Marcelo Ferreira, OI: Good afternoon, ladies and gentlemen, and thanks for waiting. Be welcome to Oi's videoconference, to discuss 2021 third quarter results. The event will take place in English, with simultaneous translation into Portuguese. Please be informed that this video conference is being recorded and it will be available later the company's IR website. During the company's presentation all participants will be with their microphones disabled. To get in line, in order to ask questions, please click on the Q&A icon at the bottom of your screen and write your name and Company. After the presentation, we will begin the Q&A section. So now I would like to pass the floor to Mr. Rodrigo Abreu, Oi's CEO. Please Rodrigo, you can proceed.

Rodrigo Abreu, CEO: Thank you, Marcelo, and good morning, everybody. Welcome to our call or good afternoon, depending on where you are, and this call comes is one of the first calls after we have shifted our focus primarily from doing extraordinary operations to focus on the execution of the several pillars of the plan we announced by the middle of the year. In particular, with a focus in addition to completing the M&A operations, which will soon be behind us in maintaining our fiber performance and then streamlining the new Oi to a new cost structure. We believe that quarter after quarter from now on, it will be possible to see the operating results of our strategy in the metrics that we share, as well as will start to recognize the mid to long-term potential results on our financial plan, as we make it happen and we know that we need to bring the consistency, so, all of you can understand what's going on and what is the future potential of the company.

So, let's start by taking a look at the key figures for Q3, starting with page 2. So, if we can move on to page 2, we see that again, we believe operational execution is on track. Fiber continues to keep a strong base, residential has confirmed a very solid turnaround. And we also had declining costs and margin expansion. So, on the first figure there, you can see that it has been approximately two years since we started the fiber project, and the fiber results continue to deliver quarter after quarter. We have a lead HP addition, homes past additions on the last ten quarters in Brazil, and today we have reached the 14 million homes past literally today we have reached 14 million homes past, but we close Q3 with 13.5 billion homes past, 1.4 million, new homes past. And we also have been leading the net additions for homes connected in seven, out of the last eight quarters and we closed last quarter with 3.2 million homes connected at the clip of over three hundred and twenty homes connected in the third quarter. This is an average take up of 24%, so significant performance that continues unabated since the beginning of the project, and due to this we can see that residential revenues continue going to growth trend, and it confirms that fiber has now left copper behind, and we can present a 2.4% year-over-year, increase in residential revenues, including both copper broadband and copper voice compared to fiber. So, two of them going down, one going up, and this has helped us to post positive results on a year-over-year basis. And if we look at the segment that we expected to catch up, which was the small and medium Enterprise segment, revenues have been going up as well on this segment for fiber 6.5% up on a year. Over a year's time. So very good except from where we were, it had been presenting positive results, but now we confirm that the positive review will stay. On the financial side, the positive highlight here is that EBITDA has again turned positive, both on a quarter over quarter as well as on a year-over-year metric. And if we look at the cash levels, obviously we continue to manage cash very carefully. We know that there are several components to the cash equation here, including significant consumption to maintain our expansion, but also some cash in some for all the funding activity that we had in anticipation of the transition that we're going to have with the closing over to most important transactions. And if we look at EBITDA, the other positive highlight is that in addition to having some EBITDA growth, both a quarter over quarter and year over year, we also had some margin expansion. For the plan, Milestone, so, finally, we had some very important milestones regarding the regulatory and competitive approvals of the Company's largest operations. And those were the approval of the partial sale of Infraco by CADE. So, CADE has completely approved this operation now, and we're waiting for the ANATEL approval. We also had the ANATEL technical report recommending the approval of the mobile UPI, as well as a CADE is generally superintendency, which is a kin to the technical group at CADE recommending approval of the mobile UPI as well. And both approvals are now going to the respective boards. So now, turning to page three, let's start as usual by looking at the fiber performance in a little bit more detail. On fiber, despite coming from a very strong performance that we maintain the trends and now we can see it solid on the plan metrics and not probably the largest highlight here is that the annualized revenue is already above BRL 3 billion, BRL 3.2 billion to be more precise. We see that the homes passed (HP) continues to accelerate. We are now, as I mentioned above, 14 million HP as of today. And the HP per month has maintained pretty much the same level almost 500,000 homes passed for a month as we had in the last quarter. If you look at the homes connected, we continue to be the leaders in homes connected for early on track to be at the 3.5 million homes connected mark by year-end and are keeping our long-term targets unabated. We're looking at 2024 targets as we have mentioned already a few times above 8 million homes connected. So, maintaining a significant CAGR since the beginning of the project, the CAGR has been very, very consistent. Obviously now, we're still showing very large CAGR numbers from last year above 100%, but we expect to maintain and above 30% CAGR until 2024. And this is happening with ARPU growing again. Upselling continues to play a role in boosting ARPU, and the 3Q over 10% of a fiber customer base. I had speeds above 400 megabits per second and we said in the past that this will be a key factor in moving ARPU up, it would be selling more for more and obviously this is happening and now 19% of our net additions are already above the 400 megabits per second. This is 3% p.p. over the last quarter so priests had significant performance over there. And when we look at the revenues again, we can see that it was a 100% increase from last year, but the good news here is also that it grew both on residential as well as on the B2B side. So, as we speak about residential, let's move to the next page where we can see that fiber has now left copper behind for good. The solid residential turnaround in page four, as you can see, is confirmed, and when we look at both the number of RGUs - the Revenue Generating Units -, as well as the revenue numbers, the revenue growth numbers we see that fiber is now the dominant force for us in residential on the RGUs Fiber already represent almost 60% of the mix compared to 30% of the mix last year. So, it's just phenomenal growth here, and on the residential revenue the same happened here and now we move the fiber to be already significantly above the copper revenues, as we have mentioned in the last quarter. Last quarter was the quarter where the transition happened where the crossover between the two curves happened and not only it happened, but it continued to accelerate, and we see that this is a long-term trend now. With that We see that the fiber now represents almost 60% in one year, even with a 36% decline in copper revenues again. We knew that this was expected, we knew that we had to plan around the erosion of the legacy customer base and legacy revenues this is as I mentioned, many times a structural segment issue. It's not a performance issue, it's just structurally, people are moving away from fixed voice and legacy broadband. And obviously, we had to do something to replace that, and fiber is the answer. With that we are maintaining, then a very positive growth trend, as you can see here, in the left-hand side at the bottom of the left-hand side and the residential revolution, which has been coming consistently from negative double-digit territory then stabilizing, and then now presenting positive growth which we expect will be maintained. And when we talk about the decline of legacy revenues, we know that this impacts not only the residential segment, but also B2B as we can see in the next page. But in B2B, we know that we have been compensating this partially by fiber but also partially by the growth in the ICT components. And on the ICT components, we know that this is part of our long-term strategy, we need the ICT components to make up for the declining legacy, both voice and data revenue in point-to-point solutions. Those will be migrating to fiber and not cheap solutions as well, but while this happens, we have to sustain the revenue and ICT is helping us do just that. Obviously, this represents a small sequential drop, but In reality, this is happening on the verge of ICT revenue growing and data and Legacy Revenues going down. We still maintain our long-term guidance of having Oi Soluções Revenue stable with the around 2.6 billion, and all we know that in order to do that, Oi Soluções has been winning and deploying very significant complete ICT projects, including both IT solutions as well as communication solutions, which can illustrate the strategy becoming a full solutions provider. And here we present some examples of significant recent projects. We have mentioned one about the video police contract with the government of Bahia. We have implemented digital Palace for the São Paulo government, including IOT security video, monitoring energy efficiency, and automation solutions. We have done one of the largest switching resale projects with Banco do Brasil, to complement all our communication services and this has been expanded as we speak to multiple of our large B2B clients. On the SME Segment, fiber had another strong growth quarter, and this led the segment to grow both on a quarter over quarter as well as on a year-over-year basis. And we see here that this is significant, and it comes on the verge of expanding the home past coverage in synergy with the growth of residential Homes Passed, and this has led fiber to represent already 25% of the segment revenues. Next, let's see again, the results on mobile and we know that mobile performance is important for us until we close the operation at the beginning of next year and our mobile performance continues to maintain a good transition back. And this is in reality Back to Sequential Revenue growth supported by a strong post-pay performance and also some sequential improvement on prepaid. When we look at mobile customer revenues, we see that sequentially, revenues were up the order of recorder in particular due to another very strong postpaid order. We can see that postpaid revenues start growing almost five percent both on a quarter over quarter as well as on a year-over-year basis, and this has led us to actually be on the forefront of revenue growth overall, revenue growth for mobile service revenues on a sequential basis. And this is important not only because it maintains the value of our mobile operation and it helped us do a good transition path, in terms of bringing cash into the company until we finally closed the mobile sale operation on the first quarter of next year. When we look at the other revenue components are next page and I'm talking here about new revenues, they also presented positive results and growth. And we know that although the new revenues are still small on a grand scale. They not only are growing fast but have the capacity to grow even faster. The new revenues are coming from more the connectivity as we have highlighted that, it's part of our plan. And if we look at the portfolio, our portfolio keeps expanding rapidly, both with offers that already developed itself or in white labels as well as in partnerships offers and this is both for offers that are active now, and soon to be launched this number of offers have been multiplying. We have not only the traditional offers that we have been putting a lot of effort and emphasis on such as though expert which is the technical solutions, service software for home. Also, the Oi Place, which is our Marketplace, Oi play, which is our content aggregation play. And then you can see that we have a host of other solutions, including the SMB space, the education and health space. The financial services space and we are trying to bring some innovation here, in particular in some of the areas where we're just launching our solutions. We in the financial services space, we have launched an initial solution with toys app. We will continually bring some innovative solutions here with partners soon to be announced on the education and house space. The same thing is happening here. We are just launching a solution, for instance, with the help of some partners including Accenture and which we will guarantee up to whomever is taking those educational solutions courses access to the labor Marketplace as soon as those courses are completed. So, we're doing some innovative things here. We know that there's still a lot to be done here, but when we look at the results, the results are coming. When we look at the new revenues from last year to this year. It was almost a 54% growth, and in annualized terms it means that we are already almost reaching 100 million revenues every year, with those new revenue streams. And the growth for some of them has been phenomenal. In the case of Oi Play, we have 4X growth in the case of Oi Expert, we almost doubled the business, and we maintain then the guidance of having new services, reach and the revenue target between 1 and 1.5 billion in 2024, this contributing to the company becoming more than just the connectivity company. So now, last look at the current Revenue Mix, considering all segments on page 8 and we see here that the new Revenue Mix is improving, not only fast but also consistently sustained by obviously the solid fiber performance as we mentioned which combined with ICT any revenues already represent more than 40% of the new weight total revenues. We know that we still have to do the turnaround on total revenues considering that the legacy revenues are still a significant impact on the total. But when we look at the sequential Revenue growth, it is coming. And when we look at the percentage of the core revenues that is represented by fiber plus ICT, this percentage has been increasing consistently as well, and we are now already above 40%. This means a 73 percent year-over-year increase in core revenues, while we know that Legacy Revenues continue to go down. On the discontinued revenues which include mobile and BTH the good news here, obviously, all we need to maximize those as much as possible, until the close of the operations. We see that we went back to sequential growth, almost 6% sequential growth on these continued revenues. And on the verge of that, if we move on to the next page, on page 9, we also have good indicators on Opex and EBITDA. As you know, we have been doubling down our efforts on addressing costs in the company and results are coming in multiple areas, which led us to EBITDA growth on the verge of Opex reduction. On the Opex front, we can see here that our Opex had a 6% reduction, which is very insignificant even in the face of very significant inflationary pressure. And this is due to our DCO efforts or drastic cost out efforts, which is producing results in pretty much all the areas inverting the cost curve from the previous quarter, even amidst a very difficult macro environment in Brazil. This led us to a significant growth in routine EBITDA and margin expansion from 29 less orders to 32 percent this quarter, which is growth even considering the last year quarter, the 3Q2020, which was at the 31%. A DCO cost Reduction Program is now covering pretty much all areas in the company as we can see in page 10, and we have mapped over 1 billion BRL in cost reductions. We are executing this program on a daily basis and talking roughly about three core fronts of focus. The first one is a streamlining, the New Oi. It's moving in parallel, with all of the structural changes and this includes a change to our organizational structure. We are redesigning the New Oi, we are increasing the relevance of a Shared Services Structured to become leaner and lighter and we have been reducing the size of the organizations. In the 3Q we had a reduction in 1.300 positions already performed. We know that I will still do some, reductions are coming forward as we move on with the closing of the structural operations, and the cost out. So, we will occur also at the mobile and intrical levels to be executed with the carve-outs during the beginning of 2022, and this includes the normal things you would expect from such operations, such as commercial footprint reduction, active resizing over tele sales and commercial performance, working capital reduction in terms of stocks and other costs doubts that come with the exit of both mobile and the control of Infraco V.tal. On the second front, we are talking about really digitals and increasing our efficiency in the new way operations. It's focusing on the New Oi including all the way from marketing and digital, in terms of portfolio simplification, increasing our digital communications, spending optimization on our marketing, having optimization of our Channel Mix, and also having reduced that content acquisition costs. And this goes all the way to operations and IT and network efficiency we are obviously focusing a lot on doing an optimization and automation of every possible function inside the Company including simplifying IT stack we have announced that we are building a new IT stack which drastically simplifies our core, IT going forward and we have been focusing there as well as on every other front including for instance energy cost reductions through our distributed generation plants are GT plants in Brazil as they are referred to Looking at long-term energy on treads. On the GNA we have been also doing some very, very debt initiatives in terms of procurement, in terms of efficiency in general expenses, and the results are also coming. The third front addresses the Legacy. We have mentioned the Legacy turn around many times here and this addresses all of the concession issues, and the concession sustainability, not only from an operational perspective, or we continue to reduce our Legacy Network and continue to migrate our technology to technologies that will allow us to have a lower operating cost. But we have also been concentrating, consolidating central office switches in the expectation of the migration from concession to authorization and the results of arbitration, which with ANATEL which will allow us again to turn the page around in terms of all, of the heavy burden of the Legacy, that don't make sense anymore. And we are implementing this by actually bringing a very strong cost culture for the New Oi with all of these actions. It's a strong financial discipline which involves not only the operations on a daily basis, but also planning, our budgeting performance, source zero based initiatives for pretty much everything we've been doing in order to create a completely new Company in terms of a financial discipline and costs. The focus has been on increasing our efficiency, but also while allowing space for growth, as can be seen in the next slide and we can see this as our operating costs which are directly linked to the efficiency programs was reduced by almost 10% year over year and our costs associated to revenue and to growth increased only 3% on the operating side, as you can see here. Everything was reduced: personnel, network maintenance, telecom infrastructure, printing, both of them billing, consulting and all of the G & A costs. And this was a minus ten percent year-over-year. On the revenue side some growth was there, and it was all associated with building up and bringing our fiber operation from the ground and increasing our revenues associated with the long-term prospects of the Company. Those included, some revenue, linked costs, commercial expenses, and even some bad that we knew that we did have an increase in bad debt in the last quarter compared to last year, but this is because we are accelerating our sales and we know that we are fine-tuning our credit scoring models, but this is just a regular effect, and relatively small compared to obviously all of the benefit of bringing new revenue. And to illustrate that, we have some indicators here to help us understand what we're doing. So, for instance, we have been increasing our e-collection metrics from 18%. On January 22, almost 40 percent on September 21, we increased the percentage of our e-commerce sales from 8 percent to 13 percent, as of September, in e-billing, we have gone up 20 points and we are now above the 50% Marked on September 21. Joice, which is our virtual assistant, has gone up. Six percentage points are almost tripling, its participation, as well, in the total of customer communications. And we have been focusing on what it's possible to do as well on the concession. And I mentioned that we are trying to streamline the concession and the Legacy infrastructure by doing some discussions with ANATEL and consolidation of requirements. We have been able from January 22, the last quarter to reduce for instance the number of payphones out there by 15%. And this is obviously a good indication for us. This is just pure costs now on pay-phones that are not generating any significant. In addition to all of that on the IT front, we have been investing significantly in simplifying our systems and our IT Stack, we had already more than 450, IT systems Switched Off. I mean, you probably think this is a big number and it is a big number, but the complexity was much larger than this. So, we still have some work to do but we continue a Relentless Pace to simplify the ice tree structure of the company. This is going to Be possible as well. After the cutoff of both the infra operation as well as the mobile operation at the beginning of next year. And as communicated, in the middle of this year. This will help us achieve a new cost basis can be seen in slide 12 and if we look at most of the mapped costs, we have already mapped, what's going to happen in both in terms of the cost that is going out with the keys structurally M&A's, as well as what we can do moving forward.

And as soon as we close these structural m & a's, we're going to have a cost base for the company, which is roughly 50% of what we have today. And then moving forward. We will have a new cost logic and will disclose numbers next year in a very different way to reflect and provide all of the visibility into what we're doing going forward, but we're, we can already say that out of this 50% cost base. We expect to reduce at least 20% of that, with the continuation of our cost reduction programs. So next on page 13, let's look at capex and cash. We know that our cash needs to be managed very carefully. We know that this is the spot where obviously there is a lot of attention, both because of the cash requirements to do the transition, while we continue to focus on closing the operations and then having the cashing's of other divestment program in particular those attached to the sale of the UPI Mobile in the UPI Infraco, expected for the first quarter, 2022, and also while we work during this period to streamline our depth, we know that we had to record to some additional funding and financing operations during this period and then this was expected because we need to fund our growth and our operation all the way to the close of the two large structural M&A transactions and cashing's, but we've been doing that in order to maintain an adequate level of cash. And you can see here that the starting with capex. We had a small decline but remained focused on fiber and with all of the additional cash flow and debt operations, we ended the last quarter with over 4.1 billion. In cash, we did have some consumption here which was obviously due to the regular operations, while we expected the closing of the two operations, as I mentioned, but then we had some cashing's from some of the refinancing programs we had and now we have this 4.1 billion cash position. Obviously, this has increased our gross debt a little bit, and that debt we expect again, to reduce those after we close the operations. As you can see, obviously, we expect a very significant cashing from the two operations at the beginning of next year. And then we will be able to significantly reduce the debt again to the level that we have announced before, which would be close to the 10 billion reais in net debt. It's also important while we talk about the whole plan to provide some brief updates on V.tal on next page and V.tal, as we mentioned last quarter is now being operated as a completely independent entity, we have been doing a 100% independent commercial activity and we can have a sense of the potential of the company for what is already happening out there. And in Q3, we added almost 40 new cities to the FTTH structure of V.tal, and also, we already have in V.tal a large number of contracts under management. Not only the new trend wholesale contracts that are already existed and allows the company to have an EBITDA expected for this year, which is in excess of 1.1 billion, but also an Active base of new multi-tenant, customers for HPS with over 13 million, home pass potential, and a potential as well for over 3 million homes connected in the long term. With these plans. We know that V.tal has an aggressive growth plan. We have already announced over 30 billion Investments announced and we're working to accelerate the HP deployment starting in 2022. We are discussing which V.tal the anticipation acceleration of your original plan, obviously, we want to occupy the opportunities as soon as possible. And so, we are right now in discussion to do an accelerated version of this plan, for the future already starting in 2022. And finally, we have to remember that V.tal is not only about the traditional wholesale and FTTH, but it's also about providing a backbone for 5G in Brazil. We just had last week, the 5G auction, and as we heard today, the world is going to 5G. Brazil is going to 5G, but we have to remember that 5G is going to fiber. 5G is going to need a lot of fiber. V.tal is preparing to do just that. We believe V.tal can be a significant winner in this whole process by having a driver for more fiber consumption in the entire country. So V.tal with that, we continue to be a critical part of our Equity story going forward. And as we have highlighted many times before, we expect that there is an Equity value increasing V.tal will be an important component, going forward, to really help us completely redo the debt structure and the capital structure of the company a few years from now. So, before we actually go to a wrap up, let's just have a look at our ESG initiatives on page 15 and as we can see, we have been continuing to advance on all ESG pillars. So, we had some structuring actions, in all of them. Starting with the environmental pillar in the energy sector. We had 89 additional units migrated to the free market. Totally, now, an average of 73 megawatts making Oi the number one Telecom company in consumption from renewable sources in Brazil. We have a long-term plan of having 100 percent of our energy coming from renewable sources. And this is not only good for the greater predictability of costs. But it also helped us offsets. All of the environmental impact that the company had with it is very large consumption of energy on the reverse Logistics side. We continue to advance as well. We have been maintaining a reverse Logistics program that has already been reconditioned over. 200,000 units of FTTH equipment by the third quarter 21. In the S pillar we have been focusing on a number of actions including workplace safety. And we're glad that Oi Brazil was awarded the Brazil 2021 protection award for a safe work environment and a better quality of life. We have been focusing as well on advancing our diversity and inclusion initiatives, including several meetings for diversity, over 2,000, trained employees, and third parties. In this process already. We had a very significant project on women leadership which was concluded and is now a great success and I was going to be replicated for future classes. And finally, we have been maintaining the activities of Oi Futuro or social Institute in particular with a focus on social educational and cultural impact. And we by doing that are adapting our NAVE, NAVE is our advanced education center initiative to 100% digital format, which will serve to include even more students and roll than the schools both in Rio de Janeiro and Recife, which are the original, NAVE schools and finally in the G pillar and the governance pillar. We had some very interesting awards for the Latin America Executive Team Award of Institutional

Investor. We have launched our privacy program, which brings the company to be fully compliant with all of the LGPD requirements in Brazil with an emphasis on people coming before data to all of our employees and also to our customers. And we have advanced as well on our risk management and compliance e policies with an update of our corporate policies and our review of our guide of expected content, not only internally, but from all of our third parties, so as I have been mentioning many times before Oi has been doing a number of initiatives in ESG for a long time now. What we're doing now is just giving more visibility to all of those initiatives, as we believe they are a fundamental part of what we do and why we do it. So, in closing on the next slide, we again highlight that this is a transition year, we know that 2021 Milestones are still on track. We have been tracking execution on pretty much everything. We said that we would do and as of last quarter, we had a few new achievements and also at the beginning of this quarter given that we were already in November. So, we had the approval of the arbitration commitment on our arbitration with ANATEL on the concession. We had the CADE approval of Infraco. We had the ANATEL preliminary technical report recommending, the approval of Infraco and mobileco. And we also had the preliminary approvals for both CADE and ANATEL on our mobile deal. We now expect that those activities will continue, so we can have both the closing of V.tal and at the closing of the UPI mobile sale on the first quarter of next year. And with this, that caching that will help us again, redo the financial structure of the company for the future thus allowing in 2022 to start a completely new execution model. And this comes Again by focusing on the five core areas of execution that we have, highlighted the beginning of the year, the middle of the year, the first the completion of our structuring M&A operations. The second, the focus on our Core Business acceleration and the generation of new Revenue sources. The third the organizational transformation and cost structure, Readjustment of the company of forth our concession resolution. And finally, the full development of a V.tal as an independent company will bring a significant equity value increase for us and will help us address the long-term issues in terms of capital structure and debt. So, in summary, this is what we had as our presentation for the quarter. We know that once again, we are in the middle of a transition. We know that we still need to provide many different indicators to you going forward. So, you can track what we're doing and how we're doing, but we believe we're on the right path. Even with all of the challenges that we don't control such as the macro environment that the exchange rate. But we've been firmly working on being very careful with our management and we continued to focus on the Long-term goals, and the whole executive team and the board are fully committed to making it happen. So, thank you and Marcelo. I believe we can now go straight to our Q&A session.

Marcelo Ferreira, OI: Sure, Rodrigo, thank you. So, we will now begin the Q&A session. Please remember that the questions should be actually asked in English and to get in line in order to ask questions. Please click on the Q&A icon, at the bottom of the screen and write your name and company. After your name is announced a request to activate your microphone will appear on the screen and you must activate it to ask your question.

Marcelo Ferreira, OI: So, our first question comes from Victor Ricciuti from UBS. We will now open your audio, so that you can ask your question, Victor, you can proceed.

Victor Ricciuti, UBS: Hi Marcelo. Hi, Rodrigo, can you hear me?

Rodrigo Abreu, CEO: Yes, we can. Thank you, Victor.

Victor Ricciuti, UBS: Ok, perfect. So, first of all, thank you very much for taking my question. I have just one question around margins. We saw Legacy Revenue, reducing, its relevance on Consolidated Revenue in the past Quarters at the same time, EBITDA Margins have increased. What should we think about the 15% EBITDA margins 2022, 2024 guidance, you have provided?

Rodrigo Abreu, CEO: Well, this is a long-term guidance that is actually composed of two different margin components, right Victor. If we look at what's going on the consolidated margin, we have the 15% if we separate and desegregate this component in two, we see what we expect as the final margin for our Core Business, fiber, and all of the other components. We are closer to the twenty percent actually were 19%. At the overall Core Business that 2024 and then going into 25 with a 20% rate. And when we look at the whole Legacy business, obviously, we expect a significant margin decline there because not only the revenue continues to drop, but there is a gap in terms of timeline from the drop in revenue, on the Legacy sides, and the dropping costs on the Legacy side because it's unfortunately, it's not an immediate reduction in cost, so you cannot simply disconnect the entire network. The moment customers are going out of the Legacy Network. And so we do have one or two years to address that as we reduce the costs as well. Obviously, the reduction of costs on the Legacy side are also associated with all of the discussions we have in regulatory terms. Both on the migration, from a concession to an authorization, which we expect will produce results only starting in 2023. Unfortunately, there's still another year of discussion there as well as the arbitration discussion which will help us address this migration without any additional cost and even with some excess positive surplus for us to address other costs associated with the Legacy including all of the fines that we still have with ANATEL. So that's how we're thinking about it. Obviously, there is a Glide path for that as we know initially when we look at the EBITDA for core operations, including fiber. We have to remember that we are at a very accelerated pace of growth in the Fiber space. And so, we do have some growth costs in the fiber operation. And as we continue to go forward, this EBITDA level is going to be significantly increased and the same thing, we know that obviously the other difference here is we have always to remember, is that what's going to make a huge difference for the company is the amount of capex that gets reduced with the exit of Infraco, because in order to generate this 19%, EBITDA, give or take on the core by 2024. We're going to be at an approximately seven to eight percent capex level all included for the company, including the Capex, that we're going to have to make for the Legacy, as well.

Victor Ricciuti, UBS: That's very helpful, Rodrigo. Thank you.

Rodrigo Abreu, CEO: Thank you.

Marcelo Ferreira, OI: Thank you Rodrigo, so, the next question comes from Carlos Sequeira from BTG Pactual. Carlos, now we will now open your audio and you can proceed please.

Carlos Sequeira, BTG: Thanks Marcelo, can you hear me?

Marcelo Ferreira, OI: Yes, Cadu.

Rodrigo Abreu, CEO: Yes, I do.

Carlos Sequeira, BTG: Thank you. Thanks. How are you? Chris? How are you? So, I have a few questions. I will start with one on the arbitration process. So, when do you expect a final decision? Usually, this process doesn't take that long. So, I was wondering if you have any expectations on when you might have a final sale decision on that process, and I don't know if you were releasing that information. Can you give us an idea of how much you are? How big is the reimbursement you're asking for, in the process? And if you want this line of thinking, I would guess that once you use, you conclude the sale of the asset to your also going to, you know, move to lift the bankruptcy protection. I was wondering when we expect you to have the bankruptcy protection lifted, please. Thank you.

Rodrigo Abreu, CEO: Sure Cadu, thank you. On the two questions, the arbitration procedure as it is a large, very large arbitration already may be asking. A lot of here in stating numbers here because it is a large discussion that is still subject to a number of technical diligence and confirmation from the technical teams that will be associated with the arbitration panel. But suffice to say that, In reality, what we're seeing is a number that we would be enough or not only to help us migrate without any cost from the concession to an authorization, but then to have still have some surplus for us to address other pending items that we have, as far as Financial liabilities with the federal government's. Obviously, it is, we believe several billion, but how big is it? We prefer to wait until the arbitration has moved a little bit further. And we have all of the panels in order for us to provide more precise numbers too but it's again in the range of several bidding. And obviously in terms of the expectation of the timing, we know that any large arbitration such as this which is a complex arbitration involving a public concession. It's not necessarily short. It's actually quite the opposite. It takes a while. It takes in the range of 18 to 24 months, depending on the process. We know that so far pretty much all of the Steps that we had to conclude work, included with no delay. And that's good news. We already had the approval from ANATEL or in terms of the object of the whole discussion. We had the approval of the indications of judges of the judges of the arbitration on both sides. We already had a good indication of the president of the arbitration panel, which is also going through a good bath with no delay. And with that. So, what we would expect is that, by the end of next year, we would already be in the condition of having some preliminary decisions and recommendations so we can maybe in a matter of another six months or so come to a final, not only decision but the final conclusion and producing effects of this result. The good thing here is that as some of the components of the arbitration, Cadu, they actually are very directly linked to what we're doing in the concession, including some material and information and evidence that were bringing to the table, in terms of what happened with the concession and all of its components without a question by judging and analyzing that and ruling on that. But in providing preliminary reports on that, the arbitration panel will be able to directly impact the cost of the proposed migration that we're going to have to have by next year and probably by the end of next. And as such, we probably should not expect the arbitration to be completely finalized by the end of next year. It will be close to that, and we believe I will be able to help it produce results as well, on the migration tool to an authorization. As far as lifting the RJ question. Obviously, this is something that it is up to the judge to decide. But as you remember in our RJ plan, the approval from creditors was to maintain the RJ until May of next year. And what happened after that when the plan was approved by the judge initially, the plan indicated that we should have the end of the RJ this year. But as we expect the closing of the two operations only by the first quarter of next year, the judge then extended this period until March next year and this is to give us sufficient time to close the two large operations, still, with the company under the RJ supervision. But the ruling also said that it could be extended to guarantee that the two closings of the operations could be done. Still under judicial supervision judging by where we are today. We see March as a feasible date. And this would coincide with the end of Q1, and now where we expect to have the two operations close. But in case, there is any small delay, this could be considered as a factor, by the judge, in also providing an additional extension. So, we can have the closes still under RJ.

Carlos Sequeira, BTG: Perfect, Rodrigo. Thank you just to confirm, then the arbitration should not be completed before the end of the year, but you think that even if it might not be completed, you will be able to migrate to authorization before the end of the year.

Rodrigo Abreu, CEO: That's exactly, right, but also It depends on the rhythm of the whole migration process as well, we just not going super-fast at this point, right? We were waiting for initial results of the ANATEL work with the external Consulting companies, but this is still being reviewed. We know that it's a very important step for all of the companies that will be potential migrators to analyze and to prepare plans and to discuss this with ANATEL, this will still be subject to reviews in TCU. So, it can be a long process. It can be something that takes a while. And thus, we expect that the end of the next year is something reasonable for this migration, even though, obviously, At the beginning of the process everybody expected it to move faster, but that at this point for us. This is something that is being matched in terms of speed and timing with the arbitration process. And let's not forget that all of the concession areas including us, including Vivo, including the smaller concessions. Also have arbitrations with ANATEL points. They are all occurring pretty much in parallel and all of them should impact the migration numbers as well.

Carlos Sequeira, BTG: Perfect, Rodrigo, thank you.

Rodrigo Abreu, BTG: Thank you.

Marcelo: Thank you, Cadu, so Rodrigo, I guess we don't have anyone else in the line to ask questions so you can.

Carlos Sequeira, BTG: Marcelo?

Marcelo Ferreira, OI: Ok, sure, go ahead.

Carlos Sequeira, BTG: So, one question that I was wondering here, you know working capital consumed like BRL 460 million in cash this quarter and it had consumed, like 300 plus million reais in the last quarter. So, it's more than it's around BRL seven hundred and seventy million rising in cash consumption and working capital needs in the past two quarters. I was just looking for some more, you know, color on what is really causing that, you know, maybe there is something to do with the issue of the bankruptcy, but I can see that, you know, there are different line. If you can give me some color on what is happening with working capital and how we should think about it going forward.

Rodrigo Abreu, OI: Well, I absolutely, and Cadu, we're looking at that as an absolutely routine and regular management of the cash flows of the company. And so, when we look at all of the operations, we have some of them which are just ordinary operations and the regular cash management and some of them which also help us manage the cash flows considering the funding and the cashing's expected for the company. And as such it's something that if you look at the quarter before it was a little bit less and then the quarter after it's a little bit more and then the quarter before is going to be a little bit less and it's just part of the regular nature of a cash management of the company has the ability to do given that it has a large amount of capex to deal with. So, it's nothing out of the ordinary. It's just part of what we're doing on a quarterly basis. And obviously, we should expect this to continue until the closing of the operations which will then happen at the beginning of the next year.

Carlos Sequeira, BTG: Of course, ok. Thank you. So, you think that working capital will continue to grow in the next quarter?

Rodrigo Abreu, CEO: It will, I mean, it will obviously continue to be managed with care so we can maintain our cash levels, but obviously we can have specific discussions with the IR team Cadu, to give a little more color. Obviously. The numbers are public and were disclosing it in our PR, but we can have a lot more details in private discussions there just to provide an explanation of the details that we have been giving in all of the PR's. And, in addition to that, let me just highlight as well, that this is the first call in which we have our new CFO with us Cristiane. Cristiane is here on the line. Obviously. It's been the first quarter where Cristiane has already started to work with us and looking at all the costs discipline and all of the debt operations of the company. And she's doing a fantastic job. Not only helping us already address the continuation of our cost efforts, but you only help us streamline the way we're reporting, especially for the new Oi, starting in the next quarter's. In terms of reorganizing the How we are presenting, our cost numbers, including all of the numbers, even the working capital differences, ok?

Carlos Sequeira, BTG: Perfect. Thank you very much.

Rodrigo Abreu, CEO: Thank you.

Marcelo Ferreira, OI: Ok, thank you, Cadu.

Marcelo Ferreira, OI: So, Rodrigo, how I was saying, we don't have anyone else now in the line to ask questions. So, I think you can move on with your final considerations.

Rodrigo Abreu, CEO: Thank you, Marcelo. Thank you everybody. We know it's again, highlighting a transition year, but we're focused. We remain committed to delivering what we promised. And we're still going to have many moving parts until the closing of all of the operations at the beginning of the year. But until then we will continue to highlight and this close as much information as possible. So, you can track the progress on our operational execution, as well as in our financial progress until the new Oi starts to fully operate. We expect it in the second quarter of next year. Thank you so much and obviously looking forward to talking to you again in our next earnings call, next quarter.