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introduction GRI 2-3



There is no continuity without sustainability, and vice versa. We know that the digital revolution that has swept through large corporations in the last decade, driven mainly by technological advancements, impacts not only the corporate market, but all sectors of society, which began to connect in a digital environment. At Oi, we believe that, sooner rather than later, ESG practices will have the same scale of impact on society as we've seen in the digital transformation. Environmental, social and governance practices of large companies have the potential to transform society on par with what we have witnessed in the digital revolution.

While this moment seems one of pressure and risk, we see it as a great opportunity. In 2022, the transformation of our business to become the country's leading company in digital solutions and fiber-optic connections led to several changes within Oi. We had to adapt to the new era to ensure the continuity of our operations, and we are very proud of the path we are on.

We will continue to support changes in society through business practices guided by ethics, integrity and respect for society and the environment. Through these principles, we will create sustainable relations built on trust in all aspects, thereby generating actions and business for everyone for a long time. For us at Oi, HOW we do business is as important as the results we seek.

Aware of our responsibility, we are committed to expanding and consolidating ESG practices in our daily lives and in the development of our business. And amidst this process, our concern for the environment, social issues and governance has intensified. The construction of an ESG Agenda within the company is continuous and never ends. Sustainability has guided the Company in the speeches of our executives, corporate events, and is part of our ongoing ESG Multi-Year Plan.

We understand that by creating this ecosystem favorable to the best

corporate governance and socio-environmental practices at Oi, we are not only contributing to change our society but also creating a competitive advantage for our company. In our engagement with stakeholders, these assumptions are fundamental to our creation of shared value.

In this regard, communication plays a vital role. After all, if you achieve something but don't tell anyone about it, it's as if you hadn't done it. In a company like Oi, with thousands of employees and stakeholders across the country, this is even truer. We are so proud of what we are building that we are compelled to show it to everyone. Who Oi is, and especially, to showcase the greatness and resilience of our company. We therefore created the ESG Portal, updated regularly, and have been publishing our Annual Sustainability Report since 2011, which conveys our actions, projects and goals to everyone.



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In this report, we follow the updated Global Reporting Initiative (GRI) standards, 2021 version -compliance option. The report presents our materiality matrix, the essential topics for us, our values and purpose, core mindsets, in addition to updates on the Company's financial position, business performance, actions for stakeholders, management process, operational continuity and ESG agenda, always ensuring transparency.

The data we bring covers the period January 01 to December 31, 2022, the same period as our financial report, and pertains to Oi S.A., except for financial data, which represent the results of the Oi Group, composed of Oi S.A. and subsidiaries (consolidated operation). It also presents the main results related to the Company's material topics .

Some of the information available in the report meets one of the main financial market indicators, the MSCI Index, a reference for several investment funds, and the financial information contained in Oi's Financial Statements is audited and publicly registered. [GRI 2-2](#)

The history of published reports can be consulted on our [ESG Portal](#).

The following pages show how we are embedding ESG into our transformation process, ensuring that Sustainability is a ubiquitous presence in our Company.

We hope you find our report useful and informative.



Any suggestions, queries and issues regarding this report can be sent to pp-sustentabilidade@oi.net.br or invest@oi.net.br



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message from the CEO GRI 2-22

In recent years, at Oi we have experienced an intense landscape of resilience and change. We've made the required structural changes to guarantee the long-term future of our company, that has always been so relevant to Brazilian society since its inception.

In 2022 we made crucial decisions for our business's continuity. As early as 2021, we reinvented Oi as a company, redefining our mission and vision, and once again blazing a trail in telecommunications. Our purpose of creating new futures, bringing digital life to everyone, is precisely why we strive daily to connect with sustainability.

The period covered by this report saw us prioritize strategic services, such as fiber, that will represent the Company's future. We structured and successfully completed some of the country's largest and most complex asset sale operations, including the disposal of our mobile operation.

Amidst all this, we did not neglect the ESG agenda, which is one of our priorities and is aligned with our firm commitment to the guidelines of the UN Global Compact, signed in 2009. We carried out various

social, environmental and governance projects. In our perspective, investing in sustainability aligns with our purpose of creating new futures.

In relation to the "E" in ESG [Environmental], we continue diversifying our energy matrix, contracting renewable energy sources such as solar, and aiming to use only clean energy by 2025. Additionally, we expanded this possibility to our customers, creating the Oi Energy service, initially offering clean energy to our customers in Minas Gerais. The pilot project is expected to be replicated in other states. We also conducted reverse logistics actions, such as recovering and reusing equipment removed from customers' homes, investing in the circular economy and avoiding the disposal of non-organic materials into the environment.

With the "S" in ESG [Social], we highlight our Oi Futuro institute, which since 2001 has worked to positively impact people's lives across the country. Over the year, Oi Futuro developed and supported cultural, educational and social projects by addressing issues such as gender

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Rodrigo Abreu, Oi's Chief Executive Officer



Investing in sustainability aligns with our purpose of creating new futures

and racial equality, neurodiversity, mental health, sustainability and social entrepreneurship, among others.

Needless to say, another top priority for the company is our employees. They are the ones who, in practice, drive the company, so we value a diverse, prosperous and healthy workplace, reconciling business priorities with individual needs.

We understand our role in valuing and boosting inclusion and equity. Several initiatives were undertaken in this regard, like conducting a new Diversity and Inclusion Census and creating the Multifunctional Group that carries out projects and actions involving professionals from various departments.

All of this is done without forgetting the basics: benefits, health, safety and actions to ensure the quality of life for our team. Paying attention and providing care to those dedicated to Oi every day is fundamental to us. We continually invest in safety protocol awareness, training to reduce accidents, and our Vida.com program initiatives.

We strive for transparency in our communications. Our engagement survey was conducted in two waves this year to measure the level of our employees' involvement and where we need to pay attention.

With the "G" in ESG (Governance), building and fostering trust-based relations with Oi's various stakeholders is part of our way of relating, based on non-negotiable values such as integrity, transparency, ethics and respect.

And 2022 was no exception. We reinforced the importance of personal data protection

and not falling for online scams among our employees, as in Privacy Week, where the main concepts on the subject were shared with the employees. In our relationship with investors, we strive for communication that reaches as many people as possible, always with robust and transparent data.

This was just the beginning though. We brought together the Company's senior leadership to align all employees around the strategic plan's progress, results and next steps so everyone could understand and cooperate with Oi's strategy.

Due to our nationwide reach, we understand that we have a responsibility towards our stakeholders and the country's development. We do not want to rest on our laurels for having done or doing all we can, instead we never wish to be satisfied and believe there is always room for improvement. Our commitment for the coming years is to continue evolving, become increasingly effective, renew our practices and constantly innovate.

We invite everyone to read this report to learn in detail everything we did in 2022, and to follow our ESG journey. Join us!

Rodrigo Modesto de Abreu,
Oi's Chief Executive Officer. [GRI 2-22](#)

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2022 at a glance



continuity of financial reorganization

From a financial standpoint, we must highlight the completion of M&A operations [Mergers & Acquisitions], where the company divested from its mobile phone business and fiber optic infrastructure. This move increased our financial liquidity, enabling us to focus on the expansion of broadband services, in line with market trends.



ESG Multi-Year Plan

We established a short- and medium-term structural ESG plan, which transformed isolated actions into company-wide projects, becoming part of the daily operations for our employees.



ethics and transparency

We've incorporated crucial topics related to Human Rights into our revised Code of Ethics.



energy efficiency

In 2022, we made significant progress in Distributed Generation [DG], and we are committed to our goal of only using renewable energy by 2025.



circular economy

In 2022, we achieved a Company record in the volume of metallic waste [scrap] sent for recycling.



diversity and inclusion

One of the major highlights of 2022 in Diversity was the creation of the Multifunctional D&I Group, which brings together employees from various sectors to work in a synergistic and seamless way on important pillars within the topic at Oi: diversity, inclusion and a safe workplace.



Oi Futuro

The NAVE [Advanced Education Center], our High School Education program integrated with professional training, continues to make us proud. In 2022, the Cícero Dias State Technical School, the NAVE in Recife, was recognized as the ninth-best state public school in the country by the Basic Education Development Index [Ideb].

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materiality matrix

GRI 3-1



materiality matrix GRI 3-1

The Materiality Matrix presents significant economic, environmental and social impacts for Oi. The materiality process is the result of sector studies and methodologies analysis related to ESG ratings, national and international trends and their potential impacts on our business. The process also included evaluations and decisions from stakeholders: investors, customers from all segments (individuals and B2B), the sector's regulatory agency, user, fiscal and administrative boards, employees, suppliers, representatives of non-governmental organizations, government, social organizations, universities and civil society. Stakeholders were identified through market research, with internal and external interactions.

Online research, discussions and reflections with executives were carried out, resulting in the identification of the ESG topics considered essential for sustainable business management. With comprehensive and segmented questions, we obtained a total of 464 opinions from said stakeholders.

Investor Relations has been closely following the research on ESG trends and developments – climate change, inclusion, diversity and regulations that will affect companies and investors in the coming years.

The raised material topics are the most relevant currently for the Company's strategy execution.



In 2021 the material topics were reviewed, which occurs every two years and will therefore reoccur in 2023



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material topics GRI 3-2

- Privacy and cybersecurity
- Network reliability and system availability
- Energy efficiency
- Relations with customers and consumers
- Diversity and equal opportunity
- Waste management
- Training and capacity building
- Digital inclusion
- Risk and crisis management
- Corporate governance
- Compliance with laws and regulations
- Innovation and technology

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Headquartered in Rio de Janeiro, Oi S.A. is one of the main telecommunications service providers in Brazil, operating countrywide. We are a publicly traded company, with shares traded on the São Paulo Stock Exchange, B3 S.A., under the symbols OIBR3 (common shares) and OIBR4 (preferred shares).

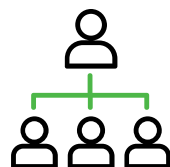
We also have an American Depositary Receipts (ADRs) program listed in the United States, where these securities are currently traded under ticker codes OIBZQ ("Common DR") and OIBRQ ("Preferred DR").

On October 28, 2021, as part of the structural streamlining process, we voluntarily delisted our American Depositary Receipts, ("ADRs") from the New York Stock Exchange ("NYSE"), at which time the ADRs started to be traded on the over-the-counter market in the United States under the same trading

code, together with the Preferred ADRs. On February 14, 2022, the cancellation of our registration with the U.S Securities and Exchange Commission (SEC) became final. It is worth noting that: the cancellation did not impact the listing of Oi's shares on B3, and we remain subject to the disclosure obligations applicable under Brazilian laws and regulations; and we continued to disclose our periodic reports, annual and interim earnings releases and communications as required by applicable laws and regulations on our investor relations *website*, including in English.

In the second quarter of 2022, Oi completed two important stages of its transformation plan: the sale of the mobile operation, which started in 2020, and the partial divestment of its fiber infrastructure, operated by V.tal. As a result, this year marked the beginning of the Nova Oi's operations.

Oi's ownership structure can be seen [here](#)



OWNERSHIP STRUCTURE

At the end of 2022, our capital was represented by 6.6 billion shares, represented by approximately 6.4 billion common shares and 158 million preferred shares.

On December 01, 2022, the proposal for the reverse split of all the Company's common and preferred shares at a 10:1 ratio was approved at an Extraordinary General Meeting, the main goal of which was to raise our shares' prices to a price equal to or higher than R\$ 1.00 per share, as required in section 5.2.f of the Issuer Listing and Admission of Securities for Trading Regulation and sections 5.1.2 (vi) and 5.2 of the Issuer's Manual of B3 S.A. – Brasil, Bolsa, Balcão ("B3").

During the period, from December 2, 2022 up to January 6, 2023, shareholders were able to adjust their share positions. Starting from January 09, 2023, the first trading day after the end of the Free Float Period for Adjustment, the Company's shares began to be traded exclusively in the grouping resulting from the reverse split (as shown below).

Our shares issued and traded in the form of American Depositary Shares ("ADSs") were not subject to the reverse split, so that the parities of the ADSs with the local shares were adjusted on January 11, 2023, in order to maintain the total number of ADSs. As a result, each common share now represents two Common ADSs (1 ON: 2 ON ADSs), while one preferred share is equivalent to ten preferred ADSs (1 PN: 10 PN ADSs).

Pre-reverse split composition			
	Shares	Treasury stock	Free float
Common	6,445,310,218	644,049,685	5,801,260,533
Preferred	157,727,241	1,811,755	155,915,486
Total	6,603,037,459	645,861,440	5,957,176,019

Pre-reverse split composition			
	Shares	Treasury stock	Free float
Common	644,531,021	64,404,968	580,126,053
Preferred	15,772,724	181,175	15,591,549
Total	660,303,745	64,586,143	595,717,602



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Oi Portfolio

Corporate: Responsible for catering to micro and small businesses in the private sector. We offer a portfolio that caters to the basic connectivity needs of businesses, via Fiber (FTTH), Wi-Fi Mesh and FTTR, and more advanced needs, such as: Fixed IP, Link GPON with guaranteed bandwidth and UC&C (Unified Communications and Collaboration) and advanced voice services on fiber optics.

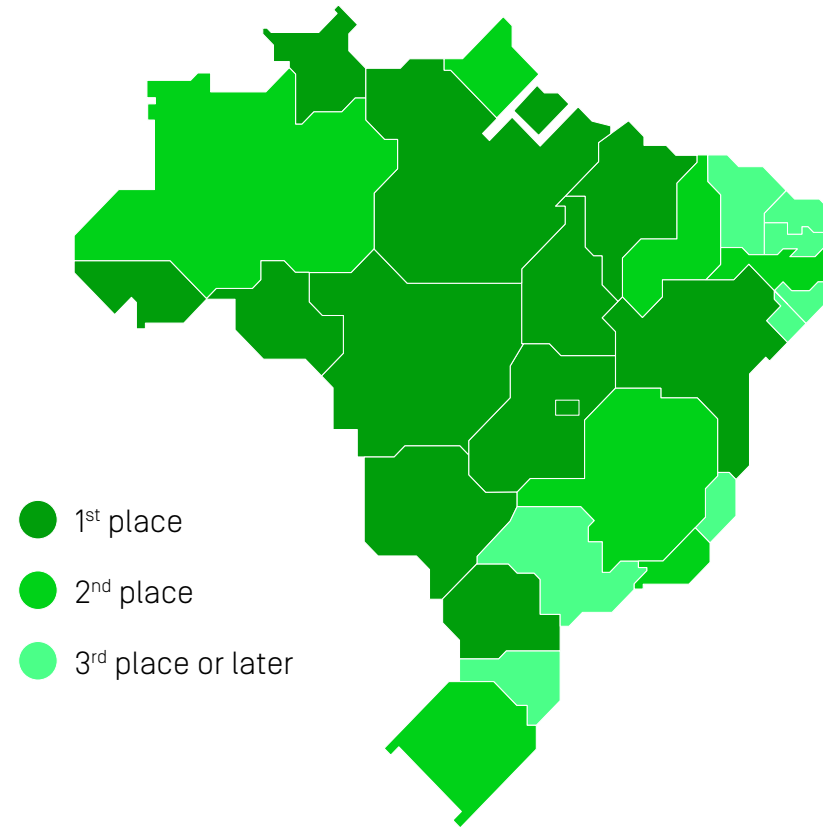
Retail: We are responsible for offering B2C solutions, available across the entire national territory. Our main product is Oi Fibrã (FTTH), but we also market innovative solutions like: Oi Fibrã X (FTTR), Oi Place (Market Place) and Oi Energia (energy solution in partnership with Safira).

Oi Soluções: Responsible for B2B solutions. The portfolio of Oi Soluções is present in more than 80% of the largest companies in Brazil, in both the public and private sectors, making it an important channel of access to these end customers. We offer complete and integrated solutions of Security, Cloud, UC&C (Unified Communications and Collaboration), IoT, Big Data & Analytics, Digital Applications and Managed Services, and data, internet and voice via fiber optics.

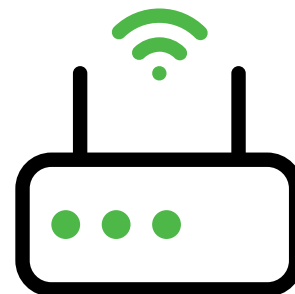


UNITS GRI 2-1, 2-6

OI'S MARKET SHARE IN BROADBAND



- 1st place
- 2nd place
- 3rd place or later



Oi achieves market leadership in broadband in 11 states, driven by the continuous gain of fiber market share



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The Oi way of being

Oi has changed, for its employees, customers, and other stakeholders. And as we've changed because of people, we need to show them that we are a lighter, faster and more sustainable company connected to the key topics of today.

We know that the way we generate results, the way we communicate with ethics, transparency and truth, is as important as the results themselves. The consumer has also changed, seeking purpose-driven

companies with which they can identify and engage. That's why we need to make our commitment clear.

And that's why our deliverables are fully aligned with sustainability. Because yes, we want to be leaders in fiber optic connection, we want to be one of the largest companies in this country. But above all, we strive to make a meaningful difference in people's lives.

Our **Purpose and Vision** were updated in 2021. Since then, our goal is to create new futures, bringing digital life to everyone, and our vision is to be the leader in fiber optic connections and digital experiences that improve the lives of individuals and businesses across the country.

Our core mindsets

we explore possibilities

We believe that doing the same old thing and expecting a different outcome doesn't work. In order to change, we need to be flexible. Hence, every day we discard old habits to see the world through a fresh lens, creating solutions that bring the digital life to everyone.

we are human

We're not superheroes, but we aspire to be superhuman - continually learning and evolving. We're kind to each other, sincere and honest because the future is plural, inclusive and is only good when it works for everyone. Here at Oi, there's no place for intolerance or disrespect.

we are accountable

We're aware that our actions and mindsets have an impact on creating new futures. Therefore, we are accountable for every act and decision we make in respect to our customers, our company and our society.

we make things happen

We stand firm in the face of challenges. We are resilient, determined and always on the move, keeping an eye on the market leadership. We're confident that with collaboration, focus and persistence, we go beyond expectations.

We make people's lives easier

We know that inside every dreamer there's a doer. We're here to fulfill what we promise: to make people's desires a reality, simply and without any fuss.

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awards and recognition in the 2022



Gupy destaca Award

100 HRs that Inspire – a prize for companies of all sizes and sectors showing how they make a difference by being humanized, diverse, personalized and digital.



360° Yearbook, from Época Negócios of 2022

Oi stood out as the company that climbed the most in the people management ranking.



Oi was one of the most highly rated companies in the 7th edition of the 'Who Defends Your Data' project,

carried out by InternetLab, in partnership with the Electronic Frontier Foundation ["EFF"].



the Company was one of the 5 finalists in the inclusive communication category of the Diversity in Practice Award,

promoted by Blend Edu Consulting.

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operating and financial performance



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Oi's transformation in recent years has presented significant challenges for the Company. As everyone knows, we had to reinvent ourselves in every area to overcome the most complex moments in our history.

ECONOMIC AND FINANCIAL PERFORMANCE

In 2022, we reached major milestones, but one of the most important was undoubtedly the definitive change in our operating model, with the completion of the sale of the main Isolated Production Units (UPIs) set forth in the Amendment to the Judicial Reorganization Plan. It was a significant change that resulted in a full revamping of Oi as a company, putting us back on a path of becoming pioneers in the market.

Conducted in a planned and transparent way, the transformation process was necessary to correct course, gain lightness and agility, prioritizing strategic services, such as fiber, that will represent our future. It was with this goal in mind that in 2022, we structured and successfully completed some of the largest and most complex asset sale transactions in Brazil, including the sale of our mobile operation and the creation of V.tal, which created the largest neutral network company in Brazil, from the structural separation of our fiber optic infrastructure.

These were complex and important operations to ensure the financial liquidity of the Company within the plan outlined in 2020. It involved a numerous complex steps, a number of contracts and negotiations – both the M&A operations of mobile telephony and the company's infrastructure are in the top 5 of this type of operation in Brazil regarding value.

We also managed to complete an unprecedented process of segregation

of the operations sold to other telecom carriers, while ensuring that there would be no impact on the customers. And, at the same time, we were successful in conquering one of the largest residential and business fiber user bases and developing one of the largest IT solutions operations for large companies in Brazil as a result of the work of our Oi Fibra and Oi Soluções units.



We encourage financial discipline through owner culture and responsibility in the use of resources



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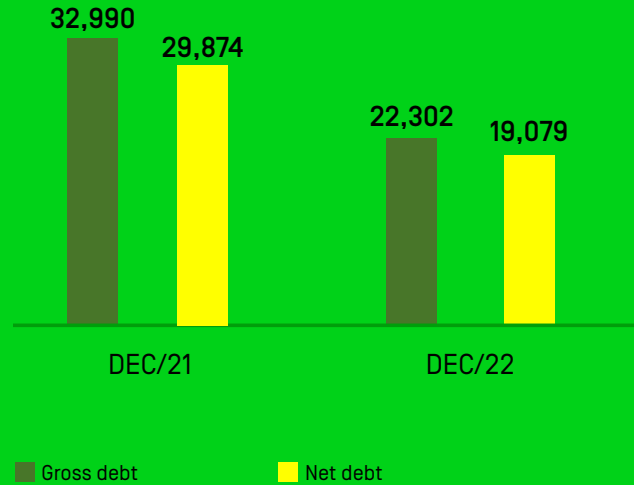
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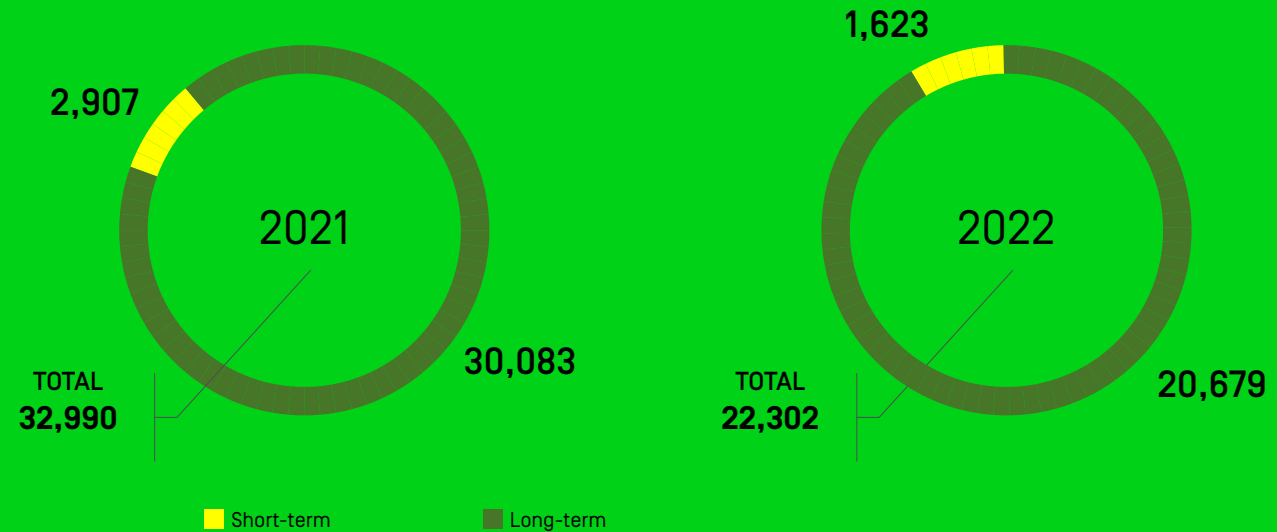
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CHANGES IN DEBT
IN THE LAST YEAR (R\$ MILLIONS)



SHORT AND LONG TERM
(R\$ MILLIONS)



R\$ Million	Dec/22	Dec/21	% Gross Debt
Debt			
Short Term	1,623	2,907	7.3%
Long Term	20,679	30,083	92.7%
Total Debt	22,302	32,990	100.0%
Display local currency	7,112	12,632	31.9%
Display foreign currency	15,190	20,351	68.1%
Swap		6	0.0%
(-) Cash	-3,223	-3,115	-14.5%
(=) Net Debt	19,079	29,874	85.5%

We ended 2022 with
a 32.4% reduction
in gross debt



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With the proceeds from the sale of operations, we reduced our debt significantly by paying in full several creditors, such as BNDES (the Brazilian National Bank for Economic and Social Development).

However, we are aware that we will still face major challenges to ensure our future sustainability. We have entered a new Judicial Reorganization period in March 2023, with another stage of negotiations with our financial creditors, always with the purpose of ensuring the optimization of our liquidity and debt profile to allow us to implement our business strategy, in line with the rules and commitments assumed with the Anatel - Brazilian National Telecommunications Agency.

As a result of the completion of the sale of the IPUs, detailed in the previous sections, consolidated results were impacted until March 2022 by the mobility segment and until May 2022 by the infrastructure operation, V.tal. Thus, comparing the information with the previous year has an important impact due to the divestment operations concluded in 2022.

*The full text of the previous Judicial Reorganization Plan ("JRP") is available to the Company's shareholders at the Company's headquarters and on its websites (www.oi.com.br/ri or <http://www.recjud.com.br/>).

Operating costs and expenses (less depreciation and amortization) totaled R\$ 23.948 billion in 2022, and the main costs were: (i) R\$ 14.249 billion in impairment losses, of which R\$ 14.108 billion is related to Legacy Services Operations and R\$ 141 million related to TV Operations; (ii) R\$ 3.670 billion in third-party services; (iii) R\$ 3.130 billion in rents and insurance; (iv) R\$ 1.870 billion in personnel; (v) R\$ 476 million in network maintenance service; (vi) R\$ 252 million in advertising and publicity, and (vii) R\$ 138 million in connection costs.

In 2022, the Company's recurring EBITDA totaled R\$ 2,204 million. Of this total, R\$ 2.173 billion was related to Brazilian operations, with a margin of 17.5%. The annual loss reached R\$ 19.266 billion,

mainly impacted due to the provision for loss resulting from impairment tests of assets, and the currency variation resulting from the devaluation of the Real against the Dollar in 2022, and the Company's usual operations.

The retained economic value, which corresponds to the direct economic value generated less the economic value distributed, was zero.

Oi S.A.'s consolidated gross debt at fair value ended 2022 with a balance of R\$ 22.302 billion, representing a reduction of 32.4% or R\$ 10.688 billion compared to the figure recorded in December 2021. The annual reduction results primarily from the completion of the sale of UPI Mobile Assets in April 2022, that allowed



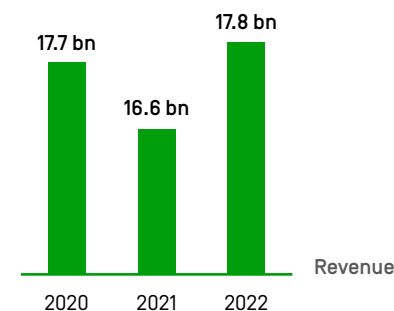
2,204
millions of Reais
was our Ebitda in 2022

Economic value distributed (R\$)

Distributed	2020	2021	2022
Operating expenses	27,153,270,000.00	24,325,216,000.00	30,563,117,000.00
Employee wages and benefits	1,667,542,000.00	1,654,403,000.00	1,672,402,000.00
Payments to providers of capital	-	-	-
Payments to government	441,249,000.00	1,018,106,000.00	4,798,173,000.00
Community investment**	15,089,000.00	13,871,000.00	5,666,000.00
Noncontrolling interests	1,464,000.00	23,659,000.00	2,562,000.00
Accumulated losses	10,529,963,000.00	10,431,444,000.00	19,268,496,000
Total	17,866,153,000.00	16,603,811,000.00	17,773,424,000.00

**The values refer only to Oi's donations to the Oi Futuro Institute.

DIRECT ECONOMIC VALUE GENERATED (R\$) GRI 201-1



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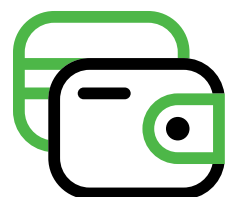
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the prepayment of the following debts: 2nd issuance of Debentures held by the BNDES and “Senior Bond” 2026, which together totaled approximately R\$ 11,311 million. Added to this is the year-on-year 6.5% appreciation of the Brazilian real against the US dollar and debt amortization (mainly interest on the 2025 bond), amounting to R\$ 1,169 million in 2022. On the other hand, these items were partially offset by the usual accrual of interest in the period, in addition to the amortization of the discount to present value (DPV).

In December 2022, the foreign currency-denominated debt accounted for 68.1% of our total debt at fair value and the consolidated average maturity was 5.6 years. We ended the year with consolidated cash of R\$ 3,223 million, 3.5% more than 2021. As a result, its net debt totaled R\$ 19.079 billion, 36.1% lower compared to the figure recorded in December 2021, vis-à-vis the lower gross debt in the period. The small decrease in annual cash flows, in turn, was due to the maintenance of a high Capex, and the payment of one-off obligations, including the payments referred to above.



We continued our investments in infrastructure and our network

The investments made in the Brazilian operations throughout 2022 totaled R\$ 3,856 million, a year-on-year drop of 49%, due to the sale of the company V.tal, which took place in May. It is worth noting that the origin of the funds allocated to our investments comprises borrowings, asset sales and assignment of receivables.

Even in a scenario of constrained financial flexibility while operating responsibly in our cash management, we invested in infrastructure and the network *core*. During this period, the Company invested in access infrastructure, transmission infrastructure, IP network, and the expansion of support systems to operation, among other actions. In this way, it was possible to increase the soundness, quality and capacity of the network *core* ensuring a more efficient operating performance, and promoting a consistent improvement in services quality and user experience, which was translated into business value creation.

In 2022 we invested 81% of the total amount in our network, which represents R\$ 3,125 million distributed primarily among: (i) the improvement of our fixed-line network for the broadband service; (ii) the improvement of our mobile network quality; (iii) building and expanding our 4G and 4.5G networks; and (iv) investments in voice and data transmission equipment.

As a way of reaffirming its commitment to transparency, the Company discloses in the notes to the Financial Statements

the relationship and transactions between the Company and its related parties, with complete information that allows shareholders the possibility to oversee and monitor Company management. The Company also promotes the disclosure of transactions with related parties in the Quarterly Information (ITR) and in the Reference Form. **GRI 2-15**

R\$ Million	Dec/22	Dec/21
Investments		
Brazil	3,856	7,503
Network	3,125	6,823
V.tal	1,819	4,050
Oi S.A.	1,300	1,598
Oi Móvel	3	595
Serede	3	25
Telemar		555
IT Services	370	448
Oi S.A.	331	167
V.tal	38	60
Telemar		11
Oi Móvel	1	210
Other	361	232
International operations	22	22
Total	3,878	7,525

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The Company ended 2022 with 13,136,000 revenue generating units ("RGUs"), of which 12,348,000 refer to the continuing operation (Nova Oi) and 788,000 refer to the discontinued or held-for-sale operation, which basically represent the DTH TV operation at the end of 2022. From the continuing operation's RGUs, 7,690,000 are Fiber accesses, 2,224,000 are Oi Soluções accesses, while 2,434,000 are legacy accesses and payphones.

OI FIBRA

In December 2022, Oi Fibra service exceeded the number of 3.9 million homes connected – (HCs), a base 15.7% higher than the previous year, reaching an uptake rate of around 20%. With the help of V.Tal, Oi Fibra reached more than 19.7 million homes passed (HPs) in 277 cities, a year-on-year growth of 5.1 million new HPs on the potential base of HCs. We expect to continue this rapid pace of expansion in new cities over the next few years, with the expansion of fiber into important markets in several regions. The core investment strategy will be the acceleration of fiber optics projects, which allow increased growth in residential broadband operations and also allow us to provide support for activities in the B2B market. We recorded 7,690,000 fiber RGUs by the end of 2022, year-on-year growth of 14.5%.

We posted a 13.7% market share in the fiber optic segment (including corporate accesses), according to Anatel's report. In December 2022, our market share of access for the speed range above 300 Mbps was 17.3%.

For the small businesses segment, now called "Oi Seu Negócio", we use a pricing and regionalization strategy focused on fiber used in B2C, given their market similarities. As a differentiator, "Oi Seu Negócio" offers services that go beyond connectivity like the partnership with PagBank, from PagSeguro, ending the year with 20% penetration in gross.

OI SOLUÇÕES

In the continuing operation, we ended 2022 with R\$ 2,780 million in Net Revenue, a year-on-year growth of 2.9%.

In the Oi Soluções, we started to be viewed as an integrator and provider of digital Telecommunications and IT (Information Technology) solutions through consulting and customized services, and a comprehensive portfolio of ICT (Information and Communication Technology) solutions.

LEGACY

We finalized 2022 with 2,434,000 RGUs of legacy services related to copper and payphones, a 44.0% decrease year over year.

Copper service figures are consistent with the shrinking demand process and its increasing substitution by mobile telephony and more advanced residential service technologies, with lower latency and higher reliability, such as the case of Fiber optics in broadband.

In addition to lower demand for legacy products, we have been reducing our business focus on these services since 2020 and accelerating the substitution of copper services by fiber optics. Thus, our sales and financial efforts were shifted to accelerating the FTTH project in order to maximize value creation for the company.

PERSONAL MOBILITY

We closed the sale of our Mobile Unit in April 2022 with 38,846,000 RGUs in the Personal Mobility segment, which is currently allocated in the discontinued operations group, showing a 0.1% growth when compared to December 2021 or 46,000 net additions, a 15,000 drop in prepaid and a 60,000 growth in subscription services.

The drop in prepaid was due to the closing of the sales channels at the end of 2022 and the maintenance of the incentive for customers to migrate to subscription and Control plans, which led the segment to close in April 2022 with 13,609,000 RGUs, a year-on-year growth of 0.4%. In addition to the customer migration policy via digital channels, simplification and innovation are the main drivers of positive results.

Our active marketing tool offers real-time voice and data packages to encourage increased top-ups and consumption. The Subscription and Prepaid offerings include other Added Value Services (VAS), such as Oi Jornais and Oi Revista (news aggregators), complementing the offer with relevant content as a way to differentiate products in the market.

More details about financial and operational performance can be found at the **IR Portal**

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our esg journey



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The primary objectives for Oi throughout its transformation process are what we wish to become and how we can make a positive impact. These have always been pillars for the Company, which has actively worked on several fronts of social, environmental and corporate responsibility for decades. [GRI 2-23](#)

Our ESG journey began in 2001 with the creation of the Oi Futuro Institute, through which we have been working to positively impact people's lives in all regions of the

country. 2009 was significant to mature our sustainability strategy: it was the year we established a corporate Sustainability policy, with strategic guidelines to embed the topic into all Company activities. Also, in that year Oi joined the Global Compact, a United Nations initiative to encourage companies to adopt corporate social responsibility and sustainability policies. As part of this commitment, we have developed several initiatives aligned with the ten principles of the Global Compact over the years. In 2009 Oi also prepared its

first greenhouse gas emissions inventory, following the Brazilian GHG Protocol Program's methodology.

From 2010, we began to submit information related to our climate change management to the CDP (Carbon Disclosure Project) Latin America. In 2011 we released our first Sustainability Report, using the Global Reporting Initiative (GRI) report methodology and indicators, an initiative we have maintained annually since then.

In 2015, with the 17 Sustainable Development Goals being established by the UN, Oi also began to align its initiatives with the 2030 Agenda, aiming to contribute as a propelling and influencing agent throughout its chain. Oi's business, through services provided to individuals and B2B businesses, can directly contribute to 12 SDGs.



Our ESG Journey began in 2001, with the creation of the Oi Futuro Institute



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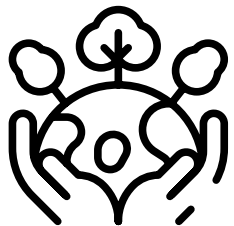
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Our Sustainability Policy reflects our focus on promoting sustainable development

Since 2018, we have endorsed the Corporate Pact for Integrity and Against Corruption, a voluntary commitment made by private and public sector companies to promoting a market with more integrity and ethics and curbing corruption practices.

ESG came to connect all these actions and ensure that all our decisions consider the ecosystem in which we are involved in order to generate value for our business, society and the environment. In this sense, we created an Internal ESG Commission (currently ESG Committee) in 2021, composed of executives from key departments for the Company's ESG strategy, with the main objective of advising Oi's CEO on this agenda.

At the beginning of 2022, we launched the ESG Portal, a website that gathers information about our ESG management and is publicly available to all stakeholders.

Our Sustainability Policy, approved by our Board of Directors, reflects Oi's focus on promoting sustainable development, establishing the strategic levers for the incorporation of social, environmental and governance topics in a cross-cutting manner in management, values, culture and business strategy.

Among the strategic drivers understood by the Policy are the ten Principles of the United Nations Global Compact and the Sustainable Development Goals for which

we contribute, the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights and the UN International Human Rights Charter.

The Sustainability Board is responsible for conducting the unfolding and application of the Sustainability Policy guidelines in the Company's management, in addition to proposing and executing the ESG Multi-Year Plan and other actions. The Plan is also part of the ESG Committee's responsibility, which advises the Executive Board on this topic.

Our Sustainability Policy and other corporate policies are publicly available on the [ESG Portal](#).

SDGs impacted



Promoting employee health and well-being and that of their inner circle. Initiatives that drive entrepreneurship, creativity and innovation through Oi Futuro.



Management of electrical energy and waste to mitigate effects of climate change.



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



At Oi, offering courses to employees and providing informative material to *stakeholders*. In Oi Futuro, NAVE promotes innovation in High School Education, teacher training and disseminates actions by using technology.



Technology solutions for all.



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



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



Joint operations with public agencies for city safety through Internet of Things (IoT) technology solutions.



Expansion plan for homes connected by fiber and development of public-private partnerships, private and civil society partnerships through Oi Futuro.

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esg multi-year plan GRI 2-24

With the prospect of continuing to generate value for our business, society and the environment, we began implementing our Multi-Year ESG Plan in 2022 for the years 2022, 2023, and 2024. The plan was developed using the UN Global Compact, of which Oi has been a

part of since 2009, and the requirements of the B3 Corporate Sustainability Index (ISE B3) as its main references. Its structure aims to ensure a continuous development and, thus, each year we seek excellence in one key aspect, without disregarding the others:

2022

stabilization

Consolidate initiatives in light of nova Oi ("new Oi"), having as our primary focus our internal actions

The initiatives implemented to improve our corporate sustainability management have allowed us to progress 18 percentage points in the simulated [self-declarative] ISE B3 we conducted, reaching 65% compliance with the requirements in 2022, compared to the results obtained in 2021.

The growth, which reflects the inclusion of ESG pillars in Oi's strategy, is based on market-recognized practices and is being worked on a cross-cutting manner within the Company. The Multi-Year Plan also allowed for the establishment of medium and long-term goals, making it an OKR

2023

expansion

Expand our ESG activities by incorporating initiatives that include our business chain

2024

consolidation

Act in causes that generate positive impacts for society [Oi ESG sustainable cycle].

[Objectives and Key Results] project in 2022. This way, it was possible to generate engagement and mobilize a significant number of teams and employees, bringing significant visibility to the topic within the Company.

* The adherence to the ISE B3 questionnaire requirements was measured using the simulation tool publicly provided by B3, and the results obtained were not internally or externally audited.



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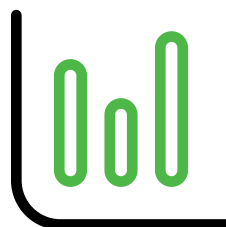
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governance

The Oi way of management



In 2022, some ESG topics became part of the goals whose fulfillment can impact executives' bonuses

Oi's Corporate Governance management is fundamentally committed to acting in accordance with good practices. And not only that. Even in periods of budget austerity as was 2022, the Company showed that it is possible to continue with this practice, using creativity and the dedication of leaders and employees. Not surprisingly, since 2012 Oi has been at Level 1 of B3's Corporate Governance and adopts Disclosure and Trading Policies.

Our corporate governance framework is comprised of a set of mechanisms that guide and monitor the organization based on management principles. Among the main features, we highlight policies and procedures, corporate and organizational structure adhering to best market practices and recommendations

of the Brazilian Governance Code for Listed Companies issued by IBGC.

To prevent and mitigate negative issues related to Corporate Governance, Oi has internal policies and bylaws to ensure best governance practices. Internal audit tests, management tests and external audit exams are conducted periodically to evaluate, identify and report opportunities for improvement. **GRI 3-3**

In 2022, some ESG topics became part of the corporate goals, potentially impacting the bonus received by Oi's executives. **GRI 3-3**

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Governance structure

Oi is a publicly-traded company with a dispersed shareholder base and no defined controlling party. It has an independent Board of Directors – with the exception of one member, elected on March 16, 2023, who also serves as the company's CEO* – a permanent Oversight Board, and an Executive Board. [GRI 2-9](#)

The Board of Directors plays a key role in the Company's sustainability and ESG agenda. It's the body responsible for setting the strategic direction and promoting the Company's corporate interests, establishing the purpose, vision, mindsets and commitments. It is also responsible for approving corporate policies, annual budget, goals and strategies, including ESG initiatives. Issues related to impacts on the economy, the environment and people are addressed whenever necessary. [GRI 2-12](#)



The Board of Directors is composed of 11 members* and is assisted by four committees, which contribute to decision-making:

Audit, Risk and Controls Committee (CARC):

Responsible for evaluating business risks and internal control mechanisms, managing contingencies and coordinating management and oversight bodies of the Company. The CARC serves as the Statutory Audit Committee (CAE) for the purposes of CVM Resolution No. 23/21.

People, Nominations and Corporate Governance Committee (CGNG):

It is responsible for ensuring the continuous adoption of best corporate governance and business conduct practices, and overseeing the Company's human resources strategy. The CGNG is also responsible for semi-annual or necessary updates on management's actions incorporating social, environmental and governance aspects.

Transformation, Strategy and Investments Committee (CTEI)**:

It is responsible for monitoring and overseeing the implementation and execution of the strategic transformation plan approved by the Board of Directors, defining their respective targets and schedules. [GRI 2-18](#)

Innovation and Digital Transformation Committee (CITD)**:

It is tasked with executing and developing the business and market policies and strategies of the business portfolio, analyzing digital transformation technology strategies and monitoring the innovation cycle and investment viability in new business lines and opportunities for the Company.

* In March 2023, the Board of Directors changed its composition from 11 to 9 members.

** In 2023, the Transformation, Strategy and Investments Committee (CTEI) and the Innovation and Digital Transformation Committee (CITD) were replaced by the Strategy and Innovation Committee (CEI) and the Operations and Finance Committee (COF).

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The members of the Board of Directors are appointed by shareholders at the General Meeting. The rules provide for an annual evaluation of the body.

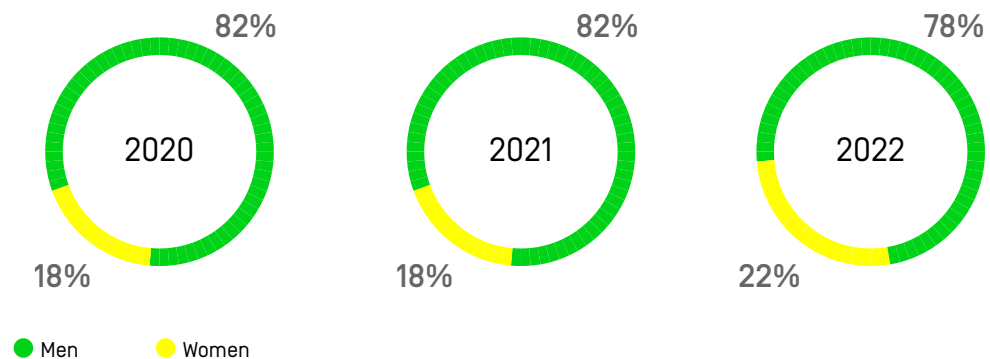
Members of the Board of Directors in 2022

Name	Position
Eleazar de Carvalho Filho	Chairman of the Board of Directors
Marcos Grodestzky	Deputy Chairman of the Board of Directors
Armando Lins Netto	Member
Claudia Quintella Woods	Member
Henrique J. F. Luz	Member
Mateus Affonso Bandeira	Member
Paulino do Rego Barros Junior	Member
Raphael Martins Manhães	Member
Maria Helena dos Santos Fernandes de Santana*	Member
Luís Maria Viana Palha da Silva**	Member
Roger Solé Rafols***	Member

*Board member until March 2023.
 **Board member until November 2022.
 ***Board member until June 2022.

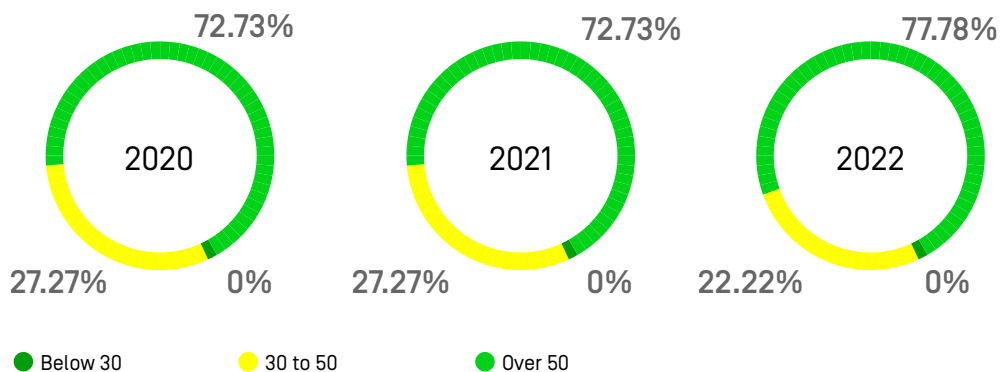
INDIVIDUALS WITHIN THE ORGANIZATION'S GOVERNANCE BODIES, BY GENDER [%] GRI 405-1

Governance body members



INDIVIDUALS WITHIN THE ORGANIZATION'S GOVERNANCE BODIES, BY AGE GROUP [%] GRI 405-1

Governance body members



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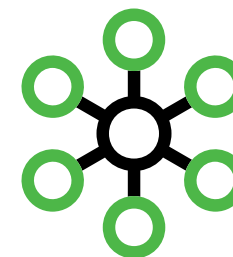
Board Nomination and conflict of interest GRI 2-10

The process of nominating members to the Board of Directors is assisted by the People, Nominations and Corporate Governance Committee, which identifies and recommends potential candidates directly or by hiring external and independent consultancies with advice from the Compliance, Governance and Sustainability Board (currently, this board is called Governance, Risks and Compliance - GRC), which analyzes the integrity of potential nominees.

The Policy for Nomination of members to the Board of Directors aims to ensure that the composition of the body is appropriate and aligned with the best practices of corporate governance and and legislation. And not only that. It also guides to take into account aspects of diversity, including, but not limited to, issues such as knowledge, experiences, age range, ethnicity and gender for member selection.

The Company's Bylaws state that the positions of Chairman of the Board of Directors and Chief Executive Officer or principal executive of the Company cannot be held by the same person. GRI 2-11

The Company also has a Related-Party Transactions and Situations Involving Conflict of Interest Policy, which determines that if there are conflicts of interest between the Company and shareholder or management member regarding any matter to be deliberated in a collegiate meeting or assembly, whoever has an interest conflicting with that of the Company must declare their conflict and declare themselves unable to participate in the discussions and deliberations on the matter. If they do not do so, another member present at the meeting may declare the existing conflict, which will be declared by majority vote. The statement of the conflict of interest and abstention must be recorded in the minutes of the meeting. GRI 2-15



Our Nomination Policy guides the composition of the Board of Directors



Critical concerns

Critical concerns are communicated to the Board of Directors at regular and/or extraordinary meetings and to their Advisory Committees. GRI 2-16

Grievances	2022
Total number of grievances reported	21
Nature of grievances	Securities and Exchange Commission and Brasil, Bolsa, Balcão – B3. Each month, the CEO reports the main news and strategic projects/ critical issues that have occurred within the Company related to various natures. For example, the sales of the UPIs, restructuring of its financial debt and operational/commercial issues.

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Board Evaluation

In 2022, Oi conducted its important annual self-evaluation process, which led to governance improvement actions on the Board of Directors and its advisory committees. The process consisted of members answering questionnaires. The responses were anonymous and analyzed to identify challenges, places for improvement and actions to be implemented.

The People, Nominations and Corporate Governance Committee coordinated and supervised the evaluation process, and discussed the results, plans for improvement and monitored their implementation.

The results were concrete as improvements were made related to the composition and dynamics among the members of the Board and its advisory committees, and a better adaptation of the frequency and duration of meetings and discussions about the necessary changes in the Company. [GRI 2-18](#)

ESG Committee

To further strengthen the ESG agenda internally, Oi has an ESG Committee, a collegiate group formed by members from the areas of Governance, Risks and Compliance, Planning and Organizational Communication, Communication and Brand, Labor Relations and Benefits, Oi Soluções, Business Support and Oi Futuro. In 2022, the ESG Committee met monthly to discuss more deeply sustainability topics, monitor and seek trends, identify risks and opportunities, monitor the effectiveness of ESG parameters and key indicators, and thus influence the strategic design of the organization.

The main objective of the ESG Committee is to advise the CEO and the Management Committee and propose strategic guidelines to contribute to the development and implementation of ESG parameters, the dissemination of ESG culture for conducting business and analyzing current and future impacts and consequences. In this way, it enables the alignment of strategies defined by the Board of Directors and managers, enabling appropriate decision-making with a focus on the environment, people, suppliers, customers and the business.

Executive Board

MEMBERS OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY¹ [GRI 202-2](#)

100%

senior management hired from the local community

14
ALL EXECUTIVE BOARD OF MEMBERS IN 2022

¹As "local" we consider the national scope, since the company has adopted remote work as standard. Therefore, regardless of place of origin or domicile, senior management members are responsible for business departments/topics at the national level and not for specific units.



Click **here** and check the composition of Oi's Executive Board

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Ethics and compliance GRI 3-3

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

Oi is part of the Ethos Institute's Business Pact for Integrity and against Corruption. We have sought to improve established processes in the Company and to improve our management system. The main challenge was to map these processes, analyzing what could be improved.

Our concern also extends to our suppliers. In 2022, the Integrity Analysis Policy was revised and one of the relevant changes was the implementation of due diligence – preliminary analysis of information to mitigate the risks involved in the process – for all new hires of Oi suppliers. As a result, more than 1,700 screenings were conducted throughout 2022;

Compliance with laws and regulations has its own program structured in four components: Mindsets, Drivers, Tools and Connection Points. Oi also has an Oi Manifesto for integrity and against corruption.



In 2022, Oi made improvements to the Compliance Program, using some tools that helped support the program:

education

Launch of the e-learning “Compliance in your hand”. With the participation of 5,052 employees, the training brought a direct and assertive language focused on the main compliance topics.

communication

We carried out distinct campaigns to disseminate the culture of compliance within the Company, which addressed topics such as the Compliance Program, Third-party integrity Review, Integrity Committee, among others.

whistleblowing channel

We received 353 complaints through the channel, 30% of which were classified as justified, resulting in the application of 48 disciplinary measures.

monitoring

We reinforced the controls and worked on the implementation of monitoring actions of the Compliance Program, finding that 97.3% of eligible employees complied with Oi's Code of Ethics and Conduct. Furthermore, we followed the automated compliance red flags aimed at giving greater efficiency to the process and monitoring the controls related to integrity risks.



All employees must accept the code of ethics and conduct and the anti-corruption policy available on the portal



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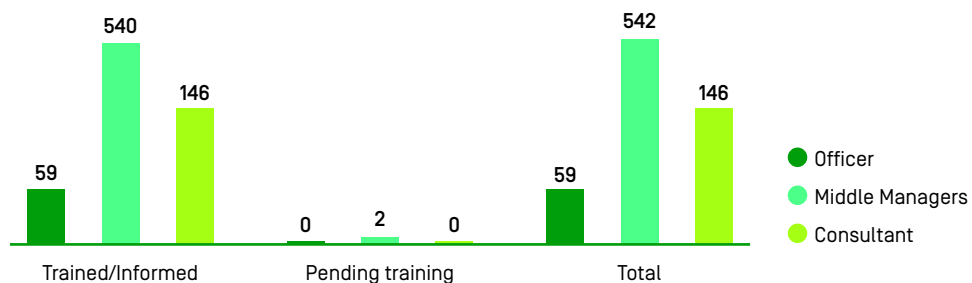
THE OI WAY OF LOOKING AFTER THE ENVIRONMENT

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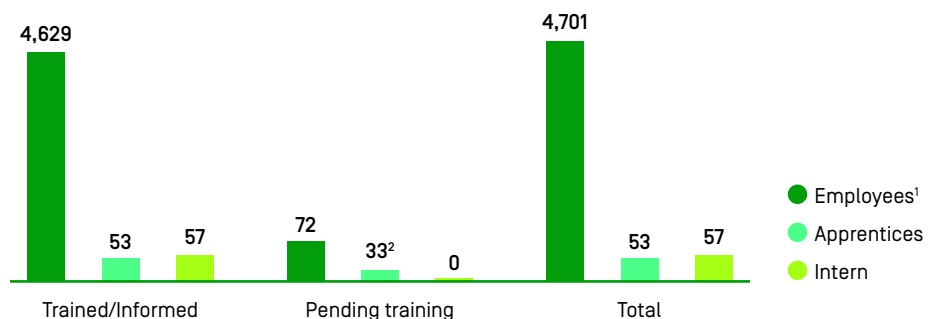
GRI CONTENT SUMMARY

ANTI-CORRUPTION TRAINING GRI 205-2

Executive



Technical staff



¹ Total workforce: 5,558. Not eligible, due to leave: 796

² They do not have internet access.

ETHICAL ADVERTISEMENTS

In our promotional campaigns and advertisements, we respect the Code of Ethics of the National Council for Advertising Self-regulation (Conar), and promote honesty and transparency towards consumers. Therefore, from January to December 2022, no penalties were identified against Oi due to non-compliance with laws or codes regarding marketing and advertising.

CODE OF ETHICS REVIEW

Our Code of Ethics is reviewed at least every two years, and the most recent review was carried out in 2022, with the inclusion of issues related to Human Rights. We had already mentioned the topic in the previous code, but the positioning is now more direct in the review.

WHISTLEBLOWING CHANNEL GRI 2-26

Oi has a whistleblowing channel that can be used by all employees, contractors or anyone with or without ties to Oi who identifies a suspicion or event of irregularity that infringes the Oi Code of Ethics and Conduct, internal rules or effective legislation, especially the Anti-Corruption Law. The person should report to the Oi Whistleblowing Channel through:



TELEPHONIST
Telephone 0800-282-2088
(FREE ACCESS)



VRU – VOICE RESPONSE UNIT
Telephone 0800-282-2088
(FREE ACCESS)



INTERNET
WEBSITES
www.oi.com.br
www.canalconfidencial.com.br/oi

See the video explaining our Whistleblowing channel



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risk management GRI 3-3



Risk Management is a priority for Oi. It is an indispensable tool for its business success and to achieve its strategic objectives, as determined by its corporate policy. It is an integral and essential part of governance, necessary for sustainable growth, profitability, preservation and value generation for the company, shareholders and customers. After all, this process allows the identification not only of threats but also of opportunities.

Some executives are responsible for managing topics related to economic issues (CFO), social and environmental issues (Governance, Risks and Compliance Board), and social issues (People and Culture Board, which also answers to the Oi Futuro Institute). Other boards and their respective teams also have responsibilities in managing these impacts. [GRI 2-13](#)

Each risk has its risk owner (c-levels) appointed as responsible and facilitators who report on the "risk journey" in the Company. Periodically Oi's risk portfolios are subject to review and update together with those responsible and other stakeholders.

There are also several factors that are potential triggers for materializing these risks. As a result, we started to monitor actions and indicators not only by risk, but also by risk factors for the purpose of having a more appropriate response to each case.

Our risk scale has quantitative, financial - although we are aware that we need to be sustainable from an economic point of view - and qualitative dimensions, such as environmental and human. It should be emphasized that we do not negotiate, in any way, with human lives. We have zero tolerance for cases that could lead to a worker's permanent disability.

The great challenge in the Company's risk management is to implement a culture of prevention and effective actions, thus developing a collective consciousness of the possible impacts of each risk and its effects, and determining the appropriate mitigation so that it does not occur.

In 2022, we continued with the practices established over the years and improved our risk management to enhance its effectiveness and understanding. We improved the context analysis of situations that require security protocols to carry out prevention procedures. For this, we seek to associate statistical conjunctures, the best systems in the market and qualified professionals.

Associated with material topics and their impacts, we have specific risk portfolios, such as Integrity, Privacy, Environment, Health, and Workplace Safety. ESG is the sum of all the risk portfolios of the Company, monitored by the ESG Committee, to detect risks in the short, medium and long term.



We established supervisory committees and specialized executive advisory bodies in risks

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To visualize the context in a comprehensive, clear and organized way, we created in 2022 the ESG Risk Mandala. It facilitates the identification of risk in each activity. With this holistic approach to business operations, we want the employee to be able to see the whole picture and not just the risk in their line of action.



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environmental



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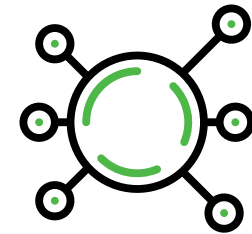
We know that the nature of Oi's business has a low environmental impact, but that doesn't make us complacent. We are always alert to environmental conservation and everything we can do about it. So much so that an Environmental Management System (EMS) was structured in 2022.

Our EMS was developed based on the requirements of ISO 14001 standard, which guides the implementation, maintenance

and continuous improvement of an Environmental Management System in organizations. The evaluation criteria of ISE B3 and the Sustainable Development Goals prioritized by the Company were also used as a reference.

We also conducted a diagnosis of existing environmental management and practices. This work included an analysis of environmental risks, based on the value chain and the material impact of certain

activities. We also carried out a legal requirements analysis and identified opportunities for improvement that resulted in the definition of an action plan to mitigate corporate and compliance risks.



As Oi is a company with national coverage, our biggest challenge for the implementation of the EMS is to adapt our activities and controls to each region, with its own characteristics and demands

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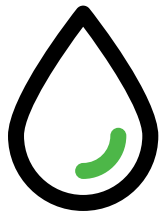
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GRI CONTENT SUMMARY



water and effluents GRI 303-1

Oi's water consumption is aimed at supplying buildings, used by air conditioning systems and in administrative departments (bathrooms and drinking fountains). Water resource management aims to avoid wasting water, reducing consumption and improper expenses.



Our water resource management aims to avoid wasting water, thus reducing consumption

Total volume of water withdrawal across all areas and in areas with water stress, by source [MJ]* GRI 303-3

Source	2020		2021		2022	
	All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Groundwater [Total]*	33.50	0	49.77	0	54.09	0
Freshwater [≤1000 mg/l Total Dissolved Solids]	33.50	0	49.77	0	54.09	0
Rainwater [Total]*	0.98	0	1.51	0	1.56	0
Freshwater [≤1000 mg/l Total Dissolved Solids]	980	0	1.51	0	1.56	0
Third-party water [Total]	1,697.99	0	2,176.24	0	1,054.14	0
Freshwater [≤1000 mg/l Total Dissolved Solids]	1,697.99	0	2,176.24	0	1,054.14	0
Total	1,732.47	0	2,227.52	0	1,109.79	0

*Harvesting rainwater and groundwater: an average consumption was considered and the utility company through the invoices issued.

Total volume of water consumed from all areas and areas with water stress GRI 303-5

Source	2020		2021		2022	
	All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Total water withdrawal (303-3)	1,732,466.57	0	2,227,522.17	0	1,109.79	0
Water consumption	0	0	0	0	0	0

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energy efficiency GRI 3-3

Energy management is part of Oi's strategic plan and aims to diversify our consumption matrix, moving towards cheaper renewable sources. This is a strategy that contributes to the preservation of the environment, helping in the fight against climate change through carbon emission reduction.

Oi's strategy has the following goals:



- Cutting energy costs.
- Planning and controlling energy costs.
- Expanding structuring projects for alternative energy sources.
- Making employees aware of rational consumption.

During 2022, we remained focused on our goal of using 100% renewable energy by 2025. Our percentage this year reached 61%, falling short of the estimated 80%. This result is due to the delay in migrating Oi consumer units to the free market (a trading system where consumers can choose who to buy energy from and agree with one or more suppliers on quantity, price, term and payment, according to their needs), and the delay in the release by energy distribution companies for connection with Distributed Generation (GD) plants.

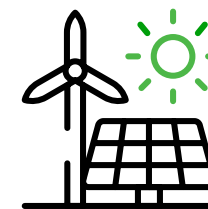
The use of GD is done by contracting a solar, biogas or CGHs (small hydroelectric) plant to provide energy for the company's operation. With this, we have a reduction in the tariff and we use renewable energy, which causes less impact on the environment. This project started in 2019, when we connected one plant. In 2020, we connected three. In 2021, six and in 2022 we made a big leap, with the connection of 14 plants – totaling 24 by the end of this period and reaching a volume of 15 MWm.

We use the energy from GD for low voltage loads (Group B), which are the majority in the company. For units



connected to high voltage (Group A) represented by 1,532 units, we started in 2022 the migration from the captive market to the free market. In 2022 we migrated 51 units, reaching a total of 427 units in the free market.

Another advance we had in relation to energy efficiency was with the implementation of Invoice Management, which automatically captures energy bills directly from the distributor's website. In this way, we have greater control of our energy consumption and can take measures to optimize it.



We aim to achieve 100% renewable energy use by 2025



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As in 2021 we had already replaced 130,000 fluorescent lamps with LED lamps, in 2022 we advanced on air conditioning. We carried out a survey of efficiency opportunities, such as adjusting the temperature of mechanical rooms and mapping empty areas that are air-conditioned, aiming to redistribute the air conditioning in occupied places and avoid waste.

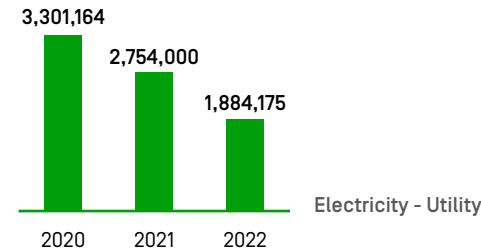
Internally, we began raising awareness of energy use by employees, through the Internal Energy Conservation Commission (CICE). The Commission had been suspended during the pandemic and returned at the end of 2022. Meetings with Operation and Heritage teams will be intensified in 2023 to identify opportunities for energy reduction in our units.

We also started the review of OI's Energy Policy, to be put into practice in 2023. It proposes goals with simple measures to reduce energy consumption, such as turning off the refrigeration earlier, centralizing coffee machines per floor and banning the use of certain equipment.

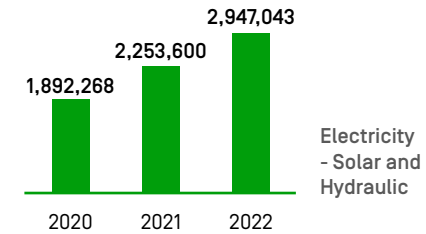
We know that the main benefits of achieving the goal of 100% renewable energy by 2025 are the reduction of GHG emissions and increased revenue, with efficient energy management, and, in the long run, preparing ourselves to enter the carbon trading market.

In 2022 and previous years, there was no energy sale. [GRI 302-1](#)

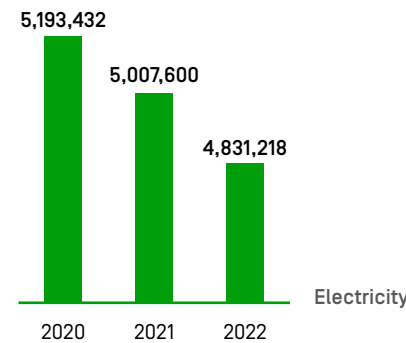
CONSUMPTION OF NON-RENEWABLE ENERGY SOURCES (GJ) [GRI 302-1](#)



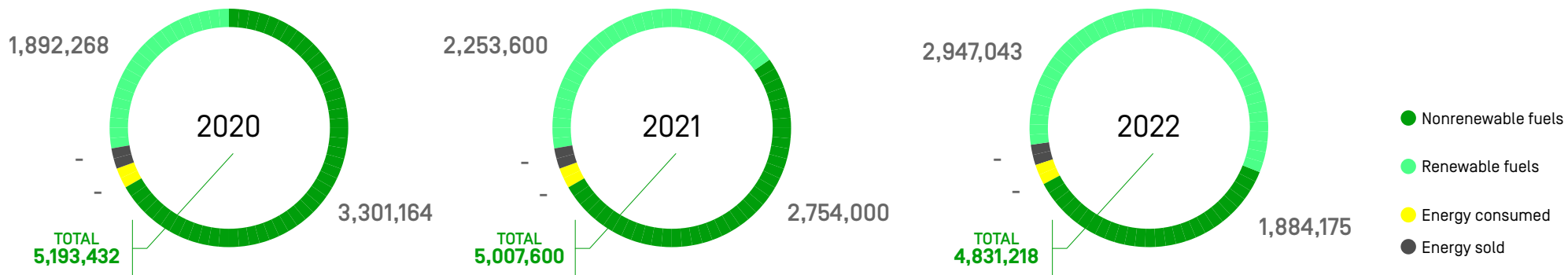
CONSUMPTION OF RENEWABLE ENERGY SOURCES (GJ) [GRI 302-1](#)



ENERGY CONSUMED (GJ) [GRI 302-1](#)



TOTAL ENERGY CONSUMED (GJ) [GRI 302-1](#)



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GRI CONTENT SUMMARY

waste management GRI 3-3, 306-1, 306-2

Waste management is a strategic topic for Oi's sustainable performance. That's why in our Sustainability Policy we have specific guidelines that deal with the use and responsible management of natural resources, adopting initiatives focused on the "3 Rs" (reduce, reuse and recycle).

The waste generated by Oi basically divides into two groups: waste from administrative buildings and waste from

operating activities. The former, since the start of the pandemic in 2020 and the implementation of telecommuting in the Company, have had their volume significantly reduced. They are mainly composed of paper, cardboard, plastic, organic/non-recyclable items and maintenance waste (bulbs). The recyclables are sent for recycling and the incandescent bulbs are sent for decontamination.

The collection of waste and dumpsters in the states of Ceará, Amazonas, Goiás, Amazonas, Pernambuco and Rio de Janeiro is done by a contracted company duly-licensed to dispose of this type of waste. In the other states, they are collected and treated by public utilities. For the collections of recyclables, where possible, the waste is handled by third-party companies or duly-licensed utilities.

Operational waste is basically composed of paper, cardboard, plastic, scrap metal (equipment, tools), fabric (uniforms unfit for use), fiberglass (telephone booth canopies, which are being decommissioned), copper (cables) and batteries.

We also manage hazardous waste, mostly composed of batteries used in operational units that, at the end of their use, are returned to the supplier through reverse logistics. The suppliers themselves are responsible for the compliance with environmental legislation in the disposal of scrap batteries.

As an integral part of the Environmental Management System, Oi has Environmental Aspect and Impact

Assessments (LAIA) that contemplates all potential environmental risks related to its operation, including those related to generated waste. We have established internal procedures that guide the responsible areas for the correct management of waste, from its generation to disposal, preventing potential harm to the environment.



Waste management is a strategic topic for the ESG agenda at Oi



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Circular economy

Our reverse logistics, reconditioning and spare parts team, responsible for the reuse of materials removed from customers' homes – such as modems, ONTs (Optical Network Terminals), routers – ensures that these devices are reconditioned and put back into use, avoiding the cost of buying new equipment and the disposal of the material in the environment.

Oi retrieves the device and covers the return cost, but we have the challenge of convincing customers who have their contract terminated due to default that the device should be returned to the Company. Currently, we recover 50% of the devices, and of that total, 97% are restored, which generates savings of up to R\$ 50 million per year. Our goal is to reach 65% of recovered material. The biggest challenge to increase the retrieval rate is basically to convince the customer of the need to return the equipment when the contract is terminated.

Aiming to increase the return of these devices by customers, our action plan provides for the development of awareness-raising campaigns about environmental education, avoiding

improper disposal in the environment. There is a process in partnership with the digital area, with a script on how to return the equipment. We also intend to develop ways to collect the equipment more convenient for the customer. Today we have partners who deliver and collect by bicycle, in a simple and sustainable way, but we want to expand the possibilities with the placement of lockers in strategic places and make franchised stores also receptors of Oi devices.

For the reconditioning process, we have the challenge of making a production line to recover the devices with the best possible cost without losing the quality of the final product.

Still in relation to the circular economy, we remove and sell copper cables, which will be replaced by fiber. When the cable is removed and becomes scrap, it is taken to a company depot until it is sold to recycling companies that resell this raw material to other industries. All waste is sold to carefully screened partners who are duly-licensed for recycling or final disposal of these items. Thus, Oi can properly dispose of these wastes and also generate revenue for the Company.



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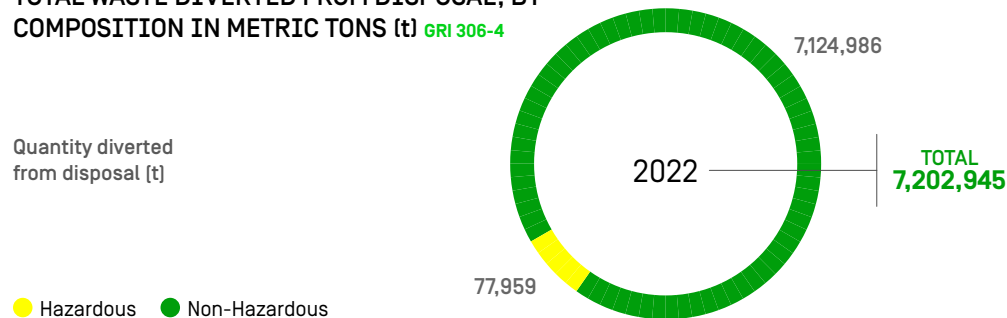


Total waste generated, by composition (t)* GRI 306-3

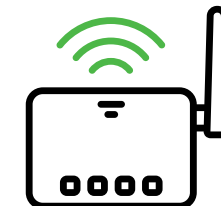
Category	2020		2021		2022	
	Type (hazardous or nonhazardous) [supplementary information]	Quantity generated [t]	Type (hazardous or nonhazardous) [supplementary information]	Quantity generated [t]	Type (hazardous or nonhazardous) [supplementary information]	Quantity generated [t]
Stationary battery recycling [tons]	Hazardous	1,267.54	Hazardous	456,353	Hazardous	296
Sanitary landfill	Non-hazardous	2,184	Non-hazardous	856	Non-hazardous	238
Selective collection recycling in administrative and operational buildings	Non-hazardous	46.65	Non-hazardous	108	Non-hazardous	13.10
Recycling of devices, batteries, their accessories and cells (in tons)	Non-hazardous	6.28	Non-hazardous	1,758	-	-
Scrap cables					Non-hazardous	4,752,967
Ferrous scrap metal	Non-hazardous	5,121	Non-hazardous	2,811	Non-hazardous	905,929
Plastic scrap					Non-hazardous	159,193
Total	-	8,625.47	-	461,886	-	5,818,636.10
Recycling of lamps [in items]	Hazardous	44,544	Hazardous	32,270	0	0
Miscellaneous waste sold for auction [in items]	Non-hazardous	2,102	-	-	-	-

* The information comes from companies providing collection and disposal services, and is extracted from the SAP report through transaction ZRELTOTFAT.

TOTAL WASTE DIVERTED FROM DISPOSAL, BY COMPOSITION IN METRIC TONS (t) GRI 306-4



97% of the modems and routers returned from customers to Oi are restored for reuse



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Hazardous waste [t]*

	2022**		
	Onsite	Offsite	Total
Nonhazardous waste			
Recycling of lamps (in items)	0	0	0
Battery recycling	15,380	0	15,380
Stationary batteries recycling	296	0	296
Total	15,676	0	15,676
Total waste diverted from disposal	296	0	296

* Total non-hazardous waste diverted from disposal was zero.
**In previous years, information was not detailed as it was in 2022.

Total waste directed to disposal, by composition, in metric tons [t]* GRI 306-5

	2022**
Composition	Quantity directed to disposal [t]
Batteries	15,380
Fiberglass	62,578
Metal cables and lead	4,848,395
Stationary battery recycling [tons]	296
Landfills originating from dumpsters and organic waste collection	238
Recycled material [paper/metals/glass]	27.01
Total	4,926,914.01

* The information is derived from companies that provide collection and disposal services.
**In previous years, information was not detailed as it was in 2022.

Total waste directed to disposal, by operation, in metric tons [t]

	2022*		
	Onsite	Offsite	Total
Nonhazardous waste			
Incineration with energy recovery	0	0	0
Incineration without energy recovery	0	0	0
Landfilling	0	238	238
Other disposal operations (industry, recycling and exports)	0	0	0
Recycling	0	27.01	27.01
Total		265.01	265.01
Hazardous waste			
Incineration with energy recovery	0	0	0
Incineration without energy recovery	0	0	0
Landfilling	62,578	0	62,578
Other disposal operations (industry, recycling and exports)	4,848,395	0	4,848,395
Recycling	15,380	296	15,676
Total	4,926,353	296	4,926,353
Total waste directed to disposal	4,926,353	296	4,926,649

*In previous years, information was not detailed as it was in 2022.

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Thinking outside the box

Our Reverse Logistics team had a problem recovering power supplies that were returned by customers. They all arrived entangled and, during sorting, they ended up getting damaged and had to be disposed. The loss rate for this material was around 75%.

To solve this problem, the department's leadership, inspired by kite flyers from the interior of Rio de Janeiro state, had an innovative idea. We started hiring kite flyers for the sorting area, as they had the skill to unravel the string from the reel when the kite takes flight, they could unravel the power supplies without breaking them. In the job description, we required experience in flying kites. It was a bet, and it paid off. The experienced kite flyers proved capable of unraveling the power supplies with their skill, and the **recovery effectiveness ranged from 25% to 80%**.



OI IN ANTARCTICA GRI 203-1

The Brazilian Navy's project in Antarctica, at the Comandante Ferraz Antarctic Station (EACF), counts with Oi, which has been providing telecommunications services to the location since 2006.

The telecommunications systems provided by Oi facilitate the exchange of data between field research in Antarctica and Brazilian institutions that support them, contributing to the scientific program that Brazil carries out in the region. This program ranges from studies on climate change to biotechnology research that promotes advances in medicine and agriculture. In addition, the service mitigates

the feeling of isolation by allowing quality video calls to Brazilians who spend more than 365 uninterrupted days working in adverse weather conditions in the coldest region of the planet, where temperatures can reach -40°C in winter.

In 2022, the Waste Management area carried out the exchanges of telecommunications boards, taking care of the sustainable disposal of the old ones and ordering new ones, which were manufactured in Mexico and sent to Antarctica.

The service is free - Oi invests to provide the service and there is no charge for it.



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climate change



We have inventoried our greenhouse gas emissions since 2009

As part of Oi's commitment to sustainable development, adaptation to the climate urgency and a low-carbon economy, we have been monitoring our direct and indirect greenhouse gas emissions since 2009. For this, we follow the requirements of the Brazilian GHG Protocol Program, quantifying emissions from scopes 1, 2, and 3, in addition to publishing our inventory on the Public Emissions Registry platform. We also voluntarily provide annually information on the subject to the Carbon Disclosure Project (CDP).

We are aware that climate change can bring significant risks to the business. In this sense, in 2022 ESG topics were incorporated into the portfolio of corporate risks, including issues related to climate change.

Like other corporate risks, climate change-related risks are managed and tracked together between risk owners and the risk management team, timely reporting to all governance levels information that can support decisions and define mitigation strategies that decrease the likelihood and minimize potential impacts to acceptable levels.

Global warming is already resulting in a context of water scarcity in several regions of the planet, including Brazil. This scenario could bring severe potential impacts on the cost of energy in the domestic market. Being a company with intensive energy consumption in its operations, which needs to operate 24/7, this would be the main physical risk identified for the Company. For this reason, energy management is part of our strategic plan and we are taking steps to diversify our energy sources by migrating to renewable sources with lower costs and contribute to the environment, especially by reducing carbon emissions.



In 2022, ESG risk factors were incorporated into the corporate risk portfolio

Transition risks were also identified, such as regulatory ones related to government policies for climate change mitigation and adaptation, among which are carbon pricing and taxation of greenhouse gas emissions, already a reality in several countries and can impact the Company. Finally, there are the reputational risks inherent to the corporate decarbonization strategy, as the market and investors are increasingly demanding the adoption of good practices in this area.



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Direct greenhouse emissions (scope 1) [t CO₂ equivalent]* GRI 305-1

	2020	2021	2022
Stationary combustion	3,041.10	-	597.31
Mobile combustion	46,253.98	45,439.95	28,318.67
Fugitive emissions	15,776.55	11,343.33	2,701.20
Total gross CO₂ emissions	65,071.64	56,783.27	31,617.17

*The gases included in this disclosure were: CO₂, CH₄, N₂O and HFCs, and the consolidation approach used was operational control. The calculations were made following the guidelines of the Brazilian GHG Protocol program, with emission factors from the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC).

Biogenic CO₂ emissions (scope 1) [t CO₂ equivalent] GRI 305-1

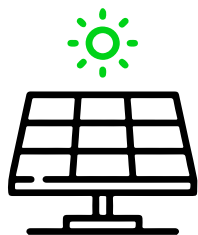
	2020	2021	2022
	16,209.01	10,891.80	6,869.08

Biogenic CO₂ emissions (scope 2) [t CO₂ equivalent] GRI 305-2

	2022
	3,564.52*

Biogenic emissions not included for 2020 and 2021.

*Amount considering only the market-based approach, as there are no calculable biogenic emissions for the location-based approach.



Oi has been seeking to diversify its consumption matrix, migrating to renewable sources

Energy indirect (Scope 2) greenhouse gas (GHG) emissions from energy acquisition* GRI 305-2

	2020	2021	2022
Location	88,180.71	174,746.55	57,163.45
Market-based	86,699.52	-*	55,243.60

*There are no calculated biogenic emissions for the location-based approach.

Other indirect emissions (scope 3) of greenhouse gases [t CO₂ equivalent] GRI 305-3

	2020	2021	2022
Transportation and distribution (<i>upstream</i>)	3,426.06	-	76,518.94
Waste generated in operations	-	-	153.02
Business travel	1,339.45	17,591.66	561.73
Transportation and distribution (<i>downstream</i>)	-	-	82.20
Goods and services purchased	12,683.05	-	-
Fuel- and energy-related activities not included in Scope 1 or Scope 2	1,134.71	-	-
Employee commuting (home-work)	4,069.47	-	-
Total	22,652.74	17,591.66	77,315.89

Biogenic CO₂ emissions (scope 3) [t CO₂ equivalent] GRI 305-3

	2020	2021	2022
	17,440.21	63.41	252.41

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Greenhouse gas (GHG) emissions intensity GRI 305-4

	2020	2021	2022
Net Revenue			
Emissions [scope 1+2]	16.507	12.911	7.044
Total emissions	18.947	13.892	13.178
Total workforce			
Emissions [scope 1+2]	11.875	21.251	14.345
Total emissions	13.631	22.866	26.837
Energy (MWh) consumed			
Emissions [scope 1+2]	0.106	0.166	0.066
Total emissions	0.122	0.179	0.124
Revenue Generating Units (in thousands of RGUs)			
Emissions [scope 1+2]	2.942	4.104	6.759
Total emissions	3.376	4.416	12.644

Reduction of GHG emissions (t CO₂ equivalent) GRI 305-5

	2020	2021	2022
Reductions of direct emissions [Scope 1]	- 32,075.53	- 8,288,365	-25,166.10
Reductions of indirect emissions from purchased electricity [Scope 2]	- 28,898.67	+ 86,565,833	-117,583.10
Reductions of other indirect emissions [Scope 3]	- 23,893.88	- 5,061,084	59,724.23
Total reduction of GHG emissions	- 85,868.08	+ 78,277,468	-83,024.94

The base year chosen was 2021, and regarding the emissions of the base year, it is observed that there was a reduction in emissions from scopes 1 and 2, and an apparent increase in scope 3 emissions. In scope 1, the reduction in “Stationary Combustion” occurred mainly due to the reduction in the Oi and Serede fleet, and for “Fugitive Emissions”, the reason for the decrease was the segregation of the company’s operations, which led to part of the installations that consumed large amounts of refrigerant gases is no longer under Oi’s control. In scope 2, the reduction in the location-based approach occurred due to the decrease in the emission factor of the National Grid, and in the market-based approach, it is observed that there was a decrease in emissions, as this approach considers that part of the energy comes from traceable renewable sources. In scope 3, the apparent increase in total emissions is due to the company’s maturity, which added more emitting sources to the calculation in 2022 compared to previous years.

Emissions of substances that destroy the ozone layer (ODS) in t CFC-11 equivalent GRI 305-6

The use and replacement of gases HCFC-22 and HCFC-141b in 2022 were responsible for the emission of 54.70 and 2.43 tons of CFC-equivalent, respectively. The Company does not import or export substances capable of destroying the ozone layer.

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The Oi way of
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Oi knows that, in addition to the numbers and its structure, it is the people who sustain its business and give the company a *raison d'être*. For this reason, we believe that caring for our people, including employees, suppliers and customers is fundamental. Because they are the ones who make strategic decisions, carry out and control activities and processes daily. They are also the people who consume our services and provide services to us, as suppliers.

The foundation of our relationship with people is respect and ethics. We seek to create a healthy workplace, valuing work and providing development opportunities to employees, whilst promoting the diversity and inclusion of marginalized groups.

For customers, suppliers, investors and other stakeholders, Oi proposes constant and precise communication, with transparency and focus on the search for solutions.

The foundation of our relationship with people is respect and ethics



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GRI CONTENT SUMMARY

employees GRI 2-7, 2-8

In 2022,
Oi had

6,189
employees

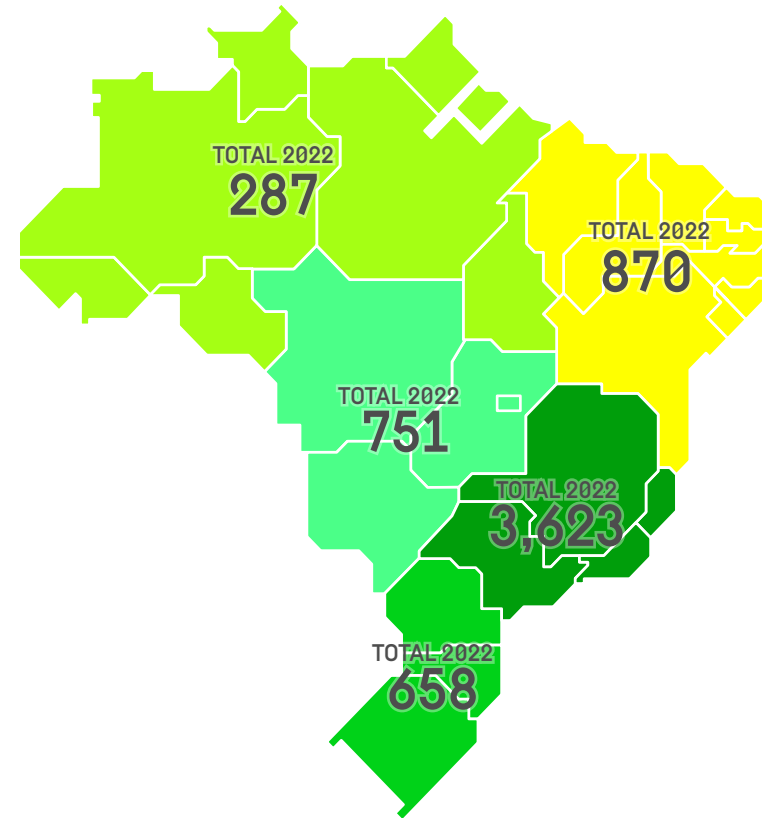
68
interns

55
trainees

52,228
contractors,
divided into:

sales [17,755], operations [20,829],
customer service [7,991] and
support [5,293].

Workforce by gender and region GRI 2-7



Region	2020			2021			2022*		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
N	378	196	574	349	143	492	191	86	287
NE	1,160	828	1,988	1,025	609	1,634	561	309	870
CO	1,005	379	1,384	892	307	1,199	542	209	751
SE	4,465	2,947	7,412	3,834	2,421	6,255	2,106	1,517	3,623
S	1,099	448	1,547	949	366	1,315	437	221	658
Total	8,107	4,798	12,905	7,049	3,846	10,895	3,837	2,352	6,189*

* We had a significant employee reduction between 2021 and 2022 due to an organizational restructuring process. Learn more on [page 17](#)



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Employees by employment contract and gender GRI 2-7

Employment contract	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	8,107	4,798	12,905	7,049	3,846	10,895	3,837	2,352	6,189
Temporary	0	0	0	0	0	0	4	3	7
Total	8,107	4,798	12,905	7,049	3,846	10,895	3,841	2,355	6,196

Total workforce by employment contract and region GRI 2-7

Region	2020			2021			2022		
	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total
N	574	0	574	492	0	492	870	0	870
NE	1,988	0	1,988	1,634	0	1,634	287	0	287
CO	1,384	0	1,384	1,199	0	1,199	751	0	751
SE	7,412	0	7,412	6,255	0	6,255	3,623	7	3,630
S	1,547	0	1,547	1,315	0	1,315	658	0	658
Total	12,905	0	12,905	10,895	0	10,895	6,189	7	6,196

Workforce by employment type GRI 2-7

Employment type	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full time	8,107	4,798	12,905	7,049	3,846	10,895	3,837	2,352	6,189
Part time *	0	0	0	0	0	0	0	0	0
Total	8,107	4,798	12,905	7,049	3,846	10,895	3,837	2,352	6,189

During the analysis period, we did not have any part-time employees or non-guaranteed hours employees working.

Workforce by employment type (part time or full time), by region GRI 2-7

Region	2020			2021			2022		
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total
N	574	0	574	492	0	492	870	0	870
NE	1,988	0	1,988	1,634	0	1,634	287	0	287
CO	1,384	0	1,384	1,199	0	1,199	751	0	751
SE	7,412	0	7,412	6,255	0	6,255	3,623	0	3,623
S	1,547	0	1,547	1,315	0	1,315	658	0	658
Total	12,905	0	12,905	10,895	0	10,895	6,189	0	6,189

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Workers by category and gender GRI 2-8

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Apprentices	41	58	99	24	46	70	29	26	55
Interns	88	67	155	32	31	63	28	40	68
Contractors	-	-	92,249	-	-	80,170	0	0	51,868
Total	129	125	254	56	77	133	57	66	123

Employees by employment contract and gender GRI 2-8

Employment contract	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	8,107	4,798	12,905	7,049	3,846	10,895	3,837	2,352	6,189
Temporary	0	0	0	0	0	0	4	3	7
Total	0	0	0	0	0	0	3,841	2,355	6,196

Total workforce by employment contract and region GRI 2-8

Region	2020			2021			2022		
	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total
N	574	0	574	492	0	492	870	0	870
NE	1,988	0	1,988	1,634	0	1,634	287	0	287
CO	1,384	0	1,384	1,199	0	1,199	751	0	751
SE	7,412	0	7,412	6,255	0	6,255	3,623	7	3,630
S	1,547	0	1,547	1,315	0	1,315	658	0	658
Total	12,905	0	12,905	10,895	0	10,895	6,189	7	6,196

In 2020 and 2021, employees were not classified by employment contract.

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Workforce by employment type GRI 2-8

Employment type	2020			2021			2022*		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full time	8,107	4,798	12,905	7,049	3,846	10,895	3,837	2,352	6,189
Part time ¹	0	0	0	0	0	0	0	0	0
Total	8,107	4,798	12,905	7,049	3,846	10,895	3,837	2,352	6,189

*During the analysis period, we did not have any part-time employees or non-guaranteed hours employees working.

Workforce by employment type (part time or full time), by region. GRI 2-8

Region	2020			2021			2022		
	Full time	Part time*	Total	Full time	Part time*	Total	Full time	Part time*	Total
N	574	0	574	492	0	492	870	0	870
NE	1,988	0	1,988	1,634	0	1,634	287	0	287
CO	1,384	0	1,384	1,199	0	1,199	751	0	751
SE	7,412	0	7,412	6,255	0	6,255	3,623	0	3,623
S	1,547	0	1,547	1,315	0	1,315	658	0	658
Total	12,905	0	12,905	10,895	0	10,895	6,189	0	6,189

*During the analysis period, we did not have any part-time employees or non-guaranteed hours employees working.

New hires by age group GRI 401-1

	2020	2021	2022	
	No.	No.	No.	Rate [%]
Below 30	653	702	267	0.47
Between 30 and 50	803	846	557	0.13
Over 50	56	34	42	0.03
Total	1,512	1,582	866	0.14

New hires by gender GRI 401-1

	2020	2021	2022	
	No.	No.	No.	Rate [%]
Men	879	943	526	0.14
Women	633	639	340	0.14
Total	1,512	1,582	866	0.14

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New hires by region GRI 401-1

	2020	2021	2022	
	No.	No.	No.	Rate [%]
N	57	92	72	0.25
NE	256	333	157	0.18
CO	257	160	138	0.18
SE	798	851	413	0.11
S	144	146	86	0.13
Total	1,512	1,582	866	0.14

Turnover by region GRI 401-1

	2020	2021	2022	
	No.	No.	No.	Rate [%]
N	143	176	137	0.48
NE	664	709	608	0.7
CO	290	342	242	0.32
SE	1,617	1,999	1,330	0.37
S	407	385	293	0.45
Total	3,121	3,611	2,610	0.42

Turnover by age group GRI 401-1

	2020	2021	2022	
	No.	No.	No.	Rate [%]
Below 30	663	999	664	1.17
Between 30 and 50	1,704	2,216	1,719	0.4
Over 50	754	396	227	0.18
Total	3,121	3,611	2,610	0.42

Turnover rate¹ GRI 401-1

	2020	2021	2022
Total headcount	12,905	10,895	6,189
BY GENDER			
Men	9.7	11.9	15.0
Women	6.5	9.0	13.1
BY AGE GROUP			
Below 30	4.5	6.8	7.5
Between 30 and 50	9.0	12.3	18.4
Over 50	2.9	1.7	2.2
BY GEOGRAPHY			
N	0.7	1.1	1.7
NE	3.3	4.2	6.2
CO	2.0	2.0	3.1
SE	8.6	11.4	14.1
S	2.0	2.1	3.1

Turnover by gender GRI 401-1

	2020	2021	2022	
	No.	No.	No.	Rate [%]
Men	1,847	2,013	1,327	0.35
Women	1,274	1,598	1,283	0.55
Total	3,121	3,611	2,610	0.42

¹ Calculation method: [(hired + terminated)/2]/total headcount

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GRI CONTENT
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People management and development GRI 3-3

Investing in education and disseminating knowledge is in our DNA. These are fundamental topics of our social pillar. Therefore, in the area of People and Culture Management, the Company has been investing in initiatives to promote an innovative, collaborative and more agile workplace with continuous learning. We offer development opportunities and active listening and transparency in communication.

Training and capacity building is present in the Sustainability Policy, which includes a guideline that says: invest in the professional development of employees, offering a better self-development experience using different methodologies,

formats and tools. We have a structure and budget dedicated to corporate education, with its own governance (Corporate University), under the leadership of the Human Resources area.

There are processes for analyzing the effectiveness of the training applied, such as response assessments, training adherence, training NPS measurement and internal certification of the sales force. If any indicator is identified below the expected, reviews and adjustments of content are made, and investment in a communication plan for engagement, among other actions.



Average hours of training per employee by gender GRI 404-1

	2020	2021	2022
Men	43.458	52.701	12.017
Women	48.953	56.37	9.574
Total	45.501	53.996	11.088

Average hours of training per employee by employee category GRI 404-1

	2022
Executive Board	12.016
Management	20.699
Supervisors/coordinators	8.819
Consultant	10.586
Assistants/Technicians	10.322
Workforce	10.135
Total	10.816

In 2020 and 2021, the information was not gathered considering the different categories of the workforce.

Average hours of training per employee by employee category GRI 404-1

	2022
Apprentices	8.255
Interns	18.103
Contractors	8.682
Total	8.715

In 2020 and 2021, the information was not gathered considering the different categories of the workforce.

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EMPLOYEE DEVELOPMENT PROGRAMS [GRI 404-2](#)

- Free courses on various topics on our remote learning platform (Oi Educa);
- Technical trails on topics related to the specific function developed by the employee;
- Possibility of reimbursement for external courses as needed by the employee and area;
- Specific programs for developing skills as needed - in 2022, two programs were made, Oi Devs and Oi Masterdados, to develop analytical skills and software development.

We also developed the Oi Alumni program, to support employees laid off in restructuring, in which we offer: an e-book with tips on education, self-awareness, *resumé* preparation, social media formatting and interview tips; distance education platform (internal) released with all courses for 60 days; and participation in meetings with partner companies on topics related to the professional transitioning. In some cases, individual conversations with internal specialists are also offered.

The Oi Exponencial (“Oi Exponential”) program was also carried out, involving the company’s leadership. Company employees were invited to talk about topics of interest, such as humanized, customer-centric leadership and analytical leadership. We also have a partnership with the Dom Cabral Foundation with courses on diversity for leaders, such as the “How to Train Diverse Teams” workshop.

Another initiative, started in 2022 to spread concepts and offer literacy to employees on topics related to environmental, social and governance management was developed by the Sustainability Board: an ESG e-learning for all Oi employees. The training will be made available in the first half of 2023 on the Oi Educa (“Oi Educates”) portal. The objective is spread knowledge and to engage them and make them aware of the topic’s importance.

In 2022, we developed an ESG e-learning for all employees

Employees receiving performance analyses by job category [%]¹ [GRI 404-3](#)

	2022		
	Men	Women	Total
Executive Board	75.56	75	75.41
Management	95.51	97.52	96.17
Supervisors/Coordinators	89.03	81.58	87.56
Consultant	85.56	94.94	89.94
Assistants/Technicians	86.68	77.37	83.68
Workforce	91.91	74.12	84.19
Total	89.65	88.61	89.26

¹ Among the people not evaluated, only 0.2% were eligible. The rest were not eligible for performance evaluation in 2022. In 2020 and 2021, the information was not gathered considering the workers’ different categories.

Employees receiving regular performance reviews, by employee category [%]¹

	2022		
	Men	Women	Total
Apprentices	10.34	26.92	18.18
Interns	32.14	37.5	35.29
Contractors	0	0	0
Total	21.05	33.33	27.64

¹ Among the people not evaluated, only 0.2% were eligible. The rest were not eligible for performance evaluation in 2022. In 2020 and 2021, the information was not gathered considering the workers’ different categories.

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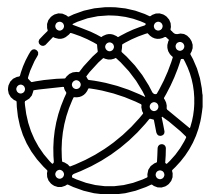
GRI CONTENT SUMMARY



communication with the workforce

We believe that being well-informed makes people feel part of Oi. Thousands of professionals from all regions of our country are connected through the stories we tell about our company, our business and our evolution, maintaining the rhythm of deliveries to fulfill Oi's purpose. In 2022 alone, there were over 400,000 accesses to our internal communication channels, which convey the voice of our workforce and mobilize energy for change.

Also in 2022, we kept the workforce aligned with the new brand positioning, communicating the new essence of Oi and its attributes, which were reflected in new internal values and translated into attitudes that we stimulated throughout the year. We created on the intranet a space dedicated to the nova Oi, which objectively presents the new strategic pillars of the Company and also directs to other specific content about the topics related to the new moment of the company, from the most structural changes to the new relationship that should be cultivated with consumers.



400,000

accesses to our internal communication channels



Everyone on the same page

In 2022, with the advancement of the ESG agenda in the market and the need to disclose the 2021 Sustainability Report, our internal communication team found the opportunity to correlate the disclosure of the document with Oi's initiatives and explain to the workforce what the concept of ESG meant and how Oi effectively contributed with results in each pillar. During two weeks, educational campaigns were carried out in which ESG topics were materialized through the Company's initiatives, strengthening understanding, engagement and team pride in seeing Oi's contributions to this agenda.

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COMPENSATION POLICY GRI 2-19, 2-20

The compensation of Oi's workforce is guided according to the Hay Point methodology, developed by Korn Ferry consultancy, 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 results within its sphere of action. 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 from various segments and size and revenue compatible with Oi.

The Oi's Compensation Policy for executives aims to attract, retain and encourage high performance for the realization of the Company's business strategies, provide competitive compensation against the comparable market, align the objectives of managers, shareholders, executives and other stakeholders in simple, transparent and easy-to-understand way.

ANNUAL TOTAL COMPENSATION

To calculate the annual total compensation, the full compensation is considered, including profit sharing, bonuses etc.

Percentage increase in annual total compensation GRI 2-21

	2022
	Amount
Ratio	1.59
Ratio of the percentage increase of the highest-paid individual to the median annual total compensation percentage increase	-0.8

Information not available for 2020 and 2021.



Benefits GRI 401-2

We offer our workforce a benefits package aligned with good market practices. Among them: meal/food allowance, life insurance, transportation tickets, health and dental insurance, medication insurance, pension plan, day care allowance and profit-sharing plan.



We seek to attract talent with competitive compensation against the market

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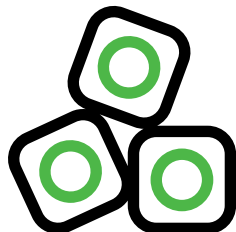
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We provide our employees with a benefits package that aligns with best market practices

Parental leave GRI 401-3

		2020	2021	2022
Employees entitled to parental leave	men	8,107	7,049	3,837
	women	4,798	3,846	2,352
Employees who <u>took</u> parental leave	men	273	192	185
	women	339	301	92
Employees who <u>returned</u> to work during the reporting period after parental leave ended	men	248	198	183
	women	211	294	114
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	men	202	194	186
	women	169	149	114
Return rate [%]	men	95	99	100
	women	76	93	100
Retention rate [%]	men	99	85	100
	women	58	69	40

Severance agreement

With the end of our mobile operations, which were carried out exclusively by Oi's internal employees, we had to manage the termination of these workers. We signed a 12-month service agreement, which can be renewed for another 12 months, with the companies that purchased this service from our Company so that these people could work during this period. After this time,

the contracts will be terminated. For each employee who agreed to this work period, we provided additional severance and an extension of benefits.

The entire process of reallocating or laying off an employee was carried out with complete transparency.



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diversity and inclusion GRI 3-3

This subject has been consistently addressed within our Company since 2019 and is progressing on Oi's agenda, with a priority and focus on building an inclusive culture with a safe and diverse workplace.

The Oi D&I Program operates in a seamless way, facilitating and promoting diversity, inclusion, equity and belonging for all employees, especially minorities.

In 2022, the program made significant achievements and advanced with affirmative action projects for gender equality.

In April, we partnered with the Lets Code programming school, and opened 40 positions for women in this area – we had over 6,000 women registered. We sought a significant increase in the number of women in this sector, which is part of Oi's core business.

In August 2022, Oi conducted a DIEP Census - Diversity, Inclusion, Equity and Belonging (a diversity census had already been carried out in 2021), after developing a diagnosis with leaders and minorities in the company, to guide the research. The Census was divided into four topics: Self-portrait, Engagement with the Topic, Unconscious Biases and Belonging. The results were then shared with the entire Company, and the business partners (HR team) individually broke down the results with all company leaders about the outcome in their respective areas. The conclusion from the CKZ consultancy, which conducted the census, is that Oi is at an average level of diversity and inclusion, with some progress made, but some issues still need to be addressed.

As an innovation company, our main challenge is to assemble a more diverse team

On the Self-portrait topic, the Census pointed out a majority of male, cisgender, heterosexual white people, with an average age between 28 and 42 (so-called Generation Y), with children. The average time in the company is seven to 13 years. Both the proportion of Generation Z individuals – those born between 1995 and the early 2000s (5%) –, and the number of black people (42%) are two points of attention that need to be worked on.

On Engagement with the Topic, the result is that the company is engaged, believes in the importance of the subject, has leadership incentive, and most consider it necessary to invest in diversity and inclusion, but are divided about affirmative actions. According to the census, 96% of the participants believe it's important for Oi to invest in Diversity and Inclusion. 92% believe that a diverse team working in an inclusive environment is more productive and therefore more innovative.



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In Unconscious Biases, a rate of 65 to 70% was identified, which means people tend to relate and live with those similar to them, but no issues were identified in relations with different groups. The point of attention is regarding leadership and the need to avoid hiring, promoting, and valuing primarily and solely similar people (white, heterosexual, Generation Y males).

In the Inclusive Workplace section, which identifies how people feel within the company's workplace, some areas for improvement were also noticed. Some people reported witnessing jokes and discriminatory comments (homophobic, sexist, racist), while 7% of the respondents claimed not to recognize these jokes as offensive and discriminatory.

As an innovation company, our main challenge is to assemble a more diverse team. Some actions are already being taken based on the census results, such as recruiting Generation Z individuals as apprentices, interns and digital residents (in partnership with the NAVE schools, from Oi Futuro institute), and directing 50% of the vacancies to minorities.

Aiming to contribute to gender equality within the Company, another action is the Women's Leadership Program, in partnership with LHH consulting. In this program, women are selected and prepared to assume leadership positions. The program started in 2021, had a class in 2022, and the idea for 2023 is to address intersectionality of race in women's

leadership. In 2023, the continuation of the program will be launched, where the graduates from the first class will mentor the new participants. The goal is to create an integrated network of women's leadership, where they can support each other and share experiences.

Regarding affirmative action for PwDs, we ended 2022 very close to our 5% target, with 4.9% of PwDs (in 2023 we reached the 5% target), which represents more than 250 PwDs in our workforce. We have a record signed with the Public Prosecutor's Office in Brasilia to meet the target by July 2023. We have been raising awareness to managers about the importance of having



96% of the participants in our census said they find it important for Oi to invest in Diversity and Inclusion



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PwDs in all areas. Our full telecommuting favors the hiring of this group, and all our offices are also adapted for accessibility. We also participated in Incluir PCD, the largest fair in Latin America on the subject. We presented a special panel at the fair, where we talked about how digital life has helped in the inclusion of people with disabilities.

To facilitate the inclusion of professionals with hearing disabilities, we offer a Sign language course to all employees and translation into this language in corporate videos. We made a widespread communication on how to enable subtitles on Microsoft Teams, so that they can be incorporated into meetings and online events.

We have a corporate policy on diversity whose objective is to ensure respect for the individual and equal opportunity for professional development for all people (employees, interns, young apprentices, and suppliers, partners or outsourced workers), regardless of color/race, gender

identity, sexual orientation and physical condition - supporting the Company's business strategy and promoting a respectful and safe environment for everyone.

The subject is also addressed in the Sustainability Policy, which has a guideline on "Offering a more diverse, inclusive and collaborative workplace, where people can be authentic and live good experiences, creating connections that value differences".

Our telecommuting model favors the hiring of PwDs



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In 2022, we launched the Multifunctional Group of Diversity and Inclusion

multifunctional group

In 2022, we made larger strides towards transforming Diversity and Inclusion into a cross-cutting topic with the launch of the Multifunctional D&I Group.

The Group aims to work on important pillars within Oi: diversity, inclusion and a safe workplace. The group meets monthly with ten Company departments and delivers results aligned with the company's ESG strategy and the SDGs prioritized by Oi, such as literacy on basic terms and concepts of diversity and internal and external communication campaigns with Oi's stance on topics such

as gender equity, LGBTI+ prejudice, racial awareness and more.

The group regularly reports to the Company's ESG Committee and progresses aligned with the actions planned by the Oi Futuro Institute.

The Multifunctional Group's initiative has brought a very positive and relevant impact on Diversity and Inclusion at Oi. The areas work with great synergy to deliver the projects discussed and incorporate the concepts of Diversity and Inclusion on a daily basis, which always

brings insights and new opportunities for the Company, and increased sponsorship for the topic.

For example, this approach was among the five finalists in the Diversity in Practice Award, held by Blend Edu, a startup responsible for Diversity SA, the first learning community in the market focusing on Diversity and Inclusion training.

The first action of the Group was to align the understanding that diversity and inclusion is a cross-cutting topic and everyone's responsibility in the company,



supporting Oi's stance on topics such as gender equity, LGBTI+ prejudice, racial awareness and sharing various reflections on the topic in social media. The feedback to the posts – with reactions and comments – has been positive, which shows that we are on the right track.

On Disabilities Awareness Day, various posts on social media were part of a literacy and awareness-raising campaign about the best way to relate to people with disabilities. And on International People with Disabilities Day, a handbook of good practices for employees was developed.

In November's Black Awareness Month, we invited Luana Génot, founder and executive director of the Instituto Identidades do Brasil, to talk about unconscious biases within the racial issue, among other initiatives. All events have good attendance, with an average presence of 1,200 people.

A partnership was also established with O Globo Newspaper, where a notebook on gender and racial equity was published, in which we showed some of our initiatives.

Workforce by employee category and gender [%] GRI 405-1

	2020		2021		2022	
	Men	Women	Men	Women	Men	Women
Executive Board	81.82	18.18	82.02	17.98	73.77	26.23
Management	69.95	30.05	71.68	28.32	66.94	33.06
Supervisors/coordinators	59.57	40.43	61.32	38.68	80.31	19.69
Consultant*	0	0	0	0	53.25	46.75
Assistants/Technicians*	0	0	0	0	67.76	32.24
Workforce	62.54	37.46	64.38	35.62	56.63	43.37
Total	62.82	37.18	64.70	35.30	62	38

Workers by category and gender [%] GRI 405-1

	2020		2021		2022	
	Men	Women	Men	Women	Men	Women
Apprentices	41.41	58.59	34.29	65.71	52.73	47.27
Interns	56.77	43.23	50.79	49.21	41.18	58.82
Contractors*	0	0	0	0	0	0
Total	50.79	49.21	42.11	57.89	46.34	53.66

* We did not collect this category in previous years.

Partnerships with communication channels and social media were the means by which we publicized initiatives aimed at minorities



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Employees by employee category and age group [%] GRI 405-1

	2020			2021			2022		
	Below 30	Between 30 and 50	Over 50	Below 30	Between 30 and 50	Over 50	Below 30	Between 30 and 50	Over 50
Executive Board	0	0.50	0.20	0	0.60	0.30	0	63.93	36.07
Management	0	4.00	0.90	0.01	4.20	1.00	0.27	78.14	21.58
Supervisors/coordinators	1.10	5.20	0.80	11.40	60.90	15.00	6.74	68.39	24.87
Consultant*	0	0	0	0	0	0	1.18	81.07	17.75
Assistants/Technicians*	0	0	0	0	0	0	15.09	61.92	22.98
Workforce	13.80	59.70	13.80	0.70	5.00	1.00	6.83	74.52	18.65
Total	14.90	69.40	15.70	12.10	70.60	17.30	9.15	70.16	20.70

* In 2020 and 2021, the categories of consultant and assistant/technician were not considered in the workforce. Matters of race and sexual orientation are self-declared information and, therefore, it is not possible to measure the quantity (since not all employees report).

Workers by category and age group [%] GRI 405-1

	2022		
	Below 30	Between 30 and 50	Over 50
Apprentices	100	0	0
Interns	92.65	7.35	0
Contractors*	0	0	0
Total	95.93	4.07	0

* Information not available for 2020 and 2021.

Workers in minority groups, by employee category [%] GRI 405-1

	2022		
	Black and Brown	LGBTI+	PwDs
Apprentices	-	-	0
Interns	-	-	0
Contractors	-	-	0
Total	-	-	0

In 2020 and 2021, information regarding minority groups was not gathered or addressed.

Employees in minority groups, by employee category [%] GRI 405-1

	2022		
	Black and Brown	LGBTI+	PwDs
Executive Board	-	-	0
Management	-	-	0
Supervisors/coordinators	-	-	0
Consultant	-	-	0
Assistants/Technicians	-	-	0
Workforce	-	-	7.89
Total	-	-	4.09

In 2020 and 2021, information regarding minority groups was not gathered or addressed.



We shared on various social media platforms reflections on diversity and inclusion

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Ratio of basic salary and compensation of women to men, by employee category* GRI 405-2

	2020	2021	2022
Executive Board	0.90	0.99	0.96
Management	0.97	0.95	1.02
Supervisors/coordinators	0.79	0.74	1.02
Consultant	-	-	1.12
Assistants/Technicians	-	-	0.98
Workforce	0.91	0.87	1.02
Apprentices	-	-	1.25
Interns	-	-	1.06

* We consider all employees of the company in Brazil.

Cases of discrimination GRI 406-1

	2020	2021	2022
Incident reviewed by the organization	0	0	1
Remediation plans being implemented	0	0	0
Number of incidents reviewed for which remediation plans have been implemented, with results reviewed through routine internal management review processes	0	0	0
Incident no longer subject to action (solved or closed)	0	0	1
Total	0	0	2

engagement survey

Internal surveys are direct channels with employees that allow us to map out actions and target efforts in line with the internal stakeholders' perspective. In this sense, the Engagement Survey for the construction of nova Oi sought to capture perceptions about the internal environment and important factors for the challenges of the company's cultural transformation. The survey was carried out in two waves, one in May and another in November, through an internal online form. All the items in the survey were organized into pillars that reflect our new essential mindsets: we are human, we get things done, we are responsible, we explore possibilities and we make people's lives easier.

In addition to statements to measure the degree of buy-in with each of our mindsets, we had a section dedicated to measuring leadership energy, with items to capture the internal perception about the application of the competencies encouraged for leaders: strategic perspective, humanized management, adaptability, analytical thinking, and collaborative and shared leadership. By comparing the results between the 1st and the 2nd wave, we achieved a considerable leap in the indexes related to leadership performance, showing progress in our leadership model: more analytical, customer-centric (that is, putting the customer at the center of all our decisions) and human, and less hierarchical, authoritative and controlling.

We conduct surveys to stay aligned with the vision of our internal public



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health, safety and well-being

GRI 403-1, 403-2, 403-3, 403-4, 403-5

Employee health, safety and well-being are the basis of our operations. On the topic of Occupational Health and Safety, we act according to the Health and Safety Policy. Thus, in 2022, we reinforced awareness-raising actions for safe work with our employees and outsourced workers. We held monthly meetings with our service providers, sharing data, best practices in OHS and exchanging learnings about occurrences at work.

For the control and management of OHS of our own employees, Oi has specific software, meeting the requirements of eSocial, with strict control allowing only responsible departments to have access to confidential health information of our employees.

We also implemented the CSST – Occupational Health and Safety Connection. We stop every month for

30 minutes the Oi operations team to talk about safety, always raising a different and specific agenda (such as work at height).

We kept the initiatives of the preventive training trail, carried out periodically, virtually and in person, on the awareness of risks and training in the safe way to carry out hazardous activities. We stressed the importance of using safety equipment correctly and risk management. We used a checklist to check the quality of the equipment, such as PPE (personal protective equipment) and CPE (collective protective equipment), to check if they are valid, if they need maintenance or need to be replaced – we make workers aware to notify leadership and the workplace safety department if they notice any abnormality in the equipment.

We offer in Oi Educa (Corporate University), training related to Occupational Health and Safety, such as Telecommuting, Basic Notions of Occupational Health and Safety, Notions of Fire Prevention and Fighting, Preventive and Conscious Driving, Good Practices in Work at Height, Good Practices in Work in Electricity, Risk Management and the proper use of PPE, among others. The format is diverse –



We constantly reinforce our trainings and communications on health and safety



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including infographics to talk shows, which contributes to engagement.

The identification of hazards carried out by occupational safety is complemented by the action of occupational health services, which contribute to risk management.

In 2022, 24,200 hours of training were applied related to Occupational Health and Safety.

The main dangers found in the activities carried out by employees and by workers who are not employees, but whose work or workplace is controlled by the organization, are activities with risk of fall [work at height].

In the removal of copper cables for replacement with fiber, we designed a process for the activity to be done safely, avoiding accidents. We share this learning with other companies involved so that they perform the activities safely.

We keep updated the Golden Rules Program, which contains five pillars [Alcohol and Drugs, Electricity, Work at Height, Hot Work and Driving Vehicles]. All technicians must work within these rules. If an employee infringes one of them, the case is taken to a Committee that will

determine the applicable penalties. Our employees made a pact for life by training on the 5 Rules.

For suppliers, we conduct an audit to know if they are able to provide the service taking into account all OHS standards and guidelines.

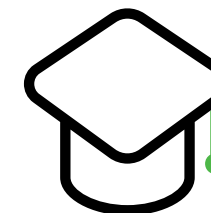
Oi has the SOPs - Standard Operating Procedures, aimed at employees. In addition, within Teo (Virtual People Service), we offer the functionality of the COT - Work Occurrence Communication, where all employees can report accidents and deviations found. Only OHS has access to this tool, guaranteeing the employee's confidentiality. [GRI 403-4](#)

We implemented engineering measures to mitigate the risks of falling from height, such as the LVM (Mobile Life Line) and GMV (Safe T Grab). We also established committees where work occurrences, good safety practices applied in the telecommunications market, and the conducting of accident investigations with advanced methodologies for the creation of effective action plans are discussed.

In 2022, considering all the workforce, own employees and hired contractors, a reduction of 49.6% of accidents was

achieved compared to the previous year. This shows that Oi has been aligning with the best practices and market trends.

Despite the rigor of safety measures, unfortunately in 2022 we had one death of a worker from a partner company, in a fall from height accident. Our goal is to have zero accidents in our operation.



24,200
hours of training related to occupational health and safety

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CIPA (internal commission for accident prevention) and voluntary fire brigade

We have designated CIPA employees in the buildings and representatives from the Voluntary Fire Prevention and Response Brigades. The Fire Brigade is made up of a group of volunteer employees who are trained to act appropriately in emergency situations.

In inhabited buildings, Oi has the Fire Brigade, which underwent an 8-hour in-person training. In addition, Oi has trainings available in *e-learning* called the Voluntary Fire Brigade Trail, available on Oi Educa for all Company employees. The Trail includes: Firefighting Basics, First Aid Basics and Building Emergency Response Plan.

All employees can take online training for the fire brigade

Internal occupational accident prevention week GRI 403-4

This is promoted annually by Health, Safety and Social Services. The actions include online lecture schedules and content with the aim of raising team awareness about the importance of a focus on prevention, stimulating the perception of the risks present in our daily lives.

The 2022 SIPAT (Internal occupational accident prevention week) was held in November, addressing topics such as Ergonomics in Telecommuting, Road Safety, Integrative Health and Material Topics for Operations such as [work with electricity and work at height], in addition to content available on the intranet with Health and Safety tips for everyday life.

Work-related injuries** GRI 403-9

	2020		2021		2022	
	Employees	Workers*	Employees	Workers	Employees	Workers
Number of hours worked	-	-	-	-	12,640,000	149,198,000
Number of fatalities as a result of work-related injury	0	7	-	-	0	1
Rate of deaths as a result of work-related injuries	-	-	-	-	0	0.01
Number of high consequence work-related injuries (excluding fatalities)	-	-	-	-	1	0
Rate of high consequence work-related injuries (excluding fatalities)	0.12	1.18	-	-	0.08	0
Number of recorded work-related injuries (including fatalities)	-	-	-	-	6	54
Rate of recorded work-related injuries (including fatalities)	-	-	-	-	0.47	0.36

*Workers who are not employees, but whose work and/or workplace is controlled by the organization

** Information not available for the years 2020 and 2021, except for the number of deaths resulting from injuries and high-consequence work-related injury rate for the year 2020.

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Health



In health, we prioritize prevention and we do continuous follow-up of employees with chronic illnesses

Regarding health, we prioritize prevention and go well beyond the legally required documents. We have the Medical Control and Occupational Health Program; follow-up of periodic exams (including executive *check-up*); follow-up of employees with chronic diseases; Continuous Use Medication Program; monitoring of pregnant women and hospitalizations. We materialize the concept of preventive health throughout the entire year, not necessarily linked to dates, to commemorative campaigns.

We also created Vida.com, a program based on six dimensions - physical, postural, nutritional, mental, social and safety, aimed at improving satisfaction, organizational climate, health and quality of life, reducing absenteeism, increasing productivity and the employer's brand value. During the year, the program had more than 6,300 participations.

We also maintained monthly online chat circles, conducted by a social assistant, created during the pandemic due to social isolation. In them, delicate subjects such as grief, cancer and pregnancy are addressed. It is an opportunity for employees to speak freely. We also promote lectures on burnout and psychological safety, topics that have afflicted part of the employees, and we offer in-person and virtual psychological care via Health Operators. **GRI 403-6**

We monitor our employees' labor condition through medical exams (pre-employment, periodic, for job change, return to work, and dismissal).

COMPANY CONCERN AFTER THE PANDEMIC **GRI 403-4**

Mental health has become a fixed agenda in the world and the Company has embraced this care through open dialog with our employees, stimulating the concept of protagonism for the daily practice of self-care, accepting that all of us can and should have support networks as a human right.

We expanded our chat circles about self-care directly with the teams, in addition to including a new front in the support groups, specifically for our leadership, in order to provoke the exchange of experiences and reflect on the challenges of people management routine.

As a reflection of all these initiatives, Oi received the Gupy award – 100 HRs that inspire, and the highlight as the company that climbed the most in the people management ranking of the 360° Yearbook, from *Época Negócios* 2022



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community GRI 203-1, 3-3

The concern regarding the social development of the country is present in our actions, mainly with regard to education, innovation and digital inclusion.

The Company also carries out three initiatives that follow the topic of digital inclusion: the Broadband in Schools Program (PBLE), the General Goals for Universalization Plan (PGMU), and Backhaul.

The PBLE aims to make available by 2025 internet with speed equal to or greater than 2MB in all urban public schools and teacher training for elementary and high school indicated by the Ministry of Education (MEC), based on the Census of the National Institute of Studies and Research (Inep). In 2022, we served 183 new urban schools, totaling 53,616 served. In addition to these, we operate in 3,906 rural schools. Oi invests to make this service available in schools and there is no charge by the company.

The PGMU is an action that seeks to guarantee access to fixed telephony. Despite having an investment obligation, it does not guarantee a financial return. In 2022, there was no service to new locations.

The Backhaul is an initiative that consists of installing broadband in eligible municipalities and upgrading previously installed speeds. In 2022, we served more than 3,187 Brazilian municipalities in this project. This is also an initiative that has an investment obligation, without guarantee of financial return.

The obligations of these three projects are due in 2025.



We provide services to communities by offering broadband and access to fixed telephony

GERMINA



Oi Futuro is Oi's Innovation and Creativity Institute for social impact. Since 2001, the institute has pursued its purpose of connecting and driving people and organizations to support and carry out transforming projects through the innovative and creative use of new technologies. With actions in Culture, Education, and Social Innovation, Oi Futuro promoted and democratized digital life to build new futures for everyone.

In 2022, the institute also consolidated its strategy to strengthen its performance through sustainable partnerships and collaborative networks with the mission to expand its impact and start new cycles of innovation. For this, it structured the new Strategic Committee formed by specialists from the Culture and Education areas, which will work on the future vision of its main programs and implement the experimentation of new technologies, languages, formats and interactions with the various stakeholders.



Oi Futuro reached more than 85,000 people in 2022 with its published materials



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CULTURE

While keeping its commitment to democratize the production, enjoyment and access to culture for all audiences in the digital era, Oi Futuro reaffirmed itself as a catalyst for experimentation and innovation through art.

The Oi Futuro Cultural Center, now known as Futuros – Art and Technology, located in Rio de Janeiro and a reference in the convergence between art, science

and technology, celebrated its 17th anniversary. Throughout the year, it brought to the public important issues about the future, provoking reflections and anticipating trends from a plural curation of its programming. Along with Musehum – Museum of Communications and Humanities, they received more than 60,000 visitors last year and 23,000 visits in the Digital Collection Online platform. By focusing on communication technologies

and how their evolution impacts human relations, Musehum offers a unique experience every time you visit, with customizable interactive attractions, immersive environments and virtual reality technologies.

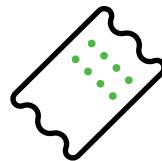
Still in the field of museums, the HUB+ program, in partnership with the Rio de Janeiro State Department of Culture, promoted technical mentoring and training during twelve months for professionals from ten museums in Rio de Janeiro selected through a tender. The program's hub originated from Musehum and its experiences in educational, accessibility and collection preservation actions.

Oi Futuro also supported eight festivals in all regions of Brazil, reaching an audience of more than 120,000 people. In 2022, the Oi Program of Cultural Sponsorship

Incentives also announced the results of its 17th edition of sponsorship public invitation to tender to support 22 cultural projects in nine states of Brazil.

The Institute also issued invitations for proposals to accelerate and train projects and professionals in the creative economy in partnership with institutions, governments and entrepreneurs. The highlight was Cultura Circular, held in partnership with the British Council, which presented an unprecedented proposal to take the sustainability and climate emergency agendas to the center of the universe of six Brazilian festivals and promote events with the best environmental and social practices in all its stages of creation and management.

Faithful to the purpose of building a society with more diversity and equal opportunities, Oi Futuro launched in 2022 the third edition of the Amplified Sonic Art (ASA). For the first time, ASA had a nationwide reach and gathered 400 female music and sound industry professionals from 26 Brazilian states for professional training, career development and networking. The goal of this initiative is to boost women individually and collectively so that they can develop their own potential and also transform the lives of other women.



The Cultural Center Futuros – Art and Technology received more than 60,000 visitors in 2022



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EDUCATION

Focused on training young people for the creative and digital economy, NAVE, a High School Integrated to Professional Education program, completed 16 years in 2022 with more than 3,600 graduated students—it graduated 271 students in the third year of High School Integrated to Professional Education. In addition to getting them ready for the new job world and digital life, NAVE forms conscientious, autonomous citizens who are protagonists of their life projects. As the result of a public-private partnership with the Pernambuco and Rio de Janeiro State

Departments of Education, NAVE Rio and NAVE Recife offer technical Programming and Multimedia courses.

NAVE Recife was recognized in 2022 as the ninth best state public school in Brazil by Ideb (Basic Education Development Index), a milestone in this trajectory.

Another key moment was its participation in the Rio Innovation Week — Latin America’s biggest technology, innovation, and business gathering, which hosted the panel “Educate to Innovate: the NAVE case”. At the event, the public was able to learn details of the program that combines education and innovation.

In the entrepreneurship and employability axis, Geração Nave, a career development program targeting exclusively the program’s former students, resulted in 15 former students being hired by Oi and seven by Vega Soluções – a technology company in the agribusiness industry.

In partnership with the National Council of Departments of Education and within the scope of the New High School and Curriculum Front, Oi Futuro contributed to updating the curricula of the states. In 2022, all the States and the Federal District will have their curricular references aligned with the Common National Curricular Base (BNCC).

Throughout 2022, Oi Futuro made available free reference materials produced from the NAVEs — such as e-books, guides, specials and audiovisual content — that disseminate the knowledge produced by the program. Adding up all the published materials, Oi Futuro reached more than 85,000 users in 2022.

In partnership with the Privacy area, the People Before Data project was carried out at NAVE Schools, which showed students the importance of data, the care of how we present ourselves on social media and awareness about our privacy, connecting with everyday actions.

In the educator training area, in partnership with the British Council, Oi Futuro created Órbita - Trajetórias Educacionais (Orbit - Educational Paths), a platform that offers free self-learning courses that have digital culture as an integrating axis. Within the platform, two courses were launched: Digital Culture for Creative Education and Codes of the Future – an introduction to robotics.



The NAVE program completed 16 years in 2022

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SOCIAL INNOVATION

Focused on fostering and developing the creative and digital economy ecosystem for social impact, Oi Futuro offered acceleration programs, workshops, training and mentoring, contributing to the training of hundreds of social entrepreneurs and supporting the development of businesses and civil society organizations.

The 4th edition of Impulso, an Acceleration program for Social Impact Businesses, Civil Society Organizations and Cultural Groups that are part of Rio de Janeiro's creative economy started in May 2022. The program selected ten initiatives to offer mentoring and training over nine months

in strategy, management, communication and systems, among other topics.

Move MT, Mato Grosso's Acceleration Program for Creative Businesses and Sociocultural Impact, in partnership with Secel/MT (Mato Grosso State Department of Culture, Sports and Recreation) had its first edition concluded in April 2022. The goal was to boost social entrepreneurs in the creative economy in Mato Grosso state. In total, 30 initiatives were selected, 24 completed the program and more than 243 entrepreneurs attended the online workshops. A second edition of Move MT has been confirmed and announced for 2023.

Main investments in the sponsorship and events practices of Oi and Oi Futuro [R\$] - GRI 201-4

Type of assistance	2020	2021	2022
Education	5,866,605	5,563,916	4,196,365
Culture	13,938,449	18,502,812	15,835,630
Social Innovation	1,316,684	-	553,324
Sports	6,067,834	12,715,750	2,526,250
Oi Futuro Management structure	4,558,806	3,923,627	2,696,075
Total*	31,748,378	40,706,106	25,807,643
Direct investment	15,369,778	19,819,256	15,481,754
Tax-deductible	16,378,600	20,886,851	10,325,890

* Oi S.A. donation, incentivized resources, and Oi Futuro's own resources.

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customers

Our customers are the reason we exist. We strive not only to ensure the best service to their needs, but to exceed their expectations.

In 2022 we improved this relationship. We invested in a more modern IT platform, where it is possible to provide preventive service – fixing a problem that is pointed out by the platform and that the customer has not yet realized they have.

In our service, we seek simplicity, so that the customer does not need many steps to identify themselves. We know that all customers have the same right to be served in the best way, and that's why we are improving accessibility.

When there is a complaint, we take it seriously and seek to learn from the mistake as quickly as possible, so that what happened to one customer does not happen to others.

It is important to note that all telecommunications services provided by Oi comply with the sector's effective standards. [GRI 2-25](#).

In this sense, we always seek to maintain proactive communication with our customers, communicating in advance about possible negative impacts that we can cause (network unavailability for preventive maintenance, for example).

For unforeseen negative impacts, we seek to solve the issue effectively at the first contact, avoiding the need for the customer to return to the service channels.

Following the General Regulations of Consumer Rights for Telecommunications Services (RGC), Oi has various service channels, with the aim of receiving complaints, compliments, doubts, information and providing technical support (phones, online service, WhatsApp). We offer a 24-hour call center service for consumer service and contact channels in stores. There is also the Ombudsman channel, which customers can trigger when they understand that the demands requested through Oi's service channels have not been resolved.



We have invested in a more modern IT platform to perform preventive services to our customers



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Our call center runs 24/7

There are still complaints that can be registered in channels external to Oi, such as in the JEC (Small Claims Court), Anatel (Brazilian National Telecommunications Agency) and Procon (Customer Protection Service). Oi has a total interest in solving these cases, for that it has specialized teams for each category of demand.

On the customer side, the positive impacts are measured by NPS. Through journey evaluations (service, billing, sales, installation, among others), we can identify opportunities for improvement and our strengths.

We offer a 24-hour call center service for consumer service and contact channels in stores or on the website and digital channels with this function.

Oi also provides an exclusive public channel for anyone to report complaints about employees, suppliers and service providers who violate Oi's rules, policies and effective laws.

The company also has specific teams for relationships with B2C and B2B customers, responsible for all management of available communication channels.

According to data from the Satisfaction and Perceived Quality Survey 2022 conducted by Anatel released in April 2023, the evaluation of the quality of Oi's fixed broadband rose 21.6% in the last two

years. Oi's broadband received a score of 7.03 in overall consumer satisfaction last year. The improvement has been continuous, with a result 21.6% higher than that achieved in 2020, when the Company received a score of 5.78 in overall customer satisfaction, and 3.1% above the result of 2021, which was 6.82.

The evaluation of the quality of Oi's broadband was higher than the national average in four indicators: customer satisfaction with digital and telephone services, billing and information to the consumer. The survey, which measures the performance of companies combined with the user's perception of the Company's performance in the provision of services, interviewed 88,276 people across the country and was applied between July 2022 and January 2023.



Radiation and noise GRI 3-3

The radiation from Base Radio Stations (ERB), which emit electromagnetic waves and have coverage areas that vary from tens of meters to five kilometers, are in accordance with Law No. 11,934 and occur at levels lower than radio and TV stations; noise emissions are also in accordance with federal legislation. We are always monitoring the levels of our activities, presenting periodic reports to Anatel.

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innovation and technology GRI 3-3

We have been developing our Innovation Ecosystem in a seamless manner and by interacting with most of the entities that make up this system in Brazil, in particular through partnerships with the solutions providers and national research centers and startups.

The company continues to act as a promoter of innovative initiatives and R&D, connecting the company's needs to the startup ecosystem, technology suppliers and universities. In 2022, it sponsored the 4th edition of Impulso, an Acceleration program for Social Impact Businesses.

One of the innovative highlights of the year was the launch Oi Fiber X. Based on FTTR (Fiber to the Room) technology, which uses an innovative transparent optical fiber model, specially designed to be attached to baseboards, it is possible to seamlessly connect residential and commercial environments with areas larger than 70 square meters, ensuring that signal coverage is delivered with the best possible quality in every corner of the house.

In the health segment, we launched a telemedicine service in partnership with Sulamérica Docway that allows customers to have access to a Digital Emergency Care service that has a network of more than 4,000 accredited doctors, covering 25 medical specialties in addition to telepsychology.



We launched
Oi Fibrax
in 2022



Oi Privacy Program

We know that data protection, in an increasingly connected and global world, is essential. We consider privacy a pillar that runs through our governance area and we seek to treat it humanely.

With this perspective, the Oi Privacy Program has actions on three distinct fronts: in the organizational structure (Governance), in awareness (Education and Training), and in compliance with the law (Processes).

To address negative impacts, the Oi Privacy Program has a help desk process for respecting data subject rights and a process for recording and communicating security incidents.

In addition, the program also has a protocol for prior project evaluation (Privacy by Design), through which risks that the activity, product, or process may imply to data subject rights, and compliance with the requirements provided for in the legislation, are analyzed.

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To ensure the effectiveness of the measures, the Privacy area has periodic reports of actions and administrative technical controls to the Governance, Security and Data Privacy Committee, and is submitted to internal audit annually, which assesses the effectiveness of the management processes.



Advances in the Oi Privacy Program

In 2022, Oi hired a tool to manage topics such as respecting data subject rights, operation registration and Privacy by Design evaluations. In addition, we restructured the Privacy Portal with the aim of bringing even more transparency to our Privacy practices.

Another highlight of the year are the actions aimed at disseminating knowledge about privacy and strengthening the company's public positioning, which can be consulted on the transparency page, available on the Privacy Portal.

As a result of all the work, we are proud to announce that Oi **was one of the most highly rated companies in the 7th edition of the project Who Defends Your Data, carried out by InternetLab**, in partnership with the Electronic Frontier Foundation (EFF), which aims to evaluate the actions and policies of privacy and data protection of internet access providers.

Department's key figures

In 2022, 1,190 internal demands were analyzed, including contracts, notices, projects and questions among others. Among these numbers, it's worth highlighting the elaboration of Personal Data Protection Impact Reports, through which the risks to data subjects were assessed and mitigation measures were proposed to comply with data protection legislation.

From a governance perspective, a total of 24 sessions of the Governance, Security and Data Privacy Committee were held.

Regarding data subject rights, more than 390 requests were met, highlighting requests for Data Deletion [36%], Data Confirmation [10%] and Access Rights [8%].

Compared to 2021, there was a decrease of about 40% in the volume of requests, which can be explained by improvements implemented in the Privacy Portal and preventive actions aiming to reinforce the observance of internal rules such as restrictive contact lists and Do Not Disturb.



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Petitions, Official Letters and Lawsuits

Regarding complaints through the Anatel channels, the number of demands continues to decline, as detailed in the table below. The reduction is justified by the adoption of preventive measures and internal rules for the use of customer data:

	2020	2021	2022
Broadband	366	431	362
Fixed-Line	646	300	524
Mobile Telephony	1,349	1,020	142
Oi TV	77	53	23
Total	2,438	1,804	1,051

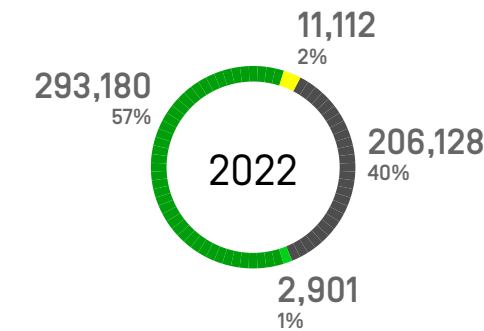
Through the ANPD channels, Oi received two requests for clarification involving data deletion and rectification. After the relevant information was provided, the procedures were archived by the authority.

21 administrative preliminary investigation inquiries were received from the National Consumer Office (Senacon), of which 14 were archived.

In the judicial sphere, a Public Civil Action involving telemarketing actions was received, which is in progress. In addition, 88 new individual lawsuits were filed on the topic of privacy.

Regarding data requests by public authorities, Oi received 513,321 requests from public authorities for data access, referring to approximately 2.5 million accounts:

GOVERNMENT AUTHORITIES' REQUEST FOR ACCESS TO DATA



- Call logs (metadata)
- Wiretapping (content of information)
- Registration data (metadata)
- IP confidentiality breach (metadata)

It should be noted that geolocation data can be requested as part of call logs requests (past geolocation data), or in wiretapping requests (real-time geolocation data) when the interception involves a mobile number.

Still regarding requests for data access by public authorities, Oi contested approximately 2,700 requests, with the filing of about 18 habeas corpus, due to the maintenance of requests considered illegal.

Prospects for 2023

For the next year, the challenge for the Privacy area is to improve controls to measure the maturity of the various topics addressed. For this reason, the process of hiring an external consultancy to develop a privacy framework based on the NIST methodology began in 2022.



For further information please see our **Privacy Portal**

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Cybersecurity

Just like in 2021, there have been no incidents involving personal data that resulted in harm to the data subjects. This is the result of intense preventive work. To reinforce security measures, we have conducted several awareness campaigns, including phishing tests.

It's important to stress that the company undergoes periodic external audits such as SOX and annually complies with the ISO 27001 standard, which is a global reference for cybersecurity.

The company implements information security measures and controls, such as the use of VPN, digital certificates (https) and encryption, and maintains nominal, personal, non-transferable system access credentials, protected by MFA, monitors the corporate environment recurrently through automated tools, among other actions.

The Company controls the efficiency of its actions through metrics and indicators that are recurrently monitored through executive committees. All goals have indicators that allow us to track how closely we are following the plan or deviating from the objective.

Oi has been working on the development of Cybersecurity solutions for trade through its B2B SOC, considering the quality of security solutions and services implemented for its own use. [GRI 3-3](#)



Information on responsibilities and guidelines regarding information security can be accessed at: **Information Security Policy**

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communication channels GRI 3-3

The assessments made by customers are the main tool used to capture opportunities for improving Oi's service processes.

We conduct monthly evaluations with the aim of understanding customer satisfaction and acting more directly in problem-solving. In addition to the corporate evaluation, surveys are conducted to improve the diagnosis and quick solution (service journey, contestation, sales, installation, etc).

The main indicator to measure customer experience is the NPS. There are specific evaluation categories that customers make for the service journeys of Sales, Installation, Usage, Payment, Service and Cancellation.

The results of these evaluations are presented at the CdG for executive monitoring.

We also conduct surveys with Oi Fibra customers to understand their level of recommendation for our brand, measured

by NPS, and customer satisfaction rate with journeys they have recently experienced. GRI 2-29

Monthly, 9,600 telephone surveys and 10,300 digital surveys are conducted to evaluate processes, functionalities and product performance, commercial conditions, relationship built etc., and issues that require revisions for a better customer experience.

Negative feedback is forwarded to our ombudsman so it can be solved individually. The general analysis of surveys and feedbacks fuels the Company in creating new products, revising journeys, proposals and processes.

Customer relations are also present in the Sustainability Policy, which has as a guideline to respect the consumer, other companies, the citizen, and the environment at all stages of marketing, business and operations.



The way we should relate to our customers is described in our Sustainability Policy



Total number of substantiated complaints related to organization breaches of customer privacy GRI 418-1

TYPE OF COMPLAINT	2020	2021	2022
Received from outside parties and substantiated by the organization	-	-	110
Received from regulatory agencies	-	-	1,053
Total	2,438	1,804	1,163

In 2020 and 2021, only the total number of complaints were considered.

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suppliers

We always strive to value our suppliers, who are carefully screened based on quality and ethical conduct. We monitor our largest suppliers through evaluations of the Supplier Qualification Index – HR Pillar (IQF-HR), 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, Third Party Management, Health, Safety and Social Services.

In 2022, during the application of the IQF-HR to our largest suppliers, no incidents of child labor or young workers exposed to hazardous work were identified, nor were there cases of forced or slave labor.

GRI 408-1, 409-1

We also carry out an integrity analysis for 100% of the suppliers screened by our procurement team, in which adverse press coverage without a remediation plan related to corruption, fraud, bribery, slave labor, child labor or violation of human rights were evaluated as aggravating supplier risk.



Proportion of spending on locally-based suppliers* GRI 204-1

Operational unit - Oi	2020	2021	2022
Supplier spend (R\$)	-**	-**	7,141,425,292
Spend on local suppliers (R\$)	-**	-**	7,122,988,808
% budget spent on local suppliers	98.7	99	99.7418

* Locally-based suppliers are those with headquarters established in Brazilian national territory registered in the National Register of Corporate Taxpayers - CNPJ.

** Information not available for 2020 and 2021.

Percentage of new suppliers that were screened using environmental criteria GRI 308-1

	2020	2021	2022
Total new suppliers	1,347	1,262	2,666
Total new suppliers screened using environmental criteria*	-*	-*	2,666
Percentage of new suppliers that were screened using environmental criteria [%]	100	100	100

* Information not available for 2020 and 2021.

Percentage of new suppliers that were screened using social criteria [%] GRI 414-1

	2020	2021	2022
Total new suppliers considered for onboarding*	-*	-*	2,666
Total new suppliers that were screened using social criteria*	-*	-*	2,666
Percentage of new suppliers that were screened using social criteria [%]	100	100	100

* Information not available for 2020 and 2021.



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sector relations GRI 2-28

As a national company, Oi actively participates in debates on key issues for the maturing of telecommunications in Brazil. We maintain constant dialogs with regulatory bodies, such as the National Telecommunications Agency (Anatel), the Ministry of Communications (Mcom), the National Power Sector Agency (Aneel), the Antitrust Regulator (Cade)

and the National Cinema Agency (Ancine) - and with the Executive and Legislative branches. To ensure ethics in these relationships, our actions are guided by the Code of Ethics and Conduct and also by the Policy for Institutional Performance of Oi Companies.



We are members of the following associations:



Conexis
[Brazilian Union of Fixed and Mobile Telecommunications Carriers]

Acel
[National Association of Cellular Operators]

Telebrasil
[Brazilian Telecommunications Association]

ABR Telecom
[Brazilian Association of Telecommunications Resources].

Abrafix
[Brazilian Association of Switched Fixed Telephone Service Concessionaires]

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investor relations

Amid the transformations that Oi has been going through, it is natural that many doubts arise among investors. Therefore, we adopt maximum transparency and efficiency in communication, considering the diversity of investor profiles that follow the Company.

Regarding the main questions received from investors, the Company has addressed these issues widely in order to reach the largest number of people. We know that the demand for information is great. Generally, the IR area receives between 500 to 1,000 emails monthly. Therefore, common questions are addressed in conferences for quarterly results disclosures and in the frequently asked questions section of the Investor Relations (IR) website, which has a dynamic update and is disclosed to investors, suggesting that it should be shared to others.

There is an effort from the entire Company, within governance rules, to make information more accessible to investors. The high number of material facts published in 2022 with the Brazilian Securities Commission (CVM) demonstrates this concern.

The Company also seeks direct contact with the market in general, such as analysts, creditors and shareholders through constant in-person and daily meetings that include the Investor Relations team and Oi's Executives. The conferences for quarterly result disclosures include a question and answer section with the Company's CEO and CFO, in addition to an exclusive section focused on local individual investors. Oi also participates in events such as conferences, roadshows and live events to update the market on the progress of its strategy and operation. [GRI 2-15](#)



Our investors have an exclusive channel. See [here](#)

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GRI content index

Statement of use	Oi reported in compliance with the GRI Standards for the period from January 01 to December 31, 2022.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD /OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
General disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	12, 13			
	2-2 Entities included in the organization's sustainability reporting	4			
	2- 3 Reporting period, frequency and contact point	3	-		
	2-4 Restatements of information				
	2-5 External assurance				
	2-6 Activities, value chain and other business relationships	12, 13			
	2-7 Employees	52, 53			
	2-8 Workers who are not employees	52, 54, 55			
	2-9 Governance structure and composition	29			
	2-10 Nomination and selection of the highest governance body	31			
	2-11 Chair of the highest governance body	31			
	2-12 Role of the highest governance body in overseeing the management of impacts	29			
	2-13 Delegation of responsibility for managing impacts	35			
	2-14 Highest governance body's role in sustainability reporting		The Board of Directors only reviews and approves the Company's financial data. The other information reported in the sustainability report, including the materiality study, is not reviewed by the Board.		
	2-15 Conflicts of interest	31, 87			

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GRI STANDARD /OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	31			
	2-17 Collective knowledge of the highest governance body	Actions are planned to share with the members of the Board of Directors specific knowledge of sustainable development, which can support them in strategic decision-making for the Company.			
	2-18 Evaluation of the performance of the highest governance body	29, 32			
	2-19 Compensation policies	60			
	2-20 Process for determining remuneration	34, 60			
	2-21 Annual total compensation ratio	60			
	2-22 Statement on sustainable development strategy	5, 6			
	2-23 Policy commitments	23			
	2-24 Embedding policy commitments	26			
	2-25 Processes to remediate negative impacts	78			
	2-26 Mechanisms for seeking advice and raising concerns	34			
	2-27 Compliance with laws and regulations	Actions are planned to share with the members of the BD specific knowledge of sustainable development, which can support them in strategic decision-making for the Company.			
	2-28 Membership associations	85			
	2-29 Approach to stakeholder engagement	84			
	2-30 Collective bargaining agreements	All of our effective employees are covered by collective bargaining agreements.			
Material topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	8, 9			
	3-2 List of material topics	10			

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GRI STANDARD /OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Privacy and cybersecurity					
GRI 3: Material Topics 2021	3-3 Management of material topics	83			
GRI 418: Customer privacy 2016	418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	84			
Network reliability and system availability					
GRI 3: Material Topics 2021	3-3 Management of material topics	79			
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	69			
GRI 403: Occupational health and safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	69			
GRI 403: Occupational health and safety 2018	403-3 Occupational health services	69			
GRI 403: Occupational health and safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	69, 70, 71, 72			
GRI 403: Occupational health and safety 2018	403-6 Promotion of worker health	72			
GRI 403: Occupational health and safety 2018	403-9 Work-related injuries	71			
Energy efficiency					
GRI 3: Material Topics 2021	3-3 Management of material topics	40			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	41			
GRI 302: Energy 2016	302-4 Reduction of energy consumption	There were no reductions of energy consumption in 2022.			
Relations with customers and consumers					
GRI 3: Material Topics 2021	3-3 Management of material topics	79, 84			
Diversity and equal opportunity					
GRI 3: Material Topics 2021	3-3 Management of material topics	62			
GRI 202: Market presence 2016	202-1 Ratio of standard entry level wage by gender compared to local minimum wage	Men 111,55 Women 111,39			

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GRI STANDARD /OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 202: Market presence 2016	202-2 Proportion of senior management hired from the local community	32			
GRI 204: Procurement practices 2016	204-1 Proportion of spending on locally-based suppliers	85			
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	30, 66, 67			
GRI 405: Diversity and equal opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	68			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	68			
Waste management					
GRI 3: Material Topics 2021	3-3 Management of material topics	42			
GRI 306: Effluents and Waste 2020	306-1 Waste generation and significant waste-related impacts	42			
GRI 306: Effluents and Waste 2020	306-2 Management of significant waste-related impacts	42			
GRI 306: Effluents and Waste 2020	306-3 Waste generated	44			
GRI 306: Effluents and Waste 2020	306-4 Waste diverted from disposal	44			
GRI 306: Effluents and Waste 2020	306-5 Waste directed to disposal	45			
Training and capacity building					
GRI 3: Material Topics 2021	3-3 Management of material topics	57			
GRI 205: Fighting corruption 2016	205-2 Communication and training on anti-corruption policies and procedures	34			
GRI 403: Occupational health and safety 2018	403-5 Worker training on occupational health and safety	69			
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	57			
GRI 404: Training and education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	58			
GRI 404: Training and education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	58			

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GRI STANDARD /OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Digital inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	73			
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	46			
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	74			
Risk and crisis management					
GRI 3: Material Topics 2021	3-3 Management of material topics	35			
GRI 205: Fighting corruption 2016	205-1 Percentage of operations assessed for risks related to corruption	100%			
	Significant risks related to corruption identified through the risk assessment	0			
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	85			
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	85			
Corporate governance					
GRI 3: Material Topics 2021	3-3 Management of material topics	28			
Compliance with laws and regulations					
GRI 3: Material Topics 2021	3-3 Management of material topics	33			
GRI 205: Fighting corruption 2016	205-3 Confirmed incidents of corruption and actions taken	In 2022, just as in 2021 and 2020, we had no confirmed instances of corruption in the year			
Innovation and technology					
GRI 3: Material Topics 2021	3-3 Management of material topics	80			
Non-material disclosures					
GRI 201: Financial performance 2016	201-1 Direct economic value generated and distributed	19			
GRI 201: Financial performance 2016	201-4 Financial assistance received from government	77			
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	39			

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GRI STANDARD /OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 303: Water and effluents 2018	303-3 Water withdrawal	39			
GRI 303: Water and effluents 2018	303-5 Water consumption	39			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	48			
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	48			
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	48			
GRI 305: Emissions 2016	305-4 GHG emissions intensity	49			
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	49			
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	49			
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	85			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	55, 56			
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	60			
GRI 401: Employment 2016	401-3 Parental leave	61			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	No operations and suppliers were identified in which freedom of union, association or collective bargaining could be or was at risk of violation.			
GRI 414: Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	85			
GRI 415: Public Policy 2016	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 operator that complies with Law No. 9.504/1997.			

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Credits

GOVERNANCE, RISKS AND COMPLIANCE BOARD
Sustainability and Business Continuity Management

GRUPO REPORT - RPT SUSTENTABILIDADE
Project management
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Catalisando Conteúdo

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