INNOVATION NEVER STOPS.

2020-2022 Strategic Plan
March 16, 2020

tim.com.br
Disclaimer

This presentation contains declarations that constitute forward looking statements regarding the intent, belief or current expectations of the customer base, estimates regarding future financial results and other aspects of the activities.

Analysts and investors are cautioned not to place undue reliance on those forward looking statements, which speak only as of the date of this presentation. TIM Part undertakes no obligation to release publicly the results of any revisions to these forward looking statements.

Such forward looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ materially from those projected as a result of various factors.

Financial results are presented considering impacts from IFRS 9 & IFRS 15 adoption, disconsidering impacts from IFRS 16 adoption, except otherwise indicated.
TIM Brasil 2019-‘21 Recap
Solid Achievements Delivered Despite Challenges

Net Service Revenues\(^1,2\)
R$ 16.6 bln (+2.4% YoY)

TIM Live\(^1,2\)
R$ 491 mln (+30.6% YoY)

EBITDA\(^1,2\)
R$ 6.8 bln (+6.7% YoY)

6 consecutive years of EBITDA growth (CAGR 15-19: 6.5%)

Net Service Revenues Growth\(^2\) (%YoY)

<table>
<thead>
<tr>
<th></th>
<th>1Q19</th>
<th>2Q19</th>
<th>3Q19</th>
<th>4Q19</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>1.0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>2.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>3.0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>3.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Mobile ARPU\(^2\) (R$)

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>22.5</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td>23.7</td>
</tr>
</tbody>
</table>

Mobile ARPU\(^2\) growth (%YoY)

<table>
<thead>
<tr>
<th></th>
<th>1Q19</th>
<th>2Q19</th>
<th>3Q19</th>
<th>4Q19</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

EBITDA Margin\(^3\)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>31.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>33.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>36.6%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>38.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>39.8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

EBITDA – CAPEX\(^3\)
(% on Revenues; R$ bln)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>3.7%</td>
<td>0.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>4.7%</td>
<td>0.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>11.1%</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>15.6%</td>
<td>2.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>16.9%</td>
<td>2.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The year 2019 confirms the company’s transformation in the last 5 years.

(1) In 2019; (2) KPIs ex-IFRS 16 impacts; (3) Adjusted, pro-forma basis (excluding IFRS 9, 15 and 16 impacts).
### Strategic Pillars

**It is Time to Move Forward: Evolution Plan to Further Develop Initiatives Already in Place. Transformation Plan to Reshape Company’s Skills Over the Next 3 Years**

<table>
<thead>
<tr>
<th>EVOLVE</th>
<th>TRANSFORM</th>
</tr>
</thead>
<tbody>
<tr>
<td>→ Move from volume to value to sustain mobile business growth</td>
<td>→ New operating model to address current and future challenges</td>
</tr>
<tr>
<td>→ Grow on broadband with financial discipline</td>
<td>→ Additional growth through adjacent markets</td>
</tr>
</tbody>
</table>

1. **INFRASTRUCTURE**

2. **DISRUPTIVE EFFICIENCY**

3. **MOBILE (PREPAID, POSTPAID AND B2B)**


5. **NEW REVENUE SOURCES**

6. **ESG**
Infrastructure Summary

Act Today to Be Ready for the Future

IT to the next level in 18-24 months

- Big data evolution
- NBA roll-out
- Cognitive systems
- Application and architecture review
- Catalogue creation

Network 5 key pillars

- Data Growth
- 5G ready
- IoT
- New initiatives
- Fixed Broadband

Benefits:

- Customers’ Integrated view
- Time-to-market
- New capabilities
- Automation of processes and efficiency increase
- Fixed Wireless Access
- Decommissioning Savings
- Densification and innovative solutions
- New IoT businesses opportunities
- Convergent architecture

Evolution
Transformation

TIM Brasil | Investor Relations
Strategic Plan 2020-22
**IT Short-Term: Supporting Efficiency while Improving Customer Experience**

**Back to the Basics with Short-Term Initiatives**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operation stabilization</td>
<td>Improve IT operations, increase level of reliability, assess main weaknesses, monitoring E2E business processes</td>
</tr>
<tr>
<td>IT costs control</td>
<td>Speed up system decommissioning and architecture simplification, complete existing projects</td>
</tr>
<tr>
<td>Tuning service creation process</td>
<td>Streamline the service creation process on the current architecture in order to decrease the time to market, waiting the boost offered by the future digital architecture</td>
</tr>
<tr>
<td>New sourcing model</td>
<td>Align the sourcing model with the business strategy, with an improved vendor accountability and an E2E management of the perimeter</td>
</tr>
<tr>
<td>Delivery process monitoring</td>
<td>Put under control through metrics the delivery process, including budget spending, quality assurance, vendor rating, restore the internal competence center for the productivity monitoring</td>
</tr>
<tr>
<td>IT functions consolidation</td>
<td>Align the internal organization with the business strategy, increasing the accountability for each area and preparing for future organization</td>
</tr>
</tbody>
</table>
# Transformational Projects to Build the Future

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cognitive solution</td>
<td>Enable new use cases integrated with NBA and Big Data</td>
</tr>
<tr>
<td>Transformation programs harmonization</td>
<td>Harmonize the transformation programs already launched and align them with the TI architecture</td>
</tr>
<tr>
<td>5G generation habilitation</td>
<td>Prepare IT to support new business models enabled by 5G technology</td>
</tr>
<tr>
<td>Journey to cloud</td>
<td>Create a journey to cloud strategy and a roadmap aligned with the TI architecture</td>
</tr>
<tr>
<td>New process and delivery</td>
<td>Enable the practice of managing two separate but coherent styles of work, one focused on digital/systems of engagement evolution and the other on the system of record evolution</td>
</tr>
<tr>
<td>Mobile payments</td>
<td>Introduction of IT capabilities to support new way of payment</td>
</tr>
<tr>
<td>Legacy vs Digital</td>
<td>Create a “digital twin”, able to attend the best Time2Market expectations strongly decoupled with the legacy architecture. Align with TI architecture</td>
</tr>
<tr>
<td>Market Place</td>
<td>Plug-in industrial consolidation, making possible new selling capabilities</td>
</tr>
</tbody>
</table>
## Network Summary

### Transformation Initiatives to Thrive Efficiency and New Business Opportunities

#### Data Growth
- **New services requirements:** increasing efficiency to cope with data demand
  - Deep infra sharing
  - 80% of new sites will be Biosites
  - Indoor sites densification
  - Massive MIMO
  - IP/Optical convergence

#### 5G ready
- **Innovate with 5G,** evaluating spectrum limitation vs new services to technology development
  - 5G spectrum Auction
  - Launch of main cities
  - Cluster approach (MAN) at 5G cities
  - Core evolution

#### Fixed Broadband
- **Support fixed BB growth with agnostic approach and consistent convergent architecture**
  - Content distribution
  - Resilience improvement
  - FTTH vs FWA
  - Virtualization through SD-WAN

#### IoT
- **New opportunities becoming reality:** "Network slices“ for service optimization
  - Multi access edge computing
  - New IoT services
  - NB-IoT expansion

#### New initiatives
- **Decommissioning and convergence of network to boost savings**
  - E2E legacy decommissioning
  - Sky coverage
  - Partnerships (MOU Vivo)
  - 2G/3G consolidation
Network Efficiency

Mobile Shift to 4G Network Still in Progress as a Way to Improve Quality and Reduce Cost to Serve

**4G COVERAGE (# cities)**

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sites</td>
<td>3,272</td>
<td>3,520</td>
<td>&gt;4k Total</td>
<td>700 / 850 MHz</td>
<td>Better indoor experience.</td>
</tr>
</tbody>
</table>

**TRAFFIC MIX EVOLUTION**

- **4G**: 76% (2018), 75% (2019), 92% (2020)
- **2G / 3G**: (progressive increase from 2018 to 2022)

**ACCESS NETWORK (’000 SITES)**

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sites</td>
<td>17</td>
<td>19</td>
<td>~22</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Network Support and Acceleration

## Fiber Expansion to Support Business Continuity and Ultrabroadband Acceleration

### FTTH (# cities)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td># Cities</td>
<td>11</td>
<td>23</td>
<td></td>
<td>~70</td>
<td></td>
</tr>
</tbody>
</table>

### HOME PASSED (mln)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOME PASSED</td>
<td>1.1</td>
<td>2.3</td>
<td></td>
<td></td>
<td>~5.5</td>
</tr>
</tbody>
</table>

### FTTCity (# cities)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td># Cities</td>
<td>601</td>
<td>821</td>
<td></td>
<td>~1.5</td>
<td></td>
</tr>
</tbody>
</table>

### BACKBONE + BACKHAUL (’000 km)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>BACKBONE + BACKHAUL</td>
<td>90</td>
<td>101</td>
<td></td>
<td></td>
<td>&gt;130</td>
</tr>
</tbody>
</table>
**Holistic Efficiency Approach**

**Disruptive Efficiency to Address Industry Challenges**

**Gaps as opportunities:**
Close gaps and surpass the benchmark.

- **Bad Debt** (e.g. new credit models, collections systems improvement)
- **Legal processes** (e.g. predictive models to reduce JEC expenses - special court for small cases)

**Digital & Automation**

- **Self-Provisioning** (e.g., Naked SIM)
- **Self-caring**: Cognitive IVR and WhatsApp services (e.g., second invoice, balance check and etc.)
- **Self-healing** (e.g., technical resolution for broadband services)

**Make vs buy**

- **Administrative processes** (e.g. ground leasing)
- **Pay-roll management IT Planning & Development**

**Process efficiency**

- **Productivity**: focus on the core.

**Smart CAPEX**

- **Being competitive**: increase return on investment by focusing it where we can apply differentiation.
  - **Industrial agreements** (e.g. VIVO MoU)
  - **Innovative Technologies** (Massive MIMO)
  - **TIM Live’s Transformation with partnership**
  - **Cloudification** (storage as commodity)

**Brazilians are already digital**: unique environment opportunity.

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Mobile: From Volume to Value

Innovation Positioning with Unique Assets to Leverage

“Ensuring execution and customer satisfaction to succeed.”

4G: Widest Coverage and Availability.

Regional Leadership: Solid presence in North-East and Paraná/Santa Catarina.

Financial Discipline: Positive performance over the last years, leanest Opex structure, capability of cash flow generation.
Mobile: From Volume to Value

Move from volume to value to sustain mobile business growth, leveraging CEX

Residual growth: churn management becomes more important

MOBILE UNIQUE USERS (mln)

104 139 146

 Reduce churn

Play by opportunity, meeting clients true needs

CUSTOMER BASE MIX (mln)

167 185 117

 Postpaid: brand positioning, and outstanding customer service level

→ Eliminate pain points: discount management

→ Lock in high propensity customers

→ Improve service level

→ Prepaid: acceleration w/ regional + smart promo, channel management

→ Postpaid: brand positioning, and outstanding customer service level

→ SMB: consumerization

→ Unlock upselling opportunities

→ Price with “more for more” approach

→ Boost big data, data analytics, NBA capabilities

Increasing “share of wallet”

SIM PER UNIQUE USERS1 (mln)

1.9 1.7 1.4

 ARPU increase

2010 2015 2020 2022

POSTPAID CHURN RATE (% p.m.)

3.5% 3.8% -0.6 p.p. until 2022

TIM MOBILE CUSTOMER BASE BY SEGMENT (mln)

36 33

Postpaid >45% in 2022

20 21

2010 2015 2020 2022

TIM MOBILE ARPU (R$/month)

22.5 23.7

CAGR 19-22: low to mid single digit

2018 2020 2022

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TIM MOBILE ARPU (R$/month)

22.5 23.7

CAGR 19-22: low to mid single digit

2018 2020 2022
**Footprint expansion and operational improvement**

- Cherry picking deployment, Reduce early churn, Improve care and self-care, Reliable bill to cash processes
- **Differentiation: UBB + Content**
  - OTT content friendly approach, Wi-Fi experience

**TIM Live >30% CAGR 19-22**

**FTTx CUSTOMER BASE (mln)**

- +15 cities
- +42% households covered

**Broadband: Acceleration**

**Broadband Revenues will be the Lever for Fixed Business Growth**

**FROM EVOLUTION...**

**FIXED NET REVENUES (R$)**

<table>
<thead>
<tr>
<th>Year</th>
<th>TIM Live</th>
<th>Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TTx CUSTOMER BASE (mln)**

- FTTH
- FTTC

- +15 cities
- +42% households covered

**2018**

- TIM Live: 0.2
- Others: 0.1
- Total: 0.3

**2019**

- TIM Live: 0.3
- Others: 0.2
- Total: 0.5

**2020**

- TIM Live: 0.4
- Others: 0.3
- Total: 0.7

**2021**

- TIM Live: 0.5
- Others: 0.4
- Total: 0.9

**2022**

- TIM Live: 0.6
- Others: 0.5
- Total: 1.1
Broadband: Acceleration

Smart Capex to Ensure Acceleration

BRAZIL’S BROADBAND MARKET

BROADBAND AND FIBER PENETRATION (on HH)

CUSTOMER BASE BY TECHNOLOGY (mln)

FIBER PENETRATION TOP 5

- São Paulo 24%
- Santa Catarina 23%
- Minas Gerais 23%
- Paraná 21%
- Ceará 19%
- Brasil 16%

BRAZIL’S BROADBAND MARKET

...TO TRANSFORMATION

Strategic Partnership

- Expanding TIM Live's services with the right balance between Sales and Capex, unlocking additional value of this asset
- Create in partnership a neutral fiber infrastructure asset in Brazil
- Market sound process with an advisor to find the right partner out of the telecom space

To be completed by the end of 2020.

(1) Anatel (dec-19), internal analysis.
Beyond Core: Leveraging our Assets with Strategic Partnerships

Exploring B2B New Services

IoT IN LATIN AMERICA

IoT MARKET SIZE

- **Connections:**
  - Transport: From (2018) ~184, To (2022) ~400
  - Agriculture: From (2018) ~400, To (2022) ~750

- **Share of IoT Revenues:**
  - From (2018): Transport 184%, Agriculture 40%
  - To (2022): Transport 360%, Agriculture 750%

= USD Revenues (mln)

DEVELOP AT SCALE AND MONETIZE IOT VERTICALS

**4G TIM no Campo**
- Sole operator in the initiative developing agribusiness solutions based on IoT.
- 1st place in 4G coverage in Brazil
- ~5 mln acres with 4G

**Connected Car**
- First mover: agreement with car manufacturer to provide in-car connectivity and automation.
- >3k cities with NB-IoT

**DEVELOP AT SCALE AND MONETIZE IOT VERTICALS**

(1) Global Data Market Opportunity Forecasts to 2023: Global IoT.
Beyond Core: Leveraging our Assets with Strategic Partnerships
The Mobile Advertising Opportunity

TIM Ads addressable environment

(1) Latin America Digital Ad Spending 2019 eMarketer, internal analysis.
## Beyond Core: Leveraging our Assets with Strategic Partnerships

### TIM’s Positioning as Publisher and Ad-Tech Player

<table>
<thead>
<tr>
<th><strong>As is</strong></th>
<th><strong>To be</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TIM AS PUBLISHER</strong></td>
<td><strong>TIM AS AD TECH PLAYER</strong></td>
</tr>
<tr>
<td>Exploring owned touch-points (digital and physical) to advertise 3rd parties.</td>
<td>Leveraging on customer data and ownership to enhance advertisers knowledge.</td>
</tr>
<tr>
<td><strong>Opportunistic approach</strong></td>
<td><strong>Close the gap</strong></td>
</tr>
<tr>
<td>→ SMS to any 3rd parties</td>
<td>→ Exploring Captive Portal interactions to display 3rd parties ads</td>
</tr>
<tr>
<td>→ ~R$ 190 mln already generated in mobile ads products</td>
<td>→ New trial contracts signed in the past 2 months</td>
</tr>
<tr>
<td></td>
<td>→ Fine-tuning and new products development</td>
</tr>
</tbody>
</table>

### MOBILE ADS REVENUE (R$ mln)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>~190</td>
</tr>
<tr>
<td>2020</td>
<td>~R$ mln +35%</td>
</tr>
<tr>
<td>2022</td>
<td>~R$ mln +70%</td>
</tr>
</tbody>
</table>

- 2019: ~190 mln
- 2020: ~R$ 190 mln
- 2022: ~R$ 340 mln
Beyond Core: Leveraging our Assets with Strategic Partnerships

FinTech’s Playing Field is Moving Fast and We Have a Unique Window of Opportunity

FINANCIAL SERVICES IN BRAZIL

Ownership Penetration of...

<table>
<thead>
<tr>
<th>Service</th>
<th>Population</th>
<th>(% population)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile Unique Users</td>
<td>&gt; 15 years old (Global Findex Database 2017)</td>
<td>79%</td>
</tr>
<tr>
<td>Debit Card</td>
<td>&gt; 10 years old</td>
<td>59%</td>
</tr>
<tr>
<td>Credit Card</td>
<td>&gt; 16 years old (Locomotiva)</td>
<td>27%</td>
</tr>
</tbody>
</table>

EXPLORING PARTNERSHIP OPPORTUNITIES

1. HIGH-END
   - Convenience and simplicity.
   - Full bank offer
   - Commercial partnership
   - Value generated by commissions in fees + equity

2. LOW-END
   - Access to banking services.
   - Symbiotic partnership (JV like)
   - Value generated by profit sharing

Telecom + digital banking services.
Agreement with a digital bank to be announced in the coming weeks.

Partners short list under analysis.

(1) Population > 15 years old (Global Findex Database 2017); (2) Population > 10 years old; (3) Population > 16 years old (Locomotiva).
TIM Brasil plans to improve its ESG practices based on its materiality matrix.

**ESG: TIM’s commitment with a positive transformation to all stakeholders**

**Environmental**
We want to be green.

- Increasing **efficiency** and taking advantage of **green energy** cost reduction
- Developing **infrastructure** and **data center** to give more to our customer with less impact from operations

**Social**
New capabilities are a key factor to maintain leadership.

- Improving internal **workforce valorization** and **talent management**
- Accessing Brazilian **Top Employer ranking** based on diversity issues
- Promote **digital capabilities and ESG Culture** among the employees
- Developing the **digital education** to support demand for connectivity

**Governance**
Efficient mechanisms to fairly balance the interests of all stakeholders, while improving transparency and controls.

- TIM recognized as a company with **highest level of commitment** to sustainability and corporate governance
- Reinforcing and disseminating the **ESG principles to the high risk suppliers**
- Adopting best practices regarding **compliance, information security and privacy protection** ("LGPD")

**Carbon neutral by 2030**

- Eco-efficiency in traffic transmitted: +75%
- Indirect emissions: -70%

**United Nations Agenda: 10 relevant goals for TIM Brasil**
**TIM Brasil 2020-’22 Targets**

**Key Performance Indicators (IFRS 15/9)**

### NET SERVICE REVENUES (% YoY)

<table>
<thead>
<tr>
<th>Year</th>
<th>TIM</th>
<th>Market</th>
<th>Mid Single Digit CAGR 2019-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>4.7%</td>
<td>0.4%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>2.4%</td>
<td>1.5%</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### OPEX (R$ bln)

<table>
<thead>
<tr>
<th>Year</th>
<th>Old Plan</th>
<th>New Plan</th>
<th>CAGR 2018-21:</th>
<th>CAGR 2018-22:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>10.6</td>
<td>10.6</td>
<td>~3%</td>
<td>~2%</td>
</tr>
<tr>
<td>2019</td>
<td>10.8</td>
<td>10.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>10.6</td>
<td>10.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>10.6</td>
<td>10.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>10.6</td>
<td>10.6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### EBITDA AND MARGIN EXPANSION (R$ bln; %)

<table>
<thead>
<tr>
<th>Year</th>
<th>TIM 2018-21:</th>
<th>TIM 2018-22:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>37.5%</td>
<td>39.1%</td>
</tr>
<tr>
<td>2019</td>
<td>39.1%</td>
<td>39.1%</td>
</tr>
<tr>
<td>2020</td>
<td>39.1%</td>
<td>39.1%</td>
</tr>
<tr>
<td>2021</td>
<td>39.1%</td>
<td>39.1%</td>
</tr>
<tr>
<td>2022</td>
<td>39.1%</td>
<td>39.1%</td>
</tr>
</tbody>
</table>

### EBITDA - CAPEX (R$ bln; %)

<table>
<thead>
<tr>
<th>Year</th>
<th>TIM 2018-21:</th>
<th>TIM 2018-22:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>15.0%</td>
<td>16.9%</td>
</tr>
<tr>
<td>2019</td>
<td>15.0%</td>
<td>16.9%</td>
</tr>
<tr>
<td>2020</td>
<td>15.0%</td>
<td>16.9%</td>
</tr>
<tr>
<td>2021</td>
<td>15.0%</td>
<td>16.9%</td>
</tr>
<tr>
<td>2022</td>
<td>15.0%</td>
<td>16.9%</td>
</tr>
<tr>
<td>GOALS</td>
<td>DRIVERS</td>
<td>SHORT TERM TARGETS (2020)</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td><strong>Revenue Growth</strong></td>
<td>➔ Leverage mobile ARPU improve</td>
<td>Service Revenues Growth:</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>➔ Expand Residential UBB operations</td>
<td>Mid single digit (YoY)</td>
</tr>
<tr>
<td><strong>Improve</strong></td>
<td>➔ Tap B2B opportunity</td>
<td></td>
</tr>
<tr>
<td><strong>Profitability</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Infrastructure Development</strong></td>
<td>➔ Accelerate digital transformation</td>
<td>EBITDA Growth:</td>
</tr>
<tr>
<td></td>
<td>➔ Maintain zero-based budget approach</td>
<td>Mid single digit (YoY)</td>
</tr>
<tr>
<td></td>
<td>➔ Reliable bill to cash process</td>
<td></td>
</tr>
<tr>
<td><strong>Expand Cash</strong></td>
<td>➔ Smart and selective Capex approach</td>
<td>Capex on Net Revenues:</td>
</tr>
<tr>
<td><strong>Generation</strong></td>
<td></td>
<td><em>Low 20’s</em></td>
</tr>
<tr>
<td></td>
<td>➔ Strict financial discipline</td>
<td>EBITDA-Capex on Net Revenues:</td>
</tr>
<tr>
<td></td>
<td>➔ Continue debt and tax rate optimization</td>
<td>&gt;16% (&gt;20% w/ IFRS 16)</td>
</tr>
</tbody>
</table>

(1) KPIs with IFRS 15/9, except when otherwise indicated.