

**TIMB**  
LISTED  
NYSE

**TIMS**  
B3 LISTED NM  
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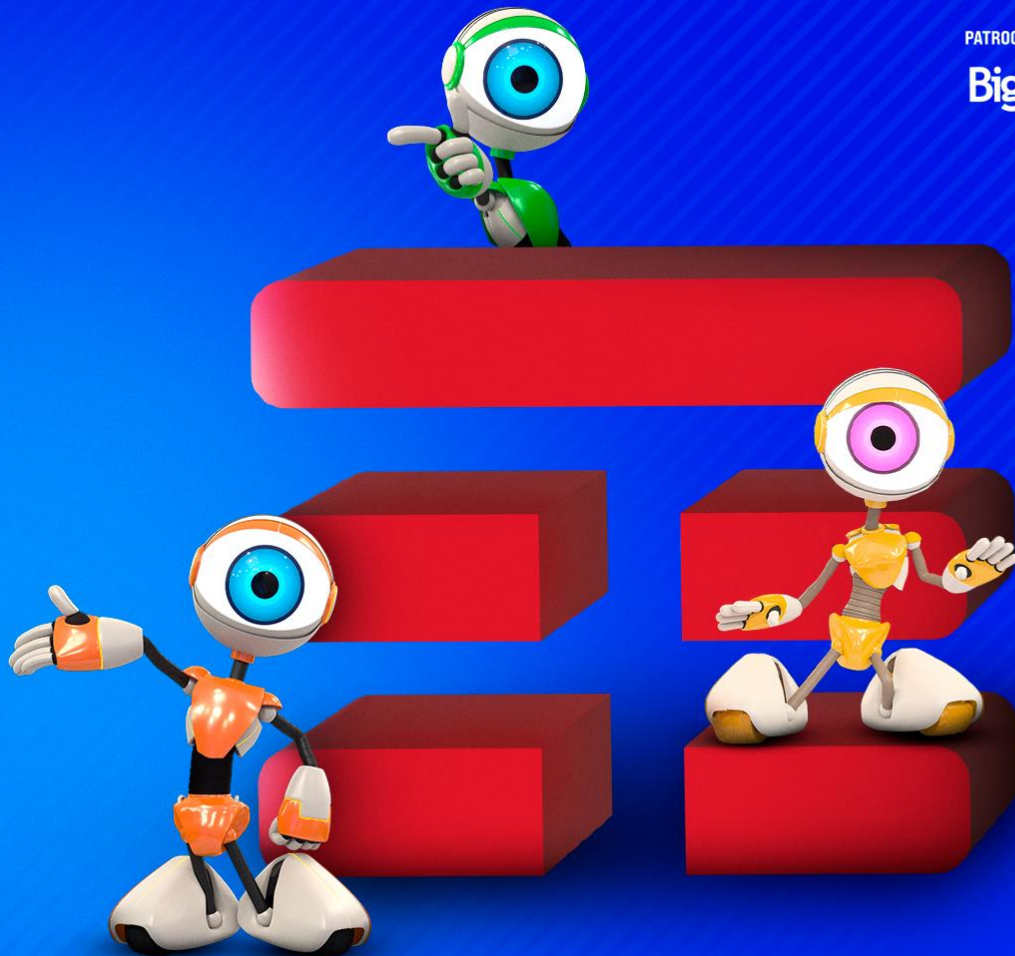
PATROCINADORA OFICIAL DO

**Big Brother  
Brasil**

INSTITUTIONAL  
PRESENTATION

4Q25

 **TIM**





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.

# ESSENTIAL, EVERYWHERE, EVERY DAY



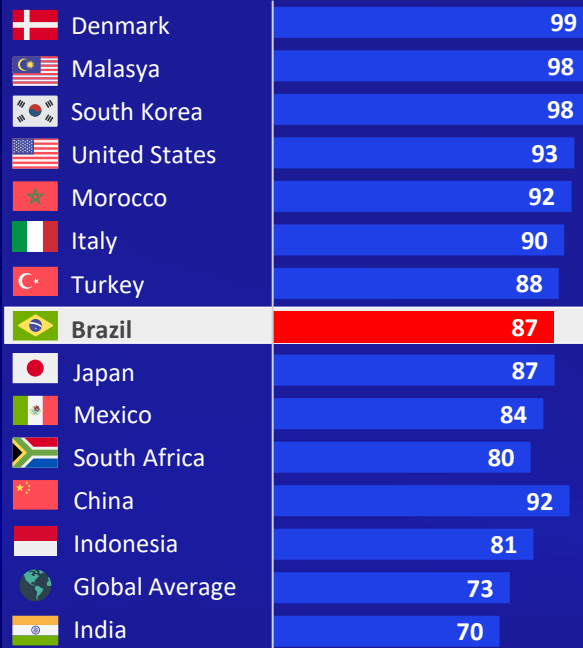
The telecom market in Brazil is **dynamic, highly competitive**, and essential to the country's economic and social development.

With a **connected population** and a **constant demand for innovation, quality, and speed**, the sector is undergoing continuous transformation driven by technology and digitalization.

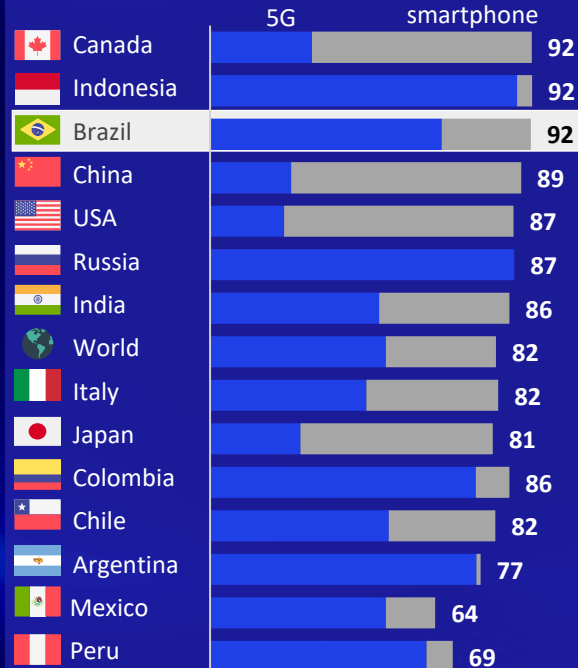
# One of the largest connected populations worldwide



## Internet penetration<sup>1</sup> by country (%)

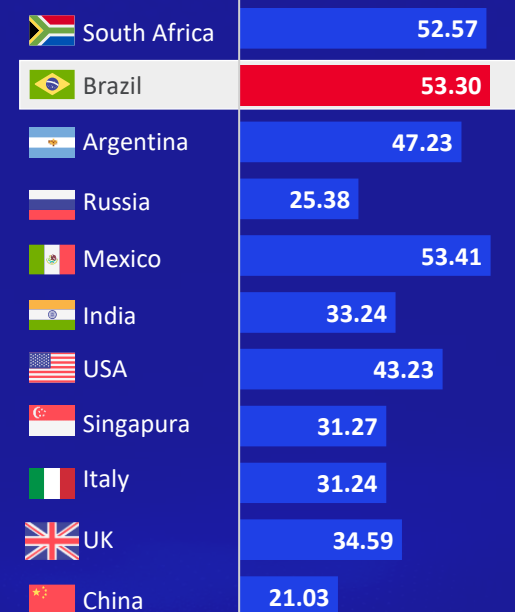


## Smartphone adoption<sup>2</sup> - as % of total mobile connections (exc. IoT)



■ % 5G Connections in 2025

## Time spent on internet – hours<sup>3</sup> per week, 2025



**Brazilians are among the most intensive internet users globally...**

# ... that leads to digital already being essential to many services



## EDUCATION

**+50%**

of enrollments to superior education are to Education at a Distance (EAD) services

## FINANCIAL SERVICES

**71%**

of Brazilians have used the internet to access their bank account

**2.2x**

of Brazilian GDP transacted via Pix in 2024 (Brazil's instant payment system)

**+80%**

of the adult population already adopted Pix

## RETAIL & CONSUMER GOODS

**+60%**

consumers used their phone for their latest retail purchase



## ENTERTAINMENT

**5th**

country in the world in **podcast usage** (38% of internet users)

**49%**

of Brazilians that have internet pay for Movie or TV Streaming

**68%**

of smartphone users pay for streaming app

## HEALTH

**35%**

of doctors have used teleconsultation

**52%**

of doctors have used telediagnosis

**87%**

of doctors use electronic prescriptions



**Mobile**  
**continues**  
**driving value**  
**creation**  
**in the Brazilian**  
**market**



**127%**

Penetration on population

---

Over

**270 million**

access

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**U\$ 17.0 Bi**

Net Service Revenue in 2025

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**8.3%**

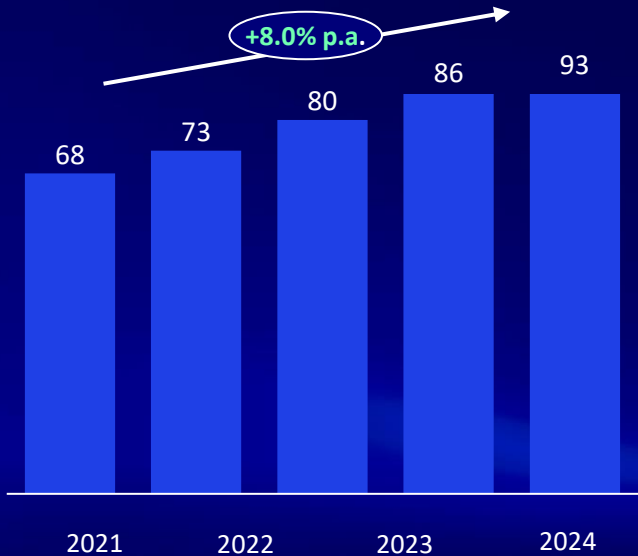
CAGR 22-25

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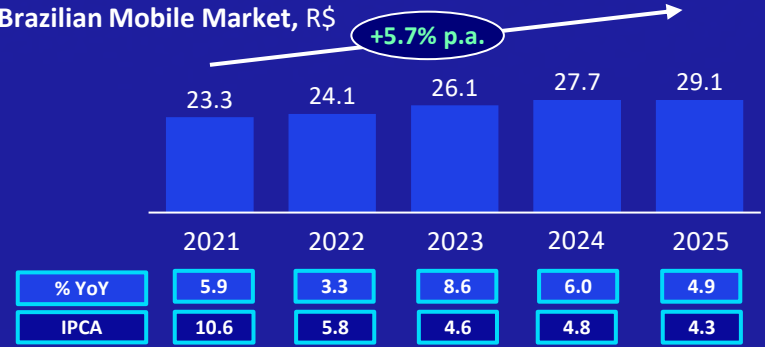
**Value-based competition dyna**

# Mobile market has been growing steadily driven through ARPU expansion

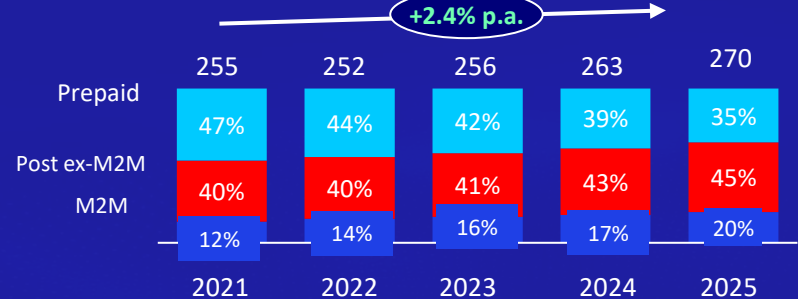
Mobile Net Service Revenue, Total SMP, R\$ Billions



ARPU | Brazilian Mobile Market, R\$



Customers Base | Brazilian Mobile Market, R\$ Millions



Source: Operators Press Release, ANATEL, BACEN, Company Analysis  
 Note: For Mobile Net Revenue, it is considered a change in IFRS methodology since 2018

# Sustainable market dynamics for ARPU



## VALUE-BASED COMPETITION

Value-based competition increasingly more relevant than volume-based

One of the few large markets with **5 to 3 consolidation**

Market rationality with valued-based competition

Quality perception is the **# 1 attribute<sup>1</sup>** used to choose a mobile operator

## SERVICE ESSENTIALITY

High penetration with enrooted impact in people daily lives

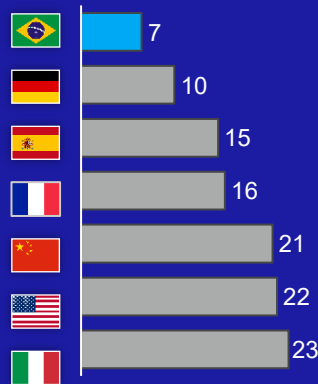
**97%** of internet users access it via a mobile device

**79%** of banking transactions done through mobile<sup>1</sup>

## USAGE OPPORTUNITY

Low data usage compared to other countries

GB/month per smartphone, 2023<sup>2</sup>



## MONETIZATION OPPORTUNITY

### PRICE AFFORDABILITY

Spending in Brazil is low compared to other countries

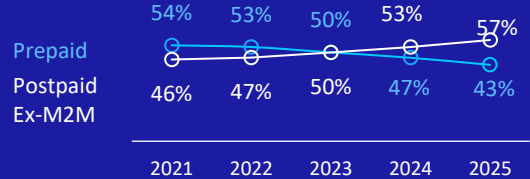
Approximate price of 1GB mobile compared to other daily costs



### COMPETITIVE RATIONALE

Customer migration to high-value plans favors revenue growth

Total share in Brazil, %



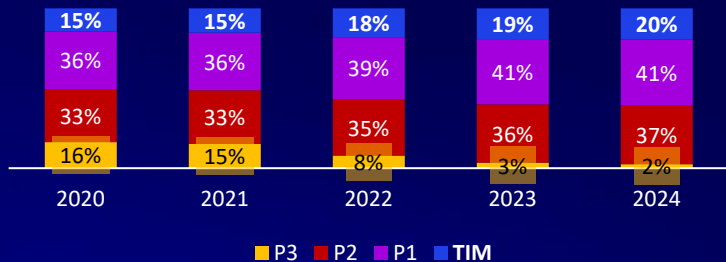
## Unlocking Value in Brazil's Mobile Sector: Growth Potential in a Consolidated Landscape

Source: Press search (news clippings, Big Mac Index, McDonald's Menu, Telco Websites) ; 1. 1 Anatel report: "Relatório de monitoramento da competição – 2T2025" ([link](#))

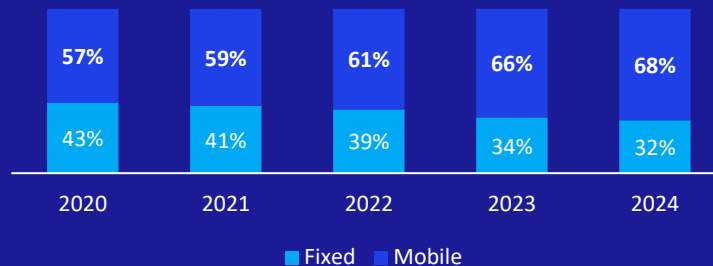


# TIM is strategic well positioned in mobile market

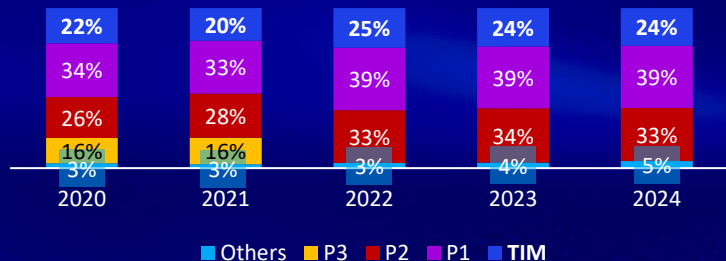
### Total net service revenues market share, %



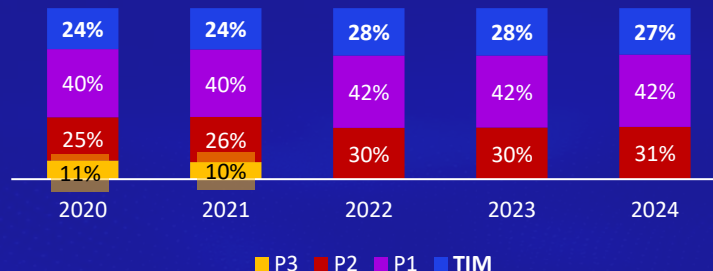
### Market | Total net service revenues, %



### Total mobile customer base market share, %



### Total mobile service net revenues market share, %



**Fixed broadband  
market has  
been growing  
steadily in latest  
years**



**68%**

Penetration on households

Over

**52 million**

access

**R\$ 67.7 Bln**

Net Service Revenue<sup>1</sup> in 2024

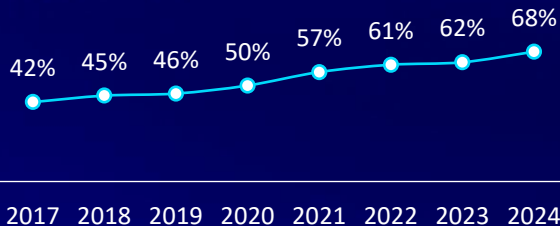
**9.3%**

CAGR 22-24

**Value-based competition  
dynamics**

# Broadband penetration has been growing over the past years ...

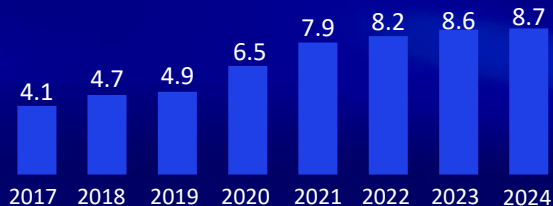
Fixed Broadband Penetration on households in Brazil



**~52 MM**  
lines

# ...pushing the proliferation of local ISPs...

Broadband Service providers (thousands)



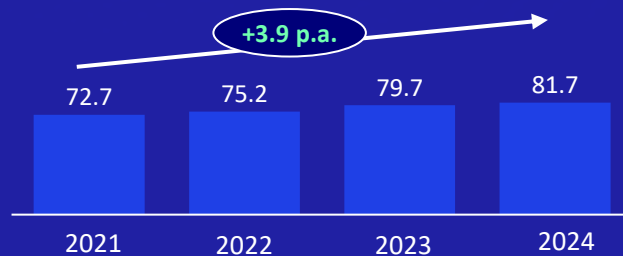
**29** Players with more than 100k clients  
**55%** of the total client base served by ISPs

Source: ANATEL Feb.2025

# The market has been growing steadily mostly through base expansion

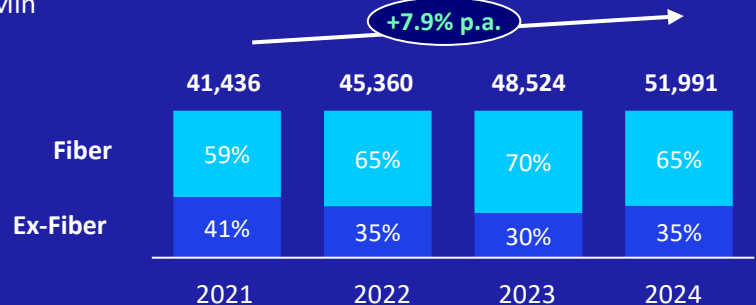
ARPU | Brazilian Broadband Market

R\$



Customers Base | Brazilian Broadband Market

Mln



# TIM BRASIL: CONNECTING LIVES, INNOVATING THE FUTURE



TIM Brasil is a **telecommunications provider** and a key player in Brazil's **digital landscape** delivering innovative mobile, broadband, and digital services to millions of customers across the country.

TIM Brasil is committed to **connecting people and businesses, driving growth, and enabling the digital transformation of Brazil.**

# Our evolution throughout our latest history



# TIM IN A NUTSHELL

+ R\$ **26.6** Bln  
in revenues in 2025,  
(92% from mobile services)

**51.0%**  
of EBITDA Margin, with  
R\$13.6 Bln in EBITDA

R\$ **6.0** Bln  
OpCF<sup>2</sup>, with double-  
digit expansion in 2025

**Best**  
Quality network according  
to Open Signal

**100%**  
of Brazilian cities with 4G, the  
largest mobile network in Brazil,  
also leading in 5G coverage

**62** Mln  
of mobile clients in  
2025

~R\$ **67** Bln  
in Market Cap<sup>1</sup>

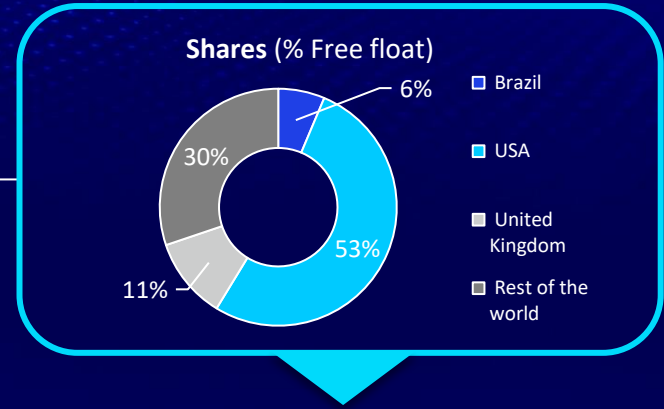
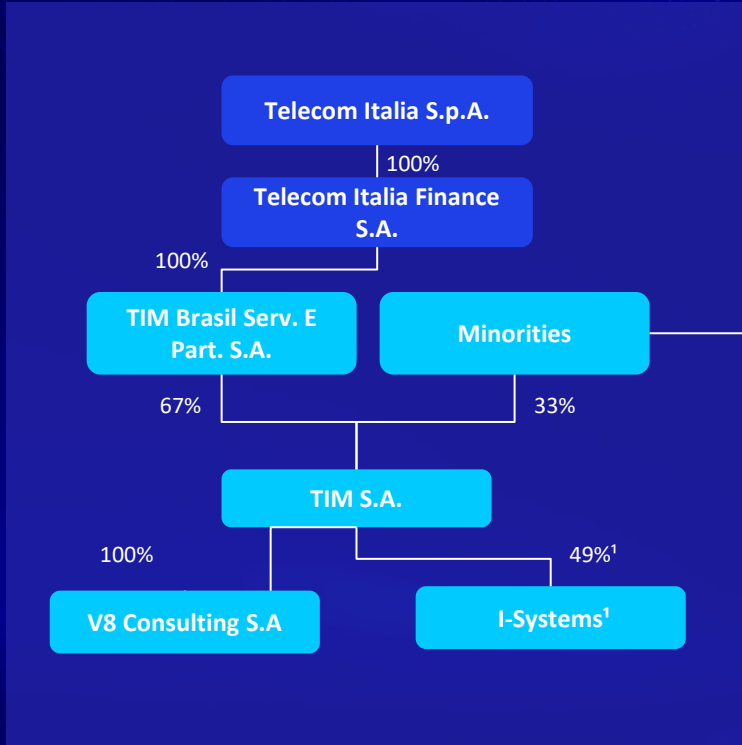
R\$ **4.7** Bln  
shareholders remuneration<sup>3</sup>  
in 2025 and 12% dividend  
yield<sup>3</sup>

(1) Source: Internal Data, February 27, 2026;

(2) OpFCF calculated as EBITDA-AL – Capex;

(3) Including dividends, Interest on Capital (JSCP) and buy backs paid within 2025 fiscal year; stock price as of 12/31/2025.

# Shareholding structure



## Stock characteristics

	TIMS3	TIMB
Right to vote	✓	✓
Tag Along	100%	100%
Shares traded on the Novo Mercado		Level II Ratio 1:5 (1 ADR: 5 ON))

(1) On February 11, 2026 TIM announced the acquisition of the remaining 51% of the total capital stock of I-Systems. If the Transaction is concluded, the Company will hold all of its shares, making I-Systems a wholly owned subsidiary of the Company.

# Robust corporate governance structure

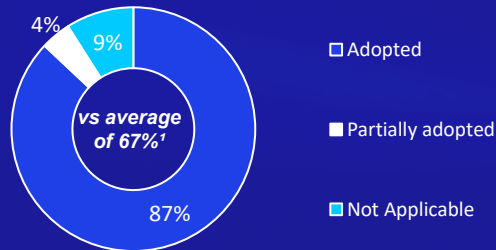


Structure to reinforce and guarantee solid corporate governance driving Company's growth

## CORPORATE GOVERNANCE AT TIM

- **Listed on the Novo Mercado:** equal voting rights, dividends and tag along
- **Long-term share-based incentives:** remuneration aligned with shareholder interests
- **Board: 40% independent members, with 30% female representation on the Board**

### Corporate Governance Report (ICVM 586)



## INSTANCES OF CORPORATE GOVERNANCE



(1) According with FY Governance Report of 2025

# Our investment thesis step-by-step



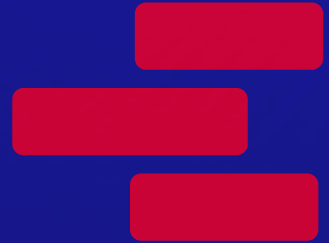
## *TIMS3, a differentiated asset with a promising outlook*

 <b>COMPETITIVE DIFFERENTIAL</b>	<ul style="list-style-type: none"><li>• Innovation in offers and partnerships, turning quality from structural gap into competitive edge</li></ul>
 <b>B2B FOCUS AND EXPANSION</b>	<ul style="list-style-type: none"><li>• R\$1 Bln in B2B contracted revenues in agribusiness, logistics, mining, infrastructure and others</li><li>• Delivering advanced digital solutions and connectivity to enterprises</li></ul>
 <b>NETWORK LEADERSHIP</b>	<ul style="list-style-type: none"><li>• 5G leader with coverage in +1000 cities and keeps raising the bar for connectivity</li><li>• Winner of 5G consistent quality index for the 4th time in a row</li></ul>
 <b>VALUE-DRIVEN STRATEGY</b>	<ul style="list-style-type: none"><li>• Focus on postpaid segment, reflecting a strategy aimed at high-value customer retention</li></ul>
 <b>FINANCIAL EFFICIENCY</b>	<ul style="list-style-type: none"><li>• Sector-leading EBITDA margin (~51%), with growth outpacing revenue</li><li>• Double-digit operational cash flow growth</li><li>• Lower Capex pressure post-Oi acquisition and 5G rollout</li></ul>
 <b>RETURN TO SHAREHOLDERS</b>	<ul style="list-style-type: none"><li>• Advance in cash flow = more shareholder remuneration</li><li>• Payout reached 139% in 2025</li></ul>



**TIM has the best value proposition to investors in LatAm**

# ADVANCING BRAZIL'S CONNECTIVITY WITH SPEED, INNOVATION, EFFICIENCY, AND SUSTAINABILITY



Six strategic pillars shape Brazil's connectivity future.

**Mobile** segment with a customer-first approach that drives profitability. **Broadband** delivers sustainable growth with optionality for the future. In **B2B**, we are accelerating on a new growth path. We aim to elevate **Artificial Intelligence** adoption to a truly transformative level and prioritize **Efficiency** as a driver of value creation. Our **ESG** commitment generate value for People, Society, and the Environment.

# Our Strategic Plan is built around six key initiatives designed to maximize the conversion of revenue into cash



## Mobile: A customer-first approach drives profitability



Ensure competitiveness across all segments through advanced customer-base management, anchored on three pillars:

- Best Network: Continuous enhancement of quality and customer experience
- Best Service: Leveraging AI to accelerate the transformation of customer care
- Best Offer: Value-driven innovation to support portfolio evolution

Reorient the partnership model to accelerate revenue and expand the customer base.

## Broadband: Sustainable growth with optionality for the future



Drive operational improvement to support sustained organic growth.

Maintain optionality to accelerate broadband expansion as the market evolves.

## B2B: Accelerating on a new growth path



Accelerate the adoption of “Network as a Service” while expanding our portfolio of IoT solutions and technology offerings.

Restructure the operating model to enable scalability.

Accelerate revenue from data-monetization initiatives.



## Inter-organizational AI Transformation

Elevate AI adoption to a truly transformative level by becoming an AI-First organization



## Efficiency as a driver of value creation

Consistent discipline combined with strategic capital allocation, fueling new growth avenues



## ESG: a foundational pillar of our strategy, fully integrated across the entire Company

Consolidate our leadership in Latin America, generating value for People, Society, and the Environment



# PROFITABILITY DRIVEN BY A CUSTOMER-FIRST STRATEGY



Our proposition is supported by the **3B's** strategy:

**Best Service:** leveraging AI to accelerate the transformation of customer care

**Best Network:** continuous enhancement of quality and customer experience

**Best Offer:** value-driven innovation to support portfolio evolution

# Reaffirming Our Commitment to Best Service and Customer Experience Through Enhanced KPIs and Customer-Driven Initiatives

## SOLVING CLIENTS' DEMANDS WITH EXCELLENCE...

**76%**  
First call Resolutions<sup>1,2</sup>

**0.8%**  
Postpaid (Ex-M2M) Churn in 2025

**>93%**  
Digital Attendance Share<sup>1,3</sup>

## OUR EXCELLENCY PUBLICLY RECOGNIZED

  
**94%**  
Leader in Anatel Resolution Index<sup>1</sup>

  
**1<sup>st</sup>** In resolubility in Reclame Aqui

  
First company to be recognized as the best in solving client complaints

## Journey Redefinition

4 Major Customer Life Journeys redefinition

Onboarding  
Usage  
Plan Change  
Invoice & Top-up

Those journeys are the priority, since it represents **32%** of Net Promoter Scores

## Meu Tim App

We are leveraging digital as a **driver of convenience and efficiency**

**97%** of the customers who access the App, have their needs resolved by TIM on the first contact<sup>1</sup>

**99%** of our invoices issued to customers are digital<sup>1</sup>

## GenAI

**AI-based co-pilot: TIM AIX rollout is 100% concluded**, AI-based co-pilot tool to call center operators, increasing assertiveness and efficiency of more than **5k operators**

**New use case under implementation**, AI-based coach to improve operator service



# Driving the Best Network Leadership through Coverage, Capacity, 5G Expansion, and Quality Recognition

## Network Coverage Leadership

We are leaders in mobile coverage with the largest network in Brazil...

#1 operator that covers all

**5,570**

cities with 4G, totaling more than 32k sites<sup>1</sup>



#Leader in 5G coverage, with

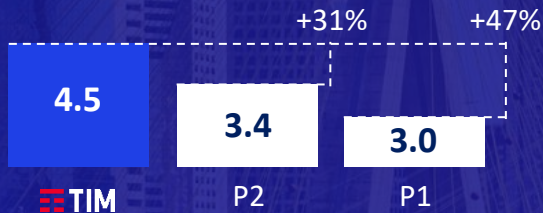
**>1,000**

cities, including all capitals, totaling more than 15k sites<sup>1</sup>

## Spectrum Capacity and 5G Expansion

...by leveraging our superior spectrum capacity and advanced 5G...

Spectrum MHz/client<sup>3</sup>, 2024



5G expansion based on 2 main frequencies:

**3.5GHz**

Good coverage and high capacity/speed, boosting our 5G expansion in large cities

**700MHz**

Higher penetration, but with lower capacity, boosting our indoor 5G expansion

## Network Quality Recognition

... and recognized as the Best Network by Opensignal

Six national wins across Opensignal latest report<sup>2</sup>



Best result in 6 categories

- #1 Consistent Quality
- #1 Reliability Experience
- #1 Video Experience
- #1 Live Video Experience
- #1 Time On Network
- #1 5G Availability

For the 4<sup>th</sup> year in a row, we are leaders in Consistency Quality Index by



1. Data of Dec/25; 2. Opensignal Report on January, 28<sup>th</sup> 2026 ([here](#)); 3. Excludes the impact of the 5G auction in 4Q21 in capex and normalizes revenues for tax impacts related to Cozani incorporation.

# To create the Best Offer, TIM has been a driving force in innovation and differentiation through a unique portfolio, challenging and redefining market limits

## BEST PREPAID

**PRÉ XIP**

### TIM PRÉ XIP

- **Pix Back** on recharges through Meu TIM app
- Free WhatsApp all month long



### ZÉ DELIVERY

- Strategic partnership where **recharges generate cashback** to be used in the 'Zé Delivery' app

## BEST CONTROL

**TIM VIAGEM**

### INFLIGHT

- *TIM Viagem roaming offer*, also available to Control customers



### CHOICE BUNDLE

- *First and only player to offer an exclusive streaming choice bundle in Control plans*

## BEST POSTPAID

**GOL LATAM**

### INFLIGHT

- TIM offers complimentary **in-flight internet** connectivity on GOL and LATAM aircrafts



### APPLE ONE

- First and only operator in Brazil, to embed **Apple One** on its plans
- **Best iPhone offer** in the market

*We are driving innovation, simplifying and personalizing offers to meet customer needs through a more for more approach.*

1

**Innovating** beyond mobile core and content

2

**Simplified customer's journey** in MEU TIM App navigation and support

3

**Personalization with choice bundle in MEU TIM** for new TIM Controle and TIM Black plans

# We are also strengthening our customer base monetization by offering new services to our clients and generating additional revenues

## MOBILE ADS & DATA MONETIZATION

- Advertising proprietary inventory integration with Google and Meta

**1,400+**

Campaigns<sup>1</sup>

**220+**

Advertisers<sup>1</sup>

**+60Mln**

queries for antifraud products and credit scoring in 2025

## INSURANCE



- Collaboration with EXA to deliver security and content services to TIM's customers.

- TIM as a sales channel featuring bundled offers, with compensation in fees and equity.

**30%**

Insurance penetration in new sales, achieved within just five months of operations in 2025

## HEALTH



**260k+**

new families enrolled in 2025

**1.3Mln**

TIM customers registered on the Health Platform "Cartão de Todos"<sup>1</sup>

**~15Mln**

of Non-TIM clients with potential to be converted<sup>1</sup>

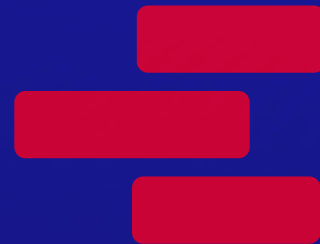
## ENERGY

**Thepen**

Business model currently under revision

Distributed Generation: End consumers generating their own energy and connecting it to the grid

# INNOVATING ON B2B TO DRIVE VALUE



In our B2B strategy, we focus on **disruptive innovations** to capture niche markets still largely untapped by the telecom industry, **unlocking significant value potential**

# Our B2B expansion will enable the next wave of productivity for key Brazilian sectors



## Agribusiness

We've teamed up with Brazil's Agri leading companies...



## Logistics

...the biggest concessions companies...



## Utilities

...top energy and utilities business



## Industry Opportunistic

...and are already starting to enter the industry vertical with automakers & mining



R\$ 1 Bln in contracted revenues in 2025

Incremental OpFCF margin

Projects' social impacts<sup>1</sup>:  
 Coverage of 515 public schools,  
 164 health units,  
 2.6 Mln rural residents

# Our expansion today is being fueled by the significant market growth potential to be unlocked across key verticals in Brazil



## Agribusiness

**50+ Mln ha**

Current planted area with TIM connectivity



## Logistics

**10,000+ Km**

Roads under concession with TIM connectivity



## Utilities

**470,000+**

Installed smart light poles from TIM

## Market potential to explore

**350 Mln ha**

Total planted and farming area

**55K Km**

Highways being auctioned for mandatory connectivity in a total of 1.7M km of roads

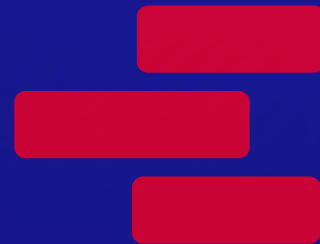
**>15 Mln**

poles in PPP for street lighting until 2026

...and as pioneers, we have compelling reasons to persist in this direction, **molding this emerging market.**



# A SELECTIVE APPROACH ON BROADBAND BUSINESS



Despite intense competition in Brazil's broadband market, **we keep the impact on our business well controlled.** With a value-driven strategy, we attract **premium customers** by offering exclusive, high-quality broadband.



# In a highly competitive environment, we are taking a selective approach to grow in the Broadband market



## Focus on operation optimization and efficiency

## Our market footprint in the broadband industry

Selective approach  
**Pull-driven  
 Organic Channels**



### What this is

Selective approach focusing on profitability of organic channels by quality

### Why this is important

Continuous identification of growth opportunities in the market



**Customer's  
 Base**

**850k**

Customers in  
 2025



**Coverage**

**300+**

Cities with TIM's  
 FTTH presence



**Improving  
 quality**

**99%**

Of customers already  
 migrated to FTTH



**High-speed  
 connections**

**80%**

Of customers in plans  
 with 500Mbps or higher



# COMMITTED TO ESG: DRIVING SUSTAINABILITY, INTEGRITY, AND SOCIAL IMPACT



Our company is **fully committed to the ESG agenda**, integrating sustainability, social responsibility, and ethical governance across all our operations. We invest in practices that **protect the environment, support community well-being, and ensure transparency and integrity in our business**. This is how we build a more sustainable future for our customers, employees, and society as a whole.

# ESG results delivered on a long journey with important recognitions



TIM is the most sustainable company in Brasil

**ISEB3** 1<sup>st</sup> Place 17 Years

Brazilian operator on B3's Corporate Sustainability Index for the longest time & reaching first place in 2025

**ICO2B3**  
**IGPTWB3**  
**IDIVERSA B3**

**Instituto TIM**

Since 2013, Instituto TIM has been promoting projects and initiatives to democratize science and technology education

**MSCI**

**TIMS**

**B3 LISTED NM**

Only operator on the Novo Mercado (since 2011), with implementation of the Statutory Audit Committee since 2013



**Great Place to Work Brasil**

certification for the 4<sup>th</sup> time and GPTW Latin America for the first time



**United Nations Global Compact**

Signatory of the Global Compact since 2008



1<sup>st</sup> Telco worldwide among Top 100 FTSE Diversity & Inclusion Index

**Teva indexes ESG Women on the Board®**

**S&P Index & B3 Brazil ESG**



Disclosure of emissions and climate change information

Programa Brasileiro GHG Protocol

Greenhouse Gas Inventory



TIM's ESG Report recognized by CEBDS as one of the best in the Brazilian market

**Sustainability Yearbook Member**

(1) Brazilian version of the "Who has your back?" study, which analyzes the adoption of good privacy and data protection practices;

# Our goal is to consolidate our leadership in Latin America, generating value for People, Society and the Environment



## Environment

Towards the ambitious net zero target

### Commitments 2026-28

- Maintain the **decarbonization and eco-efficiency** pathway
- Maintain **100% renewable electricity**
- Maintain the **reuse and recycling** of solid waste



## People & Society

Fostering an inclusive and appreciative culture

### Commitments 2026-28

- Maintain employee **engagement** and increase **inclusion** in leadership
- **Upskill** employees in **digital capabilities**
- Expanding **connected hectares** in rural areas



## Governance

Ongoing engagement with all stakeholders

### Commitments 2026-28

- Maintain **transparency and anti-corruption** practices and standards
- Maintain **cybersecurity and data protection** practices and standards
- Maintain **ESG Indices and Ratings**

# WHAT TO EXPECT FOR THE FUTURE AND FINANCIAL GUIDANCE








The path to create the Next Generation TIM is paved on four pillars: (i) Mobile - the main driver of our results, where we aspire to become the preferred operator in Brazil; (ii) B2B – reshaping the IoT industry and accelerating digitalization processes for our partners; (iii) Broadband – drive organic growth based on quality and efficiency; (iv) Efficiency – consistent discipline in executing all our actions and strategic capital allocation.

# Mobile: Ensure competitiveness across all segments



## The 3Bs strategy: Best Network, Best Offer, and Best Service

	KEY DIMENSIONS	LEVERS	STRATEGIC TARGET
<b>BEST NETWORK</b>	 <b>Network</b>	<ul style="list-style-type: none"> <li>• <b>Excellence:</b> Promote competitive leadership in network coverage, quality and availability.</li> <li>• <b>Perception:</b> Enhance perceived quality by leveraging 5G.</li> </ul>	<b>Maintaining leadership through smart capital allocation</b>
<b>BEST OFFER</b>	 <b>Brand</b>	<ul style="list-style-type: none"> <li>• <b>Go Big Go Hacker:</b> Optimize ROI through hyper-personalization and a proprietary content-creator platform, while investing in major events and campaigns.</li> </ul>	<b>Shift in perception and efficiency</b>
	 <b>Offer</b>	<ul style="list-style-type: none"> <li>• <b>Differentiation and Perception:</b> Continue evolving the offering by consolidating innovation fronts beyond entertainment and the core portfolio.</li> </ul>	<b>Differentiation and innovation in the pursuit of leadership</b>
	 <b>Channel</b>	<ul style="list-style-type: none"> <li>• <b>Combined sales-channel strategy:</b> Selective expansion of physical channels coupled with a strategy to strengthen digital and remote channels.</li> </ul>	<b>Increase productivity and conversion across sales channels</b>
<b>BEST SERVICE</b>	 <b>Customer Service</b>	<ul style="list-style-type: none"> <li>• <b>Lifecycle Management:</b> Leverage Agentic AI to transform customer service into customer relationship management.</li> </ul>	<b>Redesigning the customer service journey with AI at the core</b>

# Mobile | The 3Bs Strategy: Key Initiatives for 2026

## BEST NETWORK

### Network Modernization

- Contracts signed with **Nokia and Huawei**
- Swap of **6,500 4G/5G sites** across **15 state capitals** and metropolitan areas through 2027
- ~**12 million customers** benefited
- **+38%** increase in **5G coverage**
- **+40%** improvement in **capacity**

### Network Quality

- **5G off-load** to high-utilization 4G sites

### Coverage Expansion

- Investments to **expand coverage** in **priority markets**

### Compliance & Regulatory Affairs

- Investments in **mid-sized cities**

## BEST OFFER

### Engaging with the Brazilian Consumer



#### BBB Sponsorship

We are the telco sponsor of Big Brother Brasil (BBB), generating strong engagement across social media



#### Brasileirão Série A

TIM will sponsor the soccer games broadcast on TV Record (LFU)



#### Rock in Rio Sponsorship

We will remain one of the event's main sponsors

### New Products and Services

**20+ offering initiatives currently in development...**



Streaming



Devices and Accessories



VIP Experience with Priority Traffic



GenAI



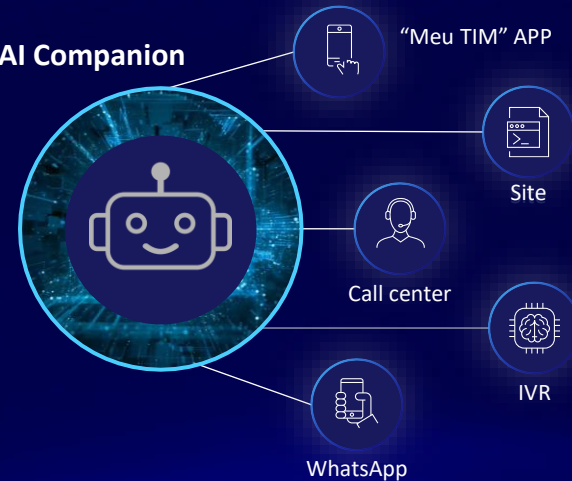
Fintech

...and much more!

## BEST SERVICE

### Driving a new era of intelligent customer engagement

#### AI Companion



The AI Companion anticipates customer needs and delivers simple, intelligent human experiences to enhance our service and customer satisfaction.

# Broadband: In a market that requires consolidation, we are strengthening our operations while preparing for the future

## Operational improvement for organic growth

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### *Operational fundamentals*

- **Organic growth and churn control**, supported by operational improvements
- **Explore pockets of growth opportunity**
- Complementary coverage via **FWA/Satellite**

## Opportunities with asset insourcing

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### *Impact of the I-System acquisition*

- **Improvements in operational discipline**, performance monitoring, and decision-making
- **+9 Mln HPs** (homes passed)
- Better end-to-end **customer experience**
- Enabler for potential **future inorganic moves** (M&As)

## Optionality for inorganic moves

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### *Enablers*

- **Improvement in pricing dynamics**, even if regionally
- **Improvement in churn dynamics**
- **Assessment of the impact of convergence** on mobile
- **Assessment of value potential** versus complexity



# B2B: Accelerating a new path of growth



## Accelerating development with a focus on the present

### WE CONNECT

Leader in IoT



- Reliable, nationwide connectivity
- Real-time data
- Automation and monitoring
- IoT solutions by industry

### WE DIGITIZE

Tech company



- Technological modernization
- Data, governance, and analytics
- Application development
- AI applied to business
- Managed Services

## Imagining and building the future

### WE MAKE IT SMART

Edge computing with SLMs



- Industry-specific AI models
- Edge Processing
- Real-time decisions
- Intelligent and secure automation




### WE GENERATE VALUE WITH DATA AND AI

Data & AI company



- Multi-industry data platform
- Integration with ERP and ecosystems
- AI to redesign processes
- Monetize data
- Smart Decision for CXOs

# AI: Elevate AI adoption to a transformative level by becoming an AI-First organization

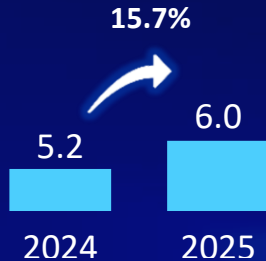
Domain	What we built	How we will scale	Ambition for 2026
 <b>Network</b>	<ul style="list-style-type: none"><li>• Intelligent maintenance (predictive and preventive)</li><li>• TCO<sup>1</sup> Optimization</li><li>• Smart Capex</li></ul>	<ul style="list-style-type: none"><li>• <b>Expanding</b> the use case <b>portfolio</b></li><li>• Leveraged <b>market solutions</b></li><li>• Strengthening the <b>database and structures</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Zero Touch Network</b></li><li>• <b>Automatic Troubleshooting</b></li><li>• Optimization of <b>energy consumption</b></li></ul>
 <b>Customer Service</b>	<ul style="list-style-type: none"><li>• Cognitive IVR</li><li>• Speech Analytics</li><li>• Realtime Transcription</li></ul>	<ul style="list-style-type: none"><li>• Redesigning the entire <b>client journey</b> under a new philosophy of Agentic AI</li><li>• Prioritizing <b>smarter interactions</b> and minimizing human interaction</li></ul>	<ul style="list-style-type: none"><li>• <b>AI agents</b> throughout the customer journey (e.g. sales, accounts, billing, plans)</li><li>• <b>AI Companion</b> (digital companion with customized solutions)</li></ul>
 <b>Support Functions</b>	<p>B2C Legal Examples</p> <ul style="list-style-type: none"><li>• Processes with MS Copilot</li><li>• Special Handling<sup>2</sup> Automation</li></ul>	<ul style="list-style-type: none"><li>• Progressing with <b>structured change management</b> and a new <b>governance model</b></li><li>• Supporting <b>AI adoption across the company</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Processes 100% powered or assisted by AI</b> in support functions</li></ul>

**Artificial Intelligence becomes a cross-cutting imperative, guiding strategic priorities, decisions, and execution across the organization**

# Efficiency: Consistent discipline, combined with strategic capital allocation and fueling new growth fronts

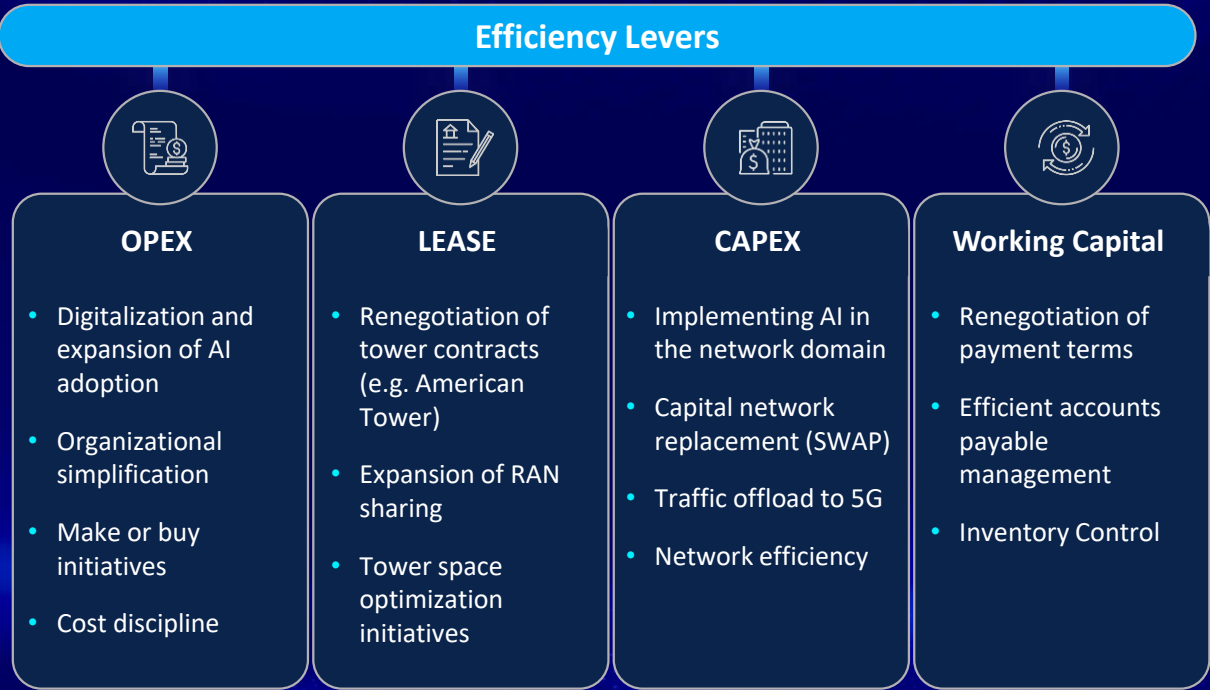
Financial discipline supports robust operating cash flow expansion<sup>1</sup>

OpCF (R\$ Mln and % YoY)



Efficiency will continue to be central to value creation in the coming years

## Efficiency Levers



1. Operating Cash Flow ("OpCF") represents EBITDA-AL minus CapEx



# DISCIPLINED FINANCE, EFFICIENT COSTS, AND VALUE-DRIVEN GROWTH.

TIM maintains **disciplined financial management**, with focus on cost efficiency and strategic capital allocation. The company prioritizes **solid cash generation and customer base monetization**, ensuring the **most compelling value proposition** in the market.

# Service Revenue Driving TIM's Sustained and Robust Top-Line Growth



**Net Revenue**  
(R\$ Mln)

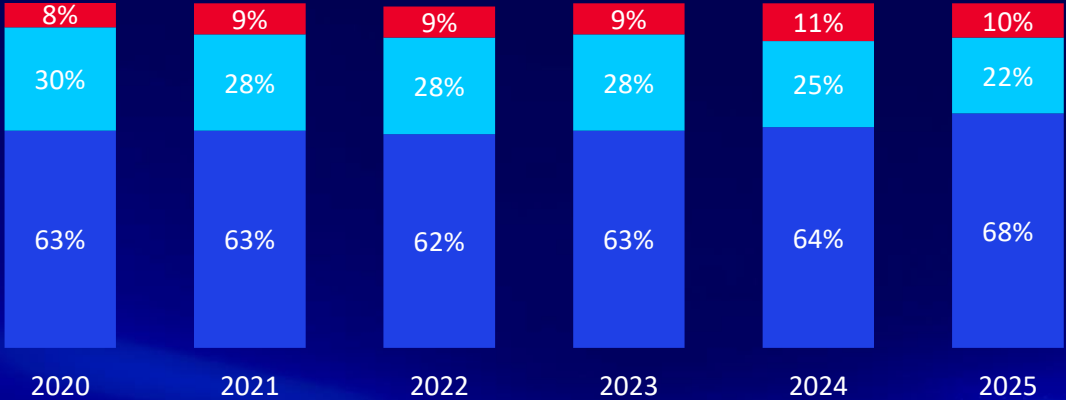


1 Net Revenue normalized for non-recurring items.

# Postpaid's Rising Contribution Strengthens Mobile Service Revenue

**Revenue Mix**  
(% of Mobile Service Revenue)

■ Postpaid   ■ Prepaid   ■ Others



**Postpaid Revenue Growth**  
(% YoY)



1 Net Revenue normalized for non-recurring items.

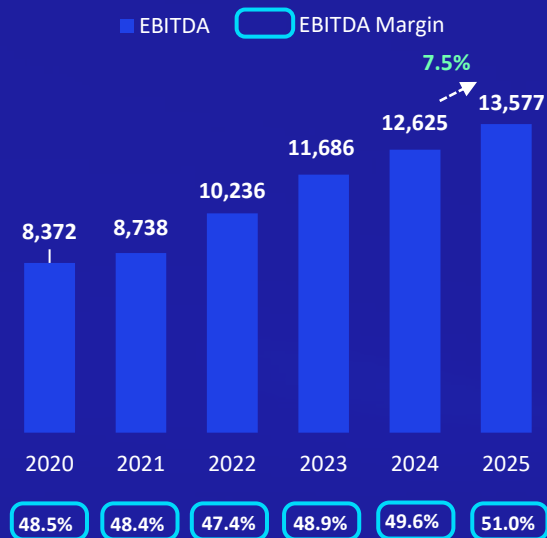


# EBITDA and Margin Strength Underscored by Robust Revenue Growth and Disciplined Cost Management



## EBITDA & Margin

(R\$ Mln; % YoY)



## EBITDA-AL ("After Lease") & Margin

(R\$ Mln; % YoY)



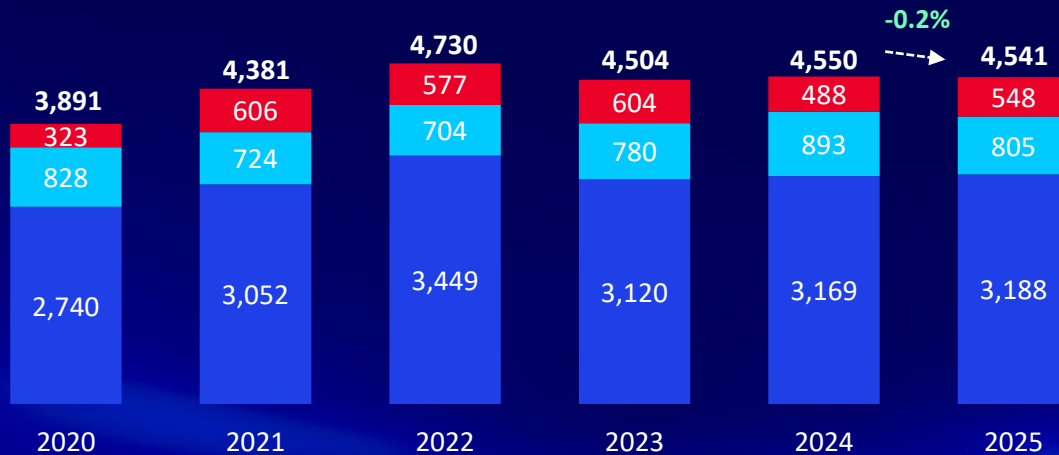
1 EBITDA & Margin normalized for non-recurring items.

# Smart Capital Allocation Driving Investment in Mobile and Fiber Infrastructure



**Capex**  
(R\$ Mln)

■ Others ■ IT ■ Network



**Capex over  
Net Revenue**  
(%)

22.5%

24.3%

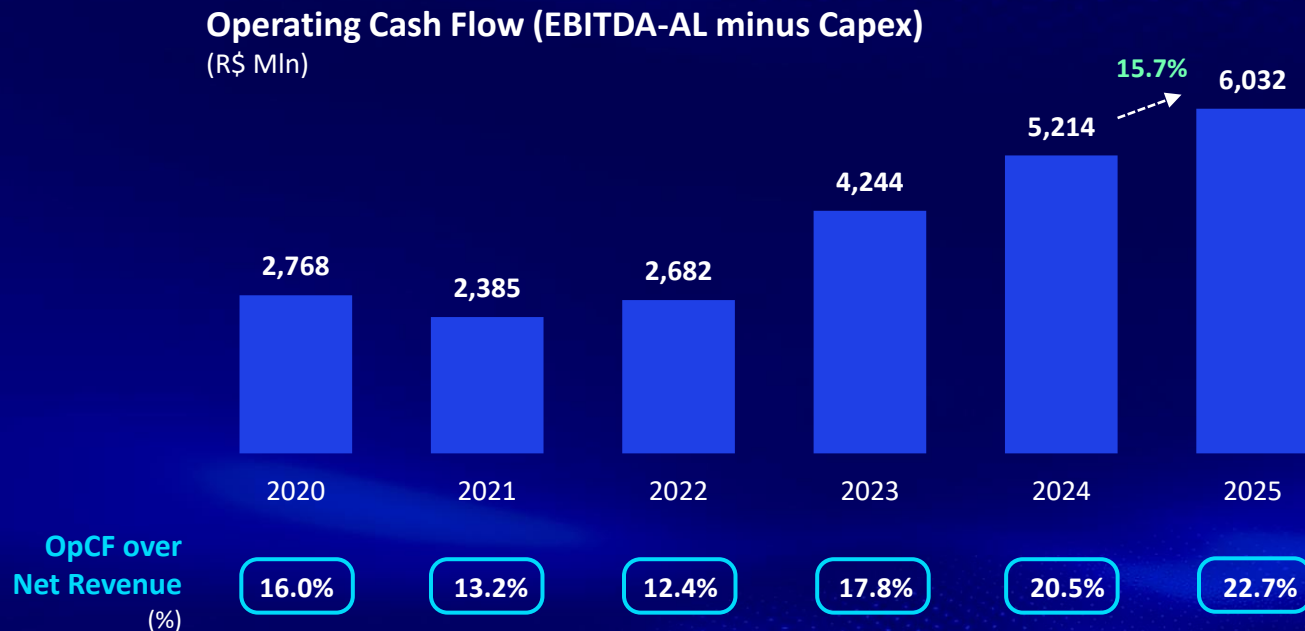
21.9%

18.9%

17.9%

17.1%

# Robust Cash Flow Generation Driven by Operational Excellence and Disciplined Capex

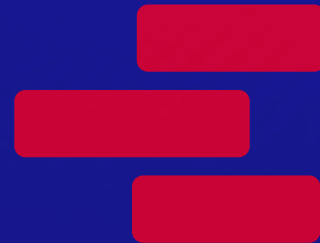


# Stable Lease Cost Ratio Reflects Ongoing Efficiency Plan Execution





# A DISCIPLINED AND RESILIENT FINANCIAL STRUCTURE



Sustainable growth made possible by prioritizing a  
**healthy and disciplined financial structure mindset**

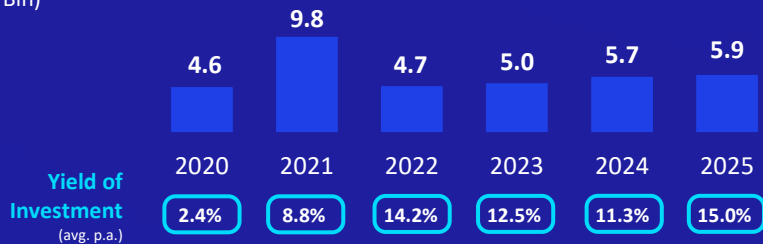


# Net Financial Position and Leverage Level



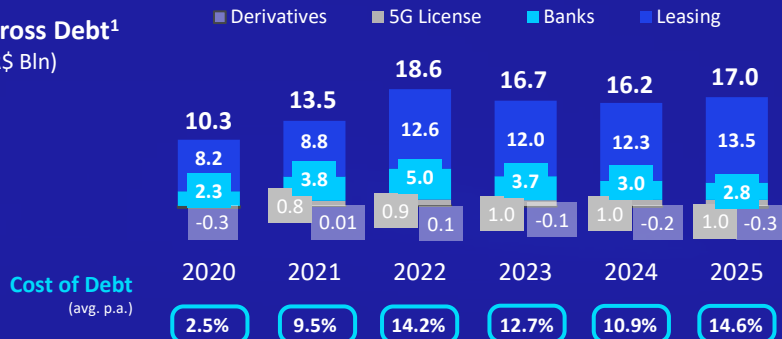
## Cash Position<sup>1</sup>

(R\$ Bln)



## Gross Debt<sup>1</sup>

(R\$ Bln)



## Net Debt

(R\$ Bln)



1. The derivatives position excludes the subscription bonus in the capital of Banco C6. Leasing related to the sale of towers, LT Amazonas project and lease contracts with terms of more than 12 months, as established by IFRS 16; 2. EBITDA normalized for non-recurring items.

# MAXIMIZING SHAREHOLDER RETURNS



This approach has enabled TIM to **steadily increase shareholder returns** over the years, expanding dividend yield.

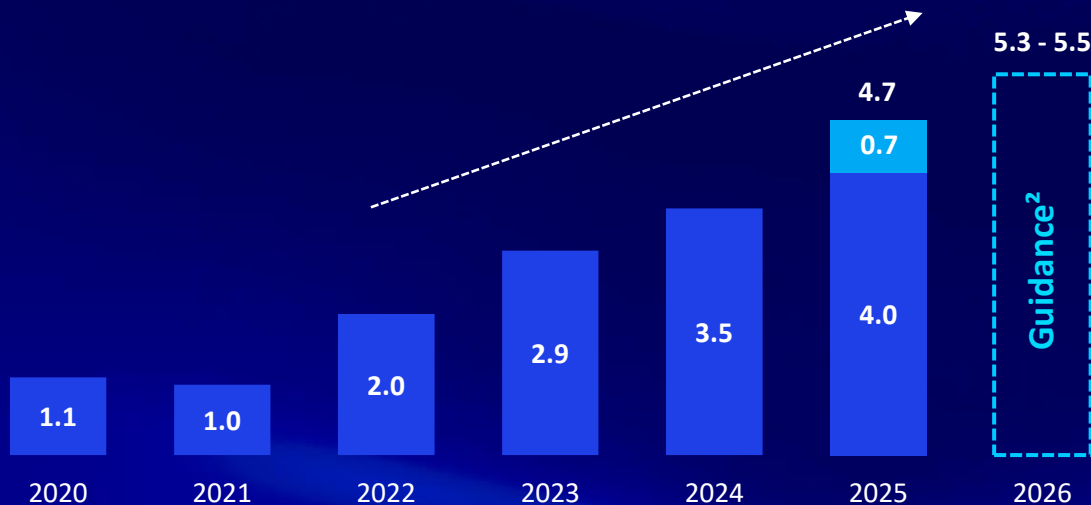
# Raising Shareholder Remuneration to new heights



## Total Shareholder Return (TSR)<sup>1</sup>

(R\$ Bln)

Buybacks ■ Dividends + IoC ■



(% of market cap.)



## New Buyback Program

(Program 8)

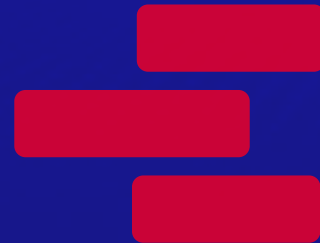
- **Maximum Shares to be Repurchased:** Up to 67,210,173 common shares (~2.78% of total)
- **Funding Source:** Up to R\$1 Bln from TIM's profit reserves, which total R\$6.28 Bln as of Dec 31, 2024.
- **LTI Allocation:** Less than 8% of the total (around 5 Mln shares)
- **Duration:** From the approval date until Aug 13, 2026
- **R\$748 million** in share buybacks executed in 2025.

1. Total Shareholder Remuneration includes dividends, Interest on Capital (JSCP) and buybacks related to the fiscal year.

2. Subject to the performance of the business and the resolution of the Board of Directors and the General Shareholders' Meeting.



# STRATEGIC GROWTH WITH STRONG RETURNS AND LONG-TERM VALUE



We are confident in our future, driven by a solid strategy focused on **value creation and sustainable growth**. With **strong cash generation** and **disciplined CAPEX**, we're expanding investments in strategic areas while increasing dividend distribution to shareholders. Our path forward is clear: **more profitability, more efficiency, and long-term value for all stakeholders**



# Focus on sustainable growth with an efficient and targeted approach to cash generation and shareholder returns



GOALS	SHORT-TERM TARGETS (2026)	DRIVERS
Revenue	Service Revenue Growth <sup>1</sup> : <b>~5% (YoY)</b>	Real growth, with sustainable dynamics in mobile, recovery of fixed and the development of new sources of revenue
EBITDA	EBITDA Growth <sup>1</sup> : <b>6% – 8% (YoY)</b>	Efficiency across opex lines through discipline, digitalization, and the realization of AI-driven gains
Capex	Nominal Capex <sup>2</sup> : <b>R\$ 4.4 Bln – R\$ 4.6 Bln</b>	Efficient capital allocation, with a focus on differentiated quality and technological evolution
Cash Flow	EBITDA-AL Minus Capex <sup>1,2</sup> Growth: <b>11% – 14% (YoY)</b>	Advancing the revenue-to-cash conversion engine with a holistic approach to efficiency
Shareholders remuneration <sup>3</sup>	<b>R\$ 5.3 Bln – R\$ 5.5 Bln</b>	Expansion of shareholder returns at a fast pace and compatible with cash flow growth

(1) Normalized numbers; (2) Investments exclude any potential new spectrum assignments; (3) Total shareholder return including any shareholder remuneration events related to the 2026 fiscal year. This guidance is subject to the performance of the business and the resolution of the Board of Directors and the General Shareholders' Meeting; (4) Expectations do not take into account M&A transactions that have not been 100% finalized.



# MORE INFORMATION

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