

Earnings Review

OI 3Q21



INVESTOR RELATIONS
November 11, 2021



IMPORTANT NOTICE



This presentation contains forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 and the applicable Brazilian regulations. Statements that are not historical facts, including statements regarding the beliefs and expectations of Oi S.A. – under Judicial Reorganization [“Oi” or “Company”], business strategies, future synergies, cost savings, future costs and future liquidity are forward-looking statements.

The words “anticipates”, “intends”, “believes”, “estimates”, “expects”, “forecasts”, “plans,” “aims” and similar expressions, as they relate to the Company or its management, are intended to identify forward-looking statements. There is no guarantee that the expected events, tendencies or expected results will actually occur. Such statements reflect the current views of the Company’s management and are subject to a number of risks and uncertainties. These statements are based on many assumptions and factors, including general economic and market conditions, industry conditions, corporate approvals, operational factors and other factors. Any changes in such assumptions or factors could cause actual results to differ materially from current expectations. All forward-looking statements attributable to the Company or its affiliates, or persons acting on their behalf, are expressly qualified in their entirety by the cautionary statements set forth in this notice. Undue reliance should not be placed on such statements. Forward-looking statements speak only as of the date they are made.

Except as required under the Brazilian and U.S. federal securities laws and the rules and regulations of the CVM, the SEC or other regulatory authorities in other applicable jurisdictions, the Company and its affiliates do not have any intention or obligation to update, revise or disclose any changes to any of the forward-looking statements herein in order to reflect current or future events or their developments, changes in assumptions or changes in other factors affecting the forward-looking statements herein. You are advised, however, to consult any further disclosures the Company makes on related subjects in reports and communications that the Company files with the CVM and the SEC.



OPERATIONAL EXECUTION ON TRACK, WITH FIBER KEEPING STRONG PACE, RESIDENTIAL REVENUE CONFIRMING SOLID TURNAROUND, DECLINING COSTS AND MARGIN EXPANSION

LEADING HPs ADDITIONS IN 8
OF THE LAST 10 QUARTERS

LEADING NET ADDITIONS IN 7
OF THE LAST 8 QUARTERS



FIBER

13.5 MM

Total
HPs

1.4 MM

New HPs
in 3Q21

3.2 MM

Total
HCs

326 K

New HCs
in 3Q21

24%

Average
take-up



REVENUE

RESIDENTIAL
TURNAROUND

+2.4% yoy increase of
residential revenue

fiber revenues growing more than legacy decline

+6.5% yoy growth of **SME** revenues

+3.4% increase qoq. Fiber also supporting revenue growth in the segment



EBITDA

1.4 BN

+0.5% yoy and
+14% qoq

32.3%

Margin
+1.4p.p. yoy and
+3.0p.p. qoq



CASH

R\$ 4.1 BN

R\$ 2.0 BN

Oi Mobile
Bridge

R\$ 4.5 BN

Bond
refinancing

-R\$ 3.8 BN

DIP
Payment



JR PLAN

Approval of the
partial sale of UPI
InfraCo by CADE.

ANATEL Technical
report **recommended**
approval of the UPI
Mobile sale

CADE's General Superintendency
report **recommended approval** of the
UPI Mobile sale

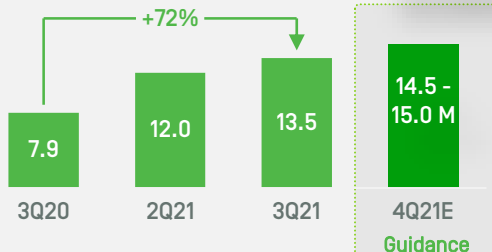
FIBER EXECUTION CONTINUES SOLID ON ALL PLAN METRICS, WITH ANNUALIZED REVENUE ALREADY ABOVE BRL 3 BN



HOMES PASSED (HP), Million

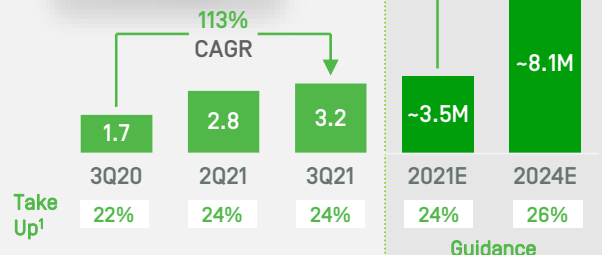
Vtal

1.4M HPs
in 3Q21

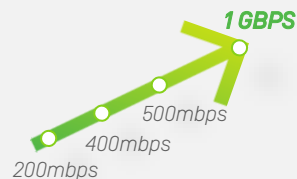


HOMES CONNECTED (HC), Million

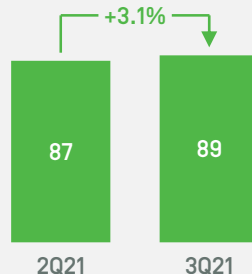
1.4M HCs
in 1 year



FIBER ARPU, R\$

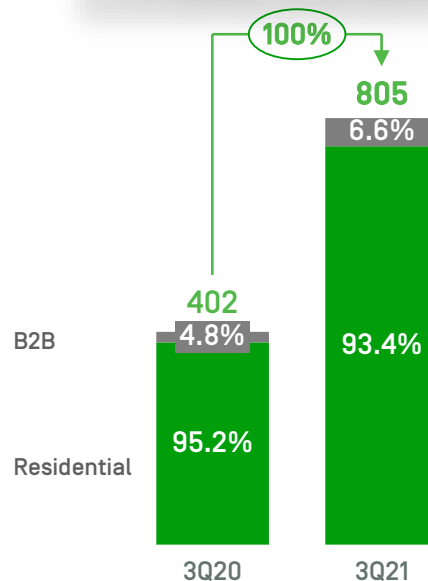


Upselling continues to play a role in boosting ARPU. In 3Q21, **10.5%** of the Fiber customer base had speeds ≥ 400 Mbps, and **19%** of the net additions were ≥ 400 Mbps, 3p.p. over last quarter.



FIBER REVENUES, R\$ Million

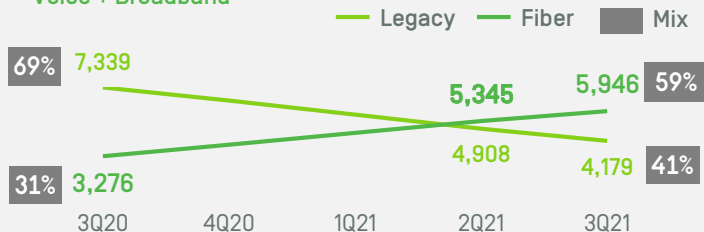
Annualized fiber revenue
> BRL 3.2 BN





SOLID RESIDENTIAL TURNAROUND CONFIRMED, UNDERPINNED BY STRONG AND CONSISTENT FIBER RESULTS

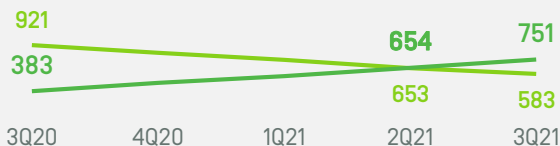
RESIDENTIAL RGUs¹, Thousand Voice + Broadband



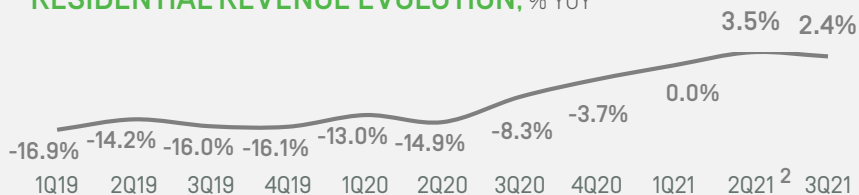
Fiber Revenue and RGUs overcome Copper Voice and Copper Broadband combined.

Focus on fiber allows for continued residential revenue growth

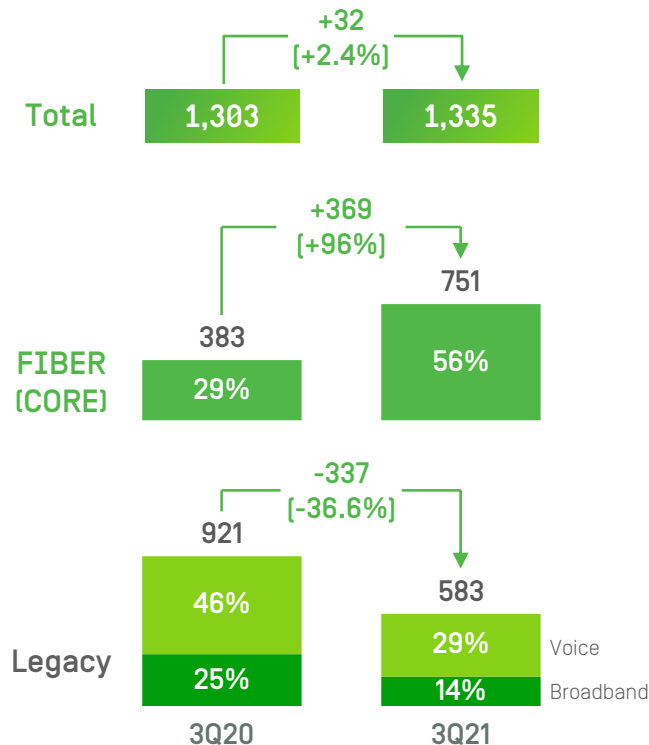
RESIDENTIAL REVENUE, R\$ Million



RESIDENTIAL REVENUE EVOLUTION, % YOY



RESIDENTIAL REVENUES, R\$ Million, % Share of total revenue





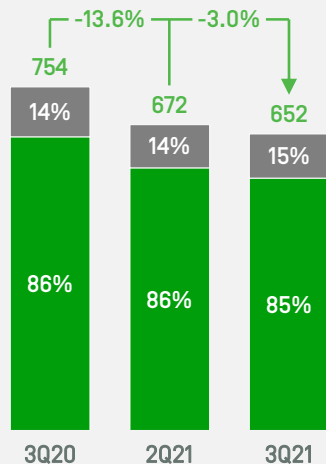
B2B REVENUES STILL IMPACTED BY WEAK MACRO ENVIRONMENT, BUT ICT REVENUES CONTINUE TO COMPENSATE FOR LEGACY DECLINES; SME REVENUES MAINTAINING CONSISTENT GROWTH

OI SOLUÇÕES REVENUES

R\$ MN

The growth of ICT revenue has contributed to compensate legacy impacts on Oi Soluções Revenues sequentially.

■ ICT ■ Data + Legacy¹



GUIDANCE

Oi Soluções revenues **stable** at ~R\$ 2.6Bn.

IT revenues possibly growing its share to ~40% in 2024

OI SOLUÇÕES PORTFOLIO



SIGNIFICANT RECENT PROJECTS:

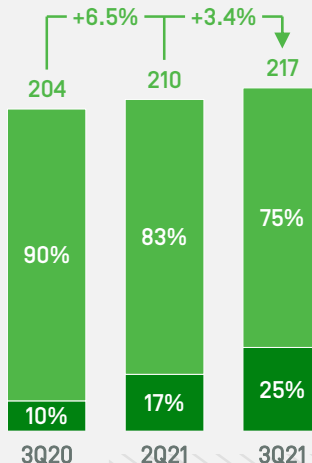
- Video Police contract with the Government of Bahia
- "Digital Palace" (São Paulo) – IOT, Security services, Video monitoring, Energy Efficiency and Automation
- Large switch resale project with Banco do Brasil

SMEs REVENUES

R\$ MN

Expanding fiber penetration in the SME segment continued to be the main driver of total SME revenue growth.

■ Legacy ■ Fiber



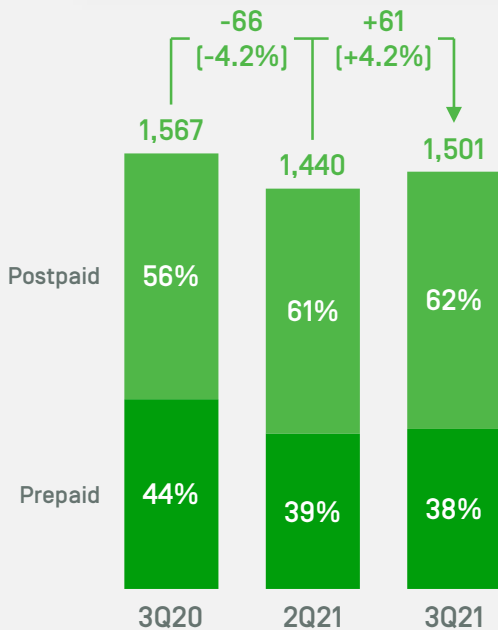
Expanding HP coverage in synergy with growth of residential HPs



ON MOBILE, BACK TO SEQUENTIAL REVENUE GROWTH SUPPORTED BY STRONG POSTPAID PERFORMANCE AND SEQUENTIAL IMPROVEMENT ON PREPAID

MOBILE CUSTOMER REVENUES ¹

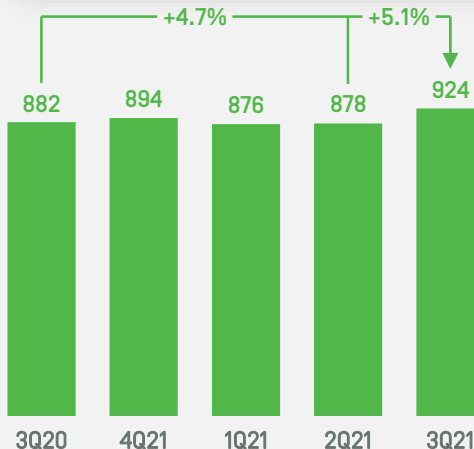
R\$ MN



POSTPAID CUSTOMER REVENUES

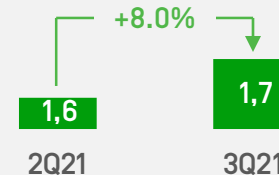
R\$ MN

The strong recovery in postpaid revenue was leveraged by the acceleration of the migration of prepaid to postpaid customers through offers with higher ARPU.



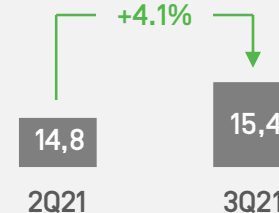
OI MOBILE SERVICE REVENUES

R\$ BN



MARKET MOBILE SERVICE REVENUES (Ex-Oi)

R\$ BN



*Information based on managerial allocation | 1 - Excludes interconnection revenues and handset sales.

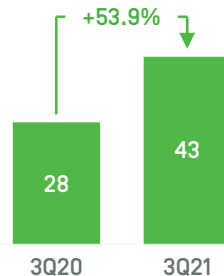
NEW REVENUES COMING FROM MORE THAN CONNECTIVITY, LEVERAGING OI'S STRONG CAPABILITIES: FOCUSING ON DEVELOPMENT OF NEW VERTICALS, BUSINESSES AND PRODUCTS

NEW REVENUES



NEW REVENUES

R\$ MN



ANNUALIZED

New revenues
YoY growth

OI PLAY ~ 4x

oi expert ~ 1x

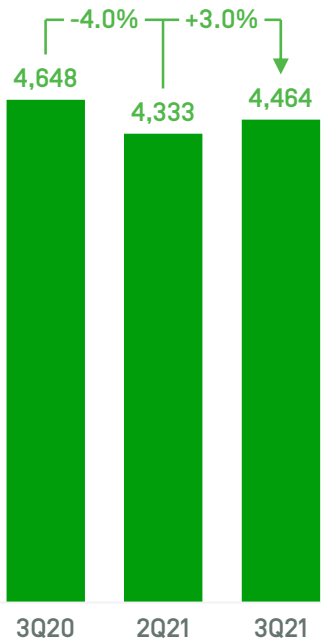
GUIDANCE

New services 2024
revenue target
R\$ 1.0 – 1.5 BN



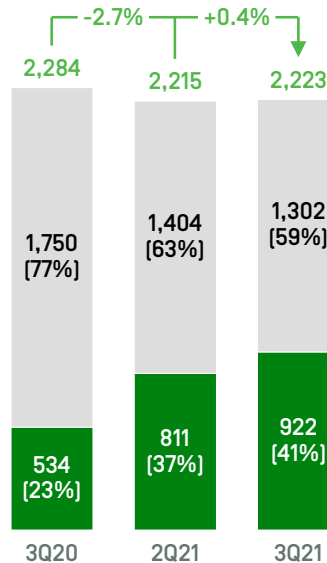
NEW OI REVENUES MIX IMPROVING FAST AND CONSISTENTLY, SUSTAINED BY SOLID FIBER PERFORMANCE, WHICH, COMBINED WITH ICT AND NEW REVENUES, ALREADY REPRESENT MORE THAN 40% OF THE NEW OI'S TOTAL REVENUES

CONSOLIDATED REVENUES [R\$ MN]



NEW OI [R\$ MN]

Legacy
Core: Fiber + ICT + New Revenues



+73% yoy
increase of
core
revenue

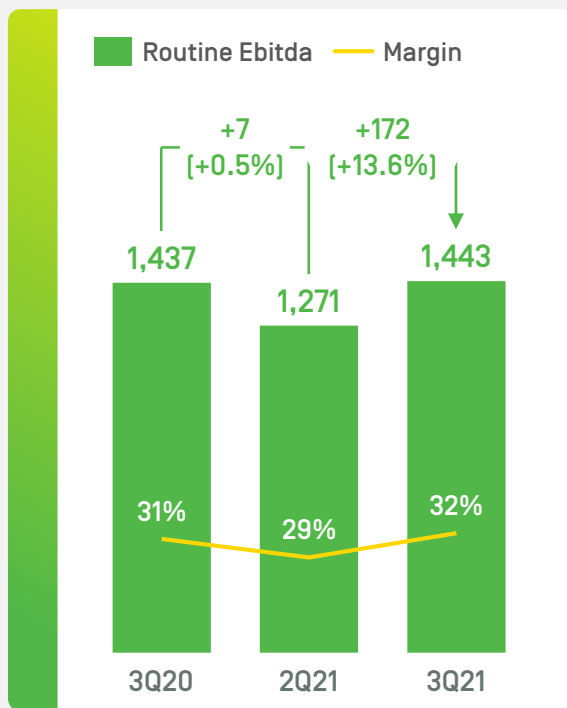
DISCONTINUED¹ [R\$ MN]



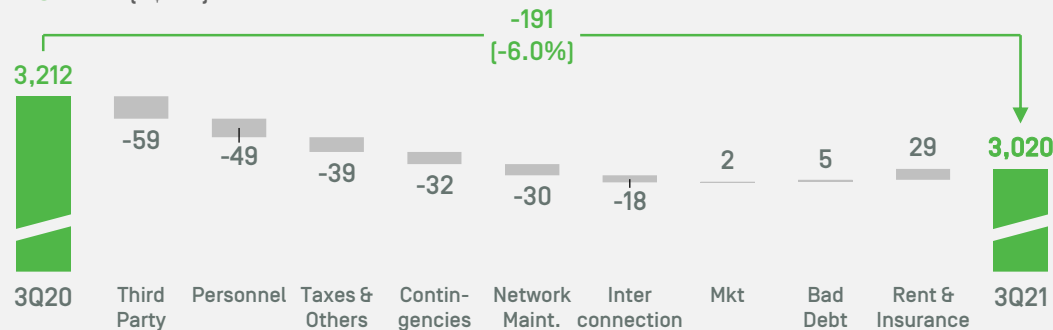


STRONG COST DISCIPLINE, WITH SAVINGS ACROSS ALL AREAS, TOGETHER WITH IMPROVING REVENUE LED TO EBITDA GROWTH AND MARGIN EXPANSION

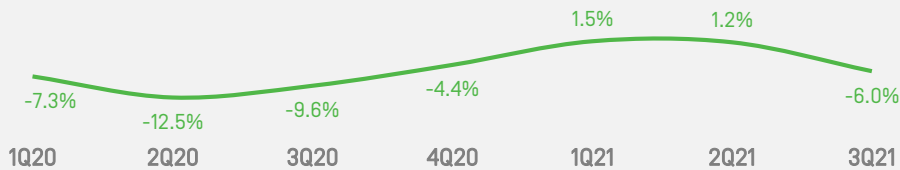
ROUTINE EBITDA [R\$ MN]



OPEX [R\$ MN]



OPEX EVOLUTION [% yoy]





NEW OI COST TRANSFORMATION PROGRAM AIMS TO PAVE THE WAY FOR SUSTAINABILITY AND IS CONSISTENT WITH THE PLAN TO REDUCE MORE THAN 1 BI ON RECURRING ANNUALIZED COSTS

STREAMLINING THE NEW OI



ORGANIZATIONAL STRUCTURE

- Simplified organization - Redesign of the New OI, a light, functional and customer centric company
- Increased relevance of Shared Services Structure
- Reduction of 1300 positions already performed in 3Q21

COSTS OUT - MOBILE AND INFRACO

[TO BE EXECUTED WITH THE UPI CARVE-OUTS DURING 2022]

- Commercial footprint reduction
- Active telesales resizing
- Working capital reduction (stocks)

NEW OI OPERATIONS



MARKETING AND DIGITAL

- Portfolio simplification (i.e. new fiber digital product)
- Digital [E-Care, E- Commerce, E – Collection, E-billing]
- Marketing spending optimization
- Channel mix optimization and credit score intelligence
- Reduced content acquisition costs

IT AND NETWORK EFFICIENCY

- Network maintenance: Efficiency of support functions
- Operation optimization and automation
- New IT Stack simplifying core IT
- Energy: Cost reduction through GD plants and free energy market

G&A

- Procurement efficient initiatives
- Efficiency in general expenses [e.g. vehicles, third parties services, buildings, and others]

LEGACY TURNAROUND



CONCESSION SUSTAINABILITY

- Migration legacy services from copper to alternative technologies [e.g. wireless public telephony, WLL, VOIP and fiber]
- Reduction of copper operation inefficiency:
 - Network decommissioning [de-average]
 - Field team operational model review
 - Contact services digitalization
 - Reduction in the public telephone aligned with regulatory obligations – TUP

MIGRATION FROM CONCESSION TO AUTHORIZATION

ARBITRATION

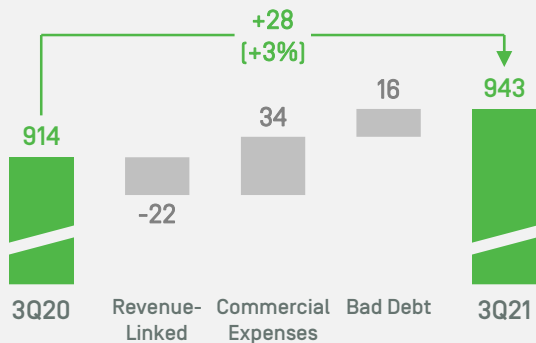
- Large arbitration dispute carried out by the CCI arbitration chamber:
 - Unsustainability,
 - Financial economic balance,
 - PMGU balance,
 - approval for investment in regulatory assets
- Scope of arbitration fully accepted by Anatel

STRONG FINANCIAL DISCIPLINE CULTURE

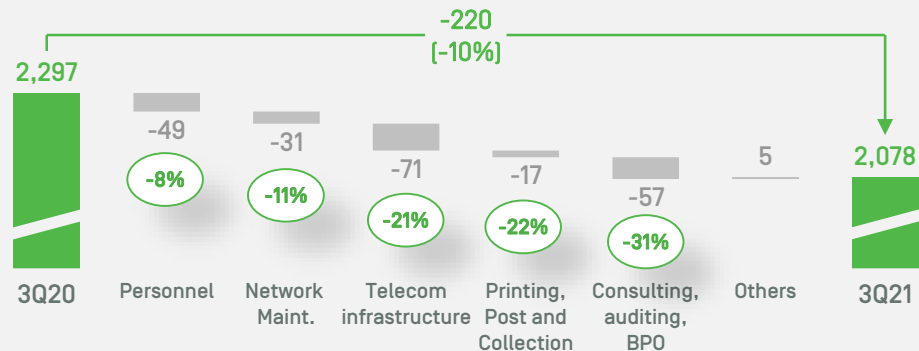


OPERATING COSTS DIRECTLY LINKED TO THE EFFICIENCY PROGRAMS REDUCED 10% YOY.
COSTS ASSOCIATED TO REVENUE AND TO GROWTH INCREASED ONLY 3%

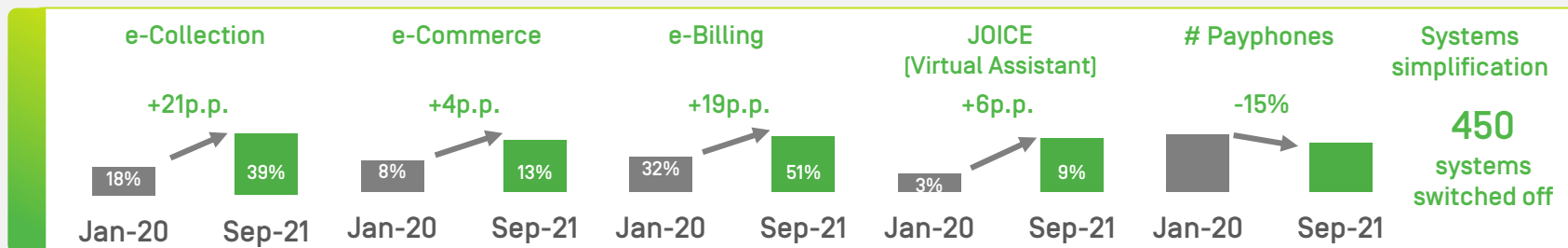
COSTS LINKED TO REVENUE AND TO GROWTH [R\$ MN]



OTHER OPERATING COSTS [R\$ MN]

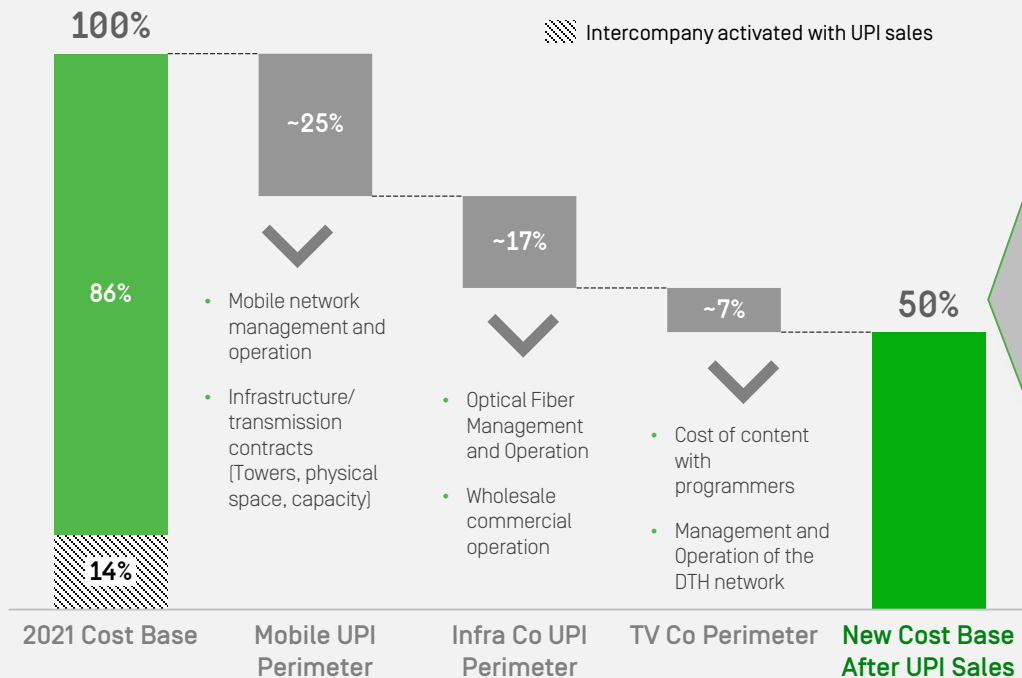


ILLUSTRATIVE INDICATORS



THE REDUCTION PROGRAM ASSOCIATED WITH THE M&AS AIMS TO TRANSFORM THE COMPANY'S COST STRUCTURE IN ORDER TO MAKE THE NEW OI MUCH LIGHTER, AGILE AND SUSTAINABLE

OPEX



MOVING FOWARD:

• FOCUS ON THE NEW OI COST TRANSFORMATION PROGRAM

STREAMLINING THE NEW OI	NEW OI OPERATIONS	LEGACY TURNAROUND
ORGANIZATIONAL STRUCTURE <ul style="list-style-type: none"> Reduction of the New OI's legal, functional and customer interface complexity Increased relevance of Shared Services Structure Reduction of OI's perimeter already performed in 2021 	MARKETING AND DIGITAL <ul style="list-style-type: none"> Portfolio simplification in a new flow digital portfolio Target 3-Care, 3-Commerce, 3-Collection, 3-Adapt Marketing spending optimization Operational optimization and cost-to-serve simplification 	CONCESSION SUSTAINABILITY <ul style="list-style-type: none"> Portfolio simplification and reduction in concession complexity Reduction of concession complexity Reduction of concession complexity Reduction of concession complexity
COSTS OUT - MOBILE AND INFRA (TO BE EXECUTED WITH THE UPI CARVE-OUTS DURING 2022) <ul style="list-style-type: none"> Commercial real estate reduction Active network re-architecting Marketing capital reduction (divest) 	IT AND NETWORK EFFICIENCY <ul style="list-style-type: none"> Network maintenance efficiency and support functions Network OI systems already shutdown - 30 percent for 2022 Operational optimization and automation New OI's simplification cost Energy Cost reduction through OI plants and free energy transfer 	LEGACY TURNAROUND <ul style="list-style-type: none"> Reduction of legacy complexity Reduction of legacy complexity Reduction of legacy complexity

STRONG FINANCIAL DISCIPLINE CULTURE

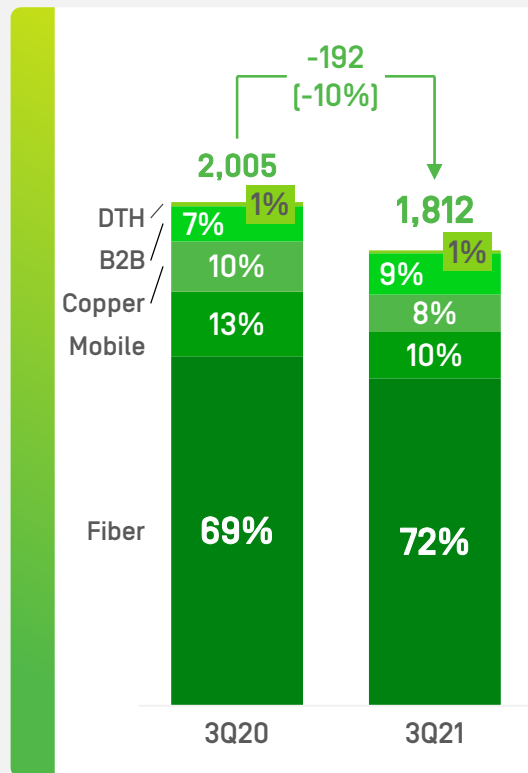
- **NEW GOVERNANCE TO ASSURE THE ACCELERATION OF THE EFFICIENCY INITIATIVES**
- **PROVIDE DETAILED FINANCIAL INFORMATION ON THE NEW OI**

FUNDING INITIATIVES EXECUTED TO SUSTAIN FIBER INVESTMENT DURING TRANSITION PERIOD. STRATEGIC M&AS ON TRACK TO ALLOW DELEVERAGING PROCESS IN 2022

CAPEX & CASH FLOW



CAPEX (R\$ MN)



CASH FLOW & DEBT (R\$ MN)

Cash Jun/21	3,421
Routine EBITDA	1,443
IFRS16	-539
Capex	-1,812
Working Capital	-459
Onerous Liability	-305
Judicial Dep. + Taxes	75
Bonds Oi Mobile	4,465
Mobile Bridge Loan	2,000
DIP Payment	-3,768
Financial Operations	-25
RJ Creditors	-435
Non core	72
Cash Sep/21	4,132
Gross Debt Sep/21	34.031
Net Debt Sep/21	29.899

21/22 DIVESTMENT PROGRAM

UPI Towers – R\$ 1.1Bi ✓

UPI Data Centers – R\$ 0.3Bn ✓

UPI Mobile – R\$ 15.8Bn

UPI Infra Co – R\$ 10.6Bn

R\$ 27.8
BN

UPI TV Co and Real Estate [e.g. Leblon and others] - **In progress**

DEBT PAYMENTS PROGRAM

Gross Debt Breakdown (R\$ MN)	Fair Value	Proceeds of Payment
BNDES	4.496	UPI Mobile sale
Local Banks	5.616	UPI Mobile / InfraCo sales
ECAs	4.425	UPI Mobile / InfraCo sales
V. Tal Convertible Deb.	2.726	UPI InfraCo sale
Mobile Bridge Loan	2.069	UPI Mobile sale
Bonds 2026	4.904	UPI Mobile [Mandatory tender offer]
Qualified Bonds	8.458	-
Facility "Non Qualified"	398	-
General Offering	1.113	-
Other	(174)	-
Total Gross Debt	34.031	

V•TAL IS ALREADY ACTING AS INDEPENDENT NEUTRAL NETWORK OPERATOR, WORKING WITH DIFFERENT PARTNERS IN 340+ CONTRACTS

Differentiated fiber network, with coverage, granularity and quality – enabler of 5G in Brazil

+37 cities
covered with FTTH
in 3Q

Totaling 195 cities in 3Q21
+1.4 M of HPs

~2.3k cities
with available
technical capacity

~400k km of
fiber network!



100x Brazil's
distance from
North to South

60% of municipalities
with network redundancy



Network reliability
and SLA as a value-
added service

The company is already a reality and is born with relevant numbers...

\$ +1.1Bn EBITDA
EOP 2021

⇔ 340+

NEUTRAL AND WHOLESALE
CONTRACTS



ACTIVE BASE OF

~13.5M **>3M**
HPs HCs



10+M HPs WITH MULTI-
TENANT CUSTOMER
POTENTIAL

Differentiated fiber network, with coverage, granularity and quality – enabler of 5G in Brazil



32M HPs by
2025

WORKING TO
ACCELERATE/ANTICIPATE
THE PLAN



2.3+k cities
covered with FTTH



30Bn in planned
investment



**A true neutral
network**



OI KEEPS ADVANCING ON ALL ESG PILLARS WITH NEW STRUCTURING ACTIONS



ENVIROMENTAL

ENERGY ⚡

- 89 additional units migrated to the Free Market, totaling 73 average MW, making Oi the 1st Telecom in consumption from renewable sources.
- Greater predictability of costs, protection against tariff flags and surcharges due to the water crisis.

REVERSE LOGISTIC

- We maintain our Reverse Logistics Program, reconditioning 203 thousand units of FTTH equipment by 3Q21.



SOCIAL

WORKPLACE SAFETY

- Brazil 2021 Protection Award (safe work environment with better quality of life).

DIVERSITY AND INCLUSION

- Meetings for Diversity (~2 thousand trained Employees and Third Parties).
- 1st class of the Women's Leadership Program concluded.

OI FUTURO

- Maintenance of initiatives with social, educational and cultural impact.
- Adaptation of NAVE (Advanced Education Center) to a 100% digital format serving ~1000 students enrolled in schools in Rio de Janeiro and Recife.



GOVERNANCE

- Latin America Executive Team Award - **Institutional Investor** 

LGPD

- Launch of the Oi Privacy Program, with emphasis on the **People come Before Data** in service and respect for holders.

RISK MANAGEMENT AND COMPLIANCE

- Update of the Corporate Policy strengthening and disseminating a culture of **prevention, diligence and accountability** in corporate risk management.
- Review of the Guide of Expected Conduct from Our Third Parties, equalizing the actions of the new compliance program with its partners.



2021 MILESTONES KEEPING ON TRACK; FULL FOCUS ON EXECUTION TOWARDS A SUBSTANTIALLY TRANSFORMED COMPANY IN 2022

SEP/OCT 20	NOV/DEC 20	1Q21	2Q21 / 3Q21	4Q21 / 1Q22	2022
<ul style="list-style-type: none"> ✓ Holding of the General Creditors Meeting ✓ Confirmation of the GCM by Judicial Court 	<ul style="list-style-type: none"> ✓ Competitive Bidding Process for UPI Towers and UPI Data Center ✓ Competitive Bidding Process for UPI Mobile Assets ✓ Closing of UPI Towers and UPI Data Center 	<ul style="list-style-type: none"> ✓ Cash in of UPI Data Centers on March 15th ✓ Cash in of UPI Towers on March 30th ✓ Signing UPI Mobile Assets Agreement 	<ul style="list-style-type: none"> ✓ Agreement with BTG for UPI Infra Co Binding Offer ✓ UPI Infra Co Competitive Process ✓ Creation of V-tal brand for Infra Co ✓ Arbitration Commitment approved by Anatel's Board of Directors on Aug/21 ⌚ V-tal preparation activities 	<ul style="list-style-type: none"> ✓ InfraCo Cade's approval ✓ InfraCo Anatel's preliminary consent ✓ Mobile preliminary Cade and Anatel approvals Closing of V-tal Closing of UPI Mobile Assets V-tal preparation activities End of Judicial Reorganization 	<ul style="list-style-type: none"> V-tal and Mobile Assets Transition Processes New Oi and V-tal model execution Migration for authorization

1

CORE BUSINESS
ACCELERATION AND NEW
REVENUE SOURCES

2

ORGANIZATIONAL
TRANSFORMATION AND
COST STRUCTURE
READJUSTMENT

3

CONCESSION
RESOLUTION

4

INFRA CO
DEVELOPMENT
Vtal

0

COMPLETION OF STRUCTURING M&A OPERATIONS