

ANNUAL
SUSTAINABILITY REPORT
2019





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INTRODUCTION





ABOUT THE REPORT

GRI 102-1

The 2019 Annual Sustainability Report includes information on our operations in Brazil – Oi S.A. and its subsidiaries, between January 1 and December 31, 2019, besides discussing policies, practices, performance, and management. You will find the key issues guiding our relationships and our actions in 2019, to create value for our stakeholders and assure sustainability over time. GRI 102-49, 102-50, 102-52

Considering the period of publication of this report, the relevance and the exceptional events that took place in 2020, we decided to anticipate the release of certain events occurred during such period.

This publication observed the guidelines of the Global Reporting Initiative (GRI), Standard disclosure version [Core option], including our performance within economic, social, and environmental scopes. In 2019, no relevant changes occurred concerning the Company's size or structure. The previous report, referring to our performance in 2018, was also disclosed based on GRI's guidelines. GRI. GRI 102-1, 102-5, 102-10, 102-51, 102-54

This report also considers:

- Abrasca criteria for preparation of Annual Reports;
- The Ibase [Brazilian Institute of Social and Economic Analysis] Social Balance Sheet;
- The Brazilian Technical Accounting Standard No. 15 [NBCT 15];
- The Brazilian Committee of Accounting Pronouncements [CPC] and the Guidance Committee for Disclosure of Information to the Market [Codim]; and
- The International Financial Reporting Standards [IFRS], in accordance with the guidance of the Brazilian Securities and Exchange Commission [CVM].

The publication was approved by the Company's senior management. GRI 102-12, 102-32



OPEN CHANNEL

Doubts or suggestions about this publication can be forwarded to our Corporate Finance Executive Board via e-mails: pp-sustentabilidade@oi.net.br or invest@oi.net.br. GRI 102-53



MATERIAL TOPICS

GRI 102-42, 102-46

We enquired stakeholders in 2014 to know the topics they considered more relevant in terms of business sustainability, from the viewpoint of their relations with Oi. Below, we describe our survey and its results.

STAKEHOLDERS SURVEY

GRI 102-21

SECTOR SURVEY

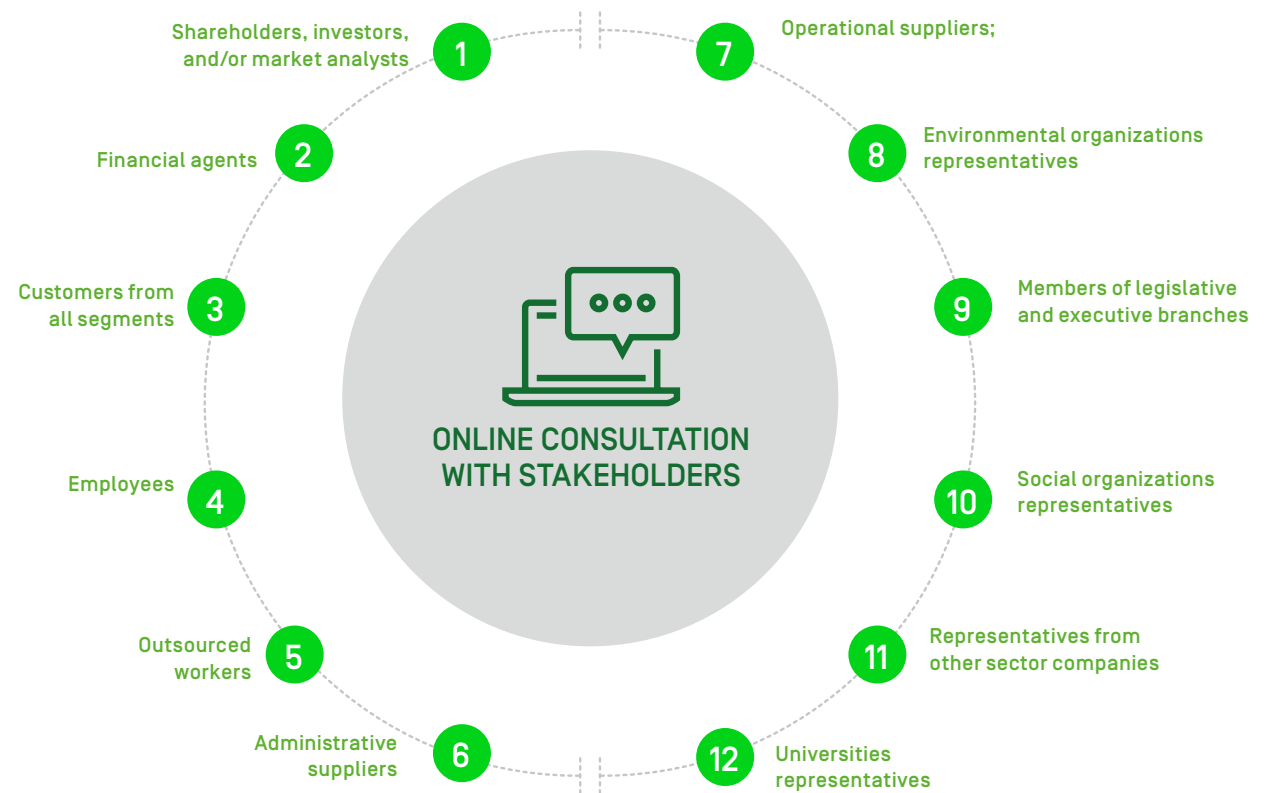
Evaluation of material sustainability topics according to:

- Our sustainability report 2014;
- Three peers in the domestic market;
- Key indicators of sector performance of the European Federation of Financial Analysts Societies (EFFAS);
- Global survey "Sustainability – What is relevant for the telecom industry", from Governance & Accountability Institute.

ONLINE CONSULTATION WITH STAKEHOLDERS

GRI 102-40, 102-43

An on-line consultation collected our stakeholders' opinions, aiming at knowing, among topics verified in the previous phase, which were the most material topics for Oi's sustainability, according to their viewpoints. All in all, 333 opinions were collected from the following stakeholders:



LEADERSHIP PRIORITIZATION

20 members of the Company's senior management were interviewed, including the CEO and chairman of the Board of Directors, and a prioritization test, from topics verified in the first phase, to capture those more relevant for our sustainability strategy in the short term.

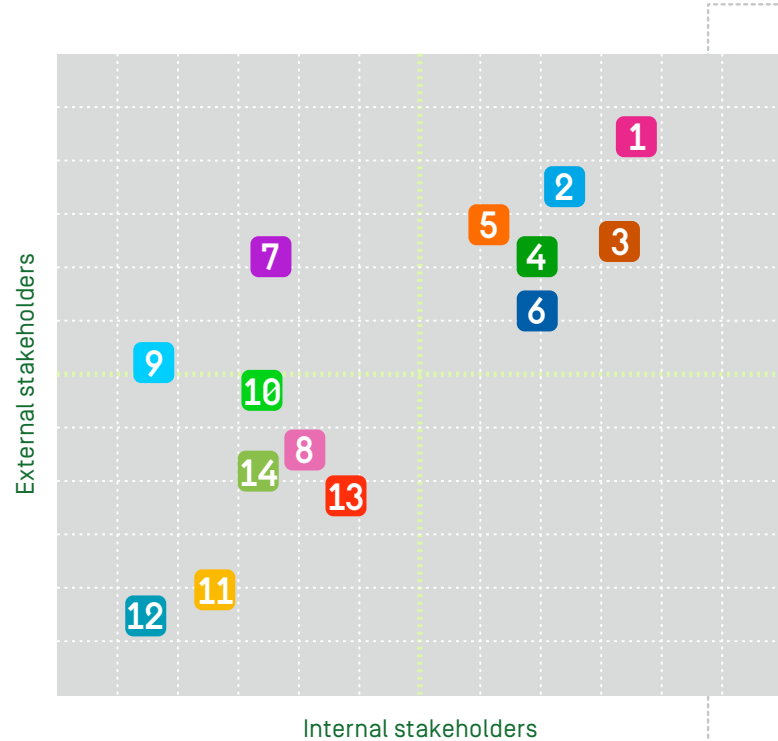
MATERIAL TOPICS

GRI 102-44, 102-47

The results obtained in previous stages were consolidated to compose the matrix of material topics:



MATERIALITY MATRIX



Material topics

- 1 Guarantee of customer satisfaction
- 2 Company's good governance
- 3 Guarantee of customer data privacy and security
- 4 Employees health and safety
- 5 Clear and transparent communication with customers and other stakeholders
- 6 Compliance with laws and regulations ruling its operations and offer of products and services
- 7 Well-defined business strategy and solid economic performance
- 8 Social and economic development by means of infrastructure and services offered
- 9 Brazilians' digital inclusion
- 10 Management of natural resources consumption in the company's operations
- 11 Job creation
- 12 Product life cycle management
- 13 Promotion of sustainability in the value chain, especially suppliers
- 14 Innovation for social development and improved environmental management

Understanding the matrix: the upper quadrant topics are considered the most relevant, therefore, they are thoroughly discussed herein, since according to stakeholders' opinion, these are more relevant for our sustainability for now.



GLOBAL COMPACT AND SUSTAINABLE DEVELOPMENT GOALS

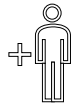
Since 2018, we have been endorsing the Business Pact for Integrity and Anti-Corruption, a voluntary commitment undertaken by private and publicly-held companies aiming at promoting a righteous and ethical market and forbid corruption practices. As Global Compact signatories, since 2009, we have been promoting initiatives concerned with its principles, besides operating in compliance with the Sustainable Development Goals (SDG). Voluntarily we make available information to the Carbon Disclosure Project (CDP), we annually publish our GHG emissions inventory in the Public Registry of Emissions of the Brazilian GHG Protocol Program. Also, we took actions within the scope of the Statement of Mutual Cooperation against Child Abuse, which gathers telecom companies, the Federal Public Prosecutor Office, the Federal Police, and SafeNet Brasil to curb and fight against crimes practiced via the Internet against children and adolescents. GRI 102-12

As Global Compact signatories, since 2009, we have been promoting initiatives concerned with its principles, besides operating in compliance with the Sustainable Development Goals (SDG).



GLOBAL COMPACT PRINCIPLES

Human Rights



1. Businesses should support and respect the protection of internationally proclaimed human rights



2. Make sure that they are not complicit in human rights abuses

Labour



3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining



4. The elimination of all forms of forced and compulsory labor



5. The effective abolition of child labor



6. The elimination of discrimination in respect of employment and occupation

Environment



7. Businesses should support a precautionary approach to environmental challenges



8. Undertake initiatives to promote greater environmental responsibility



9. Encourage the development and diffusion of environmentally friendly technologies

Anti-Corruption



10. Businesses should work against corruption in all its forms, including extortion and bribery

SUSTAINABLE DEVELOPMENT GOALS (SDG)





GLOBAL COMPACT PROGRESS REPORT

OI'S ACTIONS	PAGE/ DESCRIPTION	CORRELATION WITH GLOBAL COMPACT PRINCIPLES	CORRELATION WITH SDG
Sustainability Policy	38 and 70		
Health, Safety and Environment Policy	38 and 57		
Related Parties Engagement Policy	54 and 55		
Code of Ethics and Compliance Program	33		
Climate Change Policy	70, 71 and 72		
Whistleblowing Channel	35		
Ethics Committee	35		
Training on ethical conduct	33		
Sustainability in supply chain	34		
IoT Laboratory	64		
Internal Audit	33		
GHG Emissions Inventory	71 and 72		
Annual information to the Carbon Disclosure Project (CDP)	71 and 72		





OI'S ACTIONS	PAGE/ DESCRIPTION	CORRELATION WITH GLOBAL COMPACT PRINCIPLES	CORRELATION WITH SDG
Oi Futuro - NAVE – “Núcleo Avançado em Educação” (Advanced Education Center)	62		
Oi Futuro - Oi Kabum!	19		
Oi Futuro - Labsonica	64		
Oi Futuro - Labora	65		
Oito	47		
Oi Futuro – “Fundo da Infância e do Adolescente” (FIA) (Children and Adolescent Fund)	65		
Oi Futuro - Sports Sponsorship	65		
Oi Futuro - Cultural Center and Sports Sponsorship	63 and 64		
Oi Futuro – Communications and Humanities Museum (Musehum)	19 and 64		
Free association to unions, collective bargaining	9		
Waste management	38, 70 and 108		
Actions to reduce GHG	71		
Own fleet management	71		
Statement of mutual cooperation against child abuse	8		





OI'S ACTIONS	PAGE/ DESCRIPTION	CORRELATION WITH GLOBAL COMPACT PRINCIPLES	CORRELATION WITH SDG
Corporate risk mapping	33		
Digital inclusion- broadband program at schools (PBLE)	66		
Digital Inclusion- General Plan of Universalization Goals (PGMU)	66		
Digital Inclusion - Backhaul	66		
Digital Inclusion – Communication Mediation Center (CIC) – Brazilian Sign Language Center Platform	66		
Public disclosure of reports, results, minutes, acts, material facts, notices, and filings	27		
Internal controls environment suited for Sarbanes-Oxley Certification	29 and 34		
Renewable energy and energy efficiency initiatives	73 and 74		



MESSAGE FROM MANAGEMENT

GRI 102-14

2019 was a challenging year.

The adverse economic scenario impacted the telecommunication industry. According to Anatel's (Brazilian Telecommunications Agency) data, total accesses to the sector services declined 2.5% in 2019 vs. 2018, or 7.0 million accesses, mainly driven by significant 12.5 million churns of prepaid accesses in the mobility segment, owing to a continued drop of interconnection fees and intensified use of apps, such as WhatsApp that weakened the use of multiple chips. We could also see a global trend of traffic migration from fixed telephony to mobile telephony and data, thus, resulting in a 10.6% decrease in the number of lines compared to December 2018. The paid TV also plummeted by 9.9%. However, the broadband segment rose 4.3% from 2018, or 1.32 million new users.

Despite the sector, figures have impacted Oi's performance in fixed telephony and residential broadband, personal mobility, and B2B paid

TV recorded the best market performance, increasing market share by 0.5 p.p., reaching 9.6% of the Brazilian market in December. Oi stood as Brazil's 3rd largest TV operator – the second-largest operator, only considering those with DTH technology. I also point out the 300% growth of base in IPTV technology, reinforcing the successful optical fiber expansion strategy of the residential segment in 2019.

The optical fiber expansion composes our Strategic Plan, announced in July 2019, which aims at ending 2021 with 16 million homes passed (FTTH or Fiber-to-the-Home). Thus, the Company gains strength and is positioned to become an infrastructure services provider and a solutions integrator, enabling to adopt the 5G technology, not yet regulated in Brazil, and other digital solutions, such as the Internet of Things (IoT). The Company firmly carries on its plan and is confident in the direction of investments planned for 2020.

In 2019, we continued prioritizing structuring actions and we endeavored our efforts to improve the Company, which remained focused



Rodrigo Modesto de Abreu - CEO

on improving quality, digital transformation, cost control, cash management, and acceleration of fiber investments, also striving to recover sales and upgrade our network. Concurrently with these operational advances, Oi complied with all commitments provided for in the Court-Supervised Reorganization Plan (PRJ), approved in December 2017.



We reduced the number of complaints at Anatel, the number of lawsuits at special civil courts – two relevant quality indicators. Through digitalization, we advanced the optimization of internal procedures and enhanced customer journey. We launched innovative products to improve customer experience, such as mobile phones and paid TV cutting-edge functionalities, offering more data, content, autonomy, and transparency to our customers.

The Company’s restructuring and services repositioning were expanded via funding with the conclusion of capital increase totaling R\$4 billion.

In 2019, the Company’s restructuring and services repositioning were expanded via funding with the conclusion of capital increase totaling R\$4 billion, foreseen in the Court-Supervised Reorganization Plan. Funds were used in strategic fronts, such as the expansion of optical fiber and the 4.5G network. We ended 2019, with approximately 4.6 million homes passed (FTTH) and 675,000 homes connected.

Between December 2019 and January 2020, several liquidity events were materialized, among them, Oi Móvel’s issue of debentures, sale of real properties, the announcement of distribution of surplus to PBS-A (Sistel) plan, and the transfer of all shares issued by Portuguese holding PT Ventures (Unitel). In light of these events, in February 2020, Anatel suspended the special monitoring based on Decision No. 226 of May 3, 2019.

2020 has been more challenging than 2019, especially due to the COVID-19 pandemic. Aware of our responsibility as a provider of relevant telecommunications services, even more, required in this period of social distancing, we quickly responded to protect our employees, and obviously, our operations and businesses, seeking to maintain quality.

This information and others, more specifically referring to 2019, are detailed below. We also discuss our ESG performance, not only informing about our strategy and economic performance but also our social and environmental initiatives.

Good reading.

Rodrigo Modesto de Abreu
CEO





OI'S ACTIONS WITHIN THE CONTEXT OF COVID-19

In 2020, we adopted several measures in response to the COVID-19 pandemic, a disease caused by a new coronavirus, without putting at risk our operations and our employees' lives. Our actions are daily monitored by a multidisciplinary committee and are in line with the practices of other sector companies and regulator, in a comprehensive combined approach.

SUPPORT TO GOVERNMENTS

We facilitated and improved users' access to information made available by Brazilian sanitary authorities, with a cost-free franchise of broadband data to access priority URLs, such as, for instance, governmental institutions' website addresses. We also made available short messaging services with authorities information for all users, free of charge.

Brazil's major mobile telephony operators – Algar Telecom, Claro, Oi, Tim, and Vivo jointly offered to the Ministry of Science, Technology and Innovations (MCTI) a unique data solution to monitor population mobility, commuting hours, crowding points and identify situations of concentration

of people and the risk of contamination by the new coronavirus. The data, which solely aim at fighting the Covid-19, are made available in a data lake and organized on a combined, statistical and anonymous basis, abiding by the rules of the General Law of Data Protection (LGPD) and the Internet Civil Framework. Apps were also developed, and use cases to assist the government authorities to map the pandemic evolution.

In partnership with Caixa, Oi and other operators also provided access to the app created by the federal government for payment of Corona Voucher and to the website <https://auxilio.caixa.gov.br/> without deducting the use traffic of these channels from the data package. This measure is valid both for postpaid and prepaid mobile phones.

TECHNICAL PRIORITIES

To ensure technical and operational priorities, we reinforced working shifts to implement, repair, and maintain services, we are monitoring all our business activities, as well as customer services, demands of society, our Center of Operations (CGR). Oi carries on the installations of Oi Fibra broadband, which currently, are highly demanded and critical to facilitate communication. We are adopting the measures necessary to protect the technical staff and advising professionals concerning sanitization procedures, also during visits to customers, in accordance with sanitary authorities' guidelines.





CUSTOMERS

We adopted several measures to facilitate our customers' lives during social distancing, such as flexible terms for payment of bills and an installment payment policy, the release of services suspended due to delinquency, and postponement of the maturity date.

Below, other relevant initiatives:

Mobile phone benefits

The prepaid and control plans are ensured 100 MB daily during one week after the franchise expiration (700MB in total), valid for active customers who answered a message accepting this bonus. The promotion was available until April 30.

We are adding a 10GB bonus of Internet for prepaid customers on the first digital top-up, starting with R\$20 via credit card or Internet banking at accredited banks. Also, subsequent top-ups using the same payment conditions ensure until 3 GB bonus, according to the amount added. All bonuses were valid for seven days.

In postpaid plans, after the expiration of the Internet franchise, speed is four times faster than previously.

New offer

We offer the "Controle" (Control) mobile phone plan, with 16 GB Internet (12 GB + 4 GB bonus during six months) and limitless voice minutes (using telephone prefix 14 or 31) which can be acquired through our website or telephone 0800 033 5858, and paid via credit card. This plan includes access to the social networking service Instagram, without franchise deductions.

More news and entertainment

Oi also released the Value-Added Services (SVA) for the consumption of varied contents for all its mobile phone customers. With Oi Jornais, users are updated on full editions of communication vehicles throughout the country, such as O Estado de S. Paulo, Folha de S. Paulo, O Globo, among others. The reading app Skeelo, now offers free delivery of complete guides on coronavirus and fake news, besides three extra books. For children and HQ fans, we offer the "Clube de Quadrinhos" (HQ Club), with access to Cartoon Network, Sanrio, Warner Bros,

among other HQ channels. The contents of Oi Jornais, Skeelo, and "Clube de Quadrinhos" were available until April 30.

We also released a 56-channel signal in paid-TV services (satellite and IPTV), besides 78 channels at *Oi TV Livre* HD. This benefit was available until May 13, 2019, throughout the country. From May 14, 15 open channels remained available for paid-TV customers and 3 for *Oi TV Livre* customers.

B2B Market

Oi Soluções made available the Oi Smart Office 4.0 to large companies with a 90-day collection exemption from the contract date. This service is composed of collaboration, connectivity, and cloud computing platforms, it complements the Company's digital solutions portfolio, meeting the needs of the B2B market, which increasingly requires more connected employees, irrespective of the workplace.





Benefits for SMEs

Oi also offered benefits for small entrepreneurs, besides facilitating the payment of outstanding debts. For postpaid customers of the Oi Mais Celular plan, we increased the limit of all data packages to 50 GB, without additional cost, until July 31. We also exempted the consumption of data package for business customers using the Microsoft Teams platform, service which combines video conference ad files storage.

Our installment payment for defaulting customers was relaxed during 90 days, offering payment of invoices by until 10 installments, and no fines. Requests to enjoy such benefit were received until April 6, in each service customer channel.

Oi also postponed to 10 days the maturity of bills. This benefit became available as of April 6, through corporate customers' requests in electronic channels. We also released the services suspended due to delinquency during one week for customers who informed payment or payment over the next seven days via *Oi Mais Empresas app* or electronic customer service.

Since April 10, we have been making available the cost-free "Siga-me" (Follow Me) service for fixed telephones, which allows redirecting business calls to any other mobile or fixed telephone.

We released the digital marketing platform Oi Ads to disseminate products and services in the digital format, which gives autonomy to business customers to develop their own digital media campaigns, which can be segmented by district, gender, and age group. This platform became available free of charge from April to August for entire Oi's business customer base.

Stores

Oi's stores throughout the country remained closed during periods imposed by state governments. The reopening has been gradual and in accordance with governmental requirements, such as protection equipment for employees, space marks in brick-and-mortar stores and waiting lines, reduced business hours, and sales workforce scheduling.

Oi also postponed to 10 days the maturity of bills. This benefit became available as of April 6, through corporate customers' requests in electronic channels.





Employees

Home isolation was recommended for asymptomatic employees who had contact with persons with suspected or confirmed Covid-19 cases, and we adopted specific procedures with pregnant employees and patients with chronic diseases. We also reinforced the sanitization of our facilities.

Over 11,000 Oi's employees are working remotely, nearly 81% out of a total, and technology has been essential to keep them connected. Our three-year experience with the home office program was essential to allow an agile adoption of this measure, which commenced on March 16, ensuring health and safety, technical conditions, equipment, and network availability.

App to monitor health

We created an app that receives employees' reports on their health conditions and offers remote assistance through telemedicine and psychologists. Developed within less than 48 hours, this app is a direct channel that collects information about employees' health with simple and quick questionnaires.

Individual protection equipment

We invested approximately R\$6.3 million to ensure the safety of our employees, including the acquisition of 400,000 masks and 25,000 liters of hand sanitizers for use in several buildings and distributed them to field technical staff.

Chatbot

Communication with our employees has been facilitated by Teo, a virtual assistant available to clarify doubts on benefits and expedite processes of frequency and document remote processing, such as health certificates, for instance.

Content and professional development

To keep our teams connected, present, and engaged even at distance, we expanded the offer of content in certain digital platforms, such as the intranet and the app *Oi Colaborador*, including articles, interviews with executives, web streaming events, handbooks, and overall guidelines on coronavirus.

Wellness

We are investing in programs aiming the physical and emotional balance of our team, with initiatives, such as the remote psychological service program for employees and dependents, wherein the entire process is virtual, from the first contact with People & Management area, connection with health operator via an app, even psychological assistance via telephone or video call. We also offer Mindfulness and Desktop Yoga practices to decompress and relieve everyday stress during the social distancing period.

We also made available a channel that clarifies doubts and speeds up communication with the occupational medicine team, the intranet includes information on hygiene, precaution, and symptoms as a warning for leaves and physician evaluation.

Moreover, we also extended the remote service channel with physicians and psychologists of the health insurance accredited network. Medical appointments can be made via telephone or video call.

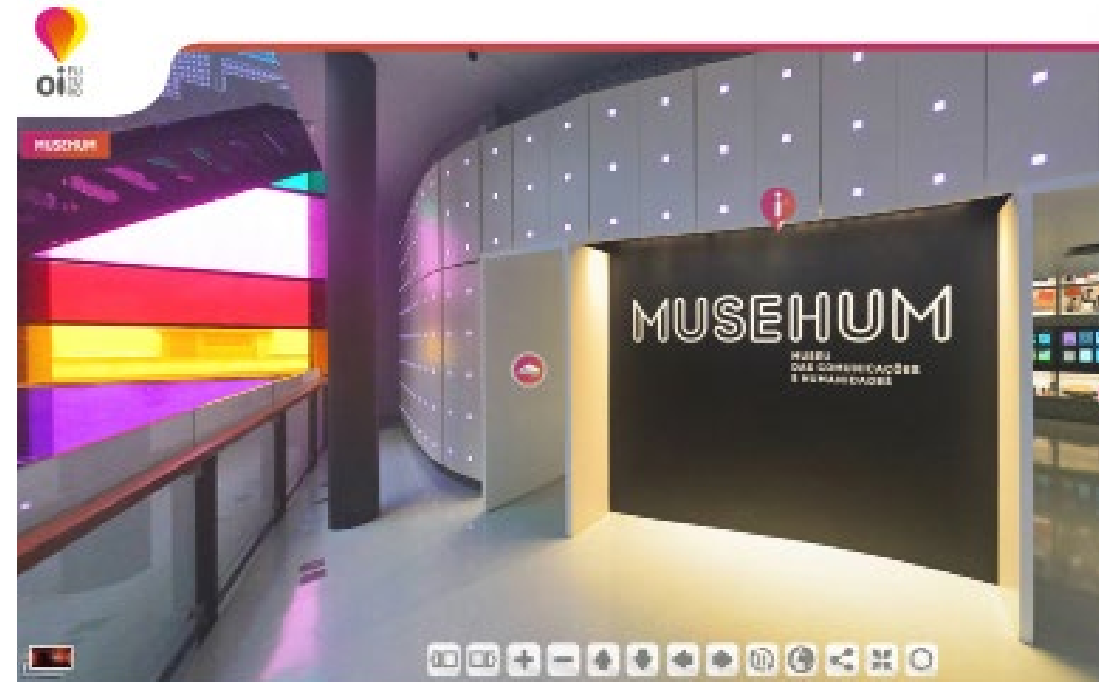


Oi Futuro

Oi Futuro, Oi's Institute of innovation and creativity that acts in social impact projects, carried on its activities amid the context of COVID-19. To deal with this new scenario, the Institute accelerated the digitalization of its programs and projects and directed its activities to the online environment, providing its diverse customers with learning and connection opportunities, which included a digital, innovative, and costless program of culture, education and social innovation contents.

On November 5, the cultural center of Oi Futuro and Musehum, in the same place, reopened for an on-site visit, after seven months closed due to social distancing. The reopening observed all sanitary safety protocols foreseen by authorities. Visits can be scheduled via the institute website or telephone. The exhibition "Luiz Zerbini – Campo Expandido" inaugurated the reunion with the public, which included recent and immersive works of the artist Luiz Zerbini discussing intrinsic relations among art, technology, and ecology.

After spaces reopening, Oi Futuro has been carrying out a hybrid model, combining online and on-site activities.



For additional information on this and other initiatives to fight against novel coronavirus, aiming a greater integration during the social distancing period, access <https://oicomunica.com.br/>.



OI





PROFILE AND OPERATIONS

GRI 102-6

We are one of Brazil’s largest integrated telecom services providers, totaling, at the end of 2019, approximately 53.4 million Revenue Generator Units (UGRs) and 14,500 direct employees in telecommunication activities.

The Company operates throughout the country, and offers a wide range of integrated telecommunication products, including fixed and mobile telephony, use of networks (interconnection), data transmission (including broadband), and paid TV (also offered in double-play, triple-play, and quadruple-play packages¹), Internet services and other telecommunication services for residential customers, businesses and governmental bodies. GRI 102-2, 102-4, 102-7

In 2019, we kicked off our Fiber Expansion Plan (FTTH – Fiber-to-the-home), ending the year with 4.6 million homes passed and approximately 675,000 homes connected, reaching a take-up of 14.7% of this product. We estimate to reach 9.6 million homes passed in 2020 and 16 million in 2021.

The Company relies on approximately 378,600 km of installed optical fiber, which composes Brazil’s largest backbone. Also, our mobile coverage comprises approximately 94% of the Brazilian population. We hold nearly 16.2% of the mobile telephony market share and nearly 30.6% fixed telephony market share. We also make available, as part of our convergent offer, over two million wi-fi hotspots, also maintained in public sites, such as airports and shopping malls.

378,600 km of installed optical fiber, which composes Brazil’s largest backbone. Also, our mobile coverage comprises approximately 94% of the Brazilian population.

1. Double-play, triple-play and quadruple-play packages include the combination of, respectively, two, three and four of services offered by the Company.



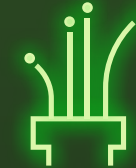


PRESENT IN

26 BRAZILIAN STATES AND THE FEDERAL DISTRICT



MAINTENANCE OF **2 MILLION** WI-FI HOTSPOTS



BACKBONE OF **378.6 THOUSAND KM** OF INSTALLED **OPTICAL FIBER**, THE LARGEST IN BRAZIL



MOBILE COVERAGE COMPRISING **94%** OF THE BRAZILIAN POPULATION



MARKET SHARE OF **16.2%** IN **MOBILE TELEPHONY**

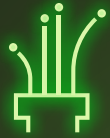


53.4 MILLION UGRS IN THE RESIDENTIAL SEGMENT



MARKET SHARE OF **30.6%** IN **FIXED TELEPHONY**





FIBER EXPANSION PLAN

4.6 MILLION
HOMES PASSED

14.7% OF TAKE-UP

675 THOUSAND
HOMES CONNECTED

WE ESTIMATE

9.6 MILLION

HOMES PASSED IN
2020 AND

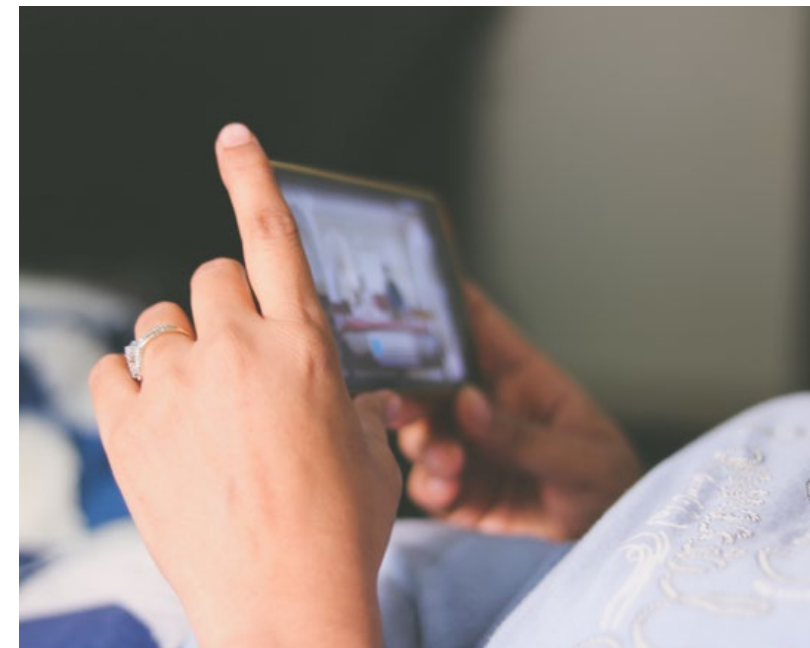
16 MILLION
IN 2021

OI PLAY LAUNCH

In the first quarter of 2019, we launched a new digital platform, the main purpose of which is to operate as a hub of content, adding services of different programmers of the most varied categories, such as movies, series, documentaries, and cartoons. This channel can be accessed via smartphones, tablets, notebooks, and smart TVs.

To create Oi Play, we benchmarked the market and carried out studies, applying

methodologies, such as design thinking and heuristic analysis. The platform has several functionalities, such as the sale of contents recently released in theaters, live channels, the exclusive library “Coleção Oi”, among others. This concept enables the user to customize the package. Each channel, such as FOX, HBO, and Telecine, is worth several plays which can be exchanged with other contents, allowing the customer to make a recurring replacement within a 30-day interval.





VALUES AND PRINCIPLES

GRI 102-16

OBJECTIVE

Stimulate experiences that make sense in people’s lives.

Manifest

Needless to say that the world has changed. Work, information, education, leisure, art... EVERYTHING HAS CHANGED!

Technology opened room for everything to happen differently. Life is digital, with more fluid experiences and networking. Today, people can and expect much more. Now, it’s the customer’s time.

It’s time to think about what has not been done. Rethink ideas that simplify life. Devise integrated solutions that understand and anticipate what Brazilians need. With empathy, technology defeats bureaucracy.

Our creativity moves to improve people’s lives. Straight up, without promises, thus, we deliver what matters, fairly, smartly, cut to the chase.

This is the reason why Oi was not born to be another one. We look ahead, we don’t look the other way. We have been transforming ourselves to increasingly to look exactly like you, fine-tuned to your pace; solve what does not make sense for you. This is to do something different.

VALUES

Commitment to customer

Put ourselves in our customers’ shoes to deliver the products and services they want and how they need them.

Result in everything we do

Focus on quality, in what matters and nothing more, smartly and straight to the point.

Connected to evolution

We do not stop. We are bold, we see what has not been done, we rethink ideas that simplify our customers’ lives.

Collaboration to make it happen

Together we are unbeatable. We combine inspiration, creativity, and diversity to build the world we believe in.

Most importantly, integrity

Some things cannot be negotiated. Who is high-principled neither deviates from the rules of the game, nor of ethical conduct standards.

We are oi

And we are Oi. We know that in each action or decision we are representing the entire organization.

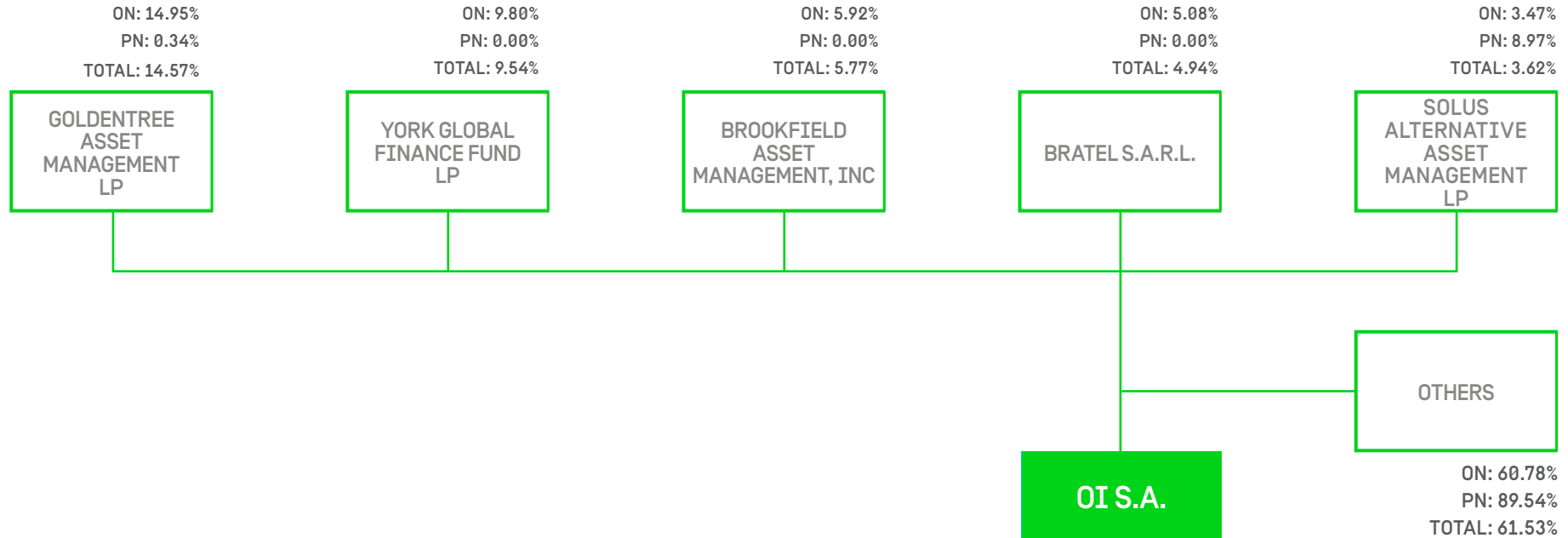


VALUE CREATION MODEL





OWNERSHIP STRUCTURE



NUMBER OF CAPITA STOCK SHARES
 ON: 5,796,477,760
 PN: 157,727,241
 TOTAL: 5,954,205,001

TREASURY SHARES:
 ON: [0.00%]
 PN: [1.15%]
 TOTAL: [0.03%]

POSITION IN DECEMBER 2019



RELATIONSHIP WITH SHAREHOLDERS AND INVESTORS

GRI 102-21

Oi's Investor Relations department is the Company's main channel of communication with the agents of domestic and international capital markets and can be consulted by several stakeholders. This area maintains continuous contact with the Board of Directors and issues notices through official channels indicated by market regulatory agencies wherein it holds securities listed, also maintains a specific website [<https://www.oi.com.br/ri/>], which discloses relevant information, material acts, and facts, results, among other information.





CORPORATE GOVERNANCE

GRI 102-18,102-19, 102-22, 102-25

Our governance system is composed of our Bylaws, the ownership structure, our organizational structure, policies, procedures and practices, and provisions provided for in Oi companies court-supervised reorganization plan. Our operations observe the recommendations of the Brazilian Code of Corporate Governance – Publicly-held Companies.

The Company's Bylaws, approved in September 2018 and amended on April 26, 2019, and October 16, 2020, include high governance standards, among them, we highlight:

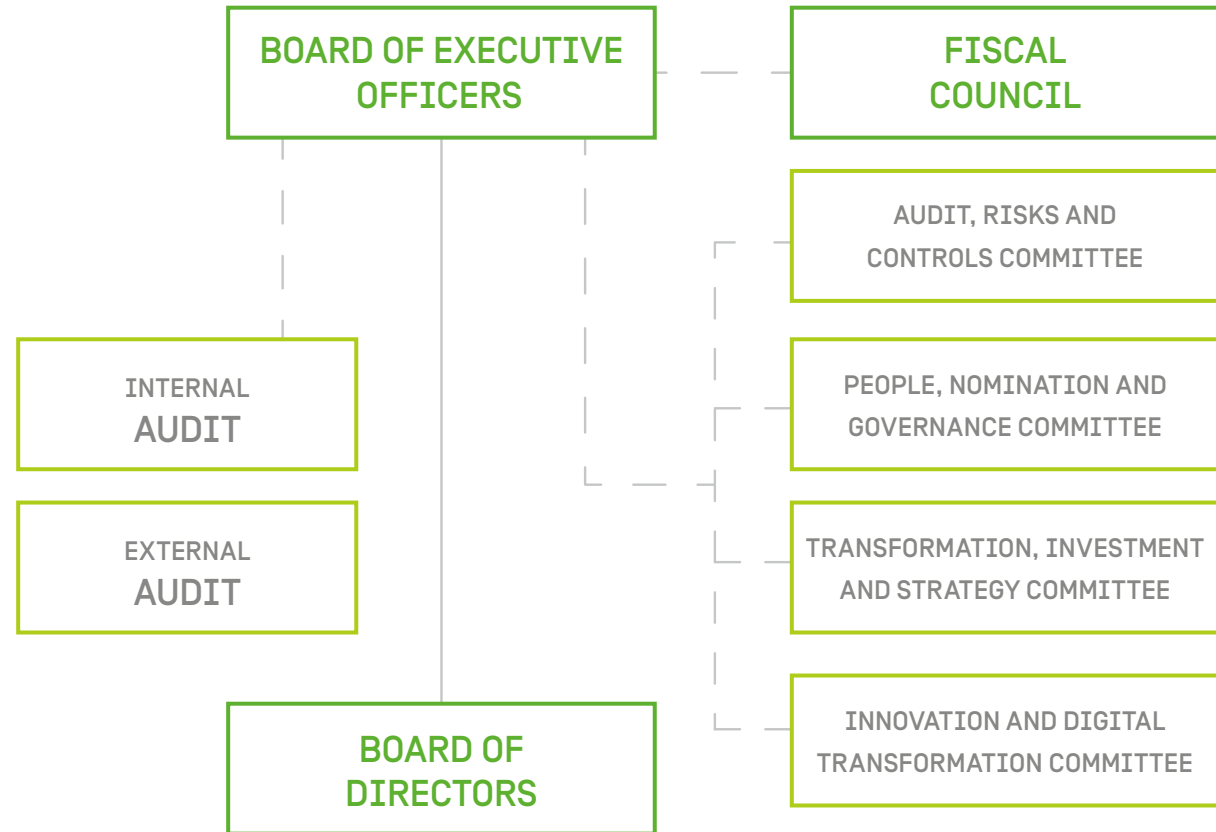
- preferred shares convertibility, when and under conditions approved by the Board of Directors;
- at least, of 20% of independent board members, pursuant to the Novo Mercado Rules;
- positions of chairman of the Board and a chief executive officer or senior executive cannot be cumulated;
- board of Directors' responsibility of announcing any tender offer for the acquisition of Oi's shares;
- mandatory tender offer for the acquisition of shares in the event of the publicly-held company's deregistering or delisting from the Corporate Governance Level 1, except in case of being listed at the Corporate Governance Level 2 or Novo Mercado segment; and
- mandatory resolution of disputes and controversies through arbitration before the Market Arbitration Panel.





As our shares are listed at B3 and our ADRs are traded at NYSE (New York Stock Exchange), we observe the principles of the US laws, especially SOX (Sarbanes-Oxley Act), which requires the creation and maintenance of processes enhancing controls, safety, and transparency when conducting businesses.

As far as General Meetings (GM) are concerned, Oi has been consistently adopting the practice of extending the voting right to the holders of American Depositary Receipts (ADRs), making the first call for GMs, at least, 30 days in advance. To facilitate and stimulate shareholders' participation, we make available on our website and CVM and B3 websites, at each call, a manual including information on the matters to be discussed, models of proxies for shareholders, among others.





NEW CEO AND CHANGES IN MANAGEMENT

Oi's Board of Directors, in a meeting held on December 10, 2019, appointed Mr. Rodrigo Modesto de Abreu to hold the position of the Company's Chief Executive Officer as of January 31, 2020, after the leave of Mr. Eurico de Jesus Teles Neto. The executive, who held the position of Oi's Chief Operating Officer (COO) since September 2019, has been working at the Company since 2018 when he was nominated a member of the Board of Directors and Coordinator of the Transformation, Strategy and Investment Committee.

As COO, Mr. Abreu headed the operations of the Company's core business, comprising the areas of finance and administration, planning and operational performance, network management center (CGR), logistics and S&OP, infrastructure, customer service, engineering, digital systems, planning, and quality, retail and corporate, including sales and marketing, customer relations, corporate, retail and business marketing, ombudsman and services. Mr. Rodrigo Abreu, from July/2017

was Chief Executive Officer of Quod - Gestora de Inteligência de Crédito S.A., a database managing company with a focus on "Cadastro Positivo" (good credit rating score). He was also a partner at Giau Consultoria Empresarial Ltda., a business management consulting firm; a board member of Vogel Soluções em Telecomunicações e Informática S.A., optical fiber telecom services operator; chief executive officer of TIM Participações S.A. (publicly-held company, where he also served as a member of the Board of Directors) and TIM Celular S.A., telecom operators. He also served as CEO of Cisco Systems do Brasil, an information technology company, and General Director at Cisco Systems for the North and Latin America and the Caribbean; CEO of Nortel Networks do Brasil, a telecom equipment company; CEO of Promon Tecnologia Ltda., a technology services company, and initiated his career at Promon Group.

As COO, Mr. Abreu headed the operations of the Company's core business, comprising the areas of finance and administration, planning and operational performance.





The Board of Directors on October 30, 2019, also elected Mrs. Camille Loyo Faria as Chief Financial and Investor Relations Officer and Mr. Antonio Reinaldo Rabelo Filho as Legal Officer—this latter position cumulated by the former chief executive officer. Mrs. Camille Loyo Faria has broad executive experience in the telecom and infrastructure sector and held positions as CEO at Multiner, CFO at Terna Participações, and Head of Strategy at Embratel and Telecom Itália in Brazil and Latin America. Mr. Antonio Reinaldo Rabelo Filho initiated his career at PWC Brasil and joined Oi Group in 2000, where he held positions in the financial and legal areas, culminating with Tax and Legal Officer, a position held from 2007 to 2017. During such period, he held a leading sector position, participating in the management of major technical associations of the telecom sector, playing a relevant role in Oi Group’s court-supervised reorganization process, from negotiation with most varied domestic and international creditors of the Group to the structuring of the Court-Supervised Reorganization Plan.

BOARD OF DIRECTORS

Members of the Board of Directors are elected by shareholders at the General Meeting. Charters provide for an annual self-evaluation of the body, the latest carried out in December 2019. The People, Nomination and Governance Committee, analyzes the adoption of an annual process of board members’ evaluation.

GRI 102-24, 102-28

COMMITTEES

GRI 102-33

Pursuant to Article 32 of the Company’s Bylaws, the Advisory Committees to the Board of Directors – Strategy, Investment & Infrastructure, Audit, Risks & Controls, and People, Nomination and Corporate Governance Committees – are created by the Board of Directors, which also elects, among its members, the composition of respective Committees. Whenever duties require, the Board of Directors may designate as a member one or more external experts, as long as they are recognized by their technical qualifications and experiences in matters of competence. These structures, along with the Advisory

Committee to Management (Management Committee), are in charge of communicating critical issues to the Board of Directors.

We maintain governance with Management, Advisory Committees to Management (Management Committee), Board of Directors, and Advisory Committees to the Board of Directors, besides a permanent Fiscal Council. Management and Advisory Committees to the Board of Directors are in charge of communicating critical issues to the highest governance body of the Company, the Board of Directors.

Except for Audit, Risks and Controls Committee, which is an advisory committee of the Board of Directors provided for in the Company’s Bylaws (Article 32), other Advisory Committees of the Board of Directors (People, Nomination and Corporate Governance Committee; Transformation, Strategy and Investments Committee; and, finally, the Innovation and Digital Transformation Committee, created in 2020) were set up by the Board of Directors and shall be composed of at least, three and at most, five members, and majority composed of members of the Board of Directors.





MANAGEMENT COMMITTEE (CDG)

The higher-level in-house committee, composed of L1 officers (L1 officers directly report to the Chief Executive Officer) and the Chief Executive Officer, in decision-making processes and monitoring of the most relevant topics for the Company.

- **Management's advisory internal committee**, composed of L1 officer (Level 1 officers are those directly reporting to the Chief Executive Officer) and Chief Executive Officer in the decision-making process and monitoring of most relevant topics for the Company.
- **Innovation and Digital Transformation Committee ("CITD")**: it is in charge of executing and developing the business policies and strategies and the business portfolio market, analyzing technological strategies of digital transformation, and overseeing the cycle of innovation and feasibility of investments in the Company's new lines of businesses and opportunities;
- **The Transformation, Strategy, and Investment Committee ("CTEI")**: is in charge of monitoring and overseeing the implementation and execution of the transformation strategic plan approved by the Board of Directors, defining respective targets.

STRATEGY COMMITTEE (CE)

It establishes the strategic guidance, sustainable development policies, and oversees strategic planning, results, and the Company's financial and operational performances.

Investment and Infrastructure Committee (CII)

It oversees the infrastructure strategies and the Company's investment relocation models, monitors the execution of Capex plans and the operational quality indicators relating to infrastructure, and supports the Board of Directors in issues concerning the evaluation of investments in strategic assets.

Audit, Risks and Control Committee (CARC)

It assesses the business risk and internal control mechanisms, it monitors contingencies, it articulates the management's bodies and the Company's oversight.

People, Nomination and Corporate Governance Committee (CGN&G)

It ensures a continual adoption of the best corporate governance practices and business conduct, as well as oversees the Company's human resources strategy. The Committee analyzes the adoption of an annual individual evaluation of its members.





ETHICS AND RESPONSIBILITY

GRI 102-11, 102-15, 102-30, 102-31, 103-1, 103-2, 103-3

We have our Compliance Program, which aims at improving the corporate risk mitigation structure, the anti-corruption mechanisms, and optimizing our business processes. The Compliance Executive Board is liable for structuring and executing the Compliance Program and periodically reports its evolution to the Audit, Risks, and Control Committee, and the Board of Directors.

To define the guidelines and rules of the Program, we have several standards, namely, the Code of Ethics, the Anticorruption Policy, and the Policy of Gifts.

To define the guidelines and rules of the Program, we have several standards, namely, the Code of Ethics, the Anticorruption Policy, and the Policy of Gifts, Presents, and other Amenities, which are reviewed every 2 years and are formally approved by senior management.

The Company also has a Policy for Related Party Transactions and Situations Involving Conflict of Interests, which aims at setting out rules and consolidating procedures for transactions of this nature, preserving the process transparency, so that decisions are always made in compliance with the best corporate governance practices

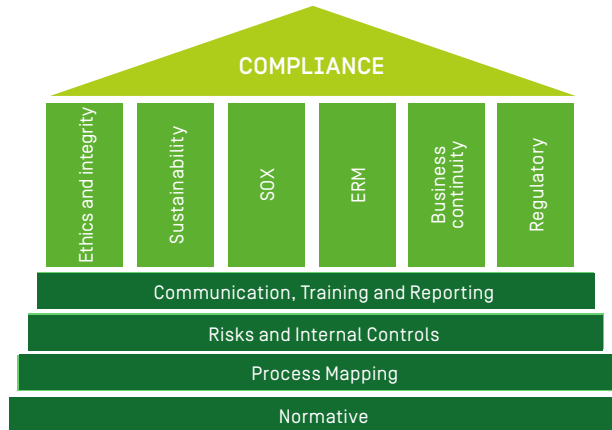
and the best interest of the Company, its management, and shareholders, avoiding abuse and misuse of OI's assets. GRI 102-25

Besides compliance practices, we rely on an in-house Audit Area directly subordinated to the Board of Directors, liable for the audit of processes, finance, compliance, and analysis of complaints from our Whistleblowing Channel [see page 34].





COMPLIANCE PROGRAM PILLARS



ETHICS AND INTEGRITY

Execution of the Compliance Program, taking into account all dimensions and areas of activity.

SUSTAINABILITY

Coordination and monitoring of sustainability initiatives potentially impacting businesses, partners, customers, suppliers, and other related parties, to improve economic, social, and environmental performance.

SOX

Structuring of processes to assure compliance with the Sarbanes-Oxley Act, by maintaining controls, aiming transparency when conducting businesses, financial management, bookkeeping, management, and disclosure of information.

ENTERPRISE RISK MANAGEMENT – ERM

Identification, evaluation, and report of business-inherent risks establishing control activities in each process, to address the main weaknesses identified and report improvement opportunities.

BUSINESS CONTINUITY

Elaboration and monitoring of actions executed by Oi's executive boards, concerned with business continuity assurance.

REGULATORY

Support to activities of the Regulations and Institutional Affairs Executive Board, in the process of verifying the regulatory compliance by business areas, due to claims, inspections, normative changes, or penalties issued by regulators.





COMMUNICATION AND TRANSPARENCY

GRI 102-17

We make available an exclusive channel to report complaints involving employees, suppliers, and service providers not complying with in-company rules and policies, as well as prevailing laws. Anti-ethical behavior, moral or sexual harassment can be registered, cases of corruption or frauds, among others. Whistleblowing can be anonymously presented or identified. We assure full confidentiality of complaints, as well as the non-retaliation of whistleblowers.

All complaints are analyzed by Oi's Ethics Committee. Sanctions due to the non-compliance of the Code of Ethics observe the Company's disciplinary system, these can be materialized through oral or written warning, suspension, or termination of the employment contract, irrespective of eventual filing of a lawsuit.

In 2019, our Whistleblowing Channel recorded three complaints, one relating to environmental impact and the other two relating to social impacts: cable drop on a public street; wire dropped in front of the residence; and rubbish cumulated by Oi's employees. All cases were addressed for treatment. We did not record complaints relating to corruption, discrimination, impacts on society, or human rights. 205-3, 406-1



Whistleblowing Channel

<http://www.canalconfidencial.com.br/oi/> 0800 2822088



RISK MANAGEMENT

GRI 102-11, 102-15, 102-27, 102-29, 102-30

The Risk Management and Internal Controls monitor the main risks to which Oi is exposed, according to the rules defined in the Risk Management and Internal Controls Policy, approved by senior management and published in-house. The document sets out a methodology to identify, assess, treat, monitor, and report risks. Risks are divided by categories and sub-categories concerning environmental, social, and integrity aspects.

In 2019, the policy was reviewed, becoming adherent to the main rules relating to the topic, such as the Enterprise Risk Management (ERM) framework, developed by the Committee of Sponsoring Organizations of the Treadway Commission (Coso); the ISO 31000; the Booklet 19 of Corporate Governance of the Brazilian Institute of Corporate Governance; and the Instruction No. 586 of the Brazilian Securities and Exchange Commission.

We also comply with the Treasury Policy, which includes the sections of Investments, Hedge, and Funding. Its implementation assures an active and continued management of liquidity, credit, and market risks (including forex and interest rate risk), aiming at anticipating and, when necessary, hedging against adverse scenarios. We monitor the adhesion of financial transactions to the thresholds laid down by these documents and we report information to the Company's senior management and the Board of Directors.

Currently, we are mainly exposed to the market risk deriving from variations in foreign exchange rates, which impact our foreign currency-denominated liabilities, besides variations in interest rates, which affect

In 2019, the policy was reviewed, becoming adherent to the main rules relating to the topic.

financial operations' cash flow. Concerning credit risk, the Company mitigates such risk through portfolio diversification and investing in AAA, AA, A rating, and sovereign risk counterparties. The liquidity risk is monitored to ensure sufficient cash to meet operational needs and finance capital expenditures.





GUIDELINES SUBSTANTIATING THE RISK MANAGEMENT AND INTERNAL CONTROLS POLICY

BEST CORPORATE GOVERNANCE PRACTICES OF THE BRAZILIAN INSTITUTE OF CORPORATE GOVERNANCE (IBGC);

ABNT NBR ISO 31000:2009 – RISK MANAGEMENT – PRINCIPLES AND GUIDELINES;

THE COMMITTEE OF SPONSORING ORGANIZATIONS OF THE TREADWAY COMMISSION (COSO);

ABNT NBR ISO 22301:2013 – SOCIETAL SAFETY – BUSINESS CONTINUITY MANAGEMENT SYSTEM;

INSTRUCTION NO. 586 ISSUED BY THE BRAZILIAN SECURITIES AND EXCHANGE COMMISSION; AND

LAW NO. 12.846/13 (ANTI-CORRUPTION) – FOR THE PURPOSES OF CORRUPTION RISK ASSESSMENT.

Key risks to which our business is exposed and how we manage them can be consulted in Sections 4 and 5 of our Reference Form, available at <https://ri.oi.com.br/en/>





SUSTAINABILITY MANAGEMENT

Our sustainability management maps and understands our responsibilities and impacts on society and environment, jointly acting with our stakeholders (customers, employees, suppliers, shareholders, and society in general) with responsibility, promoting ethics and transparency, investing in eco-efficiency of activities, mitigating the environmental impact of our operations and services, reducing our carbon footprint, respecting and promoting the diversity of our employees, customers, and suppliers.

We act to cooperate for the development of the economy from our main activity, providing convergent and integrated communication services, stimulating digital inclusion, and accordingly, social inclusion, bolstering digital transformation and creating a sustainable value for our Company.

We rely on a Sustainability Executive Board, whose responsibilities are to contribute to the 2030 agenda of the Global Compact for Sustainability, through actions with other executive boards and supply chain; comply with commitments released through the GHG emissions inventory, the CDP Questionnaire, and the Annual Sustainability Report, as well as update the progress of our initiatives at Oi's portal. Sustainability-related topics understood as sensitive, legal and regulatory, are usually submitted to the analysis of the senior governance body of the company, for instance, the recently enacted General Law of Data Protection, which has been a recurring topic at the Audit, Risks and Controls Committee, which advises the Board of Directors. GRI 102-34

Concerning environmental management, we adopt integrated management systems and we have multidisciplinary teams to work on various fronts, such as the elaboration of policies, environmental licensing control, control of GHG emissions, management of supply chain and natural resources, as well as waste, always pursuing to reduce costs and impacts.

Our convergent policies concerning this topic are Health, Safety and Environment Policy, Sustainability Policy, Climate Change Policy, and Code of Ethics, which guides environmental responsibility actions.





ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS (SDG)

Oi's business, through services rendered for individuals and B2B businesses, may directly contribute and more strongly to achieve SDGs 8, 9, and 11, building economic growth, promoting inclusive and sustainable industrialization, fomenting innovation in emerging societies relying on broad access to information and academic research, offering innovative solutions for the management of intelligent cities.

We also adopted certain relevant practices in line with 17 SDGs, such as the stimulus to the daily practices of health and wellness of employees and its integrated network (SDGs 3 and 8); availability of courses to employees and information material to stakeholders (SDG 4); Oi Diversity program (SDGs 5 and 10); management of natural resources of our operations (SDGs 6 and 7); technology solutions for all (SDG 9); joint operation with public management concerned

with security in cities through our IoT technology solutions (SDG 11); continued activities with the supply chain for consumption and responsible production (SDG 12); and electricity and waste management to mitigate the effects against global climate change (SDG 13).



OPERATIONAL AND FINANCIAL PERFORMANCE

The logo consists of the lowercase letters 'oi' in a white, sans-serif font, centered within a dark green, rounded, teardrop-shaped background. The background has a subtle gradient and a glowing effect.

oi





OPERATIONAL PERFORMANCE

We ended 2019 with 53.4 million Revenue Generating Units (RGUs), as follows:



RESIDENTIAL (FIXED TELEPHONY, BROADBAND, AND PAID TV)

FIXED

We ended 2019 with 7.0 million fixed telephony residential customers, a 15.4% decline from 2018, owing to a market trend of lower demand for voice and replacement with data. To put a brake on such a move, OI's strategy has been focused on portfolio convergence and streamlining, and increase the value proposition of our services and eliminate overcharge, besides promoting a more segmented approach concerning profitability.

BROADBAND

We ended 2019 with 4.2 million fixed broadband RGUs in the residential segment, down 13.9% from 2018, mainly due to fierce competition of players offering broadband services in cities, out of large urban centers.





We boosted our regional commercial activity and we adopted one-off measures to suit offers to each type of customer. We are also investing in fiber, with a network reuse strategy, delivering quality broadband with high speed.

This strategy has been delivering excellent results: we ended 2019 with 4.6 million homes passed and 675,000 homes connected, totaling a take-up of 14.7%. At locations where we expanded fiber penetration, it is already possible to see an upturn in revenue from broadband services.

PAID TV

A We posted the best performance in the market in 2019, adding 0.5 market share percentage points and reaching 9.6% of the Brazilian market in December. This performance sustained Oi as Brazil's third-largest TV operator – second in the ranking, only considering those with DTH technology. It is also worth noting the 300% base increase in IPTV technology, which reinforces its successful strategy to expand optical fiber in the residential segment during 2019.

PERSONAL MOBILITY

We ended 2019 with 34.0 million RGUs, 2.9% lower than in 2018, a total of 1,000 RGUs, calculated by a decrease of 2.8 RGUs of prepaid and the addition of 1,800 postpaid RGUs. Prepaid customer base decreased, due to the market trend of consolidating chips. Oi virtually sustained its level of market share in this segment – 21.0% in 2019 vs. 20.9% in 2018. On the other hand, due to investments in 4.5G which enabled us to launch a new portfolio of offers, we reversed the downward trend in the postpaid segment recorded over the last years, by adding 1.7 million customers to the base. Oi reached the second position of net additions of postpaid customers in 2019, excluding exclusive data terminals, also known as M2M.

OI PLAY

Oi ended 2019 with a base eligible to Oi Play (see on page 23) of 4,400 customers, of which 1.4 million TV customers, 1.8 million broadband customers, and 1.2 million mobile customers. Out of this total, 21.6% already accessed this new platform.

B2B

In 2019, we carried on our Business and Corporate strategies, improving customer experience through learning processes and automation of delivery chain and convergence of post-sale service (IT and Telecom). At Corporate, we sustained the positioning of Oi Mais Empresas, streamlining fixed, mobile, and broadband telephony portfolios. We also bolstered a digital relationship with the customer via web and apps. At Corporate, we continued endeavoring our efforts to sell data and information technology services to capture new and growing market demands and reducing the reliance on voice services. Even so, at the year-end, our RGU base in the segment decreased by 1.7%.





STRATEGIC PLAN AND PROJECTIONS

In 2019, we announced the Company's Transformation Strategic Plan, including four pillars:

- optical fiber advance, considering the company's network infrastructure without equal in a core market for 5G implementation;
- sustainable operation;
- sale of non-core assets; and
- funding for investments necessary.

We are already executing several actions to ensure a sustainable operation and strict cost control, such as, a significant increase in the levels of digitalization, a continued review and optimization of processes, and operational adjustments in areas that represent the future of the Company.

In December, the Oi Fibra services launched nearly one year ago, surpassed 670,000 customers, and expanded its offer to 86 cities throughout the country. The speed of implementation is above estimate and until April 2020, we expect to reach 130 cities. The plan estimates 16 million homes passed with fiber by the end of 2021. The focus of investment strategy is to accelerate the optical fiber projects, thus, enabling a great growth of residential broadband operations, and sustain activities in B2B market, wholesale and maintenance of a good performance in the mobile phone sector, in which the Company is focused on the reuse of frequencies and in the expansion of its capacities in priority areas.

Oi maintained its Capex estimates in 2019, but also made small anticipation, reaching R\$7.4 billion in December. We should maintain the levels of investment foreseen for 2020 of approximately R\$7 billion. The Company is confident that the strategy of selling non-core assets and additional funding, besides a focus on operational efficiency, will ensure sufficient resources to finance Capex as planned.

At the end of 2019, Oi issued non-convertible debentures for private placement totaling R\$2.5 billion, as foreseen in the Court-Supervised Reorganization Plan. This transaction was concluded in February 2020.





CUSTOMER RELATIONSHIP

DATA PRIVACY AND SAFETY

GRI 103-1, 103-2, 103-3

In 2019, we focused on the expansion and enhancement of safety and privacy processes, based on protocols developed in accordance with the best international practices and standards. Oi's customers' information security actions are based on applicable laws and seek to define network technology standards and team awareness, especially in business, information technology, and engineering areas. The approval flow analyzes the need for a user to have access or not to traffic data. Information security management ensures the minimum security requirements in the research and development of products, as well as tests preceding production.

In 2019, Anatel's channels received 1,220 complaints about the improper use of registration data. GRI 418-1

COMPLAINTS RELATING TO THE IMPROPER USE OF REGISTRATION DATA

	2019	2018	2017
Broadband	127	69	44
Fixed telephony	372	274	365
Mobile telephony	671	313	371
Oi TV	50	38	39
Total	1,220	694	819

All our telecommunications services comply with Law No. 9.472/97 (General Telecommunications Law - LGT); General Regulation of Telecommunications Services Consumer Rights (RGC), approved by Resolution No. 632/2014 of the Brazilian Telecommunications Agency (Anatel); and specific rules of each service, also enacted by Anatel. In the specific case of Conditional Access Service (SeAC), Law No. 12.485/2011 and rules of the Brazilian Cinema Agency (Ancine) are also observed.

The RGC discusses the rights and duties of users and operators. Among users' rights, we point out the breakdown of services invoice and respective collection amounts, besides taxes levied. The operator's duties include assisting users with any type of doubt, complaint, or compliment. We observe the law by offering 24h-call center customer service and channels of contact at stores or websites, besides digital channels. We are also sending bills digitally, with frictionless payment at lottery houses, speeding up invoice receipt and reducing the use of paper, thus, contributing to environmental preservation. GRI 417-1

In 2019, a fine was applied to formerly proceedings filed relating to improper invoicing and collection, and infringement of the users' rights. The approximate amount of R\$36 million refers to 10 lawsuits, judged at lower courts. Also in 2019, Oi was fined by Ancine at R\$114,075.00 due to infringements connected with the information made available in a programming activity, not complying with Normative Instruction No. 100/12. GRI 417-2





CUSTOMER SATISFACTION

Aiming at improving our customer relationship, we conducted an electronic survey to measure the satisfaction of those customers who receive a call center's answer within 24 hours after contact. The customer is invited via voice message to give a score to the last service, from 0 to 10. We are enhancing this model; in 2019, our call center service immediately transferred to survey, seeking a closer relationship and more

accurate measurement. We can also act online in critical cases, through a specialized cell.

We carry out several studies through qualitative and quantitative surveys, aiming at identifying opportunities from consumers' behavior, know their needs and desires, as well as habits and vision on brand communication and the market. We also seek to map satisfaction and any stress in relation to services offered. These inputs are used in the planning and support to the strategy

of launching new products and offers, lines of communication, and adjustments to other issues involving the customer's life cycle at the Company.

In 2019, we totaled 211 surveys and studies of varied technologies, besides social listening at social media, as we understand that these channels open the consumer's voice.

	AVERAGE (MOBILE AND RESIDENTIAL)			MOBILE			RESIDENTIAL		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
Brasil	7.02	7.44	7.74	7.12	7.43	7.65	6.97	7.12	7.83
Amapá, Maranhão, Piauí, Pará and Ceará	7.04	7.65	7.78	7.24	7.57	7.54	6.92	7.24	8.02
Federal District, Amazonas, Mato Grosso do Sul, Rondônia, Roraima, Goiás, Acre, Mato Grosso and Tocantins	7.05	7.27	7.53	7.11	7.25	7.37	7.03	7.11	7.69
Minas Gerais e Espírito Santo	6.89	7.28	7.48	6.92	7.21	7.28	6.87	6.92	7.68
Rio Grande do Norte, Paraíba, Bahia, Alagoas, Pernambuco and Sergipe	7.07	7.56	7.69	7.11	7.55	7.55	7.03	7.11	7.83
Rio de Janeiro	7.03	7.55	7.72	7.27	7.61	7.56	6.95	7.27	7.89
São Paulo	7.03	7.36	7.26	7.04	7.36	7.34	6.46	7.04	7.19
Paraná, Rio Grande do Sul and Santa Catarina	7.07	7.28	7.52	7.14	7.16	7.28	7.05	7.33	7.77





ACCESSIBILITY

GRI 203-1

In 2019, Oi achieved relevant positions in Anatel's Telecommunications Accessibility Ranking:

1ST POSITION

in the efficiency index of interaction mechanisms via electronic message, webchat, and video call at remote call centers for disabled persons;

3RD POSITION

in the voluntary action index for accessibility in telecommunications;

4TH POSITION

in the accessibility index concerning on-site service at stores;

5TH POSITION

in Web accessibility; and

5TH POSITION

in the overall ranking.

These results derive from efforts initiated in 2018 when we draw up a services booklet for disabled persons, developed from a survey at all stores offering in-person services. We also mapped Web pages to verify items of compliance according to criteria of the Operational Manual of Accessibility General Regulation and respective action plans to adjust any non-conformities. We also monitored the reports issued by the Communication Intermediation Center (CIC) to improve remote customer processes. We also reviewed *Oi Futuro* and its projects, seeking to identify technological innovations and initiatives concerned with accessibility and telecom interaction.



GENERAL LAW OF DATA PROTECTION (LGPD)

GRI 103-1, 103-2, 103-3

Oi is putting into effect several initiatives to ensure compliance with LGPD, among them an evaluation project supported by a specialized advisory firm, which comprises a detailed review of our policies, processes, and systems to substantiate an adjustment plan.

A governance process was defined to review and adopt new products or initiatives, which should be discussed still in the development phase, in line with the Privacy by Design concept.

This task is under the responsibility of committees created in 2019, which also coordinate all the Company's projects for full compliance with LGPD. The law's rules and guidelines have been incorporated into all the Company's compliance and risk management methodologies and policies and will be highlighted in the Code of Ethics.



For additional information, consult our Privacy Portal, available at <https://www.oi.com.br/portal-de-privacidade>



NEW BUSINESSES

Oi seeks a competitive advantage and remains in the domestic market through innovation. Research and development investments totaled R\$33.9 million in 2019, most of which in partnership with science and technology institutes, business incubators, and technology centers.

We reinforce digital initiatives, bolstering impacts on customer experience, and improved operational efficiency, with a focus, for instance, on human and digital assistance. We launched Joice, our artificial intelligence, which during this phase envisaged services automation and technical support. We launched the Oi Techtônica, a blog developed to smartly attract potential customers through digital platforms. We also added new functionalities to the app Virtual Technician, which facilitates technical self-service. We also expanded our Center of Operations.

The Oito incubator, our entrepreneurship and innovation hub in the city of Rio de Janeiro, has played a relevant role in generating new businesses, accelerating technical solutions, developing startups, and giving support to the innovation ecosystem. In 2019, this hub created a new methodology of investment in startups to select those in the phase of traction and more adherent to generating new revenues, increasing efficiency, and reducing costs to assist Oi in the pursuit of innovations to benefit the Company.

Within this context, we have been developing our Innovation Ecosystem seamlessly and interacting with most institutions with this characteristic in Brazil, highlighting partnerships with solution suppliers and research centers.

COURT-SUPERVISED REORGANIZATION

In early 2019, Oi concluded the capital increase foreseen in the Court-Supervised Reorganization Plan (PRJ). R\$4.0 billion was injected into the Company, allocated to the incremental Capex Plan, and directed to the expansion of mobile and fixed infrastructure, with a main focus on the optical fiber project. In addition to the capital increase to finance the incremental Capex, the Company plans to divest non-core assets and release cash through non-operational events, such for instance, tax credits, also an issue of up to R\$2.5 billion non-convertible debentures by *Oi Móvel*, –debtor-in-possession financing (DIP Financing), in line with provisions of Clause 5.3 of the Company’s PRJ.

On December 6, 2019, Oi’s companies filed a motion with the Receivership Court pleading the court supervision to not be concluded on February 4, 2020, when the Plan’ ratification completed two years. On March 6, 2020, the Company informed the market that the Receivership Court granted relief to the motion for a new general meeting of creditors (AGC) to deliberate on the amendment to the plan, ordering Oi’s companies to file at court, within consecutive 180 days of publication of the decision, a proposal to amend PRJ. The new AGC was held in October 2020 and deliberations can be found [here](#).

The proposal to amend the plan aims at giving flexibility to its execution, by creating a more efficient corporate and operational structure.





FINANCIAL RESULTS

GRI 103-1, 103-2, 103-3

We recorded consolidated net revenue of R\$20.1 million in 2019, 8.7% lower than in 2018. Of this amount, R\$7.3 million corresponded to the residential segment, R\$7.0 million to the personal mobility segment, R\$5.5 million to the B2B segment, and R\$140 million to other revenue. Net revenue from other international operations totaled R\$187 million. GRI 102-7

The fiber expansion project (FTTH), through which the Company accelerated investments to offer high-speed broadband to its customers, in continuance of its strategy of making the segment profitable, delivered solid results. Currently, the revenue contracted of fiber broadband exceeds copper revenue. Sales mix reached approximately 80% of fiber sales and 20% copper sales.

The fixed telephony annual revenue drop is in line with the replacement of this service with mobile telephony. Also in voice services, Oi keeps prioritizing the fiber project, which shows the highest value creation potential.

Operating costs and expenses (excluding depreciation and amortization) totaled R\$16.2 million in 2019, of which:

R\$ **6.0** MILLION
WITH **OUTSOURCED SERVICES**

R\$ **1.0** MILLION
WITH **NETWORK MAINTENANCE SERVICE**

R\$ **2.6** MILLION
WITH **RENTALS AND INSURANCE**

R\$ **2.5** MILLION
WITH **PERSONNEL**

R\$ **487** MILLION
WITH **INTERCONNECTION COSTS**

As part of the strategic plan, the Company has been operating in five fronts of cost-savings and operational streamlining: sales, marketing, and services; processes and organization; business support; information technology; network and field operations. The financial impacts of this plan must be seen more significantly as from 2020.



DISTRIBUTION OF ADDED VALUE (DAV)

GRI 201-1

IN 2019, OI DISTRIBUTED AN ADDED
VALUE OF APPROXIMATELY

R\$ **26.5** BILLION



Click here to download complete VAS

DISTRIBUTION OF ADDED VALUE

	2019		2018		2017	
	TOTAL (R\$ MILLION)	%	TOTAL (R\$ MILLION)	%	TOTAL (R\$ MILLION)	%
Government	5,439	63.6%	3,054	7.9	9,126	48.0
Employees	2,272	26.6%	2,315	6.0	2,529	13.3
Shareholders	- 95	-1.1%	24	0.1	-291	-1.5
Retained	9,000	-105.3%	24,591	63.6	-6,365	-33.5
Third parties	9,932	116.2%	8,666	22.4	14,008	73.7
Total	26,548	100.0	38,650	100.0	19,007	100.0

* 2018 information was altered due to reclassifications in cost centers for comparison with 2019.

GRI 102-48





INDEBTEDNESS

GRI 201-1

Our consolidated gross debt totaled R\$18.2 million in December 2019, 10.8% higher than the debt of R\$1.8 million recorded in 2018. In the year-on-year comparison, the increase was due to interest accrual in domestic and foreign currency, amortization of present value adjustment (AVP), and the Brazilian Real depreciation versus the US dollar in 2019 (4.0%). At the year-end, the debt at fair value, and the consolidated average term was approximately 11 years.

Also, our consolidated cash totaled R\$2.3 billion in 2019, another reduction in the year, now 50.3%. Thus, our net debt totaled R\$15.9 million.

Again, cash decreased in 2019, as foreseen in the Court-Supervised Reorganization Plan, mainly derived from a strong Capex level, in line with Strategic Plan. Also, payment was made to creditors, suppliers or labor bondholders. After the year-end, Oi raised funding to maintain its Capex strategy, issuing private debentures totaling R\$2.5 billion and materializing the sale of Unitel, its key non-core asset for an amount exceeding R\$4.0 billion.

R\$ MILLION

	DEC/19	DEC/18	DEC/17	% GROSS DEBT
Short term	327	673	54,620	1.8%
Long term	17,900	15,777	-	98.2%
Total debt	18,227	16,450	54,620	100.0%
In domestic currency	8,705	7,633	14,835	47.8%
In foreign currency	9,521	8,817	39,681	52.2%
Swap	0	-	105	0.0%
(-) Cash	-2,300	[4,624]	[6,999]	-12.6%
(=) Net debt	15,927	11,826	47,621	87.4%





INVESTMENTS

GRI 201-1

Investments in Brazilian operations totaled R\$7.8 billion in 2019, 29.0% higher than in 2018, evidencing our concern with the quality of services and maintenance of financial discipline.

Although inserted in a scenario of reduced financial flexibility, with cash management responsibility, Oi could increase investments in infrastructure and the network core. We invested in access and transmission infrastructure, in IP network and expansion of operational support systems, among other actions. Therefore, it was possible to enhance the network's solidity, quality, core capacity, ensuring a more efficient operational performance and promoting a consistent improvement of service quality and user experience, with effects on business value creation.

We allocated 82% of the total amount to the network, which accounted for R\$6.4 billion, mainly distributed to improve the fixed network to fiber and broadband service, enhance the quality of the mobile network, implement and expand 4G and 4.5G networks, and the acquisition of voice and data transmission equipment.

Besides the investments mentioned above, we made Advance for Future Capital Increase (AFAC) in subsidiaries, as explained in Note 15 to the [Financial Statements](#).

Investments increased by
29% in 2019

INVESTMENTS (R\$ MILLION)*

	2019	2018	2017
Network	6,389	5,096	4,643
IT Services	621	614	622
Others	803	368	364
Total	7,813	6,078	5,629

*It only considers investments in Brazil.



A young man with dark hair, wearing a white t-shirt with 'NAV' and 'EYE' logos, is sitting on a wooden bench outdoors. He is smiling and looking towards the camera. The background shows green foliage and a building. Overlaid on the image are vibrant green light trails that form a circular shape around the man. In the bottom right corner, there is a glowing green circle containing the white lowercase letters 'oi'.

HUMAN AND SOCIAL CAPITAL



EMPLOYEE ENGAGEMENT

EMPLOYEE PROFILE

GRI 102-7, 102-8

In 2019, 2,192 job vacancies were filled at Oi, 74% of executive positions and 42% of professional positions filled through internal recruiting, while technical positions and salesforce were mainly directed to the external public. 35 trainees were hired

as employees and 1,807 employees were promoted, representing 35% of internal recruiting.

NUMBER OF EMPLOYEES BY JOB CATEGORY

	2019			2018			2017		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Board of Executive Officers	75	16	91	79	14	93	82	11	93
Management	524	216	740	547	221	768	576	240	816
Supervision/coordination	544	393	937	598	372	970	421	488	909
Staff	7,947	4,820	12,767	8,202	5,007	13,209	8,179	4,796	12,975
Employees⁽¹⁾	9,090	5,445	14,535	9,426	5,614	15,040	9,258	5,535	14,793
Outsourced workers ⁽²⁾	-	-	106,578	-	-	117,681	-	-	117,520
Apprentices ⁽³⁾	72	98	170	67	73	140	66	72	138
Trainees ⁽⁴⁾	122	115	237	22	48	70	75	66	141
Total	9,284	5,658	121,520	9,515	5,735	132,931	9,399	5,673	132,592

1. All employees are hired for an indefinite term, in accordance with the Brazilian Labor Laws (CLT), and on a full-time basis.

2. Outsourced workers are hired in accordance with CLT, employment agreement term and working hours are exclusively defined by the client. Oi does not manage service providers' individual data, therefore, it does not have data separating them by gender.

3. Apprentices are hired for a determined term, in accordance with CLT, with four daily working hours.

4. Trainees are hired for a determined term, ruled by Trainee Law, with four or six daily working hours.





NUMBER OF EMPLOYEES BY REGION

	2019			2018			2017		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
South	1,301	499	1,800	1,312	505	1,817	1,222	452	1,674
Southeast	4,965	3,283	8,248	5,270	3,405	8,675	5,275	3,393	8,668
Mid-West	1,022	404	1,426	979	395	1,374	875	371	1,246
Northeast	1,362	1,034	2,396	1,433	1,081	2,514	1,458	1,119	2,577
North	440	225	665	432	228	660	428	200	628
Total	9,090	5,445	14,535	9,426	5,614	15,040	9,258	5,535	14,793

DEVELOPMENT

GRI 103-1, 103-2, 103-3, 404-1, 404-2

With the challenge of building and reinforcing a single culture, Oi has been promoting the alignment of the entire Company in pursuit of business objectives. The Company's Management Model confers clear goals and responsibilities, as well as discipline and execution that foments teamwork and areas collaboration.

The Company's People and Management area continuously works to adjust its structure and processes to business strategies, so that to make feasible greater operational efficiency. To support People Development Cycle, Oi works with tools, such as promotions by meritocracy; in-house recruiting, wherein job vacancies are made

available for employees; performance monitoring cycles; reinforcement and recognition of a culture of self-development, in which employee plays a leading role in his career.

To promote learning, we maintain the Corporate Education Program, which maps and disseminates key knowledge, developing practices, and educational actions. This initiative relies on three key pillars, comprising on-site and online actions:

- **Technical Skills Development Tracks;** a project that maps critical knowledge connected with areas' processes, built in partnership with executor teams;
- **Leadership Development Training;** Company's leadership development program, aiming excellence when performing their activities, focused on the best management practices; and
- **Business Knowledge Tracks:** programs targeting business teams, focused on specific knowledge of the Company's products and offers.

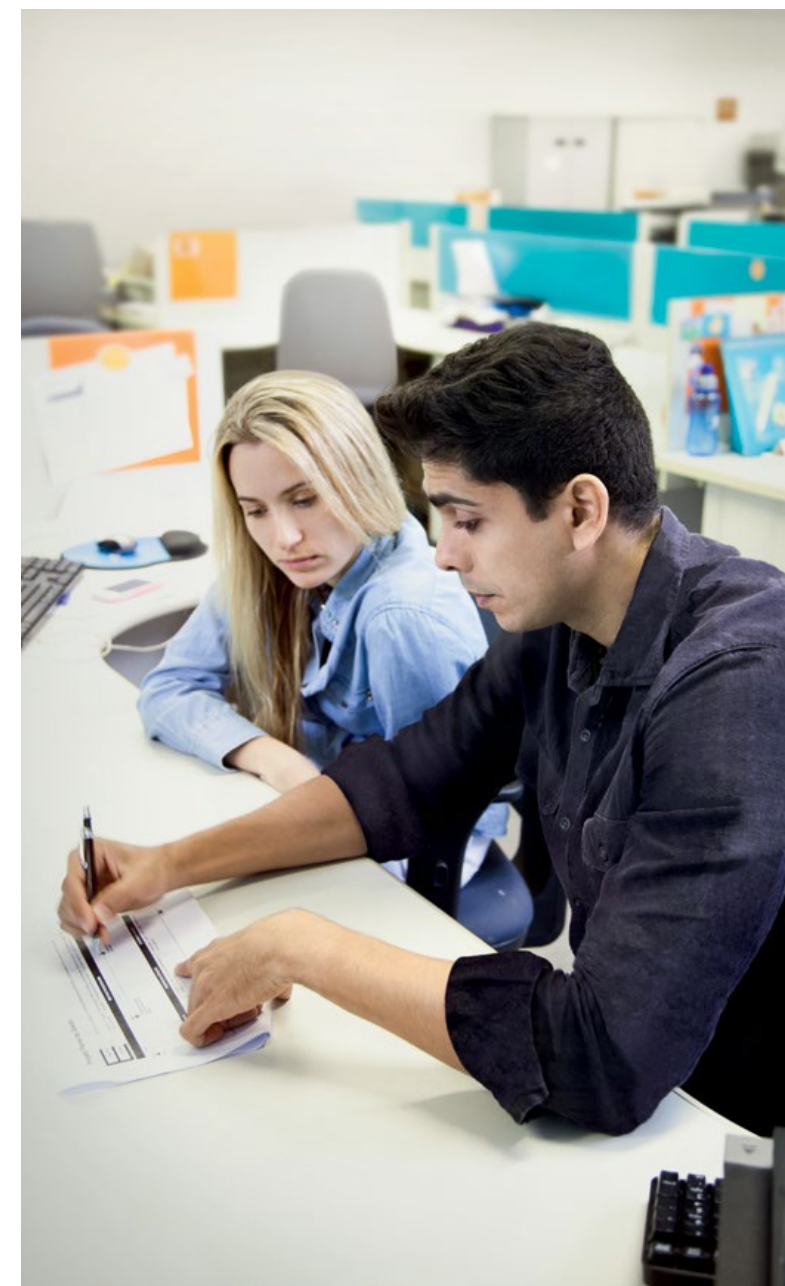


Since 2016, *Oi Educa* has been our main educational tool and training management. Besides conventional e-learning, this platform offers video resources, virtual training rooms, libraries, chats, and forums, with an environment for employees' collaboration and interaction. We believe in social learning, wherein collaboration and exchange of knowledge are key factors for people's development and, accordingly, business evolution. In 2019, training courses totaled 362,200 hours. On average, 25 hours/employee.

Our employees' performance is evaluated by the Performance Monitoring Cycle, which was improved in 2018, becoming more assertive and less bureaucratic. In this process, direct dialogue occurs between employees and

managers, with a focus on self-development, satisfaction, and improvement of Oi and individual results.

We also accelerated the development of young talents through the Generation Program. In 2019, 22 youngsters of the Trainee Program participated in this specific action, totaling 5,800 hours of technical, behavior, and leadership training and participation in the Company's strategic projects. In the Internship Generation, we hired 193 youngsters, who underwent a specific development track, composed of technical training, such as agile methods, such as design thinking, Seis Sigma, besides behavioral training and knowledge on Oi's business.



NUMBER OF TRAINING HOURS

GENDER	2019	2018	2017	AVERAGE 2019
Male	204,150	244,008	118,521	23
Female	158,154	121,662	37,815	29
Total	362,304	365,670	156,336	25



HEALTH AND SAFETY

GRI 103-1, 103-2, 103-3, 403-1, 403-4

Oi has been improving its culture of health and safety through prevention practices, which resulted in a 37.0% reduction in the number of employees occupational accidents in 2019. Considering the entire workforce, the reduction stood at 24.3%.

We operate in accordance with the Health, Safety and Environment Policy (SSMA) and we monitor the labor condition of our employees through medical examinations (admission, dismissal, periodic, change of position, return to work). In compliance with laws, we provide Individual Protection Equipment (EPI), Collective Protection Equipment (EPC), besides benefits set out in labor collective agreement: health, hospital and dental care, and pharmaceutical allowance to employees and dependents. We also rely on an Accident Prevention Internal Commission (CIPAs) and Fire Prevention Voluntary Brigades, which in 2019, accounted for 68% and 73% of our employees, respectively. Concerning occupational diseases, the activities performed are considered of low risk.

We promote cutting-edge health and safety training, making available at Oi Educa practices developed by professionals with recognized proficiency in this topic. The format is diversified, from infographics to talk shows, thus, contributing to engagement.

We also have been investing in the preparation and response to emergencies, with actions based on ISO 22301. Thus, we maintain an online trail dedicated to the Oi Educa, which is strengthened by high-level practical training and frequent simulations of response to crises.

Our business support is in charge of ensuring the legal compliance of our partners, assuring its adhesion to our federal, state, and municipal requirements.

LIFE QUALITY

Through Oi Vida em Dia Program, initiated in 2014, we promote initiatives concerned with appreciation, care, and recognition of human capital. Going beyond the mandatory medical examination, the Company complements periodic exams with laboratory exams assisting in the early diagnosis of diseases or other factors putting employees' health at risk.

Another benefit granted is the Home Office Program, which seeks to motivate, increase productivity, and provide life quality to employees, through once-a-week remote work. In 2020, due to the Covid-19 pandemic, most of Oi's workforce started working remotely during weekdays.

In 2020, we should kick off an innovative toxicology program in telecom industries through which we will promote awareness and prohibition as to the use of psychoactive substances at the workplace.





HEALTH AND SAFETY INDICATORS

GRI 403-2

INJURY RATE	NORTH	MID-WEST	NORTHEAST	SOUTH	SOUTHEAST	OVERALL 2019
Male	1.34	-	0.21	0.45	0.19	0.27
Female	-	-	0.18	-	0.17	0.14
Total	0.87	-	0.20	0.32	0.19	0.22
Outsourced workers	0.52	0.29	0.34	0.70	0.30	0.38
TOTAL DAYS LOST	NORTH	MID-WEST	NORTHEAST	SOUTH	SOUTHEAST	OVERALL 2019
Male	6.68	-	1.26	3.89	1.71	2.00
Female	-	-	0.82	-	1.29	0.93
Total	4.34	-	1.07	2.78	1.54	1.59
Outsourced workers	5.21	5.86	4.09	8.50	2.77	4.37
TOTAL ABSENTEEISM	NORTH	MID-WEST	NORTHEAST	SOUTH	SOUTHEAST	OVERALL 2019
Total employees (direct)	691	1,492	2,526	1,870	8,615	15,194
Cost due to hours lost (R\$)	182,424	393,888	666,864	493,680	2,274,360	4,011,216
Days lost absenteeism –direct employees	1,322	4,294	7,421	4,342	24,591	41,970
Total absenteeism– direct employees	0.84	1.13	1.12	0.91	1.07	1.06

GRI 403-3

Concerning high-risk occupational diseases, we inform that the activities performed by employees are considered of low risk.





SUPPLIERS' CHAIN

PROFILE OF SUPPLIERS' CHAIN

GRI 102-9, 103-1, 103-2, 103-3, 414-1

In 2019, our supply chain was composed of 1,416 companies, which received nearly R\$12.9 billion in payments, and 99.2% of this amount was allocated to local suppliers, who for Oi, are those present in the Brazilian territory. GRI 204-1

Key elements of this supply chain, accounting for nearly 52% of total payments made to suppliers and operating in key points are:

- **Network Service Providers (PSRs) – in charge of implementing and maintaining an external plant, optical fiber infrastructure, and specialized services in licensing and acquisition areas;**
- **technology and equipment companies: supply of equipment for the mobile network, customer equipment (data, satellite, and voice), commuting, transmission (radios and backbones), technical support, platforms, cables and specific equipment for the digital TV segment; and**
- **call center: phone call service to all customer segments.**

Suppliers' compliance is monitored through evaluations of Suppliers Qualification Index – HR Pillar (IQF-RH), which discusses topics relating to HR Management, Occupational Health, and Safety (SST). Evaluation is conducted by Labor Relations Management, Benefits and Third-Party Management, in partnership with Health, Safety, Environment, and Social Work Management.

In 2019, 42 IQF-RH evaluations were conducted along with 19 previously selected suppliers, representing 47% of Oi's outsourced workforce. The evaluation includes a score based on the compliance with items and action plan, under the responsibility of contract manager and supplier evaluated to address non-conformities identified, increase operational efficiency and reduce occupational accidents and labor contingencies. GRI 412-1

We do not accept child, force, or slave labor, and 100% of supplier contracts set forth responsibility and commitment to forbid these practices. Also, we contract periodic audits in suppliers critical for business, to verify the compliance with these legal and contractual requirements.





SOCIETY DEVELOPMENT

GRI 103-1, 103-2, 103-3

IN 2019, OI
SPONSORED
56
EVENTS
THROUGHOUT
THE COUNTRY

In the sports category, the “Oi Rio Pro” was the most important event, the world surfing championship held in Saquarema. It is also worth noting that surfers received sponsorships, promoting their development and category recognition. Oi was in charge of delivering all the links of information necessary to conduct the event, which included a panel of judges, broadcast, newsroom, and Wi-Fi. Oi held autograph sessions with sponsored athletes and rented tents for the audience.

Among the projects of the Culture area in the Digital Age, we highlight the Game XP and Comic Con Experience [CCXP]. The former event was held in the Olympic city and was the world’s largest Game Park. The Company sponsored the Oi *Game Arena*, a space that hosted championships and games exhibition with the world’s largest screen. At CCXP held in São Paulo, in December 2019, Oi was present in the *Omelete* space. Participants could enter Batman bat cave, which works as the Company’s monitoring center at the event, besides interactions with *Oi Play*.





SOCIAL INVESTMENT

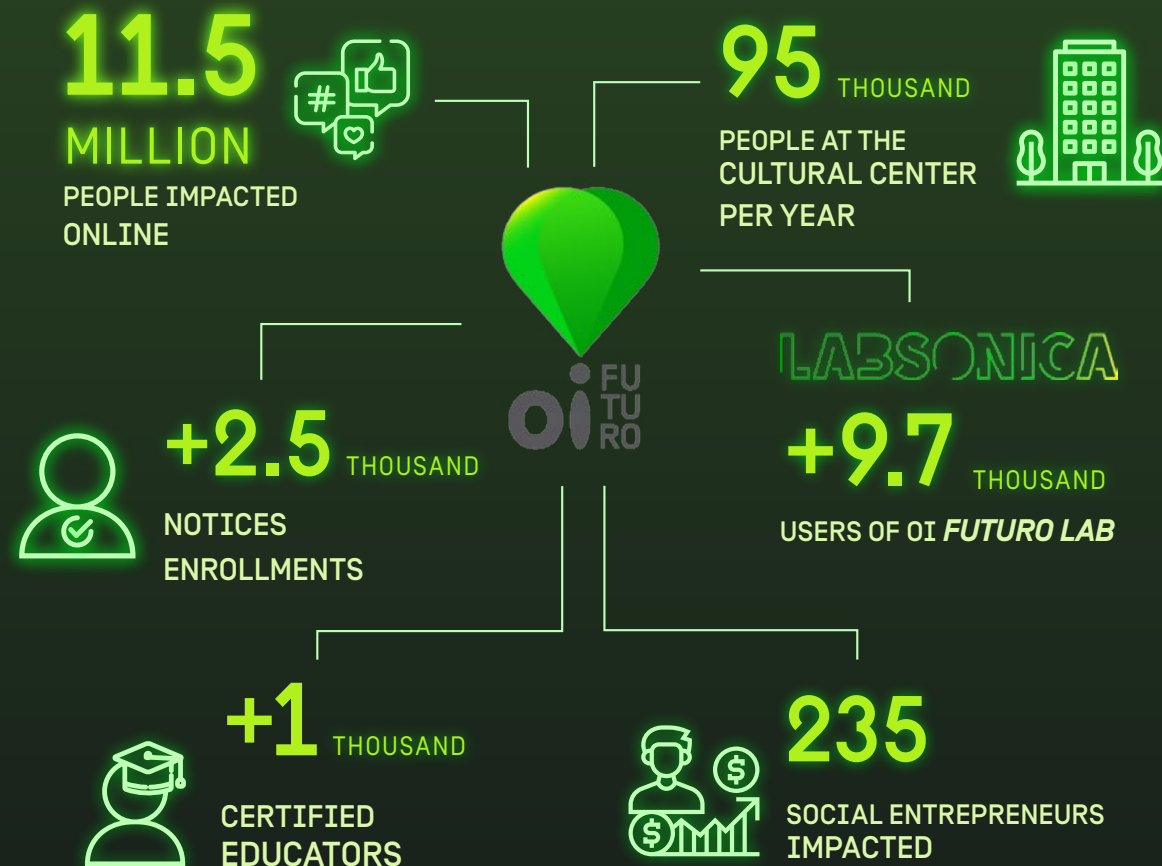
GRI 201-4, 203-2, 413-1

We reinforce our commitment to society through *Oi Futuro*, our social responsibility Institute, which acts under the certification of the Public Interest Civil Society Organization (Oscip).

We invest in social projects using sponsored funds and own funds, through Oi Futuro's Sponsorships and Events area and Oi Futuro, with actions concerned with **education**, **culture**, **social innovation**, **sports**, potentializing individual and collective development, fomenting innovation, promoting collaborative solutions and stimulating connections between organizations, ideas, and people.

MORE THAN AUDIENCE

NETWORKS AND IMPACT



KEY INVESTMENTS OF OI FUTURO'S SPONSORSHIPS AND EVENTS AREA GRI 201-4

R\$ THOUSAND

	2019	2018	2017
Education	6,614,975	8,726,995	6,281,013
Culture	25,620,040	41,914,559	39,344,012
Social investment	1,425,274	2,804,192	3,221,631
Sports	20,176,420	22,649,952	22,032,611
Administrative structure – Oi Futuro	4,920,925	5,475,421	4,151,341
Total	58,757,635	81,571,119	75,030,608
Direct investment	21,256,658	28,754,524	27,976,916
Investment via tax incentives	37,500,977	52,816,595	47,053,691

EDUCATION

In the educational area, *Oi Futuro* invests in *NAVE*, the Advanced Education Center, a public-private partnership that has been developed since 2006 jointly with the Education State Department of Rio de Janeiro and Pernambuco in two technical high schools. This program offers programming and multimedia technical courses, focused on training youngsters on creative economy and full exercise of citizenship. Until 2019, *NAVE* had already qualified nearly 2,800 people.

To expand the scope, the second edition of the digital-book “e-NAVE: A Guide of Innovative Educational Practices”, a free publication including



practices that can be adopted by any public and private school. Besides this publication, *NAVE* disseminated methodologies to nearly 1,000 multiplying educators of public schools in 53 municipalities of Rio de Janeiro and Pernambuco through on-site and semi on-site courses of educational robotics, media-education, and the pedagogical use of technologies.

In 2019, *NAVE* was selected as a case study by SXSW Edu, one of the world's largest innovation festivals yearly held in Austin, Texas (USA).

Also in 2019, *Oi Futuro* adhered to the “Curriculum and High School Front”, led by the National Council of Education Secretaries (Consed) and supported by 10 institutes and private foundations aiming at offering technical support for 27 state public schools of the country to implement new curricula in line with the National Common Basic Curriculum of High School.

To learn more, access:



www.oifuturo.org.br/educacao/



CULTURE

Concerning culture, *Oi Futuro* promotes a convergence of art, science, and technology. In 2019, the Institute issued four public notices for artists, cultural producers, and entrepreneurs, and received approximately 2,500 applications throughout the country. In the 16th edition of its main public notice – *Oi*'s Program of Cultural Sponsorships selected 48 projects in 8 Brazilian states.

Oi Futuro also, for the second consecutive year, maintained a partnership with the British Council in public notices to sponsor artistic exchange in the country. The “Pontes” Program enabled the residence of British artists in seven Brazilian festivals and the “Arte Sônica Ampliada” [Amplified Sonic Arts] [ASA] Program trained a new class of women living in Rio de Janeiro outskirts to work in the music and sound market.

LabSonica

LabSonica is a laboratory of sound and musical experimentation that stimulates creativity and innovation in the sound industry. We offer technical conditions and physical spaces for artistic production, such as record studio, rehearsal rooms, workshops, auditorium, and coworking space. At *LabSonica*, we have artist-in-residence programs, workshops, and pocket shows, privileging independent record companies, researchers, and art students throughout the country. This initiative impacted over 7,000 people in 2019 through artist-in-residence programs, new recordings, music, and business courses.



Oi Futuro Cultural Center


The *Oi Futuro* Cultural Center, which includes besides galleries and a theatre, the Telecommunications Museum – recorded nearly 95,000 visitors in 2019.

Oi Futuro Cultural Center's event schedule was again recognized by the audience, press, and critics: seven theatre plays, all in all, received 52 nominations and 3 awards: "Eu, Moby Dick" (best scenography in the Cesgranrio Award) and "O Príncipe Poeira e a Flor da Cor do Coração" (best script and actor in the Botequim Cultural Award). Also, the exhibition "Palavra Movimento" and the "Arte Sônica Amplificada" (Amplified Sonic Arts) project (ASA) were nominated for awards.

Museum

In 2019, *Oi Futuro* remodeled the physical and technological structure of the Telecommunications Museum, which after 13 years of activity, evolved to a new positioning, with a new identity: the Museum of Communications and Humanities – Museum. After six months closed for works, the Museum reopened in January 2020, including free entry and innovative interactive attractions, immersive environments, and new technologies, offering a new experience at each visit. To develop the new museum project, *Oi Futuro*

carried out a nationwide survey, "Narratives for the future of museums", jointly signed with Consumoteca. This study heard museum visitors and non-visitors of seven Brazilian capital cities about their expectations and also brought trends pointed out by museology and technology experts. Concurrently with the museum's renovation, *Oi Futuro* promoted the "Hipermuseus" public notice, which, during a six-month immersion, museology and culture professionals were qualified with innovation strategies for cultural spaces. Training cycle results are available for free download in the format of the e-book at *Oi Futuro's* website.

Learn more at:  oi.futuro



SOCIAL INNOVATION

Concerning social innovation, *Oi Futuro* consolidated *Labora*'s reputation, its Social Innovation lab, as a connection platform for entrepreneurs, businesses, and organizations committed to social impact.

Labora

In 2019, the Institute carried out two acceleration cycles of startups and social-impact organizations in technical partnership with Farm startup and the Ekloos Institute. All in all, 24 businesses and organizations were accelerated, directly involving 135 entrepreneurs.

In the third quarter, *Labora* initiated a new cycle with the Ekloos Institute targeting 20 organizations and social businesses, impacting 100 entrepreneurs, besides announcing a

partnership with Sebrae-RJ to create a public notice for social businesses with a technological profile. The Institute also hosted 43 events and workshops, impacting 2,700 people of social innovation network in the City of Rio de Janeiro.

Learn more at:



<https://oifuturo.org.br/instituto/inovacao-social/>

SPORTS

As far as sports are concerned, *Oi* and *Oi Futuro* supported social inclusion projects and the councils of Children and Adolescent Rights in the federal, state, and municipal scopes through the Children and Adolescent Fund (FIA). In 2019, 10 initiatives were supported, highlighting the “Promotion of education and citizenship through surf” project, supported by the Center of Surf Learning and Development (CADES), in the City of Rio de Janeiro.

Learn more at:



www.oifuturo.org.br/esportes/

Learn more at:



<https://oifuturo.org.br/>

ACCESS TO TELECOMMUNICATIONS AND DIGITAL INCLUSION

GRI 203-1

BROADBAND PROGRAM AT SCHOOLS (PBLE)

PBLE's objective is until 2025, make available the Internet with speed equal to or higher than 2MB at public elementary and high schools, and for teachers, indicated by the Ministry of Education (MEC) based on the Census of the National Institute of Studies and Researches (INEP).

In 2019, we assisted

482 NEW URBAN SCHOOLS, 

totaling **53,854** URBAN SCHOOLS.

Also,

 **3,757** RURAL SCHOOLS WERE ASSISTED.

GENERAL PLAN OF UNIVERSALIZATION GOALS (PGMU)

This initiative seeks to guarantee access to fixed telephony.

In 2019, we invested over

R\$ **2.52** MILLION, comprising **77 SITES**, of which



R\$ **1.31** MILLION, in 19 locations, **INDIVIDUAL ACCESS** and



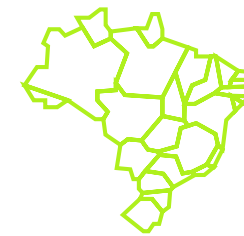
R\$ **1.21** MILLION, in 58 locations, **COLLECTIVE ACCESS.**

BACKHAUL

It consists of broadband installation in municipalities and upgrades of previously installed speeds.

Currently, we provide

BACKHAUL SERVICES to over



3,181 BRAZILIAN MUNICIPALITIES



MEMBERSHIP OF ASSOCIATIONS

GRI 102-13, 103-1, 103-2, 103-3

We collaborate with memberships of industry, for instance, sharing infrastructure, and we actively participate in discussions of key issues concerned with telecommunications development in Brazil.

We have institutional representatives who maintain contacts with regulatory agencies, namely, the Brazilian Telecommunications Agency (ANATEL), the Ministry of Communications (Minicom), the Brazilian Electricity Agency (ANEEL), the Administrative Council for Economic Defense (CADE), and the Brazilian Film Agency (ANCINE) – and with executive and legislative branches, in the federal, state and municipal scopes. To ensure ethics in these relationships, our actions are guided by the Code of Ethics and by the Policy of Institutional Performance of Oi Companies.

To monitor and analyze bills under discussion at the National Congress, at the Legislative Chamber of Federal District, at the legislative assemblies of states and municipal chambers discussing telecommunications-related issues, we rely on the Monitoring Committee on Legislative Proposals (CAPLE). In 2019, 11 meetings were held and 68 legislative proposals were selected for analysis and monitoring.

Relevant discussions on federal telecommunications laws took place in 2019, such as the enactment of the New Telecommunications Regulatory Framework– the Law No. 13.879 of October 3, 2019, which “amends Law No. 9.472, of July 16, 1997, to allow the adaptation of the mode of telecommunication concession services for authorization and the Law No. 9.998 of August 17, 2000, and revokes provisions of Law No. 9.472 of July 16, 1997”. The new law derives from PLC 79/2016 (PL 3453/2015).

We have institutional representatives who maintain contacts with regulatory agencies. To ensure ethics in these relationships, our actions are guided by the Code of Ethics and by the Policy of Institutional Performance of Oi Companies.





In partnership with the National Union of Telecoms, Personal and Mobile Service (SindiTelebrasil), we participated in discussions of several bills within federal scope, namely:

- **PLC 79/2016**, which discusses the new telecommunications regulatory framework (converted into Law No. 13.879/2019);
- **PL 1481/2017**, which discusses the use of funds from the Telecommunications Services Universalization Fund – FUST (PL approved at the House of Representatives);
- **PLS 349/2018**, which discusses the rules of collection applicable to the Inspection Fees of the Telecommunications Inspection Fund (FISTEL) on terminals used in machine-to-machine communication applications (M2M);
- **PL 3477/2019**, which discusses the Value-Added Services (SVA);
- **ECD 2/2017**, which discusses the Conduct Adjustment Agreement (TAC);
- **PL 8195/2017**, which discusses the telemarketing registration rules;
- **PLC.142/2018**, which discusses the Policy of Connected Education Innovation;
- **PLS. 5/2017**, which discusses the coverage of telecom mobile services at federal and state highways;
- **PL. 8626/2017**, which discusses loyalty in services agreements;
- **PL. 8518/2017**, which discusses the temporary licensing for installation of telecom infrastructure in urban areas; and

- **Provisional Measures (MPVs) and Constitutional Amendment Proposals (PECs)** of interest of the telecom industry, especially those discussing taxes and personal data protection.

In dialogue with state and municipal political leaders, we highlight discussions on laws referring to the mobile telephony installation and expansion, the urban and environmental licensing of telecommunications infrastructure, and the transition from aerial cabling to underground cabling in municipalities, rules on consumers priority services.

We neither support nor contribute to political parties, politicians, or related institutions, as we are a public utility concessionaire, therefore, we comply with Law No. 9.504/1997. GRI 415-1

Within the international scope, in February 2019, Oi renewed the cooperation agreement with the Brazilian Navy to provide telecommunications services at the “Comandante Ferraz” Antarctic Base. Besides providing telephony, Internet, and TV-signal services, the agreement provides for annual training and qualification of servicemen remaining at the station for more than one year, to operate the system and maintain telecom equipment. This initiative aims at exchanging data between researchers and institutions to which they are bound in Brazil, contributing to developing Brazil’s research under Proantar Program (Brazilian Antarctic Program).



NATURAL CAPITAL





GRI 103-1, 103-2, 103-3

ENVIRONMENTAL MANAGEMENT

Our commitment to sustainable development is expressed and guided by the Sustainability Policy, the objective of which is to define the guidelines to build mechanisms concerned with business continuity and management of social and environmental impacts deriving from the Company's activity. The content of the Sustainability Policy is available at Oi's website.

We adopt international standards, such as the Global Reporting Initiative (GRI) to report sustainability indicators and the GHG Protocol to draw up the GHG Inventory. We also annually report our strategy and climate change-related actions to the Carbon Disclosure Project (CDP).

In 2019, we earmarked R\$5.5 million to environmental protection investments, and 21% of this amount corresponds to the issue of radiometric reports, to monitor the quality of radiofrequency signals and evidence measurement with ANATEL and public authorities.

INVESTMENTS AND ENVIRONMENTAL PROTECTION EXPENDITURES (R\$)

	2019	2018	2017
Waste treatment and disposal (fixed collection + dumpsters)	755,160.32 ⁽¹⁾	921,408.47	871,200.92
Disposal of batteries, devices, and accessories collected at Oi stores	-	-	69,000.00
Environmental licensing expenditures	742,197.32 ⁽²⁾	700,007.94	599,458.37
Issue of radiometric reports	3,848,155.03 ⁽³⁾	2,664,084.22	3,568,224.97
Expenses with transportation and storage of solid waste	184,218.32 ⁽⁴⁾	298,969.66	312,351.91
External assurance for the GHG inventory	5,690.00	5,990.00	6,930.00
Prevention and environmental management costs	-	-	95,361.00
Total	5,535,420.99	4,590,460.29	5,522,527.17

Notes:

⁽¹⁾ In 2019, we renewed and exchanged suppliers in charge of waste collection, obtaining gain on negotiations, which resulted in the difference between 2019 and 2018 investments in treatment and disposal.

⁽²⁾ The amount includes environmental licenses of sites and special projects connected with optical fiber implementation.

⁽³⁾ The amount comprises: 1) R\$43,266.14 of radiometric reports, which aim at measuring the quality of radiofrequency signals, mainly evidencing the regular status before the public authorities, and 2) 3,804,888.89 destined to comply with conditions required by the regulatory agency (Anatel).

⁽⁴⁾ Cost represents the sum of transportation and shipping expenses since Oi has no scrap storage direct costs. Our distribution/storage centers are located in the proper environment, except for PA (Pará), AM (Amazonas), and MG (Minas Gerais) branches, which are located at FEDEX and do not store batteries. Estimated weight carried: 278 tonnes.





MANAGEMENT OF GHG EMISSIONS

GRI 305-1, 305-2, 305-3, 305-4, 305-5, 305-6

As guided by Oi's Climate Change Policy, we are committed to global initiatives in the interest of stabilization of GHG concentration in the atmosphere by developing projects to simultaneously comprise the environmental balance, the related parties' awareness and the execution of practices to mitigate risks, as well as the adaptation to a low-carbon economy.

Since 2009, we have been annually mapping direct and indirect emissions in our GHG emissions inventory, voluntarily disclosed in the public registry of emissions of the Brazilian GHG Protocol Program (inventory methodology) and CDP.

To make this mapping more accurate, since 2014, we have been maintaining a fleet management system that consolidates the track record of each vehicle activity with a friendly interface to improve aspects, such as aggressive driving, preventive maintenance and the use of more efficient routes, contributing to environmental management and control of GHG

emissions. At the end of 2019, the "SeredeConecta", our major network service provider (PSR), with a total of 17,229 vehicles, tracked 88% of its fleet. Due to State laws, vehicles of the "SeredeConecta" Paraná branch had their tracking system removed, according to the Union agreement, thus, excluded from the calculation.

GHG EMISSIONS IN TCO₂E

	SCOPE 1 DIRECT EMISSIONS DERIVING FROM FUEL COMBUSTION IN GENERATORS, FLEET FUEL CONSUMPTION, AND FUGITIVE EMISSIONS OF REFRIGERATION GASES AND FIRE EXTINGUISHERS	SCOPE 2 - INDIRECT GHG EMISSIONS, DERIVING FROM ELECTRICITY CONSUMPTION.		SCOPE 3 - OTHER INDIRECT GHG EMISSIONS
		LOCATION-BASED METHOD	MARKET-BASED METHOD	
2019	97,147.40	117,079.38	115,299.98	46,546.62
2018	78,547.90	114,747.37		45,520.58
2017	93,376.09	146,447.79		50,020.83





INDIRECT EMISSIONS – SCOPE 3 (TCO₂E)

	2019	2018	2017
Goods and services acquired	13,072.07	17,013.65	19,551.96
Fuel and energy-related activities not included in scopes 1 and 2*	1,392.54	1,596.32	2,614.70
Upstream transportation and distribution	4,338.11	3,757.15	6,457.95
Business travels	3,842.39	4,383.03	4,452.33
Commuting	23,901.51	18,770.43	16,943.89
Total	46,546.62	45,520.58	50,020.83

*It refers to energy consumption deriving from condominium apportionment.

Comparing the results of GHG inventory in 2019 and 2018, emissions of 2 and 3 scopes recorded a slight increase of 2%. Scope 1 emissions, however, soared 24%, mainly due to the use of HFC-227 gas and to recharge fire extinguishers. We have been working to improve the recording of this information to a more accurate report of information and improve equipment management and maintenance.

Analyzing other sources of Scope 1 individually, such as the activities of Network Service Providers (PSR) and the use of energy generators (GMG), emissions decreased. Oi's initiatives allow the repair of network and services contracted by customers remotely may contribute to reducing emissions through lower demand for a field technician, thus, contributing to reduce fuel consumption.

Concerning the energy acquired, in 2019, we recorded a slight increase of 0.32% compared to consumption in 2018, reflecting Oi's

telecommunications network expansion in the certain Brazilian States. It is worth noting that for this inventory, we adopted, for the first time, the GHG Protocol market-based method in a small amount of energy acquired (1.51% of the total energy used by the Company). Thus, despite in 2019, we recorded 33% of energy acquired deriving from renewable sources fomented by Free Market, according to increase seen in the emission factor of the National Interconnected System (SIN), made available by the Ministry of Science, Technology, and Innovations (MCTI), our scope 2 emissions also increased, reflecting the current status of energy generation in Brazil.



For additional information about our GHG emissions management, access our inventory at the website of the public registry of GHG Protocol emission.





ENERGY CONSUMPTION

GRI 103-1, 103-2, 103-3, 302-1, 302-3, 302-4, 302-5

In 2019, we migrated 72 of our consuming units to the energy free market, totaling 227 free units at the end of 2019, and consumption totaled 508.4 GWh [1,839,551.33 GJ].

Energy management is inserted in Oi's strategic planning and seeks to diversify its consumption matrix, migrating to low-cost renewable sources, besides contributing to the environment, especially in the fight against climate change.

The strategy is guided by the following objectives:

- Reduce energy costs;
- Plan and control energy expenditures;
- Improve and optimize processes;
- Establish governance of processes control and results concerned with energy consumption;
- Execute energy projects;
- Raise energy-saving awareness at the Company;
- Strengthen relationships with concessionaires.

Below, a description of our work fronts and results delivered in 2019:

OI'S ENERGY MATRIX

The energy consumed by Oi is currently divided into the energy acquired from concessionaires [captive market], which accounts for 67.8% of total energy consumed, and the energy acquired at the Free Contract Environment [ACL] [free market], deriving from renewable energy, which accounts for 32.2%. In 2019, a total of 1,587.9 GWh energy was consumed [5,716,329.84 GJ].

In 2019, we migrated 72 of our consuming units to the energy free market, totaling 227 free units at the end of 2019, and consumption totaled 508.4 GWh [1,839,551.33 GJ]. Savings amounted to R\$115.3 million in 2019, of which R\$19.6 million due to the 72 new migrations.

We also developed various distributed generation projects throughout the country, in partnership with companies specialized in the construction of solar energy plants, CGHs [hydroelectric generation center], biomass, and biogas. Our goal is to reach 15 GWh generated with renewable energy by the end of 2020.





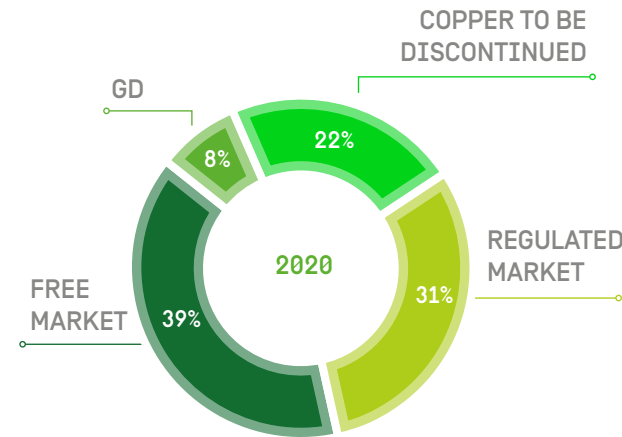
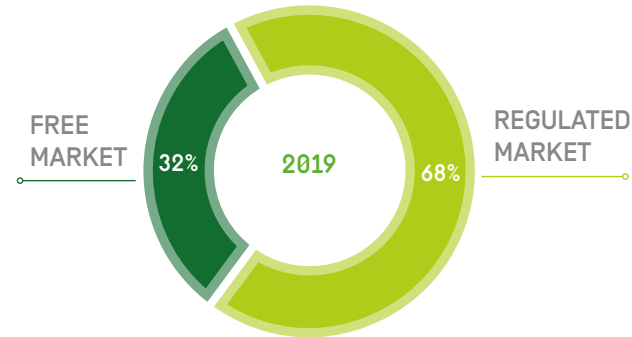
CONSUMPTION REDUCTION PROJECTS

Phase 2 of the lightning energy efficiency project kicked-off in 2019, underway in 2020, upon its conclusion, we foresee to replace 22,000 lamps with LED, resulting in a monthly reduction of 307.3 MWh.

Our initiative to migrate our Data Center in the city of Belo Horizonte to Brasília was seen as an opportunity to upgrade technologies, build improvements, and reduce costs for the Company. Thus, several servers became virtual, decreasing the use of physical services and the need for space to accommodate equipment, with less maintenance and reduced electricity consumption. This action resulted in savings close to R\$3.2 million in 2019, and an approximate lower consumption of 21,800 MWh/month.

GRI 102-48

ENERGY MATRIX OF OI'S CONSUMPTION IN 2019 AND 2020 TARGET



Notes:

⁽¹⁾ Free-market refers to the energy consumed from renewable sources through the Energy Free Market. GD refers to our units consuming energy in Distributed Generation plants (renewable).

⁽²⁾ The charts reported in 2018 were showing inverted values, but the text reflected reality. In 2019, we adjusted the numbers.



IMPACT REDUCTION

GRI 301-3

Oi Troca Fácil is an action that aims at reducing impacts, in line with a consumer awareness model towards a circular economy, and environmental concern. Since 2016, we have been offering discounts to used devices when the customer buys a mobile phone at our stores. Used devices are collected by our partner, they are thoroughly revised and tested by specialized technicians to then be resold with a three-month warranty. Overall, 233 devices were exchanged in 2019.

We recovered decoders – devices used by Oi TV –, after the termination of agreements with customers, to be reused by new customers. In 2019, we collected 254,000 equipment, resulting in R\$27.4 million savings for the Company. We also made available collection boxes for mobile phones, batteries, and accessories disposal at our stores, besides collecting cells and batteries in our administrative buildings.



FINANCIAL STATEMENTS



**CLICK TO
DOWNLOAD PDF**

This Report and the Financial Statements address the performance of OI S.A. and its subsidiaries. In turn, the socio-environmental indicators presented refer only to the Parent Company, as there is no management of these aspects in the subsidiaries. GRI 102-45



SOCIAL BALANCE SHEET



**1 - BASIS OF CALCULATION (R\$ THOUSAND)**

	2019	2018
Net revenue (NR)	20,136,183	22,060,014
Operating revenue (OR)	-9,087,088	21,340,608
Gross payroll (GP)	2,271,582	2,314,644
Total Added Value (TAV)	8,548,426	38,650,513

2 - SOCIAL INTERNAL INDICATORS

	2019				2018			
	R\$	% OVER	% OVER	% OVER	R\$	% OVER	% OVER	% OVER
	THOUSAND	GP	NR	TAV	THOUSAND	GP	NR	TAV
Food	182,839	8.05%	0.91%	2.14%	179,874	7.77%	0.82%	0.47%
Compulsory payroll taxes	428,400	18.86%	2.13%	5.01%	452,245	19.54%	2.05%	1.17%
Private pension	22,187	0.98%	0.11%	0.26%	23,640	1.02%	0.11%	0.06%
Health	177,434	7.81%	0.88%	2.08%	178,558	7.71%	0.81%	0.46%
Occupational health and safety	10,685	0.47%	0.05%	0.12%	6,522	0.28%	0.03%	0.02%
Education	-	0.00%	0.00%	0.00%	-	0.00%	0.00%	0.00%
Culture	-	0.00%	0.00%	0.00%	-	0.00%	0.00%	0.00%
Professional qualification and development	34,551	1.52%	0.17%	0.40%	9,478	0.41%	0.04%	0.02%
Daycare units or daycare allowance	7,473	0.33%	0.04%	0.09%	10,628	0.46%	0.05%	0.03%
Sports	-	0.00%	0.00%	0.00%	-	0.00%	0.00%	0.00%
Profit sharing	260,207	11.45%	1.29%	3.04%	237,253	10.25%	1.08%	0.61%
Transportation	41,633	1.83%	0.21%	0.49%	33,944	1.47%	0.15%	0.09%
Other	25,825	1.14%	0.13%	0.30%	19,976	0.86%	0.09%	0.05%
TOTAL - INTERNAL SOCIAL INDICATORS	1,191,234	52.44%	5.92%	13.94%	1,152,119	49.78%	5.22%	2.98%





3 – EXTERNAL SOCIAL INDICATORS

	2019				2018			
	R\$	% OVER	% OVER	% OVER	R\$	% OVER	% OVER	% OVER
	THOUSAND	GP	NR	TAV	THOUSAND	GP	NR	TAV
Education	6,615	-0.07%	0.03%	0.08%	8,727	0.04%	0.04%	0.02%
Culture	25,620	-0.28%	0.13%	0.30%	41,915	0.20%	0.19%	0.11%
Health and sanitation	-	0.00%	0.00%	0.00%	-	0.00%	0.00%	0.00%
Sports	20,176	-0.22%	0.10%	0.24%	22,650	0.11%	0.10%	0.06%
Combating hunger and achieving food security	-	0.00%	0.00%	0.00%	-	0.00%	0.00%	0.00%
Sector indicators	-	0.00%	0.00%	0.00%	-	-	-	-
Others	6,346	-0.07%	0.03%	0.07%	8,280	0.04%	0.04%	0.02%
TOTAL CONTRIBUTIONS FOR SOCIETY	58,758	-0.65%	0.29%	0.69%	81,571	0.38%	0.37%	0.21%
Taxes (excluding social contributions)	5,181,948	-57.03%	25.73%	60.62%	3,087,335	14.47%	14.00%	7.99%
TOTAL – EXTERNAL SOCIAL INDICATORS	5,240,706	-57.67%	26.03%	61.31%	3,168,906	14.85%	14.36%	8.20%





4 - ENVIRONMENTAL INDICATORS

	2019				2018			
	R\$	% OVER	% OVER	% OVER	R\$	% OVER	% OVER	% OVER
	THOUSAND	GP	NR	TAV	THOUSAND	GP	NR	TAV
4.1 - Investments related to the Company's production/operation								
Land expropriation	0	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%
Environmental liabilities and contingencies	0	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%
Technological and industrial development program	0	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%
Energy conservation	1,468	-0.02%	0.01%	0.02%	1,656	0.01%	0.01%	0.00%
Environmental education	0	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%
Sector indicator	0	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%
Others	0	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%
TOTAL INVESTMENTS RELATED TO THE COMPANY'S PRODUCTION/OPERATION	1,468	-0.02%	0.01%	0.02%	1,656	0.01%	0.01%	0.00%
4.2 - Investments in external programs and/or projects								
Environment educational projects in communities	0	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%
Preservation and/or recovery of degraded areas	0	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%
Others	0	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%
TOTAL INVESTMENTS IN EXTERNAL PROGRAMS AND/OR PROJECTS	0	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%
TOTAL INVESTMENTS IN ENVIRONMENT (4.1 + 4.2)	1,468	-0.02%	0.01%	0.02%	1,656	0.01%	0.01%	0.00%





DISTRIBUTION OF INVESTMENTS IN THE ENVIRONMENT

	2019		2018	
	R\$ THOUSAND	% OVER TOTAL	R\$ THOUSAND	% OVER TOTAL
TOTAL INVESTMENTS IN ENVIRONMENTAL PREVENTION	0	0.00	0	0.00
TOTAL INVESTMENTS IN ENVIRONMENTAL MAINTENANCE	0	0.00	0	0.00
TOTAL INVESTMENTS IN ENVIRONMENTAL COMPENSATION	0	0.00	0	0.00
Number of environmental, administrative, and legal proceedings filed against the company:	261		381	
Environmental-related fines and indemnification awarded in administrative and/or legal proceedings:	Not reported		Not reported	
Annual targets defined to minimize waste and consumption in general in production/operation to increase efficacy when using natural resources, the Company:	<input type="checkbox"/> No targets <input type="checkbox"/> Complies from 0% to 50% <input type="checkbox"/> Complies from 51% to 75% <input checked="" type="checkbox"/> Complies from 76% to 100%		<input type="checkbox"/> No targets <input type="checkbox"/> Complies from 0% to 50% <input type="checkbox"/> Complies from 51% to 75% <input checked="" type="checkbox"/> Complies from 76% to 100%	





5 -STAFF INDICATORS

	2019	2018
Headcount at the end of the period	14,535	15,040
Number of admissions in the period	1,922	2,787
Employee termination in the period	2,431	2,601
Number of outsourced workers	106,578	117,681
Number of trainees	237	70
Number of employees over 45 years of age	4,005	3,798
Number of employees by age group:		
Under 18 years old	0	0
18-35 years old	5,343	5,419
36-45 years old	5,573	5,825
46-60 years old	2,946	3,184
Over 60 years old	673	612
Number of employees by level of education:		
Illiterate	0	0
Elementary school/junior high school	34	44
High school/technical school	5,792	6,062
College degree	6,971	7,176
Postgraduate degree	1,738	1,758
Number of women working at the company	5,445	5,614
% of leadership positions held by women	29%	28%
Number of men working at the company	9,090	9,426
% of leadership positions held by men	71%	72%
Number of afro-descendants working at the company	Not reported	Not reported
% of leadership positions held by afro-descendants	Not reported	Not reported
Number of disabled people	346	231
Gross compensation divided by:		
Employees	Not reported	Not reported
Management	Not reported	Not reported
Difference between the lowest salary paid by the company and minimum wage [nationwide or regionally]:		
Difference between the lowest salary paid by the company and the minimum wage	0	0
Source	FPW payroll	FPW payroll





6 - RELEVANT INFORMATION AS TO CORPORATE CITIZENSHIP

	2019		2018	
	UNITS		UNITS	
Ratio between the highest and lowest remuneration at the company	Not reported		Not reported	
Total number of accidents at work	Not reported		Not reported	
The Company's social and environmental projects were developed by:	<input type="checkbox"/> Officers <input checked="" type="checkbox"/> Officers and managers <input type="checkbox"/> All employees		<input type="checkbox"/> Officers <input checked="" type="checkbox"/> Officers and managers <input type="checkbox"/> All employees	
Safety and healthiness standards at workplace were defined by:	<input type="checkbox"/> Officers <input checked="" type="checkbox"/> Officers and managers <input type="checkbox"/> All employees <input type="checkbox"/> All + CIPA (Internal Accident Prevention Committee)		<input type="checkbox"/> Officers <input checked="" type="checkbox"/> Officers and managers <input type="checkbox"/> All employees <input type="checkbox"/> All + CIPA	
Concerning union freedom, the right to collective bargaining, and employee internal representation, the company:	<input checked="" type="checkbox"/> Does not participate <input type="checkbox"/> Observes ILO standards <input type="checkbox"/> Incentives and observes ILO		<input checked="" type="checkbox"/> Does not participate <input type="checkbox"/> Observes ILO standards <input type="checkbox"/> Incentives and observes ILO	
Private pension encompasses:	<input type="checkbox"/> Officers <input checked="" type="checkbox"/> Officers and managers <input type="checkbox"/> All employees		<input type="checkbox"/> Officers <input checked="" type="checkbox"/> Officers and managers <input type="checkbox"/> All employees	
Profit sharing includes:	<input type="checkbox"/> Officers <input checked="" type="checkbox"/> Officers and managers <input type="checkbox"/> All employees		<input type="checkbox"/> Officers <input checked="" type="checkbox"/> Officers and managers <input type="checkbox"/> All employees	
When selecting suppliers, the same ethical, social, and environmental standards adopted by the company:	<input type="checkbox"/> Are not considered <input type="checkbox"/> Are suggested <input checked="" type="checkbox"/> Are required		<input type="checkbox"/> Are not considered <input type="checkbox"/> Are suggested <input checked="" type="checkbox"/> Are required	
As to employee participation in volunteering programs, the company:	<input type="checkbox"/> Does not participate <input checked="" type="checkbox"/> Supports <input type="checkbox"/> Organizes and stimulates		<input type="checkbox"/> Does not participate <input type="checkbox"/> Supports <input checked="" type="checkbox"/> Organizes and stimulates	
Total number of consumers' complaints and comments:	At the company	Not reported	At the company	Not reported
	At Procon	Not reported	At Procon	Not reported
	At courts	Not reported	At courts	Not reported
% of complaints and comments answered or solved:	At the company	Not reported	At the company	Not reported
	At Procon	Not reported	At Procon	Not reported
	At courts	Not reported	At courts	Not reported
Fines and indemnities to customers decided by consumer protection and defense bodies or by the courts:	At Procon	Not reported	At Procon	Not reported
	At courts	Not reported	At courts	Not reported
Actions executed by the company to remedy or minimize causes of complaints:				
Number of labor lawsuits filed against the company:	33,249		34,428	





	2019		2018	
	UNITS		UNITS	
Lawsuits that were granted relief	N/A*		N/A*	
Lawsuits judged groundless	N/A*		N/A*	
Total amount of indemnities and fines paid according to the court's decision:	Not available		Not available	
Total added value to distribute (R\$ million):	8,548		38,964	
Distribution of Added Value (DVA):	R\$ million	% over total	R\$ million	% over total
Government	5,439	63.6	3,367	8.6
Employees	2,272	26.6	2,315	5.9
Shareholders	-95	-1.1	24	0.1
Outsourced workers	9,932	116.2	8,666	22.2
Withheld	-9,000	-105.3	24,591	63.1

7 - OTHER INFORMATION

In item 3, "Others", we considered the Sustainability item (support to Community, Environment, and Biodiversity development projects). Oi Futuro's administrative structure was also considered – support areas (Communication, HR, Financial, Planning, Assets, and Sponsorships).

In item 4.2 "Number of environmental, administrative and legal proceedings filed against the company"; only administrative proceedings are informed. Legal proceedings will not be reported by managerial/strategic decisions.

In "Number of Afro-descendants" and "% of leadership positions held by Afro-descendants" of item 5, Oi does not collect this information according to the IBGE (Brazilian Institute of Geography and Statistics)'s criterion (self-declaration) in the system.

Concerning item 6, more specifically with respect to the number of lawsuits that were "granted relief" /deemed "groundless", it is not possible to inform, since the absolute majority of proceedings were "partially granted relief"



GRI STANDARDS CONTENT INDEX





GRI STANDARDS – CONTENT INDEX

	GENERAL CONTENT	PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS
	ORGANIZATIONAL PROFILE				
	102-1	Name of the organization	cover		GRI standards (essential option)
	102-2	Activities, brands, products, and services	21		GRI standards (essential option)
	102-3	Location of headquarters	114		GRI standards (essential option)
	102-4	Location of operations	21		GRI standards (essential option)
	102-5	Ownership and legal form	4		GRI standards (essential option)
	102-6	Markets served	21 and 46		GRI standards (essential option)
GENERAL DISCLOSURES	102-7	Scale of the organization	21,49 and 54		GRI standards (essential option)
	102-8	Information on employees and other workers	54		GRI standards (essential option)
	102-9	Supply chain	59		GRI standards (essential option)
	102-10	Significant changes to the organization and its supply chain	4		GRI standards (essential option)
	102-11	Precautionary Principle or approach	33 and 36		GRI standards (essential option)
	102-12	External initiatives	4 and 8		GRI standards (essential option)
	102-13	Membership of associations	67		GRI standards (essential option)





	GENERAL CONTENT	PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS
	STRATEGY				
	102-14	Statement from senior decision-maker	11		GRI standards (essential option)
	102-15	Key impacts, risks and opportunities	34 and 36		Material
	ETHICS AND INTEGRITY				
	102-16	Values, principles, standards, and norms of behavior	24	10	GRI standards (essential option)
	102-17	Mechanisms for advice and concerns about ethics	35	10	Material
	GOVERNANCE				
GENERAL DISCLOSURES	102-18	Governance structure	28 and 103		GRI standards (essential option)
	102-19	Delegating authority	26		Material
	102-20	Executive-level responsibility for economic, environmental, and social topics	106		Material
	102-21	Consulting stakeholders on economic, environmental, and social topics	5 and 27		Material
	102-22	Composition of the highest governance body and its committees	28		Material
	102-24	Nominating and selecting the highest governance body	31		Material
	102-25	Conflicts of interest	28 and 33		Material





GENERAL CONTENT		PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS
GENERAL DISCLOSURES	102-26	Role of highest governance body in setting purpose, values, and strategy	28		Material
	102-27	Collective knowledge of highest governance body	36		Material
	102-28	Evaluating the highest governance body's performance	28		Material
	102-29	Identifying and managing economic, environmental, and social impacts	36		Material
	102-30	Effectiveness of risk management processes	33, 36		Material
	102-31	Review of economic, environmental, and social topics	33		Material
	102-32	Highest governance body's role in sustainability reporting	4		Material
	102-33	Communicating critical concerns	31		Material
	102-34	Nature and total number of critical concerns	38		Material





	GENERAL CONTENT	PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS
	STAKEHOLDER ENGAGEMENT				
	102-40	List of stakeholder groups	5		GRI standards (essential option)
	102-42	Identifying and selecting stakeholders	5		GRI standards (essential option)
	102-43	Approach to stakeholder engagement	5		GRI standards (essential option)
	102-44	Key topics and concerns raised	6		GRI standards (essential option)
	REPORTING PRACTICE				
GENERAL DISCLOSURES	102-45	Entities included in the consolidated financial statements	76		GRI standards (essential option)
	102-46	Defining report content and topic Boundaries	5		GRI standards (essential option)
	102-47	List of material topics	6		GRI standards (essential option)
	102-48	Restatements of information	5		GRI standards (essential option)
	102-49	Changes in reporting	4		GRI standards (essential option)
	102-50	Reporting period	4		GRI standards (essential option)
	102-51	Date of most recent report	4		GRI standards (essential option)
	102-52	Reporting Cycle	4		GRI standards (essential option)
	102-53	Contact point for questions regarding the report	4		GRI standards (essential option)





	GENERAL CONTENT		PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS
	102-54	Claims of reporting in accordance with the GRI Standards	4			GRI standards (essential option)
	102-55	GRI content index	114			GRI standards (essential option)
	102-56	External assurance	114			GRI standards (essential option)
SPECIFIC DISCLOSURE TOPICS						
ECONOMY SERIES						
ECONOMIC PERFORMANCE						
	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59, 67, 70-71 and 106		8	Not material
MANAGEMENT APPROACH	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106		8	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106		8	Not material
ECONOMIC PERFORMANCE	201-1	Direct economic value generated and distributed	50-52		8	Not material
	201-4	Financial assistance received from government	61 and 62		8	Not material
MARKET PRESENCE						
	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 69, 70 and 106	6		Not material
MANAGEMENT APPROACH	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 69, 70 and 106	6		Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 69, 70 and 106	6		Not material
MARKET PRESENCE	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	106	6		Not material





	GENERAL CONTENT		PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS
INDIRECT ECONOMIC IMPACTS						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70-71 and 106		8, 9	Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70-71 and 106		8, 9	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70-71 and 106		8, 9	Not material
INDIRECT ECONOMIC IMPACTS	203-1	Infrastructure investments and services supported	66		8, 9	Not material
	203-2	Significant indirect economic impacts	61		8, 9	Not material
PROCUREMENT PRACTICES						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70-71 and 106			Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70-71 and 106			Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70-71 and 106			Not material
PROCUREMENT PRACTICES	204-1	Proportion of spending on local suppliers	59			Not material
ANTI-CORRUPTION						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70-71 and 106		16	Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70-71 and 106		16	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70-71 and 106		16	Not material
ANTI-CORRUPTION	205-2	Communication and training about anti-corruption policies and procedures	113		16	Not material
	205-3	Confirmed incidents of corruption and actions taken	35		16	Not material





GENERAL CONTENT		PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS	
ANTI-COMPETITIVE BEHAVIOR						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106		Not material	
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106		Not material	
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106		Not material	
ANTI-COMPETITIVE BEHAVIOR	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	107		Not material	
ENVIRONMENTAL						
MATERIALS						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	7, 8	12	Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	7, 8	12	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	7, 8	12	Not material
MATERIALS	301-1	Materials used by weight or volume	107	7, 8	12	Not material
	301-3	Reclaimed products and their packaging materials	75	8	12	Not material
ENERGY						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	8, 9	7	Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	8, 9	7	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	8, 9	7	Not material





	GENERAL CONTENT	PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS	
ENERGY	302-1	Energy consumption within the organization	73	8	7	Not material
	302-3	Energy intensity	73 and 107	8	7	Not material
	302-4	Reduction of energy consumption	73	8	7	Not material
	302-5	Reductions in energy requirements of products and services	73	8, 9	7	Not material
WATER						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	7, 8	6	Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	7, 8	6	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	7, 8	6	Not material
WATER	303-1	Water withdrawal by source	108	7, 8	6	Not material
BIODIVERSITY						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	7, 8	15	Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	7, 8	15	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	7, 8	15	Not material
BIODIVERSITY	304-3	Habitats protected or restored	108	7, 8	15	Not material
EMISSIONS						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	7, 8, 9	7, 13	Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	7, 8, 9	7, 13	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	7, 8, 9	7, 13	Not material





	GENERAL CONTENT	PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS	
EMISSIONS	305-1	Direct (Scope 1) GHG emissions	71	7, 8	7, 13	Not material
	305-2	Energy indirect (Scope 2) GHG emissions	71	8	7, 13	Not material
	305-3	Other indirect (Scope 3) GHG emissions	71	8	13	Not material
	305-4	GHG emissions intensity	71	8	13	Not material
	305-5	Reduction of GHG emissions	71	8, 9	13	Not material
	305-6	Emissions of ozone-depleting substances (ODS)	71	8	13	Not material
EFFLUENTS AND WASTE						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	8	6	Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	8	6	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	8	6	Not material
EFFLUENTS AND WASTE	306-2	Waste by type and disposal method	108	8	6	Not material
ENVIRONMENTAL COMPLIANCE						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	8		Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	8		Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	8		Not material
ENVIRONMENTAL COMPLIANCE	307-1	Non-compliance with environmental laws and regulations	108	8		Not material





GENERAL CONTENT		PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS	
SOCIAL						
EMPLOYMENT						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1	Not material	
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1	Not material	
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1	Not material	
EMPLOYMENT	401-1	New employee hires and employee turnover	109	1	Not material	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	109	1	Not material	
	401-3	Parental leave	109		Not material	
LABOR/MANAGEMENT RELATIONS						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106		Not material	
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106		Not material	
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106		Not material	
LABOR/MANAGEMENT RELATIONS	402-1	Minimum notice periods regarding operational changes	109		Not material	
OCCUPATIONAL HEALTH AND SAFETY						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	3	3	Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	3	3	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	3	3	Not material





	GENERAL CONTENT	PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS	
OCCUPATIONAL HEALTH AND SAFETY	403-1	Workers representation in formal joint management-worker health and safety committees	57	3	3	Material
	403-2	Types of injury and rates of injury, occupational diseases,lost days, and absenteeism, and number of work-related fatalities	58	3	3	Material
	403-3	Workers with high incidence or high risk of diseasesrelated to their occupation	58	3	3	Material
	403-4	Health and safety topics covered in formal agreements with trade unions	57	3	3	Material
TRAINING AND EDUCATION						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47 ,49, 55, 57, 59-60, 67, 70, 73 and 106	6		Not material
	103-2	The management approach and its components	33, 44, 47 ,49, 55, 57, 59-60, 67, 70, 73 and 106	6		Not material
	103-3	Evaluation of the management approach	33, 44, 47 ,49, 55, 57, 59-60, 67, 70, 73 and 106	6		Not material
TRAINING AND EDUCATION	404-1	Average hours of training per year per employee	55	6		Not material
	404-2	Programs for upgrading employee skills and transitionassistance programs	55	6		Not material
DIVERSITY AND EQUAL OPPORTUNITY						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47 ,49, 55, 57, 59-60, 67, 70, 73 and 106	6	5	Not material
	103-2	The management approach and its components	33, 44, 47 ,49, 55, 57, 59-60, 67, 70, 73 and 106	6	5	Not material
	103-3	Evaluation of the management approach	33, 44, 47 ,49, 55, 57, 59-60, 67, 70, 73 and 106	6	5	Not material





	GENERAL CONTENT		PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS
DIVERSITY AND EQUAL OPPORTUNITY	405-1	Diversity of governance bodies and employees	103 and 111	6	5	Not material
	405-2	Ratio of basic salary and remuneration of women to men	4, 11	6	5	Not material
NON-DISCRIMINATION						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	6		Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	6		Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	6		Not material
NON-DISCRIMINATION	406-1	Incidents of discrimination and corrective actions taken	111	6		Not material
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	3		Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	3		Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	3		Not material
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	111	3		Not material
CHILD LABOR						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	5	1	Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	5	1	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	5	1	Not material





	GENERAL CONTENT		PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS
CHILD LABOR	408-1	Operations and suppliers at significant risk for incidents of child labor	112	5	1	Not material
FORCED OR COMPULSORY LABOR						
	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	4	1	Not material
MANAGEMENT APPROACH	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	4	1	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	4	1	Not material
FORCED OR COMPULSORY LABOR	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	112	4	1	Not material
RIGHTS OF INDIGENOUS PEOPLES						
	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1, 2		Not material
MANAGEMENT APPROACH	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1, 2		Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1, 2		Not material
RIGHTS OF INDIGENOUS PEOPLES	411-1	Incidents of violations involving rights of indigenous peoples	113	1, 2		Not material
HUMAN RIGHTS ASSESSMENT						
	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1, 2		Not material
MANAGEMENT APPROACH	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1, 2		Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1, 2		Not material





	GENERAL CONTENT		PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS
HUMAN RIGHTS ASSESSMENT	412-1	Operations that have been subject to human rights reviews or impact assessments	59			Not material
	412-2	Employee training on human rights policies or procedures	113	1, 2		Not material
LOCAL COMMUNITIES						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1	8, 10	Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1	8, 10	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1	8, 10	Not material
LOCAL COMMUNITIES	413-1	Operations with local community engagement, impact assessments, and development programs	61	1	8, 10	Not material
SUPPLIER SOCIAL ASSESSMENT						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1, 2		Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1, 2		Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	1, 2		Not material
SUPPLIER SOCIAL ASSESSMENT	414-1	New suppliers that were screened using social criteria	59	1, 2		Not material





	GENERAL CONTENT		PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS
PUBLIC POLICY						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	10	16	Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	10	16	Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	10	16	Not material
PUBLIC POLICY	415-1	Political contributions	68	10	16	Not material
CUSTOMER HEALTH AND SAFETY						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106			Not material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106			Not material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106			Not material
CUSTOMER HEALTH AND SAFETY	416-1	Assessment of the health and safety impacts of product and service categories	113			Not material
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	113			Not material
MARKETING AND LABELING						
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106			Material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106			Material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106			Material





	GENERAL CONTENT	PAGE	GLOBAL COMPACT	SDG	MATERIAL TOPICS
MARKETING AND LABELING	417-1	Requirements for product and service information and labeling	44		Material
	417-2	Incidents of non-compliance concerning product and service information and labeling	45		Material
	417-3	Incidents of non-compliance concerning marketing communications	113		Material
CUSTOMER PRIVACY					
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106		Material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106		Material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106		Material
CUSTOMER PRIVACY	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	44		Material
SOCIOECONOMIC COMPLIANCE					
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundary	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	16	Material
	103-2	The management approach and its components	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	16	Material
	103-3	Evaluation of the management approach	33, 44, 47, 49, 55, 57, 59-60, 67, 70, 73 and 106	16	Material
SOCIOECONOMIC COMPLIANCE	419-1	Non-compliance with laws and regulations in the social and economic area	113	16	Material



EXHIBIT – ADDITIONAL INDICATORS



oi



GRI 102-18, 102-28, 405-1

BOARD OF DIRECTORS

Composition	11 sitting members, no deputy members
Term of office	2 years
Meetings held in 2019	30 meetings of the Company's Board of Directors, 12 ordinary meetings, and 18 extraordinary meetings
% of attendance	Oi's Reference Form states the percentage of attendance of each board member, individually. For additional information, access our Investor Relations website . [items 12.5 and 12.6]
Total members	9
Independent Members	9
Age (Average, Maximum, and Minimum)	Minimum: 46 Average: 58 Maximum: 71
Division by gender	82% men 18% women
Annual compensation (maximum, average, minimum)	Minimum: R\$460,190.00 Average: R\$755,685.00 Maximum: R\$1,526,400.00
Board of Directors evaluation	The Board of Directors charter provides for an annual self-evaluation.





MEMBER	POSITION	AGE	GENDER	EXTERNAL	INDEPENDENT	EXPERIENCE/INDUSTRY
Eleazar de Carvalho Filho	Chairman of the Board of Directors	63	M	Yes	Yes	Financial consulting and experience as a board member of large companies listed in Brazil and overseas.
Marcos Grodetzky	Vice-chairman of the Board of Directors	64	M	Yes	Yes	Financial industry, private equity, and venture capital.
Maria Helena dos Santos Fernandes de Santana	Board member	61	F	Yes	Yes	Financial area, especially capital markets.
Wallim Cruz de Vasconcelos Junior	Board member	62	M	Yes	Yes	Financial area, especially M&A operations, debt restructuring, private equity and share public offer.
José Mauro Mettrau Carneiro da Cunha	Board member	71	M	Yes	Yes	Mechanical engineer with experience in executive positions held at telecom, steel, and petrochemical companies.
Henrique José Fernandes Luz	Board member	65	M	Yes	Yes	Business management, board member of companies and institutions.
Paulino do Rego Barros Jr	Board member	56	M	Yes	Yes	Experience in IT and information systems companies.
Roger Solé Rafolfs	Board member	46	M	Yes	Yes	Experience in the telecom industry, areas of marketing, product development, innovation, strategy, and P&L management.
Claudia Quintella Woods	Board member	45	F	Yes	Yes	Experience in strategic planning, marketing, and sales, proven expertise in digital startups and multinational companies.
Marcos Bastos Rocha	Board member	56	M	Yes	Yes	Business management, experience as a member of the fiscal council and board of directors.
Armando Lins Netto	Board member	52	M	Yes	Yes	Experience in the technology sector, digital services, and information technology.





STATUTORY BOARD OF EXECUTIVE OFFICERS

STATUTORY BOARD OF EXECUTIVE OFFICERS	
Composition	Minimum of 3 and maximum of 6 members, one Chief Executive Officer, one Chief Financial Officer, one Investor Relations Officer, and one Legal Officer. Others shall be Officers without specific designation, elected by the Board of Directors.
Term of office	Chief Executive Officer, Chief Financial and Investor Relations Officer shall remain in office until the conclusion of the Court-Supervised Reorganization Plan.
Meetings held in 2019	40
% of attendance	Each officer's attendance is broken down, individually, in the chart beside.
Total members*	5
Age (minimum, average, and maximum)	Minimum: 45 Average: 50 Maximum: 53
Division by gender	80% of men 20% of women
Compensation (minimum, average, maximum)	Minimum: R\$5,571,686 Average: R\$12,616,322 Maximum: R\$18,984,833
Evaluation	Officers are evaluated in the performance analysis and external assessment processes, which measure their adhesion to attitudes expected by Grupo Oi.

Note: Total members on 12/31/2019.

MEMBER	POSITION	AGE	GENDER	EXPERIENCE/INDUSTRY	EACH MEMBER'S ATTENDANCE AT THE BOARD OF EXECUTIVE OFFICERS' MEETINGS
Eurico de Jesus Teles Neto	Chief Executive Officer	63	M	Attorney also graduated in economic sciences. Experience with the telecom sector and legal counseling. A member of the Institute of Brazilian Attorneys (IAB) and federal council member of Brazil's Bar Association.	95%
Carlos Augusto Machado Pereira de Almeida Brandão	Chief Financial and Investor Relations Officer	46	M	Experience with corporate strategy, corporate finance, planning and control, analysis of investments, pricing, and M&A processes. Utilities, retail sectors, and telecom companies.	96.97%
Rodrigo Modesto de Abreu	Chief Executive Officer and Superintendent	51	M	Experience with management of the database, optical fiber telecom services, telecom operators.	100%
Camille Loyo Faria	Finance Officer	47	F	Experience in energy, technology/media/telecom sectors, and industries.	100%
José Cláudio Moreira Gonçalves	Officer without specific designation in the position of Chief Operations Officer	53	M	Experience in the telecom market, operations, maintenance, and network technological evolution.	97.5%
Bernardo Kos Winik	Officer without specific designation in the position of Comercial Officer	53	M	Information technologist with business graduation from the School of Business Administration of São Paulo (EAESP/FGV). Mr. Winik has experience in IT, consulting, and telecom markets.	92.5%
Antonio Reinaldo Rabelo Filho	Legal Officer	45	M	Experience in financial and legal fields.	100%





GRI 102-20

We rely on an Energy and Sustainability Executive Board to discuss, jointly with other executive boards, economic, social, and environmental issues. This executive board directly reports to the Business Support executive.

GRI 103-1, 103-2, 103-3, 202-1

PROPORTION OF LOWEST WAGE, BY GENDER, AT SIGNIFICANT LOCATIONS OF OPERATION TO THE LOCAL MINIMUM WAGE

Oi's job position and salary policy is not based on gender. Differences in salary averages by job category are justified by the level of professional development and years of seniority.

STATE	2019		
	MEN	WOMEN	CONSOLIDATED
Acre	119%	130%	119%
Alagoas	100%	128%	100%
Amapá	112%	163%	112%
Amazonas	125%	125%	125%
Bahia	100%	100%	100%
Ceará	100%	100%	100%
Distrito Federal	112%	100%	100%
Espírito Santo	100%	113%	100%
Goiás	100%	100%	100%
Maranhão	100%	105%	100%
Mato Grosso	100%	100%	100%
Mato Grosso do Sul	100%	100%	100%
Minas Gerais	100%	100%	100%
Pará	100%	102%	100%
Paraíba	100%	103%	100%
Paraná	101%	106%	101%
Pernambuco	100%	100%	100%
Piauí	100%	100%	100%
Rio de Janeiro	100%	100%	100%
Rio Grande do Norte	100%	101%	100%
Rio Grande do Sul	100%	100%	100%
Rondônia	101%	106%	101%
Roraima	100%	147%	100%
Santa Catarina	100%	101%	100%
São Paulo	100%	108%	100%
Sergipe	120%	100%	100%
Tocantins	101%	119%	101%

Understanding the table: if the ratio indicates, for instance, 150%, this means that the lowest wage is 50% higher than the national minimum wage. As we operate throughout the country, we do not apply the classification of "significant locations of operation" and for this reason, we break down information by state.



GRI 206-1

LEGAL ACTIONS FOR ANTI-COMPETITIVE BEHAVIOR, ANTI-TRUST AND MONOPOLY PRACTICES, AND THEIR OUTCOME

In December 2019, no legal actions were filed against Oi due to anti-competitive behavior, anti-trust and monopoly practices.

GRI 301-1

MATERIALS USED BY WEIGHT OR VOLUME

CONSUMPTION OF MATERIALS BY TYPE	2019	2018	2017
PACKAGING MATERIALS			
Sales bags (units)	250,000	280,000	280,000
2-sided inter department envelopes (units)	-	-	20,000
Cardboard boxes to dispatch products and corrugated cardboard coils (tonnes)	2.00	11.00	13.00
MATERIALS USED IN OPERATIONS			
Wire ropes (meters)	12,780,589	15,151,512	15,635,914
Optical cables (meters)	40,635,077	28,852,345	15,274,586
Splice set (units)	418,963	647,643	629,107
Wire (meters)	157,525,070	236,100,230	274,880,718
Terminals (units)	1,651,662	2,514,407	2,638,975

Note: In 2018 and 2019 no 2-sided inter-department envelopes were acquired.

GRI 302-3

ENERGY INTENSITY

Since 2015, the Energy Executive Board has started monitoring the energy intensity ratio, firstly, taking into account, the ratio between energy consumption and the number of employees. In 2019, the result was a monthly average of 9.1 MWh/employee.

Oi is an electro-intensive corporation, which means that the energy connected to equipment operation represents the most relevant share of consumption. Therefore, variation in effective consumption has no relevant impact on energy consumption. According to this information, we conclude that the ratio still needs maturation for us to define effective targets.

GRI 302-5

REDUCTIONS IN ENERGY REQUIREMENTS OF PRODUCTS AND SERVICES

We do not have a measurement by sector of reductions in energy requirements of products and services due to the complexity to obtain these data. We still do not have a strategy or date to disclose eventual results. We are analyzing energy intensity ratios already used in the sector to outline an action plan.





GRI 303-1

WATER WITHDRAWAL BY SOURCE

In 2019, we decreased water consumption by 4%. During 2019, we continued investing in employees' awareness, we initiated tests with zero-flush waterless urinals, telemetry, and other practices aiming water-savings.

SOURCES OF WITHDRAWAL/WATER SUPPLY (M ³)	2019	2018	2017
Underground water*	49,771	29,417	89,234
Rainwater*	1,512	8,940	7,080
Municipal supply or other suppliers	2,176,239	2,288,957	2,187,118
TOTAL	2,227,522	2,327,314	2,283,432

*The use of underground water and rainwater seeks to reduce concessionaires' water use and aims at cleaning yards, preservation of gardens, toilets, amongst other applications.

GRI 304-3

HABITATS PROTECTED OR RESTORED

In 2019, we carried on processes to regularize/maintain environmental licensing associated with special projects before the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA) concerning fiber implementation in remote areas:

Cabling in Amapá (Oiapoque – Calçoene);

Boa Vista Project 1, in Manaus, the Recovery Plan Monitoring Report was submitted; and

Boa Vista Project 2, also Manaus, wherein licensing was requested, under the phase of previous consent.

GRI 306-2

WASTE BY TYPE AND DISPOSAL METHOD

HAZARDOUS AND NON-HAZARDOUS WASTE BY TYPE AND DISPOSAL METHOD	2019	2018	2017
Non-hazardous waste			
Waste is dispatched to landfill (tonnes)	2,314 ⁽¹⁾	346	132
Recycling via collective collection at administrative buildings (tonnes)	108 ⁽²⁾	117	105
Recycling via scrap sale (tonnes)	6,792	2,245	2,550
Recycling of devices, batteries, accessories (tonnes)	9	6	65
Miscellaneous waste sold for auction (items)	29,712	54,381	16,052
Hazardous waste			
Lamps recycling (items)	29,712	45,066	56,267
Recycling of stationary batteries (tonnes) ⁽³⁾	1,671	1,790 ⁽⁴⁾	833

1. Significant difference compared to previous years derives from the TUP Project (plant removal of telephone sets, poles and hoods).
2. In 2019, it was not possible to measure the volume of waste shipped for selective collection at the administrative buildings of AM (Amazonas), AP (Amapá), BA (Bahia), PA (Pará), RR (Roraima), and SP (São Paulo).
3. Batteries supplier also collects and recycles scrap.
4. 2018 amount reviewed to include all battery scrap shipped to recycling.

GRI 307-1

NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS

Considering that overall, fines applied have different grounds from federal law No. 13.116/2015, we decided not to disclose the 2019 amounts.





GRI 401-1

TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

ADMISSIONS

	2019	2018	2017
By gender			
Male	998	1,562	1,498
Female	924	1,226	1,184
By age group			
Under 30 years old	938	1,217	1,168
30-50 years old	961	1,512	1,480
Over 50 years old	23	59	34
By region			
South	201	421	380
Southeast	933	1,388	1,515
Mid-West	227	338	230
Northeast	463	507	474
North	98	134	83

EMPLOYEE TERMINATION

	2019	2018	2017
By gender			
Male	1,333	1,410	1,284
Female	1,098	1,193	1,081
By age group			
Under 30 years old	858	803	768
30-50 years old	1,416	1,660	1,474
Over 50 years old	157	140	123
By region			
South	230	280	243
Southeast	1,357	1,394	1,342
Mid-west	174	202	177
Northeast	574	617	514
North	96	110	89

TURNOVER RATE (%)

	2019	2018	2017
By gender			
Male	7.9%	10.0%	9.6%
Female	6.9%	8.1%	7.8%
By age group			
Under 30 years old	6.1%	6.8%	6.7%
30-50 years old	8.1%	10.7%	10.2%
Over 50 years old	0.6%	0.7%	0.5%
By region			
South	1.5%	2.4%	2.1%
Southeast	7.8%	9.4%	9.8%
Mid-west	1.4%	1.8%	1.4%
Northeast	3.5%	3.8%	3.4%
North	0.7%	0.8%	0.6%





GRI 401-2

BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES

We offer to all employees: food/meal ticket, transportation ticket, life insurance, health care, and dental insurance, 120-day maternity leave, as provided for by laws, with the possibility of extending to other 60 days, according to the Corporate Citizenship program adhered by the Company. Our private pension plan with the option of adhering to the voluntary plan, with a variable contribution, which encompasses retirement income, sickness allowance, and death pension. In 2019, we did not have temporary or part-time employees.

GRI 401-3

PARENTAL LEAVE

	2019	
	WOMEN	MEN
Total number of employees who took maternity/paternity leave	307	262
Total number of employees that returned to work after maternity/paternity leave	181	243
Total number of employees that should have returned to work after maternity/paternity leave	228	262
Rate of return to work	79%	93%
Total number of employees that were still employed 12 months after their return to work, after maternity/paternity leave	173	240
Total number of employees that returned from maternity/paternity leave as from January of the previous year	292	n.a.
Retention rate	59%	-

Note: Information referring to paternity leave was surveyed in 2019 for the first time, due to improved index control.

GRI 402-1

MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES AND WHETHER THEY WERE SPECIFIED IN COLLECTIVE BARGAINING AGREEMENTS

There is no minimum notice period in advance, but if relevant operational changes occur, employees, their representatives, and the union will be duly informed.





GRI 405-1

DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

AGE GROUP DIVERSITY BY JOB CATEGORY (%)	2019				2018				2017			
	TOTAL	UNDER 30 YEARS OLD	30-50 YEARS OLD	OVER 50 YEARS OLD	TOTAL	UNDER 30 YEARS OLD	30-50 YEARS OLD	OVER 50 YEARS OLD	TOTAL	UNDER 30 YEARS OLD	30-50 YEARS OLD	OVER 50 YEARS OLD
Executive board	0.6%	0.0%	0.4%	0.2%	0.6%	0.0%	0.4%	0.2%	0.6%	0.0%	0.5%	0.1%
Management	5.1%	0.0%	4.3%	0.8%	5.1%	0.0%	4.4%	0.7%	5.5%	0.0%	4.7%	0.8%
Supervision/coordination	6.4%	1.1%	4.5%	0.8%	6.4%	1.2%	4.6%	0.7%	6.1%	0.7%	5.2%	0.2%
Staff	87.8%	14.9%	57.7%	15.2%	87.8%	15.0%	59.5%	13.3%	87.7%	16.4%	58.7%	12.6%
TOTAL	100.0%	16.0%	66.9%	17.0%	100.0%	16.2%	68.9%	14.8%	100.0%	17.1%	69.1%	13.8%

GENDER DIVERSITY BY JOB CATEGORY	2019				2018				2017			
	TOTAL	MEN (%)	TOTAL	WOMEN (%)	TOTAL	MEN (%)	TOTAL	WOMEN (%)	TOTAL	MEN (%)	TOTAL	WOMEN (%)
Executive Board	75	0.5%	16	0.1%	79	0.5%	14	0.1%	82	0.6%	11	0.1%
Management	524	3.5%	216	1.4%	547	3.6%	221	1.5%	576	3.9%	240	1.6%
Supervision/coordination	544	3.6%	393	2.6%	598	4.0%	372	2.5%	421	2.8%	488	3.3%
Staff	7,947	52.8%	4,820	32.0%	8,202	54.5%	5,007	33.3%	8,179	55.3%	4,796	32.4%
TOTAL	9,090	60.4%	5,445	36.2%	9,426	62.7%	5,614	37.3%	9,258	62.6%	5,535	37.4%





GRI 405-2

RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN

AVERAGE REMUNERATION BY JOB CATEGORY (RS)*	2019			2018			2017		
	MEN	WOMEN	W/M RATIO [%]	MEN	WOMEN	W/M RATIO [%]	MEN	WOMEN	W/M RATIO [%]
Executive Board	40,898.81	40,942.33	100%	41,276.27	40,991.43	99%	40,194.52	41,733.33	104%
Management	15,563.66	14,781.91	95%	15,161.60	14,671.38	97%	15,170.30	14,351.38	95%
Supervision/coordination	6,543.09	4,843.79	74%	6,165.02	4,791.03	78%	5,718.72	4,423.75	77%
Staff	4,602.60	4,315.36	94%	4,459.95	4,098.17	92%	3,939.90	3,782.04	96%

Note: Average salary differences by job category are justified by the level of professional development and years of seniority.

GRI 407-1

OPERATIONS AND SUPPLIERS IN WHICH THE RIGHT TO FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING MAY BE AT RISK

We ensure employees the right to freedom of association with unions and there are no operations where such right may be at risk. All employees are covered by collective agreements, which are duly signed with respective category unions and deposited at the Mediator system of the Ministry of Labor and Employment.

GRI 408-1, 409-1

OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR

OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF FORCED OR SLAVE LABOR

We do not accept child, forced, or slave labor and 100% of our supplier agreements establish the responsibility and commitment to prohibit these practices. Also, critical suppliers are periodically audited, so to verify the compliance with these legal and contractual requirements. In the Supplier Qualification Index – HR Pillar (IQF-RH), conducted in 2019, no cases of slave labor were identified.





GRI 411-1
INCIDENTS OF VIOLATIONS INVOLVING THE RIGHTS OF INDIGENOUS PEOPLE AND ACTIONS TAKEN

We did not record incidents of violations involving the rights of indigenous people in 2019.

GRI 205-2 E 412-2
COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES

EMPLOYEE TRAINING ON HUMAN RIGHTS POLICIES OR PROCEDURES CONCERNING ASPECTS OF HUMAN RIGHTS

In 2019, we carried on our training about ethics and anti-corruption, comprising human rights-related topics and 6,745 employees participated out of a total of 13,466 hours of training.

GRI 416-1, 416-2
ASSESSMENT OF THE HEALTH AND SAFETY IMPACTS OF PRODUCT AND SERVICES CATEGORIES

The activity we perform does not pose risks to customer's health or safety. The radiation of Base Radio Stations (ERBs), which emit electromagnetic waves, abides by laws and occurs at levels lower than radio and TV stations. Our ERBs have coverage radius varying from dozen of meters to approximately five kilometers. The noise emission also complies with federal laws. We continuously monitor these levels and we submit periodic reports to Anatel on the intensity of radiation fields and the adoption of measures to reduce noise levels.

GRI 417-3
TOTAL NUMBER OF INCIDENTS OF NON-COMPLIANCE WITH REGULATIONS AND/OR VOLUNTARY CODES CONCERNING MARKETING COMMUNICATIONS

During 2019, The Company observed the Code of Ethics of the Brazilian Advertising Self-Regulation Council (Conar) when it disclosed its promotional campaigns and advertisements, as well as the principles of honesty and transparency with consumers. No complaints were recorded against Oi in this regard.

GRI 419-1
CASES OF NON-COMPLIANCE WITH LAWS AND REGULATIONS IN THE SOCIAL AND ECONOMIC AREA

There are lawsuits underway, which in the future may result in fines or non-monetary sanctions, but still without a final and unappealable court decision. Since these lawsuits still have no final decision, we decided to not release information thereon.





ACKNOWLEDGMENTS AND CORPORATE INFORMATION

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STOCK EXCHANGES

B3 – Brasil, Bolsa, Balcão (BM&FBovespa)

Ticker symbol: Oi S/A | OIBR3 and OIBR4
[position as of December 31, 2018]

New York Stock Exchange (NYSE)

ADR code: OIBR.C [position as of December 31, 2018]
OTC Markets – Pink Open Market in the USA
ADR code: OIBRQ [position as of December 31, 2018]

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Coordination

Business Support Executive Board
Energy & Sustainability Executive Board

Content production, graphic design, and revision
blendON

Independent auditors (as of December 31, 2019)

GRI 102-56
BDO RSC Auditores Independentes | SEC and CVM

External verification of GHG inventory 2019

GRI 102-56
ABNT (Brazilian National Standards Organization), accredited by Inmetro (National Institute of Metrology Standardization and Industrial Quality)

