the Intergovernmental Panel on Climate Change (IPCC) 2006 and the corporate inventory (concept): quantification of a company's GHG sources and emissions (GHG Protocol Initiative: Measuring to Manage, 2007), for the establishment of the operational limits to be accounted for, being:

- **Scope 1:** direct emissions from the company's own control sources;
- **Scope 2:** indirect emissions from imports of electricity, heat, steam or cold; and
- **Scope 3:** indirect emissions arising from sources of third-party control emissions, such as travel, transportation of inputs and outsourced fleet, etc.

In order to obtain a correct comparative effect between Oi S.A.'s GHG Inventory emissions in 2020 and that reported this year, we also need to observe the following points:

1. There was a reduction in total electricity consumption of 59,787.37 MWh or - 4.12% in 2021 compared to 2020;
2. despite this higher energy efficiency in Oi S.A. in 2021, the average annual emission factor of tCO<sub>2</sub>/MWh of the National Interconnected System (SIN) grew 104.81%, resulting in a significant increase in emissions; and
3. if we consider the same annual average emission factor of 2020 in 2021 and the reduction for greater energy efficiency we would have Scope 2 equivalent to 84,548,019 tCO<sub>2</sub>e.

It should be noted that the air travel accounted for in the 2020 Inventory did not consider the stopovers but only origin-destination, which certainly changes this comparative scenario since smaller stretches flown have higher emission factors.

In Scope 1, the reduction was mainly due to the lower consumption of refrigerant gases used in the maintenance of refrigeration and fuel equipment in the fleet of network service providers (NSP), following the trend of reduction last year. Some initiatives of Oi, which allow the repair of the network and the services contracted by customers remotely, they can contribute to the reduction of emissions, through a lower demand for displacement of the technician in the field. There was also a reduction in total electricity consumption of 59,787.37 MWh or - 4.12% in 2021 compared to 2020.



**With these initiatives we contributed to the SDGs:  
Action to Combat Global Climate Change**

# Oi in Antarctica

| GRI 103-2 |

By comparing the absolute values of energy acquired in the last two years, Oi had a reduction provided by the energy efficiency projects implemented and by the self-generation of energy through the plants of Oi's Distributed Generation, which came into operation throughout 2020. Regarding emissions, the report was maintained by the GHG Protocol Brazilian Program Purchase Choice approach in a small portion of the energy acquired by the Oi (1.7% of the total energy used by the company).

Thus, we can say that the direct and indirect emissions of greenhouse gases and control of Oi S.A. (Scopes 1 and 2) would amount to 1,620,774 native reforested Atlantic Forest trees or 22,476,829 illuminated households during a month or 1,508,851,567 km traveled with a gasoline-powered car or 37,651 times around the planet Earth on the equator and driven by a gasoline-powered car.

In 2021, Oi's services ensured the connection of Brazilian military and researchers working at Comandante Ferraz Antarctic Station (EACF) in Antarctica, contributing to the development of Brazilian research, within the objectives of the Brazilian Antarctic Program (PROANTAR), which aims to produce scientific knowledge of the continent.

Oi has been providing telecommunications services to EACF since 2006, when it signed the first cooperation agreement with the Brazilian Navy to provide voice service.

In December 2012, a new agreement was signed to reestablish the telecommunications service at EACF after a fire occurred in February of the same year. The agreement integrated voice, data, internet and TV reception services and was inaugurated with a video conference between Oi's Network Management Center (CGR) in Rio de Janeiro and the station in Antarctica.

With the cooperation agreement formalized in March 2019, Oi expanded and modernized the telecommunications services provided to the EACF, which will ensure more efficiency and agility in communication between Antarctica and Brazil. The cooperation

agreement also provides for annual training and qualification of the military members of the Base Group, who remain in the station for more than a year, for the operationalization of the system and the maintenance of telecommunications equipment. In addition, Oi performs the review and preventive maintenance of the equipment installed at the station.

The EACF was inaugurated in February 1984 and has since contributed to the development of a strategic program of scientific research, which allows Brazil to study the impact of global environmental changes in Antarctica and their consequences for the country and the world. Changes such as the increase in Earth's temperature (greenhouse effect), the hole in the ozone layer and the increase in ocean level are some of the factors researched in Antarctica. In addition to the scientific importance, the EACF gives Brazil the right to an active participation in decision-making regarding the future of the Antarctic region.

With the initiative, Brazilian scientists and military personnel operating in Antarctica have high-speed fixed internet, mobile network with 4G connection, wi-fi access distributed throughout the station's facilities and a TV signal reception system.

Telecommunications systems enable data exchange between Antarctic field surveys and the Brazilian institutions that support them, contributing to the scientific program that Brazil carries out in the region, and ranges from studies on climate change to research in biotechnology. Furthermore, the service attenuates the feeling of isolation by enabling quality cellular video calls to Brazilians who spend more than 365 uninterrupted days working in adverse weather conditions in the coldest region of the planet, whose temperatures can reach  $-40^{\circ}\text{C}$  in winter.

This telecom infrastructure also allows remote monitoring of the station's vital equipment, increasing the operational security of the Brazilian base and the connection to the Navy's corporate network for administrative activities, in addition to ensuring the communication of EACF occupants with their families.

Connecting Brazilians who are in Antarctica with the rest of the world is a technological challenge that shows Oi's ability to always present the best solution in connectivity, even in such complex and specific cases as this.





# GRI Content Summary

- corporate information
- credits

# GRI Content Summary

| GRI 102-55 |



GRI 101: Fundamentals 2016				
GRI 102: General disclosure 2016	Standard	Page	Omission	SDG
<b>Organization profile</b>				
	102-1: Name of the organization	16		
	102-2: Activities, brands, products and services	16, 99		
	102-3: Location of the organization's headquarters	Rua do Lavradio, 71 – Centro 20230-070 – Rio de Janeiro – RJ, Brasil		
	102-4: Location of operations	16		
	102-5: Nature of ownership and legal form	Oi S.A. (“Company”) is a publicly traded corporation, governed by the Bylaws and applicable legislation.		
	102-6: Markets served	16		
	102-7: Size of the organization	16		
	102-8: Information on employees and other workers	48, 49		8, 10
	102-9: Supply chain	71		
	102-10: Significant changes in the organization and its supply chain	16		
	102-11: Precautionary principle or approach	34		
	102-12: External initiatives	22		
	102-13: Participation in associations	16, 79		
<b>Strategy</b>				
	102-14: Statement by the highest executive	4		
	102-15: Key impacts, risks and opportunities	34		



GRI 101: Fundamentals 2016				
GRI 102: General disclosure 2016	Standard	Page	Omission	SDG
<b>Ethics and integrity</b>				
	102-16: Values, principles, standards and codes of behavior	16		16
	102-17: Mechanisms for guidance and concerns regarding ethics	36		16
<b>Governance</b>				
	102-18: Governance structure	32		
	102-19: Delegation of authority	26, 32		
	102-20: Responsibility of executive-level positions and functions for economic, environmental and social topics	92		
	102-21: Stakeholder consultation on economic, environmental and social topics	14		16
	102-22: Composition of the highest governance body and its committees	30		5, 16
	102-23: President of the highest governance body	32		16
	102-24: Selection and appointment to the highest governance body	30, 32		5
	102-25: Conflicts of interest	32		16
	102-26: Role played by the highest governance body in defining purpose, values and strategy	21		
	102-27: Collective knowledge of the highest governance body	34		
	102-28: Evaluation of the performance of the highest governance body	30		
	102-29: Identification and management of economic, environmental and social impacts	36		16
	102-30: Effectiveness of risk management processes	34		
	102-31: Analysis of economic, environmental and social topics	38		
	102-32: Role played by the highest governance body in the sustainability report	12		
	102-33: Communication of crucial concerns	33		
	102-34: Nature and total number of crucial concerns	34		
	102-35: Remuneration Policies	54		
	102-36: Process for determining remuneration	54		



GRI 101: Fundamentals 2016				
GRI 102: General disclosure 2016	Standard	Page	Omission	SDG
<b>Stakeholder engagement</b>				
	102-40: List of stakeholder groups	13		
	102-41: Collective bargaining agreements	54		8
	102-42: Identification and selection of stakeholders	13		
	102-43: Approach taken by the organization to engage stakeholders	13		
	102-44: Main topics and concerns raised	13		
<b>Reporting practices</b>				
	102-45: Entities included in the consolidated financial statements		<a href="https://ri.oi.com.br/en/financial-information/results/">https://ri.oi.com.br/en/financial-information/results/</a>	
	102-46: Definition of report content and topic boundaries	13, 14		
	102-47: List of material topics	14		
	102-48: Reformulations of information	12, 17		
	102-49: Changes in the report	12		
	102-50: Period covered by the report	12		
	102-51: Date of most recent report	12		
	102-52: Reporting cycle	12		
	102-53: Contact for questions about the report	14		
	102-54: Reporting statements in accordance with GRI Standards	12		
	102-55: GRI Content Summary	101		
	102-56: External verification	12		



GRI 101: Fundamentals 2016					
Material topics	Standard		Page	Omission	SDG
GRI 201: Economic performance 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit		16		
	103-2: Management method and its components		16		
	103-3: Evaluation of the management method		16		
	201-1: Direct economic value generated and distributed		83		8, 9
	201-4: Financial support received from the government		47		
GRI 202: Market presence 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit		16		
	103-2: Management method and its components		16		
	103-3: Evaluation of the management method		16		
	202-1: Variation in the proportion of the lowest wage, broken down by gender, compared to the local minimum wage		56		1, 5, 8
GRI 203: Indirect economic impacts 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit		16		
	103-2: Management method and its components		16		
	103-3: Evaluation of the management method		16		
	203-1: Infrastructure investments and service support		45		5, 9, 11
GRI 204: Purchasing practices 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit		16		
	103-2: Management method and its components		16		
	103-3: Evaluation of the management method		16		
	204-1: Proportion of spending with local suppliers		71		



GRI 101: Fundamentals 2016				
Material topics	Standard	Page	Omission	SDG
GRI 205: Anti-corruption 2016				
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16		
	103-2: Management method and its components	16		
	103-3: Evaluation of the management method	16		
	205-1: Operations assessed for risks related to corruption	34		16
	205-2: Communication and training on anti-corruption policies and procedures	36		16
	205-3: Confirmed cases of corruption and measures taken	39		16
GRI 206: Unfair competition 2016				
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16		
	103-2: Management method and its components	16		
	103-3: Evaluation of the management method	16		
	206-1: Lawsuits for unfair competition, trust practices and monopoly	71		16
GRI 301: Materials 2016				
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16		
	103-2: Management method and its components	16		
	103-3: Evaluation of the management method	16		
	301-1: Materials used, broken down by weight or volume	94		8, 12
	301-3: Recovered products and their packaging	94		8, 12



GRI 101: Fundamentals 2016					
Material topics	Standard	Page	Omission	SDG	
GRI 302: Energy 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	302-1: Energy consumption within the organization	93		7, 8, 12, 13	
	302-4: Reduction of energy consumption	93		7, 8, 12, 13	
	302-5: Reductions in energy requirements of products and services	93		7, 8, 12, 13	
GRI 303: Water and effluents 2018					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	303-1: Interactions with water as a shared resource	97		6, 12	
GRI 304: Biodiversity 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	304-3: Protected or restored habitats	97		6, 14, 15	



GRI 101: Fundamentals 2016					
Material topics	Standard	Page	Omission	SDG	
GRI 305: Emissions 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	305-1: Direct emissions (Scope 1) of greenhouse gases (GHG)	98			3, 12, 13, 14, 15
	305-2: Indirect emissions (Scope 2) of greenhouse gases (GHG) from energy acquisition	98			3, 12, 13, 14, 15
	305-3: Other indirect greenhouse gas (GHG) emissions (Scope 3)	98			3, 12, 13, 14, 15
	305-4: Greenhouse gas (GHG) emission intensity	98			13, 14, 15
	305-5: Reduction of greenhouse gas (GHG) emissions	98			13, 14, 15
	305-6: Emissions of ozone depleting substances (ODS)	98			3, 12
GRI 306: Waste 2020					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	306-2: Management of significant waste-related impacts	96			3, 6, 8, 11, 12
GRI 307: Environmental compliance 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	307-1: Non-compliance with environmental laws and regulations		Considering that, in general, the fines imposed are based on a different basis from Federal Law No. 13.116/2015, Oi chooses not to disclose the amounts for 2021.		16



GRI 101: Fundamentals 2016					
Material topics	Standard	Page	Omission	SDG	
GRI 401: Employment 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	401-1: New hires and employee turnover	49			
	401-2: Benefits offered to full-time employees that are not offered to temporary or part-time employees	50			
	401-3: Maternity/paternity leave	51			5, 8
GRI 402: Work relations 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	402-1: Minimum notification period for operational changes		There is no minimum period stipulated for notification in advance, but in the event of significant operational changes, employees, their representatives and the union will be duly informed.		8
GRI 403: Occupational health and safety 2018					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	403-1: Occupational health and safety management system	68			8
	403-2: Hazard identification, risk assessment and incident investigation	70			8
	403-3: Occupational health services	67			8
	403-4: Worker participation, consultation and communication to workers concerning occupational health and safety	68			8, 16



GRI 101: Fundamentals 2016					
Material topics	Standard	Page	Omission	SDG	
GRI 404: Training and education 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	404-1: Average hours of training per year, per employee	66			4, 5, 8, 10
	404-2: Programs for the improvement of employees' skills and assistance for career transition	65			8
GRI 405: Diversity and equal opportunities 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	405-1: Diversity in governance bodies and employees	63, 64			5, 8
	405-2: Proportion between basic salary and remuneration received by women and that received by men	64, 65			5, 8, 10
GRI 406: Non-discrimination 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	406-1: Discrimination cases and corrective action taken	39			5, 8
GRI 407: Freedom of association and collective bargaining 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	407-1: Operations and suppliers where the right to freedom of association and collective bargaining may be at risk	54			8



GRI 101: Fundamentals 2016				
Material topics	Standard	Page	Omission	SDG
GRI 408: Child labor 2016				
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16		
	103-2: Management method and its components	16		
	103-3: Evaluation of the management method	16		
	408-1: Operations and suppliers identified as at risk for the occurrence of cases of child labor	71		5, 8, 16
GRI 409: Forced or slave-like labor 2016				
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16		
	103-2: Management method and its components	16		
	103-3: Evaluation of the management method	16		
	409-1: Operations and suppliers identified as at significant risk for the occurrence of forced or slave-like labor	71		5, 8
GRI 411: Rights of indigenous peoples 2016				
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16		
	103-2: Management method and its components	16		
	103-3: Evaluation of the management method	16		
	411-1: Cases of violation of the rights of indigenous peoples		In 2021, in its operations, Oi did not record cases of violation of the rights of indigenous peoples.	2
GRI 412: Human rights assessment 2016				
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16		
	103-2: Management method and its components	16		
	103-3: Evaluation of the management method	16		
	412-1: Operations subject to human rights or human rights impact assessments	71		



GRI 101: Fundamentals 2016					
Material topics	Standard	Page	Omission	SDG	
GRI 413: Local communities 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	413-1: Operations with engagement, impact assessments and development programs aimed at the local community	47			
GRI 414: Social evaluation of suppliers 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	414-1: New suppliers selected based on social criteria	71			5, 8, 16
GRI 415: Public policies 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	415-1: Political contributions		Oi does not support and does not contribute to political parties or related institutions, as it is a public service concession holder that complies with Law No. 9.504/1997.		16
GRI 416: Consumer health and safety 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	416-1: Assessment of health and safety impacts caused by product and service categories	72			
	416-2: Cases of non-compliance in relation to health and safety impacts caused by products and services	72			16



GRI 101: Fundamentals 2016					
Material topics	Standard	Page	Omission	SDG	
GRI 417: Marketing and labeling 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	417-1: Requirements for information and labeling of products and services	72			12
	417-2: Cases of non-compliance in relation to product and service information and labelling		In 2021, Oi had no cases of non-compliance with regulations or voluntary codes related to information and/or labeling of products and services.		16
	417-3: Cases of non-compliance in relation to marketing communication	72			16
GRI 418: Customer privacy 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	418-1: Proven complaints regarding privacy breach and loss of customer data	74			16
GRI 418: Customer privacy 2016					
<b>GRI 103: Management approach 2016</b>	103-1: Explanation of the material topic and its limit	16			
	103-2: Management method and its components	16			
	103-3: Evaluation of the management method	16			
	419-1: Non-compliance with laws and regulations in the socioeconomic area		There are ongoing judicial discussions that, in the future, may result in the application of fines or non-monetary sanctions, but still without a final decision. As it is a matter of judicial discussions, Oi preferred not to make public the amounts of fines related to the year 2021, considering that this information is strategic for the Company's business.		16



# corporate information

## head office

| GRI 102-3 |

Rua do Lavradio, 71 – Centro  
20230-070 – Rio de Janeiro – RJ, Brazil  
Tel.: [+55 21] 3131-2918  
Fax: [+55 21] 3131-1144  
Website: [www.oi.com.br](http://www.oi.com.br)

## Book-Entry Share Services

Banco do Brasil S.A.  
Rua Professor Lélío Gama, 105, 38º andar – Centro  
20031-900 – Rio de Janeiro – RJ, Brazil  
Tel.: [+55 21] 3808-3715  
Fax: [+55 21] 3808-6088  
E-mail: [aescriturais@bb.com.br](mailto:aescriturais@bb.com.br)

## ADRS Depository Bank

The Bank of New York Mellon  
Oi S.A. c/o BNY Mellon Shareowner Services  
Phone [toll free]: 1-888-BNY-ADRS [269-2377]  
Phone [international]: +1 201-680-6825  
Website: [www.mybnymdr.com](http://www.mybnymdr.com)  
E-mail: [shrrelations@cpushareownerservices.com](mailto:shrrelations@cpushareownerservices.com)

## Registered Shareholders Correspondence Regular Mail

P.O. Box 505000 – Louisville, KY 40233-5000

## Overnight Mail

462 South 4<sup>th</sup> Street, Suite 1600 – Louisville, KY 40202

## Stock Exchanges

B3 – Brasil, Bolsa, Balcão [BM&F Bovespa]  
Stock Code: Oi S/A | OIBR3 and OIBR4  
[position on December 31, 2021]

## Expert Market in the USA

ADR Code: OIBRQ  
[position as of December 31, 2021]

## Expert Market in the USA

ADR Code: OIBZQ  
[position as of December 31, 2021]

# Credits

## Coordination

Compliance, Governance and Sustainability Board

## Reviewer

ESG Committee

## Consulting, content and design

TheMediaGroup

