

KATIA COSTA DA SILVA PEDROSO

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REGULATORY AFFAIRS, COMPETITION LAW, BUSINESS AND LEGAL EXECUTIVE, SPECIALIZED IN TELECOMMUNICATIONS

A highly successful career with more than 20 years in major companies such as Vivo, Telefônica Brasil, Anatel and Embratel

SKILLS AND QUALIFICATIONS

- A successful career as an Executive responsible for Regulatory Affairs in the telecommunications sector, acting for the last 14 years as a Senior Manager and a Director, with focus on legal, competition and business aspects. Built up the career in the public sector - public servant at Embratel assigned to Telebras and to the regulatory agencies Anatel/CADE – and for the last 17 years in the private sector at multinationals companies as Vivo and Telefonica;
- An extensive knowledge and understanding of the telecommunications sector, having worked closely on the development and implementation of the main services - mobile, landline, broadband and TV - and also of the audiovisual area, with focus on packaging and distribution;
- Leadership and management of high-performance and multi-disciplinary teams, including engineers, lawyers and economists in various locations, with results well above the average in customer satisfaction and climate surveys;
- Recognized for the close and professional working relationship with all the technical and decision-making areas of Anatel built over 17 years of daily contact, and also for relationship management with Ancine, other companies and sectorial entities;
- Specialized in regulatory consulting and competition law in the telecom sector, administrative litigation, legal opinions, contracts of wholesale – other telecom operators –, corporate agreements and reorganizations, biddings, representations, arbitrations, having managed over 4.500 administrative processes and legal cases;
- Responsible for implementing telecommunications users' regulatory Consumer Rights - RGC-, leading the company's involvement with Anatel on drafting and negotiating the new regulations, as well as working closely with a PMO to prepare and deploy them in the company. Also developed improvements to increase the efficiency and satisfaction rates of user support, identifying opportunities, applying investments and defining the roles and scope of stores and other channels;
- Responsible for obtaining and optimizing resources considered key to business growth, including bids for 3G and 4G mobile data service licenses in spectrum auctions. Drafted and negotiated deals to install 3G and 4G services in around 1,000 municipalities up to three years before the deadlines established by Anatel, achieving significant savings in investment funding and costs;
- Led projects with a major impact on the business, including: startup of new operations in the mobile telephony (GSM, 3G, 4G, Northeast footprint), landline (FWT Brasil); deployment of an alternative solution to assist the rural areas; negotiation of TACs with Anatel; drafting and approval of new business models (ex: changing of the mobile internet policy, national solution for the global M2M, innovation in the landline attendance from the mobile network); preparation and adaptation, in all the productive chain, for TV/SeAC operation; and re-structuring initiatives to adopt and consolidate best business practices.

EDUCATION AND LANGUAGES

- Specialization in the Economic and Legal Aspects of European Integration, with an emphasis on Competition Law - IBMEC in collaboration with the European Union, SP, 2009;
- MBA in Competition Law and Consumer Protection - FGV, RJ, 2002;
- Graduate Degree in Law - Universidade do Estado do Rio de Janeiro - UERJ, 1993 (Attorney-at-Law: OAB 80864);
- Advanced/Fluent English - FCE University of Cambridge Exam Board, 2002 / Business English Course, London School of English, 2016;
- Advanced Spanish.

PROFESSIONAL EXPERIENCE

VIVO / TELEFONICA BRASIL
Director of Regulatory Affairs

1999 - 2016

MAY/10 - MAR/16

Reported to the VP, with a team of 30. Responsible for the regulatory affairs area, covering all telecommunications services and representing the company at all levels with Anatel and Ancine, not only with a prospective performance that seeks to anticipate, negotiate and defend the leading of new regulatory rules, but also with an operational performance that promotes internalization, implementation, control, certification and accountability to the regulatory agencies.

- Responsible for permanent regulatory consulting, ensuring the adherence of the rules, identifying business opportunities and mitigating risks;
- Prepared the company's submissions to public consultations and the public position of the company on issues, being responsible for the modeling and specification of new products and services, such as the migration of the mobile internet services model in use in Brazil and the construction of satellite technology-based capabilities to service rural areas, involving financial guarantees of more than R\$600 million;
- Coordinated, set the regulatory strategy and worked directly on all phases of the bidding process for frequency spectrum auctions from 2007, with a focus on 3G and 4G, in which VIVO successfully bid for frequencies worth an estimated R\$ 5 billion or more, in addition to drafting and approving innovative arrangements for sharing networks with other operators in more than 1,000 cities;
- Led the development and negotiation of adjustment proposals that will integrate the TAC -Term of Adjustment of Conduct - with Anatel, preparing the company to fulfill all the terms, avoiding penalties and fines in administrative proceedings;
- Implemented new regulatory rules, reducing the number of non-conformities identified by the regulatory authorities in recent years, leading to a significant reduction in the number of legal processes and sanctions, as well as leading internal compliance programs ("Goal Zero") that virtually eliminated the operation of equipment without a license;
- Coordinated the execution of projects to meet all regulatory obligations, such as guaranteeing services in more than 2,000 new locations over the last 5 years - and quality improvement plans in hundreds of critical municipalities, as well as overseeing efforts to meet the demands of Regulators, as well as some special projects like: the addition of a ninth digit, CEMI, SIGA and the 2016 Olympics;
- Drafted the regulatory aspects of agreements and contracts for wholesale and operator interconnection services, arbitration agreements, mediation and conflict resolution;
- Led the team responsible for managing over 4,500 Anatel and CADE administrative processes and legal cases involving the regulatory authorities and VIVO, as well as corporate restructuring projects.

Senior Regulatory Affairs Manager

DEC/02 - ABR/10

Regulatory Affairs Specialist

OCT/99 - NOV/02

Reported to the Director of Regulatory Affairs, leading a team of 15. Responsible for all the regulatory affairs and competition issues of VIVO's mobile phone operations.

- Provided consultancies on regulatory and competition matters, products and services, business modeling for wholesale services and contracts, implementing and control of regulatory rules. Responsible for leading administrative, competition and M&A processes with Anatel /Cade and also frequency spectrum bids.

BRAZILIAN NATIONAL TELECOMMUNICATIONS AGENCY - ANATEL

Manager of Acts and Contracts Monitoring – DF

JUN/98 – OCT/99

Reported to the General Manager of the Mass Communication Superintendence - SCM

- Member of the Special Commission bidding Cable TV and member of the arbitration advisory commission for network interconnection between operators;
- Monitoring and ownership oversight of telecommunications operators, in particular cable TV, as well as proceedings for infringement of economic power and of acts of concentration.

EMBRATEL

Attorney – Approved in a civil service exam - RJ/DF

JAN/95 - MAY/98

Reported to the Legal Director, being responsible for litigation, with a focus on bids and telecommunications consultancies, and worked regionally in processes in Rio de Janeiro and the Midwest region.

Talks and Presentations

- Speaker at the 28° International Panel of ABDTIC - "The Regulatory Impact of Consumer Law," DEC/2014;
- Keynote Speaker at the 36° Tele.Síntese Panel - "Investments in 4G, Refarming frequencies and rural telephony," FEB/2014;
- Responsible of internal trainings at Vivo about telecom services, spectrum, Anatel's rules and compliance, 2003- 2014.

International Courses

- Leading & Managing Change, Universitas Telefónica, Madrid, 2012;
- Advanced Management Training, Portugal Telecom, Lisbon, 2008;
- International Program for Management Development, Telefónica and IEDE, Madrid, 2003.

Other Activities

- Advice on regulatory matters, including at international level;
- Participation in the Agreement Anatel-CADE, assigned to CADE in 1999;
- Approved in public selection process for Court Officers – TRF/RJ in 1995.