



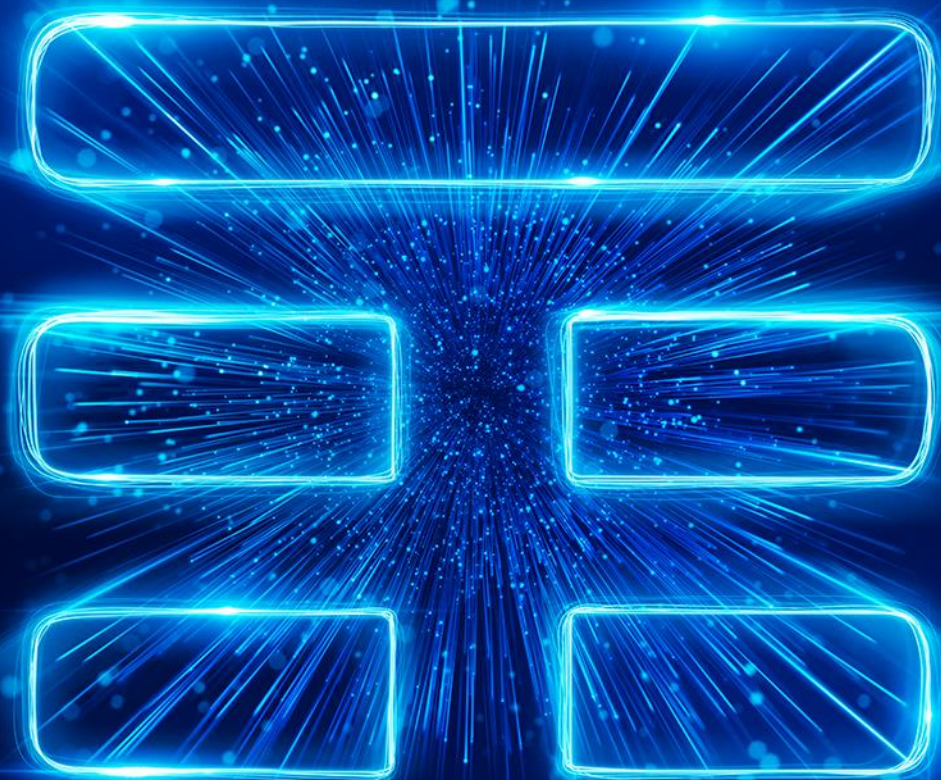
BRASIL DAY 2023

THE NEXT GENERATION TELCO

TIM. 25 YEARS
MAKING POSSIBILITIES ON
NEW YORK STOCK EXCHANGE.

25 YEARS

LISTED ON THE NY STOCK EXCHANGE



Disclaimer



This presentation **contains declarations that constitute forward-looking statements** regarding the intent, belief or current expectations of value creation, customer base dynamics, 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 S.A. undertakes no obligation to release publicly the results of any revisions to these forward-looking statements, those do not represent necessarily a formal guidance.



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 figures are presented considering impacts from IFRS 16 adoption, unless otherwise indicated. Normalized numbers in this presentation are adjusted by the effects described in footnotes.

Agenda



Opening remarks

10 min

25th Anniversary celebration



TIM's equity story

20 min

A unique asset in an evolving market



Strategy in action panels

85 min

Mobile: consolidate the best value proposition in a value driven market

B2B: Shaping a new market with high growth opportunities, leveraging our strengths in mobile

Broadband: selective approach to grow profitably in the Broadband market

Efficiency: our efficiency leadership is helping to finance our best value proposition to clients and drive value to shareholders



Closing

10 min

Value Creation: precise execution in the short-term to build a long-term success story

BROADBAND

**Selective approach
to grow profitably**
in the Broadband
market

ROOM TO ACCELERATE?

There is a noteworthy potential for broadband expansion

MARKET

~40 Bln BRL Service revenues¹

~45 Mln Customer base²

~10% CAGR evolution of main players³ 2019-2023

TIM

~2% Market share¹ of revenue as of 2022

~2% Market share⁴ of customer base as of 2022

~12% TIM CAGR evolution 2019-2023

READY TO ACCELERATE?

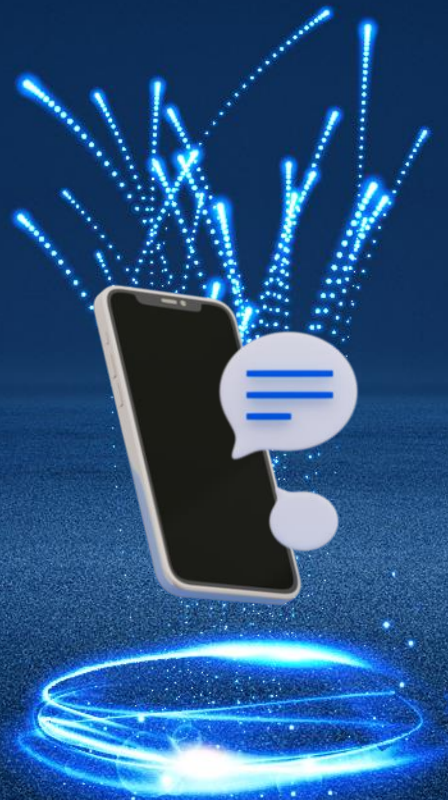
Our go-to-market strategy has been optimized,
becoming more efficient and flexible

We have evolved **FROM** a
traditional broadband provider...

Competition driven by **network
presence** of few players

Restricted cross-selling
by limited network presence

Tactical communication to clients



...**TO** an asset-light model, enabling
a **mobile-like go-to-market**

Competition driven by
best value proposition

Revenue increase by expanding
cross-selling offers to new areas

Massive communication to clients

READY TO ACCELERATE?

TIM has built the **best value proposition** and developed a **distinctive customer experience**

BEST OFFER

2GB/s +  deezer  HBO MAX  Paramount



BEST SERVICE

1st in Broadband Consistent Quality²



Highest ARPU¹

95.2 BRL/month

NPS Leadership

+15p.p vs 2022

TIME TO ACCELERATE?

Broadband market is very competitive,
demanding players' differentiation...

Fragmented market
with regional
incentives for ISPs
results in over 26
different market share
leaders in Brazilian
areas¹...



...triggering strong pressure on price per Mbps
and driving a declining trend for FTTH ARPU²

...while neutral networks reduce entry
barriers and change structurally the market

Neutral networks are rising as an option to deploy FTTH...

v·tal

IHS
I-SYSTEMS

FIBRASUL
TELECOM

Homes
passed³

20 Mln

7 Mln

5 Mln

...and tweaks to the model are expected, as win-win
partnerships are built between NetCos and ClientCos

1.Source: TELECO ("Líderes em Banda Larga Fixa", Aug'23) - <https://www.teleco.com.br/comentario/com1067.asp>

2.Considering past 6 months

3.Source: Press (Teletime article: "Rede neutra deve se tornar 'novo normal' em telecom, creem players do segmento" 10/20/22).

While the market finding its balance...



**ROOM TO
ACCELERATE**



**READY TO
ACCELERATE**



**TIME TO
ACCELERATE**

...we are keeping our stance, focusing on high quality instead of fast results, leveraging a **sustainable and profitable growth**