



Beyond the Core with New Businesses and Partnerships

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Financial results are presented considering impacts from IFRS 16 adoption, unless otherwise indicated.

The normalized numbers reported in this presentation are adjusted by the effects listed in the FY2020 earnings release.





Adapting the approach but reinforcing the strategic pillars



Strategic Paths



Strengthen the core

Enhance and accelerate the transition from **volume to value**, to sustain mobile business growth, focusing on customer experience

Fill current **infrastructure gap with M&A**, also fostering inorganic growth and capturing potential synergies

Capture **ultrabroadband** market **growth opportunity** with new financial and business models

Build the future

Expand **new sources of value** (e.g. IoT, C6, Mobile Advertising, Customer Data Monetization, Health, Education) leveraging the customer base platform through ecosystem and partnerships

Implement **transformational projects** on infrastructure (e.g. 5G, ORAN, M-MIMO, cloudification)



Transformational Enablers

Boost disruptive efficiencies

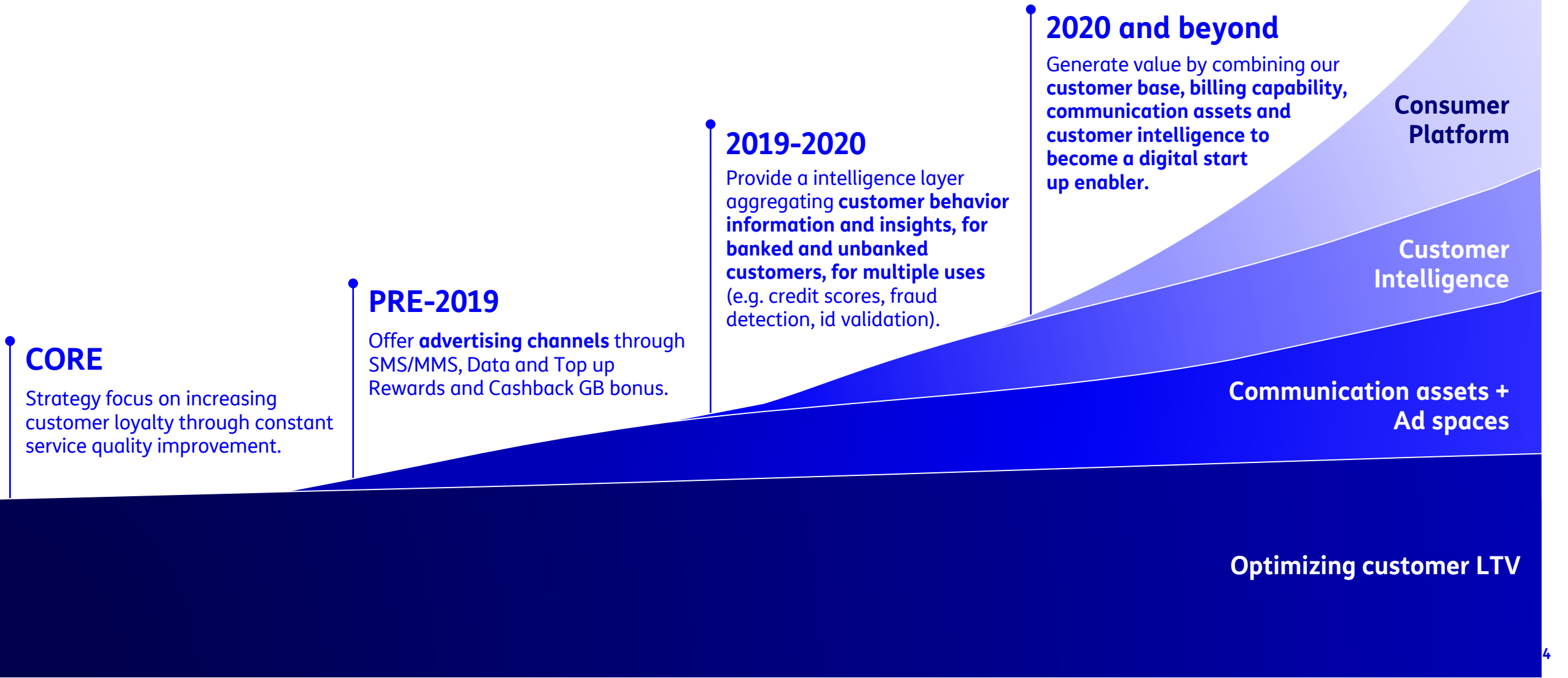
Boost **disruptive efficiencies** through digitalization, automation and new operating models, leveraging skills and capabilities enhancement

Strengthen sustainability

Strengthen and consolidate **ESG proposition** making a positive transformation

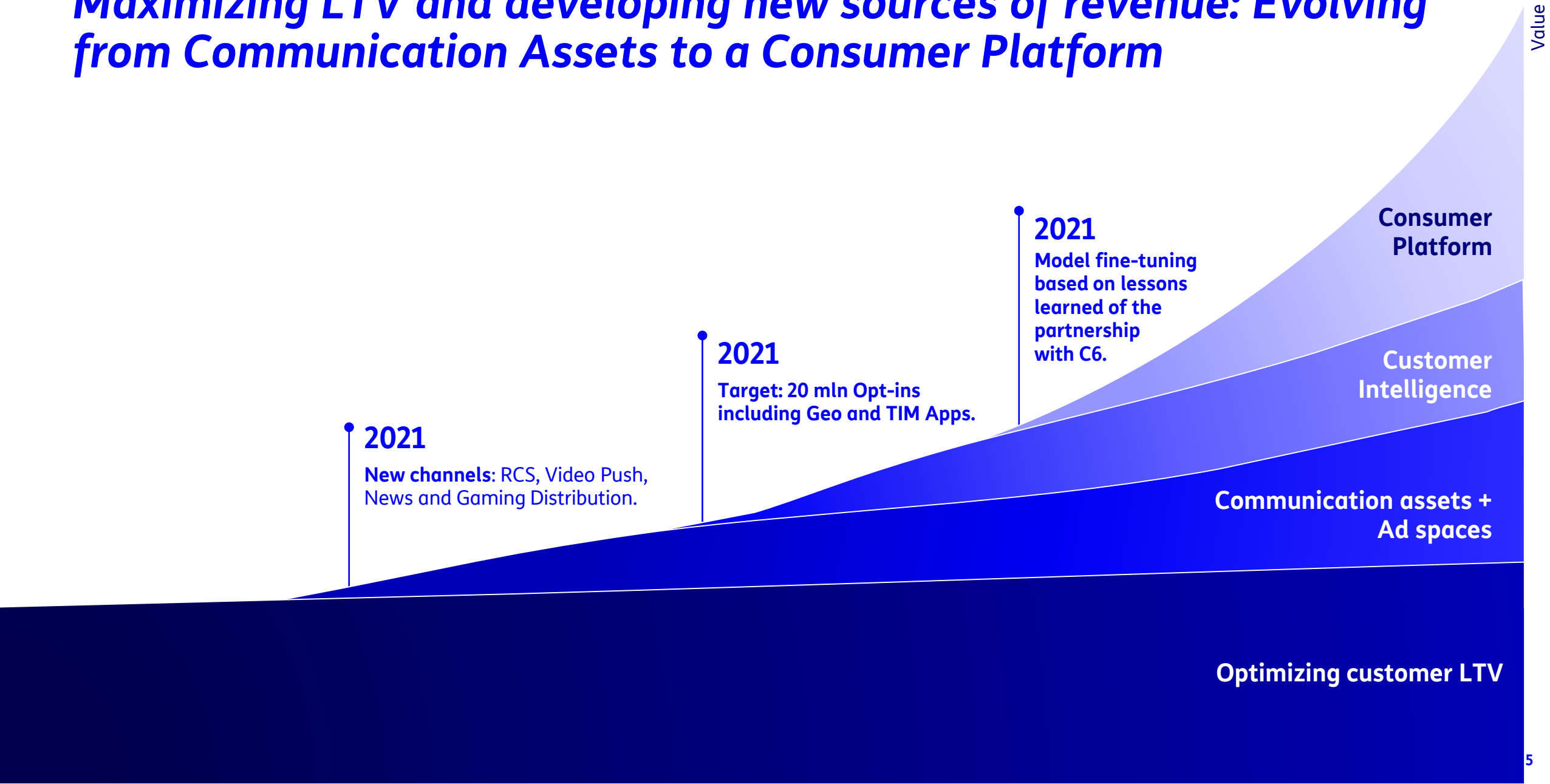


Maximizing LTV and developing new sources of revenue: Evolving from Communication Assets to a Consumer Platform



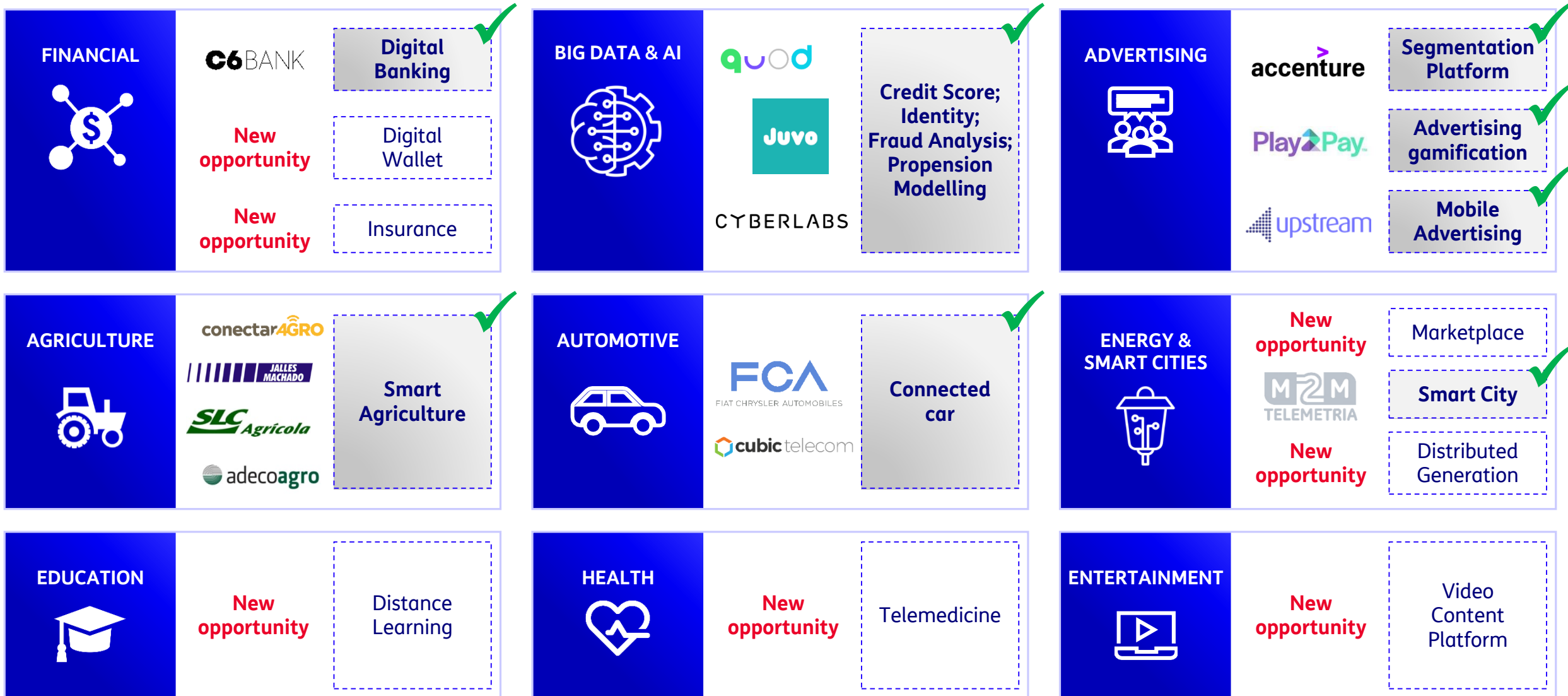


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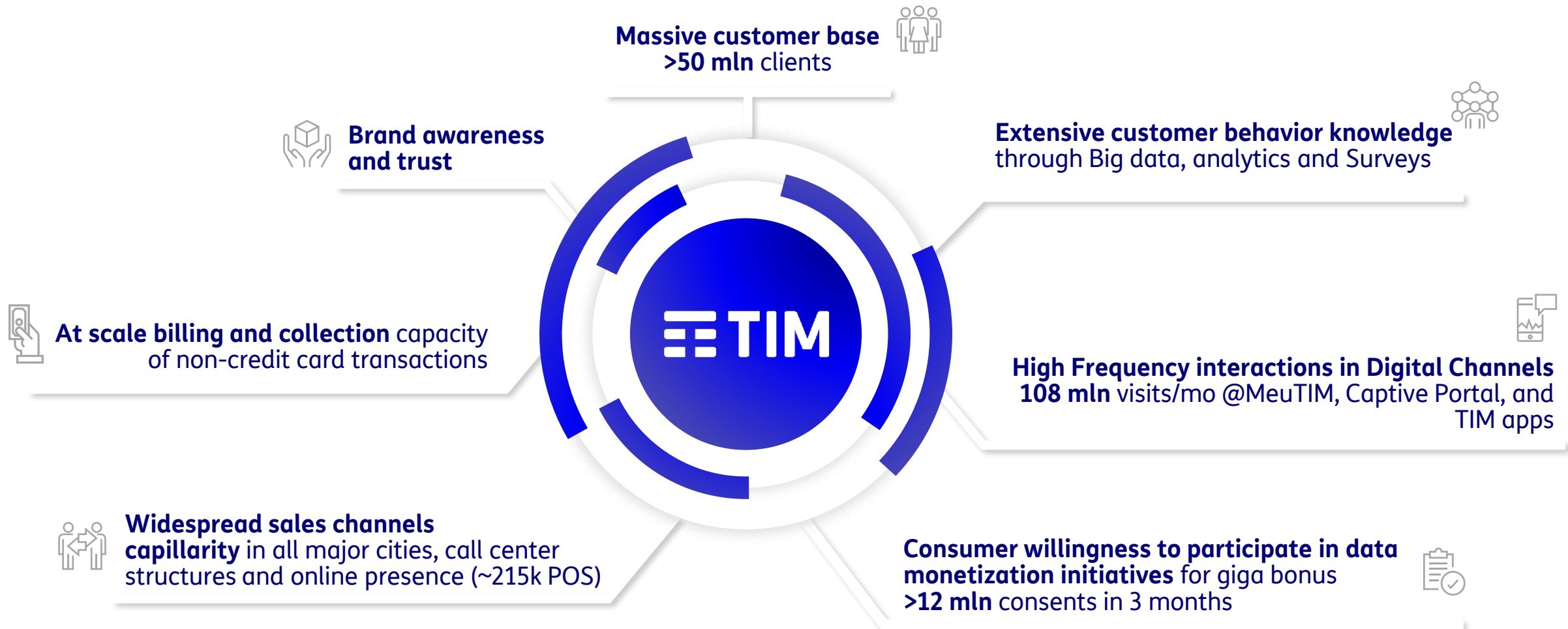


Consumer Platform Ecosystem: Looking for the new unicorns





TIM has unique assets and key capabilities that enable the Consumer Platform strategy





TIM Consumer Platform Strategy: A unique approach that can unlock significant value with digital start-ups

Differentiated Approach

1

Strategic partnerships

Explore industrial synergies beyond simple commercial agreements, speeding up time to market, and lowering execution risk and investment (not in house development).

2

“Best of breed”

Choose high flying players that have the best chance to disrupt their industries and generate value.

Where we can generate additional value

Core Business

Add value to our customer base 



Increase customer loyalty

Unique positioning 



Cost reduction

Beyond the Core



Generate new revenue streams

Improve customer profiling



Equity diversification



Share of highly valuable ventures



Consumer Platform's target markets



FINANCE



C6BANK

First Telco + Digital Bank integrated offer in LatAm

Additional revenue and equity share

Leveraging customer base to **reduce cost**

New digital payment gateway

stone

+500k POS network for recharge and invoice payment

EDUCATION



48 mln people eligible to a university degree

Double-digit CAGR

Until 2025 **Distance Learning** will reach **4.0 mln students** (from 2.1 mln in 2019)

10-18x EV/Ebitda multiples

HEALTH



Low availability of quality public health services

>150 mln people Without access to private medical care (**~700 mln consultations / year**)

Telemedicine Pandemic **changed perception** and **potential adoption**

ENTERTAINMENT



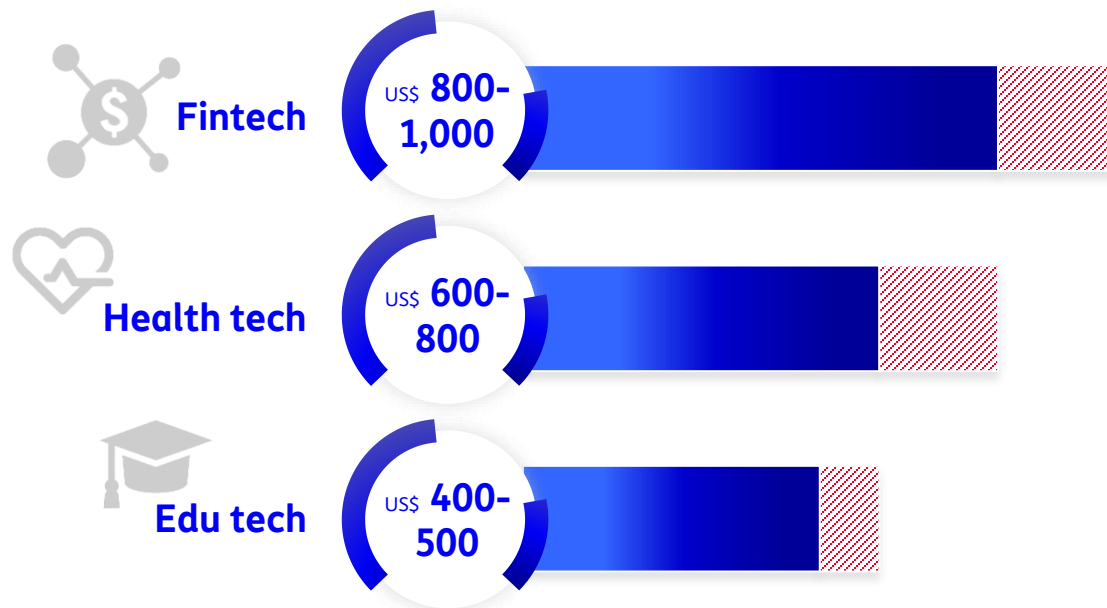
Pay TV low penetration ~21% and **decreasing**

Video and other content platforms

Already popular (Video OTT with 35% penetration, reaching 25 mln households) and **growing fast** – expected 17% CAGR from 2020 to 2023

The Consumer Platform's target industries have significant market value per client

Enterprise value per client of digital disruptors in Brazil (selected industries)



TIM can leverage its assets to achieve:

\$ 25-50%
acquisition
contribution
in new clients

% 10-30%
equity
participation



A UNIQUE ASSETS
PLATFORM