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CLAUDIA RUIZ: Good afternoon, good evening, everyone. Thank you very much for joining the LACRALO 5-Year Strategic Plan 2021-2026 Discussion Call on today, Tuesday February 2<sup>nd</sup> at 23:00 UTC.

In the Spanish channel, we have Sergio Salinas Porto, Harold Arcos, Adrian Carballo, Alberto Soto, Alejandro Pisanty, Hannah Frank, Marcelo Rodriguez, and Vanda Scartezini. In the English channel, we have Abdulrahman Abotaleb. And we have received apologies from Lilian Ivette De Luque.

On behalf of the staff, we have Heidi Ullrich, Silvia Vivanco, and myself, Claudia Ruiz, who will be the call manager for today.

We have interpretation in Spanish and French. Our interpreters in Spanish are Claudia and David. And the interpreters in French are Claire and Jacques.

Before starting, I would like all you to state your name before taking the floor, and please mute your mics while not speaking so as to avoid any background noise. Thank you very much.

So now, Sergio, you have the floor.

SERGIO SALINAS PORTO: Thank you very much, Claudia. I would like to welcome you all. It's a pleasure being here with you. This is a very special day because we are going to start with our first meeting, so as to start discussing and organizing the 5-year strategic plan. As its name is clear, [going to apply]

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*Note: The following is the output resulting from transcribing an audio file into a word/text document. Although the transcription is largely accurate, in some cases may be incomplete or inaccurate due to inaudible passages and grammatical corrections. It is posted as an aid to the original audio file, but should not be treated as an authoritative record.*

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for five years. For LACRALO, it means several different administrations, so to speak. So, without further ado, I will ask Harold to please start reading the agenda. And then we will begin with the meeting. Thank you very much.

HAROLD ARCOS:

Thank you very much. Claudia, can you please scroll down the screen? Thank you.

First of all, we would like to see what are the challenges for our region. Then there will be some comments from the members about these challenges. Then we have the election of a responsible member for the plan. And then we have to discuss how we're going to organize ourselves.

And if there isn't any other business, if some of you do want any other business, you may say it right now or wait [until we reach] item #8.

I suppose if there is any comment to be made or any discrepancy about what is [right] here on the agenda, you may do so now. Please ask for the floor. I see no hands up. Nobody is typing. So, we may as well go on and consider the agenda approved.

SERGIO SALINAS PORTO:

Thank you very much, Harold. So, why don't we start with item #4, what are the challenges for our region? We have to discuss the challenges faced by LACRALO, from my point of view. And, of course, this does not mean, by any means, that I have the exact solution for what may happen in the region. Right now, we are in a very important time. We

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have made significant progress so that we may discuss today what are our challenges ahead, not only considering the strategic plan but also considering the policies.

I see Alejandro on the meeting. So, for many years, Alejandro spoke about that as well as Carlos Raul, started saying that we had to start discussing these topics. And which perhaps was somewhat lagging behind because we had some organizational issues and some personal issues as well. But I think that we have matured at personal and organizational levels so that most of us in LACRALO have been able to have a [robust construction.]

So, you can see by taking a look at the region that this is so. It's not that this leadership is responsible for that. We had done a lot. We have worked hard. But I think that many people in our region are taking a look ahead and not to continue discussing [some] personal issues of why we [were part of] ICANN. So, the idea is not to seem to be robust, but to be robust after all.

First of all, I should say that the first thing is [to] start and create a strategic plan, to formulate a strategic plan for future leaders. It's very likely that some leaders of the past may be leaders in the future. And it's also possible that, perhaps, there are some weaknesses in those that are young in terms of being in the region. But perhaps they are really willing to do things, and perhaps there may be some additional weaknesses.

The idea is that this should not happen. Those arriving in the region should know about the work they may do and what are the things to be

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fulfilled within [a less strategic] organization thinking about, not from an individual perspective but from a collective perspective. The idea is to help newcomers to build this structure.

Our next chair has never been part of any ICANN-elected position. Augusto unfortunately cannot be with us today because he's part of another activity organized by his organization. He was really concerned about not being in this meeting.

But the idea is that when he becomes the chair, some things should have a proper order, and the path ahead would be clear so any newcomer with no background should not reinvent the wheel. I think this is our biggest challenge within this framework.

And I apologize if you don't hear me as usual, but I'm really sick. I was making a comment earlier before [that, generally, I was swamped today]. I don't know whether I would be a COVID positive or not, so perhaps you don't hear me as lively as you usually do.

In this new construction, in the construction of this new [strong] collective, we need to know where we are going. Our north should be really very clear. And I think that we should be looking towards the way we want to go with the region. How do we stand to face ICANN policies? What are our objectives?

If you take a look at a strategic plan, you start thinking about [inaudible] like a log or a notebook where you write down where you want to go, where are you going to achieve a given objective. And you follow up all the objectives set in the strategic plan.

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So, that's rational. Take a look at the historic organizational processes is related to our strategic plan: where are now, where we are coming from, where we are headed to.

Now I will leave the floor to all of you, so please raise your hands if you want to say something, if you want to take the floor, or want to make a comment. So, this is your time. This is the time to hear us all and define our way ahead. You know that when you formulate a strategic plan, you start at SWOT analysis. We started with our Board of Directors. Then the pandemic came and we stopped that work. That strategic plan was the strategic plan for the Board of Directors. It was not LACRALO's strategic plan.

But the idea is to start with SWOT analysis among all of us. I think it's 19 so far. We have staff [and so on], so it's 10, 12 of us. And sorry [inaudible], but I think that we should start preparing the SWOT analysis so as to know where we are going to, where we are heading to, what are our opportunities. And we will see what things we should do and use them in our favor.

I will open the floor right now. And I can see Alejandro, Harold, Vanda. So, this is how I see you; Alejandro, Harold, and Vanda. So, Alejandro, you have the floor.

ALEJANDRO PISANTY:

Just a very brief intervention. First, a SWOT analysis is significant, no doubt. It is important to apply to a competitive situation. Of course, we need to consider the conditions and our strengths, weaknesses, opportunities and threats if what we need to consider internally and

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externally to see if we are better competitors than our competitors. And we need to understand that, in this case, it is adaptive.

Secondly, and importantly, in any strategic objective, I think the part that has the most consensus aside from the operations and agreements within the parties, is the mediation process. And the fact that any LACRALO planning needs to be policy fresh and needs to be relevant.

Any policy, any component needs to be around being able to continue in the follow up and recycling after the evaluation of substantive policies.

So, the relevance will have to do about our capacity, values, and anything when they formulate. It should be really important. Not marginal, not procedural, [not] regarding resources. But, really, they have an impact on the policy regarding DNS and the other things that are within ICANN's remit.

SERGIO SALINAS PORTO:

Thank you very much, Alejandro. I will ask, now, Harold, to have the floor. But I would ask you to take note of everything that is being said in this [inaudible], so as to help me prepare the future meetings. And the same for Silvia. I know that Silvia takes note of everything that is said in this call, but [today, the idea is] to be precise in our notetaking.

So, now, Harold, you have the floor.

HAROLD ARCOS:

Thank you, Sergio. Vanda has raised her hand first. So, Vanda, you have the floor. And then I will speak.

VANDA SCARTEZINI: Thank you very much, Harold, for [letting me take the floor]. First of all, I agree with Alejandro, but I would like to add that we should have two frameworks so as to align our thoughts regarding the strategic plan. We have ICANN's strategic plan. We have to review it, and we are [part that group]. And on the other hand, we have the strategic plan of the LAC group. I mean, all LAC groups. And [we're] part of them, too.

We need to take a look at those plans and somehow note that we have two lines of actions, so as to include ourselves and us in a specific point that are only related to LACRALO.

I don't want to take much time, but this is my first intervention. So, thank you very much for listening.

SERGIO SALINAS PORTO: Thank you very much, Vanda. [inaudible] now. Harold, you have the floor. And please, write down what is being down because, thoroughly, I cannot do two things at the same time. I cannot speak and understand what they are saying at the same time. Thank you.

HAROLD ARCOS: Thank you very much, Sergio. Great, Vanda, that you took the floor first because I shared in the chat the Financial and Operating Plan from 2021-2025, [where there were modifications of the] ICANN strategic plan [that is also] 2021-2025. And, [of course], this is not something to be exclusively focused on, but certainly to be within our radar.

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So, I would like to share that post with you, and I will [write down the chat pod.] Please read it from bottom up.

So, as Alejandro said first of all, what we had review about these certain topics, and to thoroughly pay attention [inaudible]. I said read them bottom up because one element defines the next one. [So, we'll] start analyzing it in the SWOT analysis, as Sergio was saying.

So, first, define the topics, but the topics are not the topics of ICANN's agenda. We [have to be disruptive] in this, as some topics had to be discussed here. And while we have defined the topics that we will take a look at the [ecosystem up,] and find out which are the groups in which we may participate from a LAC perspective. [Legal,] finance and policies.

Then we'll be able to define action. So, once we define the actions, we'll [inaudible] who we shall recruit and which [inaudible] our outward focus. And then [inaudible] find volunteers in the region, and leadership, and accountability. So, for us to keep on this ongoing effort.

So, this is a pretty basic [schema], and I would like you to have a look at this [for us] to facilitate how to evaluate these various [letters] that are included in our strategic plan apart from resources and financing, of course. We have to think about it [inaudible] our actions are not far away from our financing resources. Thank you very much.

SERGIO SALINAS PORTO:

Thank you, Harold. I will ask that you put your hand down, please. And Alberto will have the floor, and then I think I will raise my hand to take the floor myself.



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ALBERTO SOTO:

All right. So, I agree with Alejandro, and I would like within this strategic plan ... Well, you know, Alejandro and I have been working on a strategic plan, and we even developed a SWOT analysis. And I will try to bring it again because I think it will be useful. We had made significant progress. This was a long time ago, Alejandro, so maybe you don't remember about it. But I will try to find it and send it by e-mail. There are some ideas that maybe can be brought from it.

Unfortunately, I need to say that in terms of policy development engagement, our region is [less defined.] There are a few names in engagement, and I think ... I'm going to propose a way for our people to be more enthusiastic and to try to participate a bit more.

I had created a leadership course. It has been budgeted. It was accepted, but it wasn't really executed. And so, with this course, a person can use some previous knowledge, but everything they learn in the course is about ICANN and about LACRALO. They need to generate. They need to be a leader of a group and create some work.

This is an exercise you don't do online. You can do it anywhere you want, e-mail or where you want. And then you just show your results. And so, this course is an explanation of how to use the time, how to generate a project, how to manage and lead the members in the group.

And I think, with this, we can start preparing everybody. This can be done immediately after the end of the next online meeting, the Cancun meeting.

SERGIO SALINAS PORTO: Thank you, Alberto. Please put your hand down so I can know who is asking the floor.

Just a few considerations. I agree with everything being said. I need to remind you that, as a region, we need to remember that LACRALO is an organization that works within the ICANN logic, but it is not ICANN. This is very clear in the MOU.

So, based on this, I think most of the targets need to be considered in ICANN, but we can also have some goals that can be outside that agenda. And they may also be related. I don't mean we are going to do this, but I think we should allow ourselves to think that we can propose policies ourselves, even though we are just a group that provides advice or that brings its opinions on different issues being discussed in ICANN. Then perhaps we can drive an agenda within ICANN with our colleagues in the region who are also engaged or who will participate in different areas.

I agree with Alejandro that this is for companies. This is not institutional, but maybe we can adapt it. We have no competition. The competition is ourselves. We need to improve and be better and to have some criteria to progress.

Silvia has just posted the 2013 SWOT analysis that Alberto was mentioning, so it would be nice if we can review it to see what the situation was like at the time and where we had to go.

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And I also want to remind you that the capacity building group has already completed the work that we have provided for the rest of the people for their disposal. This is the work for the Spanish academia. This will probably include part of what Alberto had mentioned. I haven't reviewed this. I am just thinking about this. These are just probably some issues that will show that we have the same concerns.

And there will be another part now. The academia will start with a virtual process, and it will end in a face-to-face process in San Juan, Puerto Rico in 2022. But in the middle, we will have the first approximation with the virtual general assembly meeting that will be held now during this Cancun meeting.

And so, we will have our first participation of the coaching team that is just part of the training program. This will be conducted by Jose Arce and David Plumb. This will have a basic and—not basic, actually—a strong continuity in Puerto Rico in 2022.

Having said this, I want to mention a talk we had with Augusto Ho and Jose Arce when we discussed the issue of capacity building and coaching. And something we probably need to do in our region is to show a snapshot of where we are. I think there are a few names in our organization that are working within, or sometimes outside, the ALAC logic in some other areas. And I'm not really sure whether they show themselves with LACRALO or they show themselves as a Latino working in LACRALO.

Maybe they are someone who participates within LACRALO and they do not appear as LACRALO, but actually as John Doe or a Jane Doe. And so,

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that snapshot will need to allow us to broaden our family. So, we have a 60-person family, but when we look at it, there are 10 or 20 people who are actively participating in LACRALO. And I think this is something we need to change.

All right. So, I see, now, Harold Arcos has raised his hand. So, Harold, you now have the floor. And if there's no one else who would like to take the floor as well, I would like to go to the next item on our agenda because it's 20:33 now.

HAROLD ARCOS: There was a lot of interference in audio. I'm not sure if we lost Sergio. Did you really give me the floor?

INTERPRETER: We apologize. Speakers overlapped. Go ahead, Harold.

HAROLD ARCOS: I just want to build up on what we discussed in one of the board meetings with effect to these SWOT analyses. And I think it is important that this be a part of the vision that we have in decision making. An important part of what was considered a weakness ended up being achievements, and I think we just overcome. Sub-regional division was a weakness, and it is now a strength. It is a strategy to have sub-regional participation in many areas.

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There are many people who have worked on this. They have included the technical part with a taskforce and also the possibility to add these as a policy as a part of the investment in ICANN.

What I see is there are some gaps in expertise, so perhaps we need to focus on that. There is an opportunity to focus on that, and as Alberto was saying, just to contact universities, contact those [people] that are being educated. And this is what we identified in prior meetings.

Many of the weaknesses—and history has shown that we were right—have been overcome. And many of these weaknesses can now be considered strengths because we are now strategically thinking about these with a five-year term. So, I think we need to have this perspective on the table.

That's all. Thank you.

SERGIO SALINAS PORTO: Thank you, Harold. Let me just check with somebody else to take the floor. Harold, if you could please put your hand down.

Let me see if I can have a look at our agenda. I'm opening it right now. I think the action we should do now is discuss how to get organized. I think the first thing we need to do is this SWOT analysis. I think we need to be working on this. If you think or if you agree ...

Actually, do you think that we should be working in groups, or do you think we should be subgroups? Or should we be only one big group? Do you think we should be able to divide actions? I mean, what we have to

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do, should we assign the work in different subgroups or should we have only one group working together? This is my first question.

Alejandro, you have the floor.

ALEJANDRO PISANTY: I want to say that we need to concentrate on what are the other actions that we can have.

INTERPRETER: We apologize. We have very, very bad audio from speaker.

ALEJANDRO PISANTY: So, I would like to propose that our leaders and representatives do something very quick. That is, asking the leaders of the other RALOs to provide two examples each of policies they have successfully developed. Maybe people who had some influences. That is, things they probably put to the test for five years. NARALO or EURALO proposed a modification to the registration agreement, for example, and they intervened the DNSSEC. Anything that is similar to that is a good thing.

So, take two examples and see how they did this. I can be part of the interview when we contact them to see what is a successful policy project. I think we have necessary expertise in the communities. We have stakeholders, transparency. Sometimes we can be users who do not agree with the ISPs. And sometimes we can work together with them to see what are the incentives, what are the capacities they need

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to have, and what are the actions that actually will lead to a successful policy intervention.

And this is how we will see how to be more relevant or more successful so that this is not just something in a vacuum. This is what the SWOT analysis would include. That is, we can show that if we have more expertise than EURALO, why these are no incidents? If we're more transparent than NARALO, then why are there no more incidents?

[That's all I had to say.] Thank you.

SERGIO SALINAS PORTO: Thank you, Alejandro. What you say is not wrong, but I think it is more of a tactic than a strategy.

ALEJANDRO PISANTY: I think we need to work on an informed way than just nod at the air.

SERGIO SALINAS PORTO: That's correct. This would probably give us some context, but would not ... I mean, one of the items is what you say: policy. This is a strategic vision of LACRALO working in a policy list, that is a strategy. Now, how to do this is a tactic. I think there is a duality there that we will need to consider to see what are the targets for the region and how we are going to execute this.

And I think we need to do the survey that you are mentioning. We just need to go to talk to four regions. This is something just one person can

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do. If you volunteer, that would be great. Or we could actually work in groups of two people.

And the other thing is the work on the policy list in spite of the SWOT analysis. And then, what are the other objectives LACRALO needs to have?

INTERPRETER: We apologize. We cannot hear the speaker. Once again, the interpreter apologizes. We are not getting the audio feed from the speaker.

[SERGIO SALINAS PORTO]: We once again would need to focus on our targets.

ADRIAN CARBALLO: There was a lot of interference, so I will now go on. What I see is there are a lot of issues that we want to include, and I think all our efforts, in the end, get diluted. So, I think it would be very important to have a big vector pointing to the south. I think it's an interesting example.

And sometimes you feel there is a big vector pointing to the south that, when it points to the whole, some of them go to the southeast, others go to the southwest. And we need to see how we're going to be aligned and what are the issues that we want to include in policy issues because, as we know, the whole and the nothing actually mean nothing.

So, we need to see how we can train people in the issues that we're interested in and to see if we can add more people and have these



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people give us our point of view, and to see if we can add new people to the ecosystem that will also allow us to have a critical mass. But I think it would be very interesting or very important, to see that each of us ...

For example, you were mentioning whether we should work in a group or a subgroup. We need to understand which are the issues that we need to define. And only after that should we prepare or make up these subgroups. Perhaps we can have two or three different issue and see what are the cases where we will agree or not, and what are the issues that we think are important today for the ICANN community and how we can deal with all the policies.

That was all for me, and I hope that this is a good contribution. Thank you.

SERGIO SALINAS PORTO: I apologize for my bad audio. I see Alejandro. Alejandro's hand is up. I don't know whether it's an old hand or a new one. But, before giving Alejandro the floor, I think that we should evaluate internal and external elements. So internal elements are some institutional aspects.

And, Alejandro, if your hand is up, you may have the floor. Otherwise, just give me a sec. I will answer a phone call so as to get connected using the bridge.

CLAUDIA RUIZ: Alejandro, if you are speaking, you're on mute. Or, Harold, I believe you wanted the floor.

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HAROLD ARCOS: I think it's important for Sergio to listen to whatever may be added from Adrian or from whoever. Alejandro's hand was up. If you want to say something, this is the time to speak.

ALEJANDRO PISANTY: It was an old hand.

HAROLD ARCOS: Okay. Did you say something?

SILVIA VIVANCO: Claudia, I don't know whether Sergio can hear us. Otherwise, can you please test your audio, Sergio?

HAROLD ARCOS: While we wait for Sergio [inaudible], I don't know if any other member or [participant to] this call would like to comment. Alejandro, did you see the action item I wrote on the chat? Perhaps maybe part of this request, so we will try and [inaudible] with respect to Vanda, to review the frameworks. It was written down.

I don't know. Vanda, if you would like to add something regarding what Adrian has mentioned. A key issue. It's very important for [Adrian to] define the topics and to make some progress because this will help us see where we need to provide some capacity building or training so as to have informed people.

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Once we have the trained people, we will have more resources, more members at a level for taking part in various groups. So, I think that it's important to follow these three [lines].

[Taking only a] few seconds to give my opinion in that respect because, as I said before, we have topics inside ICANN and some members of the region and those that propose some topics that, perhaps, are disruptive but little by little are becoming part of what we call the global Internet.

So, when we talk labels, etc. This is related to the technical community as well as any other communities. And there are some other topics that ... Perhaps we haven't been able to take part in those other topics. The idea is [to understand,] to know the regions ICANN will not operate outside [of].

SERGIO SALINAS PORTO: Can you hear me?

HAROLD ARCOS: Yes, Sergio. We can hear you.

SERGIO SALINAS PORTO: I don't know because I don't know where you were. I see Vanda's hand up.

HAROLD ARCOS: No. We're saying good-bye.

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No, no. That's a joke. [Therefore] we are ... At this point, I have made a brief summary [of what people have] said. So, Vanda, you have the floor.

VANDA SCARTEZINI:

Thank you, Harold. I think that we don't have much time [inaudible] We need to define the future steps. So, first of all, the people in the call ... If you have something to say that is relevant, I think this group may be ... Or let's say each of us may write down the topics considered to be strategic for our region. So, once we have these big headlines, we would decide whether we all agree on those topics or not. Otherwise, we may generate a general strategic topic. Then, we may break this up into various actions.

But first of all, we need to hear from all participants. Sometimes you don't have the opportunity to speak, but at least we may prepare a list of strategic points taking into account that we have the strategy of ICANN, of Internet governance, the whole strategy of our region. So, each of us should think and add an item. Each of us raises three topics, adds three topics to a list of that group. So, we start taking our first steps.

Thank you very much.

SERGIO SALINAS PORTO:

Thank you very much, Vanda. I would ask for some methodology. I think that we should meet once a week if you agree, so as to start working on

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a weekly basis and [definitely know that] we will reach the general assembly with a document prepared by this group at least.

So, first of all, I should think we should start with the SWOT analysis. Then, as Vanda said, we should take into account there are other strategies that not be tied by them. And then some of these strategies may have regional—where the region may grow. But we should think ... In terms of Internet users, we have to watch over these users, taking into account ICANN policies.

So our view, our focus should be a regional one. [inaudible] we should not add the personal views. If we consider how there have been interactions when there have been people from Latin America/the Caribbean working, there has been stress on personal issues but not on regional issues. So, lots of individualities.

So, we have to take care [and watch over] whether we are just [guessing on that] about .patagonia or .amazon or whatever. It was discussed because there [was] some baseline, and we have a regional view.

So, of course, this is [not but] the truth. Perhaps there are some other perspectives but at least I'm going to just [thresh] that. We have to have a regional view, a regional perspective. We are showing our cultural diversity, and so when we discuss policy at ICANN, we should also take into account a regional perspective. This is why we are divided into regions.

So, we have five minutes left. Alberto, you have the floor. And then I would like any of you willing to take the floor, please raise your hand

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right now so as to know what time we have left and what we should do in that respect.

I would like a woman to be [in] this group so as to have a gender balanced group. Otherwise, Alejandro likes this job. And so, Vanda, if you have the time and you're willing to participate, it would be really [very good.]

VANDA SCARTEZINI: No problem.

SERGIO SALINAS PORTO: There may be a co-leader, as I don't know how to call them. Maybe two, three. But the idea is to work [moving forward.] It may be Alejandro and Vanda together. That will be great. So, you would be the leaders in this topic. Thank you.

Next Tuesday, same time, we may meet if you agree. So, please write down in the chat whether you agree or not, so as to have a call next Tuesday.

And Alberto, now you have the floor.

ALBERTO SOTO: I will be brief. I think that the importance of our work is to define the topics, and I will give the example in that respect. Perhaps subsequent procedures-has been discussed really extensively, but perhaps it's nothing to do with final users. But the implantation of DNSSEC is not

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being discussed, and we have to have a policy in that respect. Why? Because this really has an influence on end users. So, I have no problem in meeting once a week. Thank you.

SERGIO SALINAS PORTO: Thank you so much, Alberto. We have taken note of that, and I'm [reading] ... DNS abuse. There's a group working on that. This is really very new, so I think there have been no meetings so far. They're just willing to work [and there has been] no meeting. And I guess it will start meeting soon so that we may [incentivize] other members of our region to participate in that work.

So, Alberto said yes to my proposal. Do all of you agree to meet next Tuesday at the same time? Alejandro? Adrian?

Alejandro said yes. Alberto has said yes. Harold said yes. Alfredo? Adrian? Hannah?

Vanda said yes. Marcelo?

Hannah said yes.

INTERPRETER: The interpreters apologize, speakers overlap.

SERGIO SALINAS PORTO: Okay. Next Tuesday, 23:00 UTC. We're going to meet again. Silvia, you have the floor.

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SILVIA VIVANCO: Thank you very much, Sergio. And thank you, all. I would like to point out that this meeting ... As you said, the invitation was sent to the whole LACRALO listing, at least in Spanish. So, this is open to all LACRALO members. I would like to confirm that this is the way we are moving ahead, in fact.

SERGIO SALINAS PORTO: Yes, Silvia. I think that [today] there's [so few] members present is because we sent the invitation a bit late. So, I really thank all the participants on this call [for us] to give some volume to the ... But we're going to stress that more people in our community should start working on this, so as to have [all the color] of the diversity of LACRALO.

So, we would use the same rationale for the strategic plan. Everyone is invited. And those who do not participate, of course, lose the possibility of working [inaudible] policy in the next five years.

But no other business. Or if somebody would like to add something. Otherwise, we will conclude the call. But we know that next Tuesday at 23:00 UTC, we'll meet again. So, I will ask the staff to send the invitation right now.

CLAUDIA RUIZ: Okay. We're going to send the invitation.



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SERGIO SALINAS PORTO: Okay. If there's nothing else? Okay. So, good-bye, everyone. I will [inaudible] positive.

VANDA SCARTEZINI: I hope you're okay.

**[END OF TRANSCRIPTION]**