

CAPITAL
MARKETS
DAY 2024

#DTCMD24

Group Strategy

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In addition to figures prepared in accordance with IFRS, Deutsche Telekom also presents alternative performance measures, including, among others, EBITDA, EBITDA margin, adjusted EBITDA, adjusted EBITDA after leases, adjusted EBITDA margin, Core EBITDA, adjusted EBIT, adjusted net income, free cash flow, free cash flow after leases, gross debt, net debt after leases and net debt. These alternative performance measures should be considered in addition to, but not as a substitute for, the information prepared in accordance with IFRS. Alternative performance measures are not subject to IFRS or any other generally accepted accounting principles. Other companies may define these terms in different ways.

Key messages – committed to deliver again

01

Flywheel

We accelerate our proven Flywheel strategy & continue to deliver superior value with the best team in the industry.

02

Brand

We will leverage our position as the most valuable Telco brand to differentiate further.

03

Portfolio

We develop our portfolio with our unique PE/VC approach, monetizing many positive catalysts ahead.

04

Fiber

We leverage the Fiber rollout to create long-term profitability without sacrificing on ROCE in the short term.

05

5G

We made 5G a winning story. Continuing to grow Market share & monetizing through FWA & new services.

06

B2C

We take quality to the next level. Best CX will drive further growth in Market share, ARPA & new business.

07

B2B

We leverage our global B2B footprint with T-Systems as differentiator while transforming to grow profitably.

08

Data & AI

We become a fully data-driven company & leverage AI across the entire Telco stack.

09

Global Scale

We leverage our unique transatlantic footprint for common operations, platform economics & global products.

10

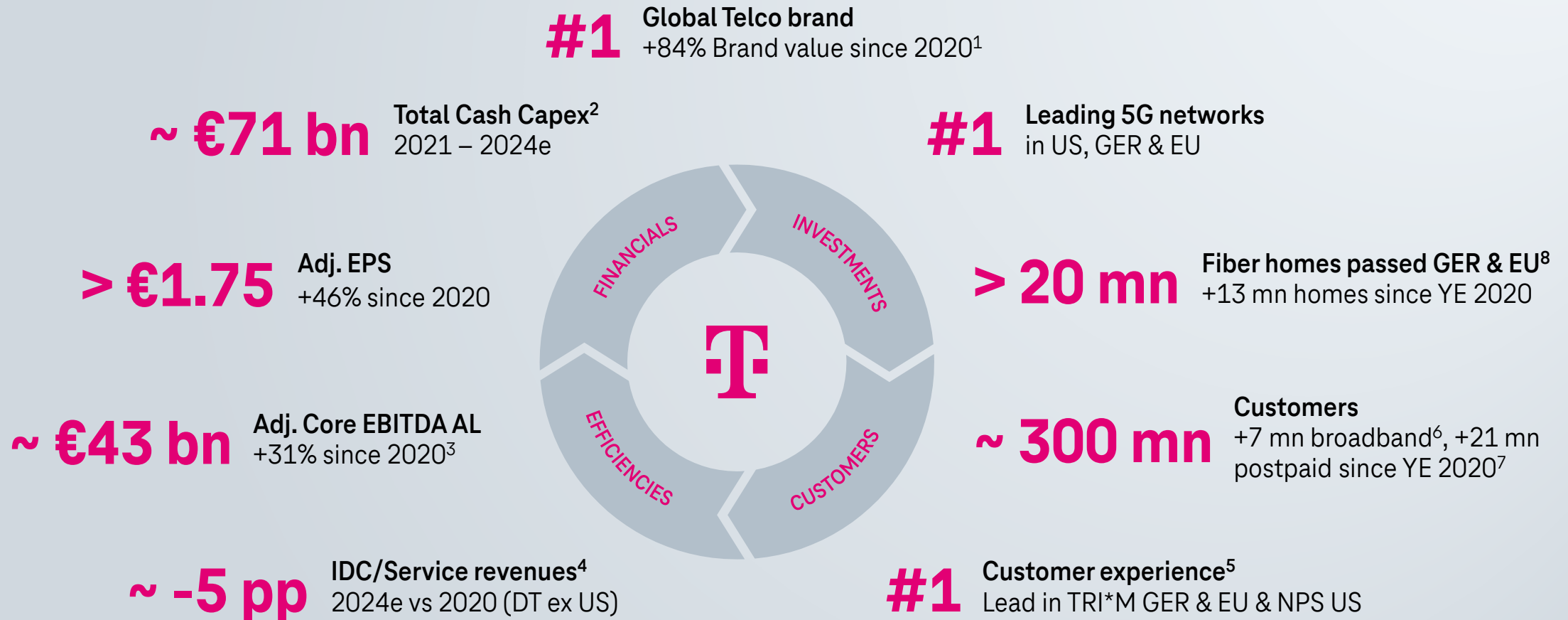
Value Creation

We grow EPS with > 11% CAGR, up to ~ €2.5, with dividend growth (40%–60% of adj. EPS) & execute share buybacks.



Review 2020–2024e

Stronger than ever – tough to compete with us



All data end of 2024e except stated otherwise; ¹ Brand Finance 01/2024; ² Without spectrum; ³ Organic; ⁴ Adj. IDC AL as % of Service revenues, organic, excl. HU Telco tax; ⁵ EU: #1 in 8 out of 9 countries B2C, 12M avg. as of Q2 2024 excl. RO, GER: B2C Q2 2024, B2B YE 2023, US: Q2 2024; ⁶ Q2 2024, incl. US FWA customers; ⁷ Q2 2024 excl. US FWA customers; ⁸ GER: FTTH incl. JVs; EU: FTTH/B & Docsis 3.1 (1 Gbps) incl. own, funded & partner rollout but excl. wholebuy



#1 in Brand value & Customer experience

Brand value



#1 EUROPEAN BRAND

#1 GLOBAL TELCO BRAND

#9 GLOBAL BRAND

1 Apple	2 Microsoft	3 Google	4 amazon	5 SAMSUNG
6 Walmart	7 TikTok	8 facebook	9 T \$73.3	10 ICBC 中國工商銀行
11 verizon	12 STATE GRID 国家电网	13 Instagram	14 中國建設銀行	15 Starbucks

Customer experience

#1 in GER & EU
based on TRI*M²

#1 in the US
based on NPS²

Winner of all relevant awards



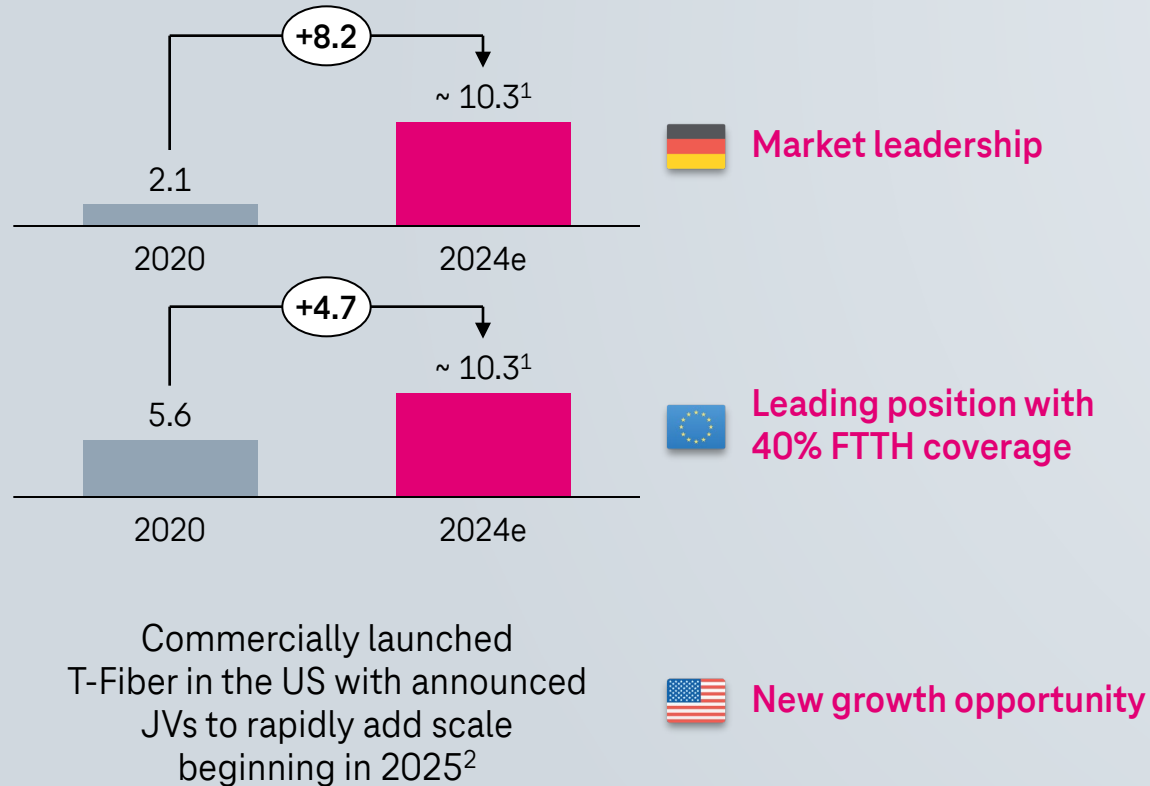
¹ Brand Finance; Note: Brand value 01/2024; ² EU: #1 in 8 out of 9 countries B2C 12M avg. as of Q2 2024 excl. RO, GER: B2C Q2 2024, B2B YE 2023, US: Q2 2024



Leading positions in Fiber and 5G

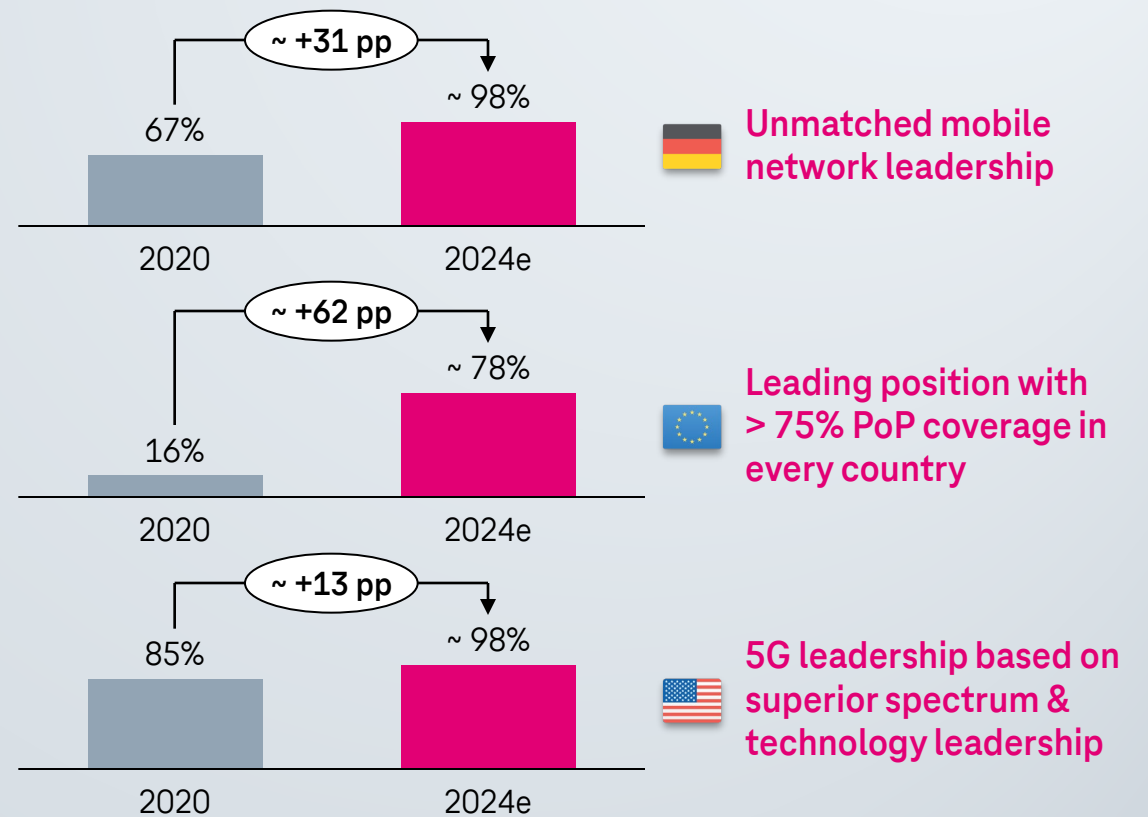
FTTH

Homes passed, mn



5G Coverage

% of population



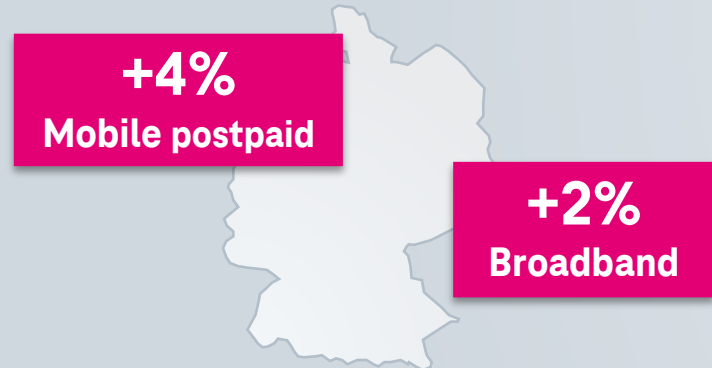
¹ GER: FTTH homes passed incl. JVs; EU: FTTH/B & Docsis 3.1 (1 Gbps) homes passed incl. own, funded & partner rollout but excl. wholebuy; ² Based on Lumos & Metronet JVs (pending regulatory approval)

Customer growth in all markets...

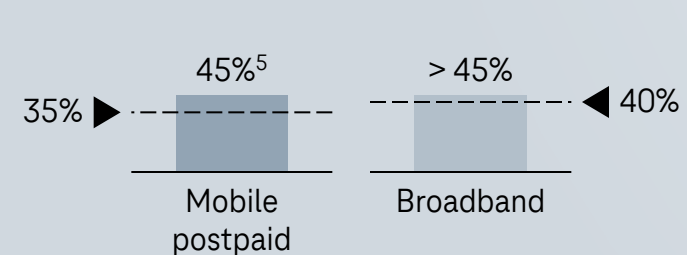
GER



Customers, CAGR 2020–2023



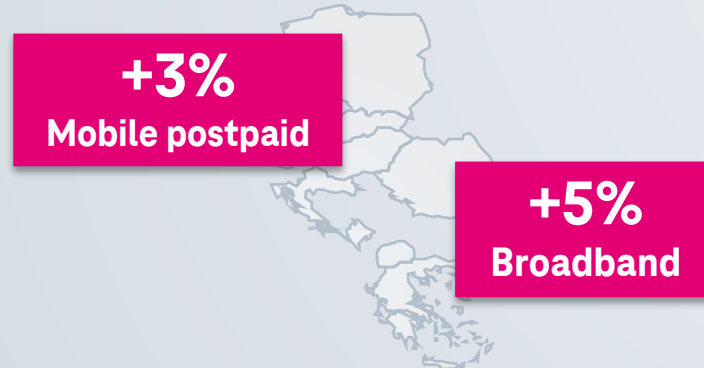
Net add share & Market share⁴



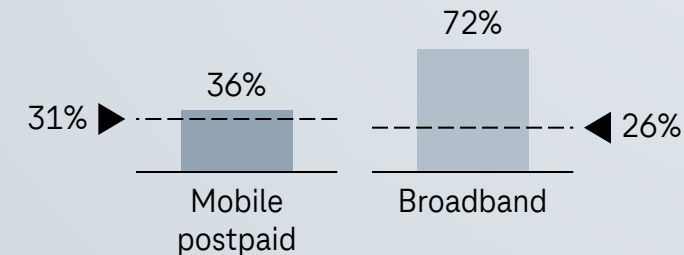
EU¹



Customers, CAGR 2020–2023



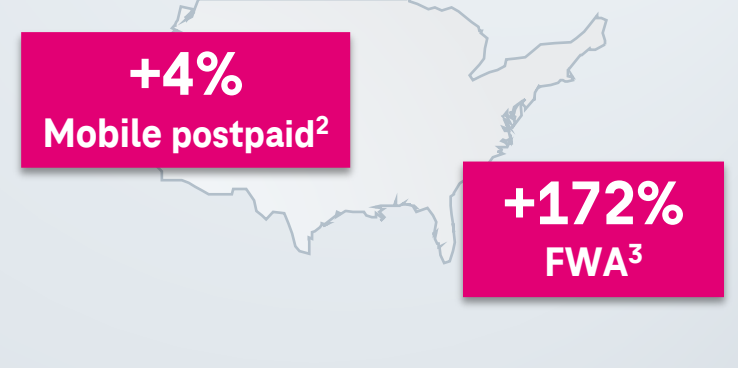
Net add share & Market share⁴



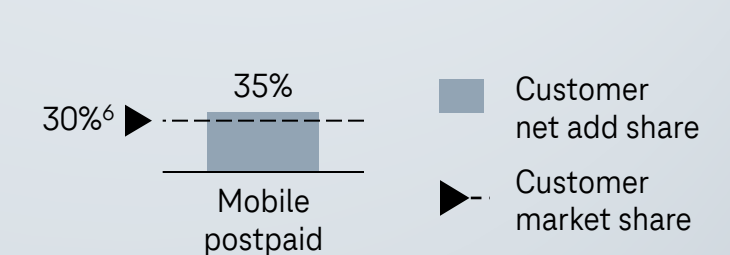
US



Customers, CAGR 2020–2023



Net add share & Market share^{2,6}



¹ Excl. RO; ² Only postpaid phone; ³ CAGR 2021–2023 as TMUS only launched FWA in 2021; ⁴ Net add share & Market share figures based on internal estimations for 2023; ⁵ Excl. wholesale; ⁶ Market = AT&T, Verizon, TMUS, Comcast & Charter 2023



...while intensifying engagement with Magenta Advantage

ENGAGING WITH OUR CUSTOMERS EVERY DAY ...

Magenta Moments

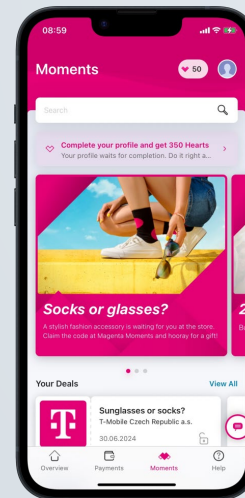


Magenta Status



- ✓ For all customers
- ✓ Exclusive rewards
- ✓ Frequent delights
- ✓ Digital experience
- ✓ No strings attached

... AT OUR DIGITAL FRONTDOOR ...



> 15 mn OneApp users¹

~ 30 mn T Life users²

... DELIVERING SIGNIFICANT BIZ VALUE ACROSS THE GROUP

Δ Engaged vs. App-only customers³



NPS



Double digit improvement

Churn⁵



20–45%

ARPU



10–50%

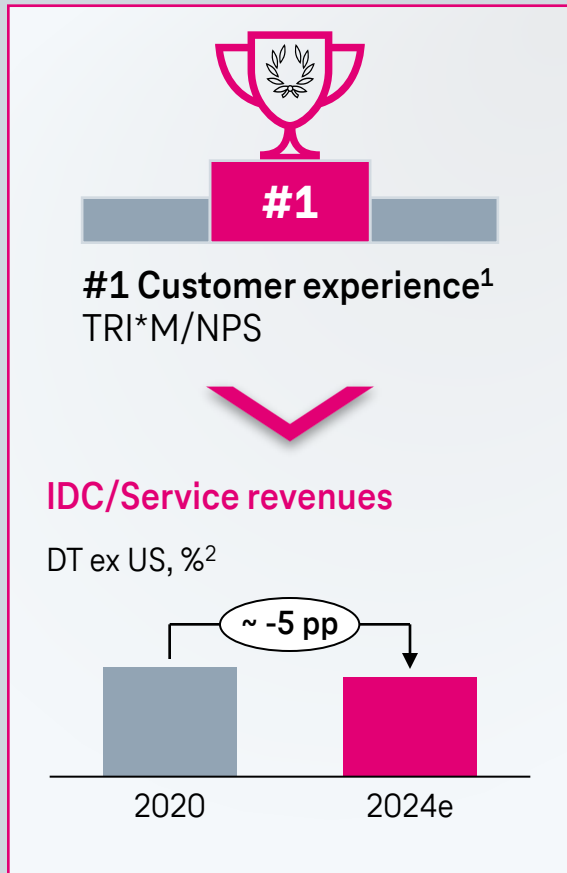
Interactions



x2

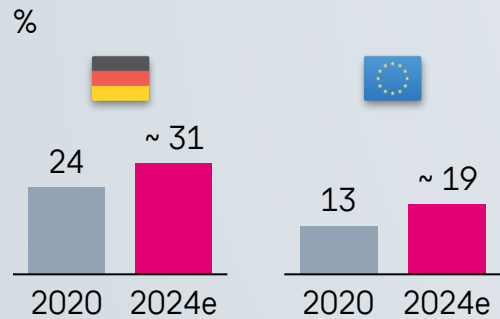
¹ GER & EU: Active users, OneApp, 09/2024; ² US: Unique users, T Life, 09/2024; ³ As of 06/2024, B2C only, GER = actual Moments users, EU = signed up members; ⁴ GER: Pre- & Postpaid, EU: Postpaid, incl. PL, CZ, HU, HR & MK; ⁵ Change in mobile contracts

Customer experience focus is driving digital transformation

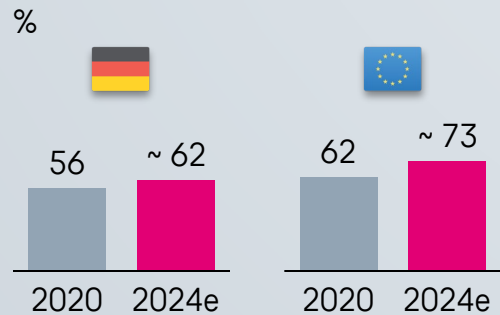


SALES

eSales share

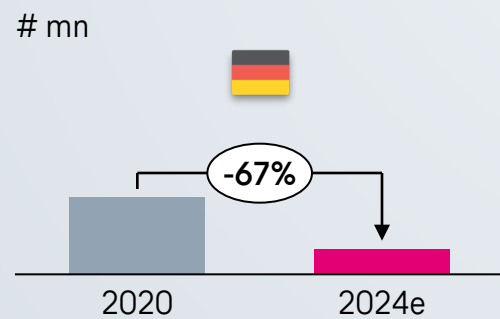


OneApp penetration

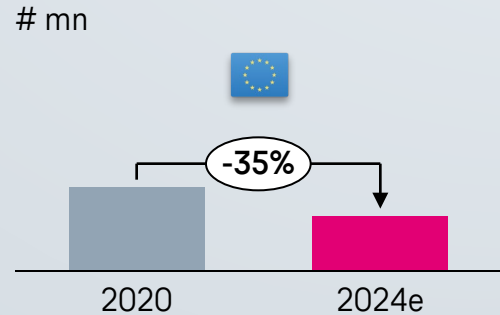


SERVICE

Claims & complaints

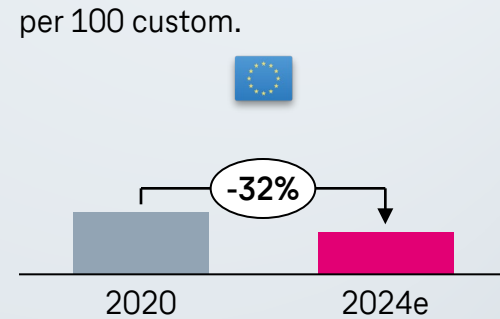


Non-sales contacts³

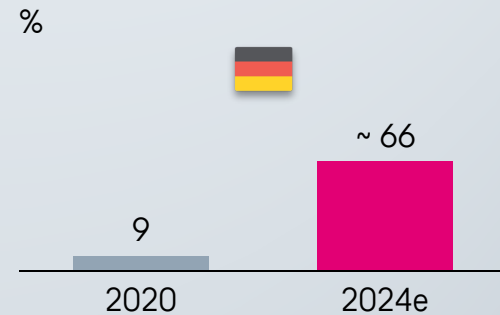


OPERATIONS

Reactive Truck Rolls



NW Cloudified workload



¹ EU: #1 in 8 out of 9 countries B2C, 12M avg. as of Q2 2024 excl. RO, GER: B2C Q2 2024, B2B YE 2023, US: Q2 2024; ² Adj. IDC AL as % of Service revenues, organic, excl. HU Telco tax; ³ Excl. RO

Delivering on our environmental & social commitments

CLIMATE



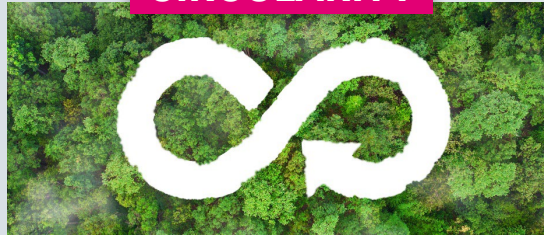
-23%

in **Scope 1–3 emissions**¹
in 2023 vs. 2020
(Scope 1&2: -95% 2023 vs. 2017¹)

> 2x

Energy efficiency
more than doubled
2024e vs. 2020

CIRCULARITY



61%

Fixed-line device takeback²
in 2023
(25% for mobile devices)

NO

ICT waste to landfill⁴
since 2022

SOCIAL



51 mn

People benefited³
Mainly from our digital inclusion activities in
2023 (+84% since 2021)

€1.5 bn

in contribution to
social initiatives in 2023

¹ Organic; ² Modems, routers, repeaters and TV receivers; ³ Incl. “crisis mitigation” and “low carbon & circular society”; ⁴ All electronic waste produced is either reused, recycled, composted or sent to energy recovery

Portfolio management generates superior value

MADE THE RIGHT PORTFOLIO CHOICES ...

Netherlands

Sales of T-Mobile NL at 8.7x EBITDAAL in 2021 – disposal after successful turnaround

Towers

Monetization of 51% stake at 27x EBITDA in 2022 – ensured strong governance rights

Softbank

Acquired TMUS shares from Softbank at \$108/share on average through share swap & options – DT dilution partly reversed through €2 bn DT share buyback in 2024

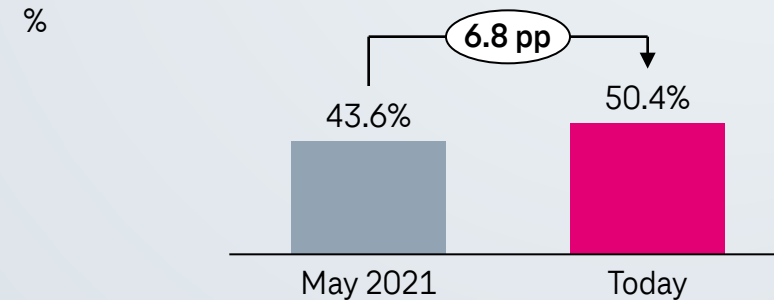
DTCP

Proven value delivery. €1.4 bn value from €0.9 bn investment & significant contribution to the innovation ecosystem

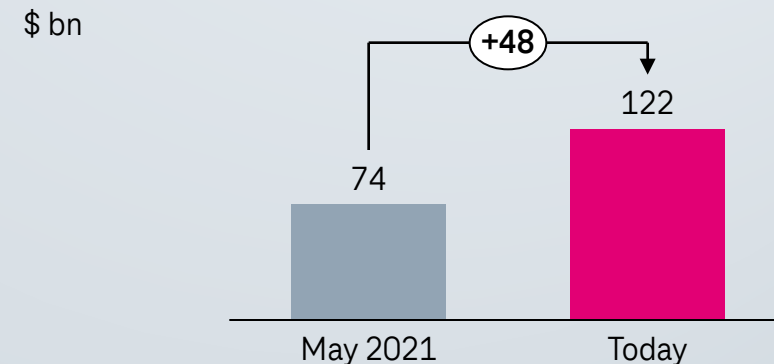


... & CREATED VALUE WITH TMUS

DT TMUS stake

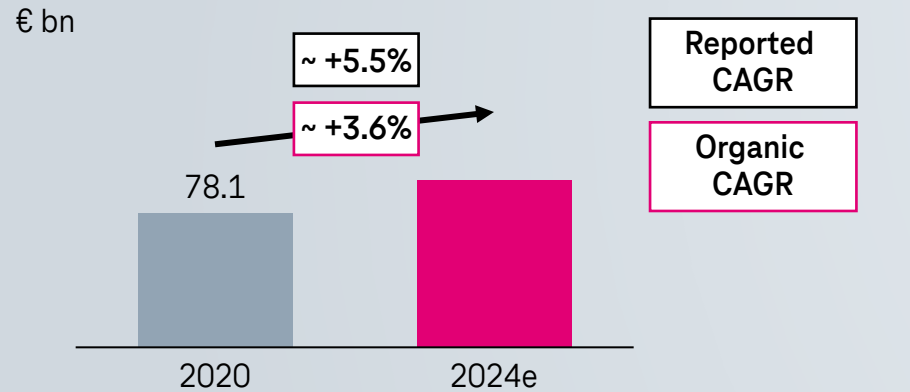


Value of DT TMUS stake

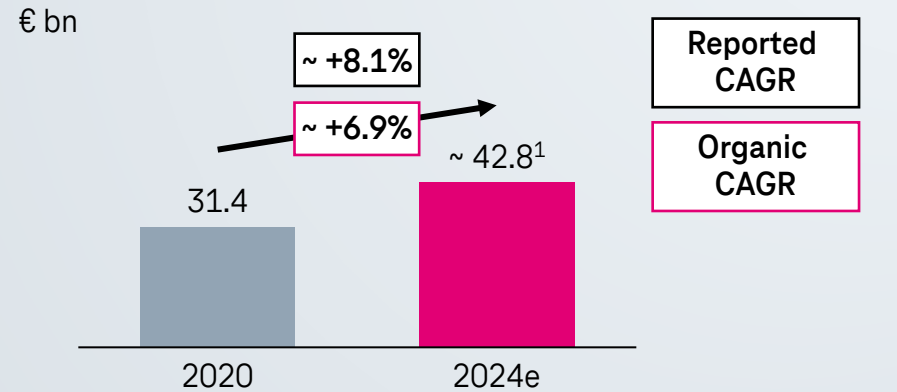


Result: Growing in all key financials...

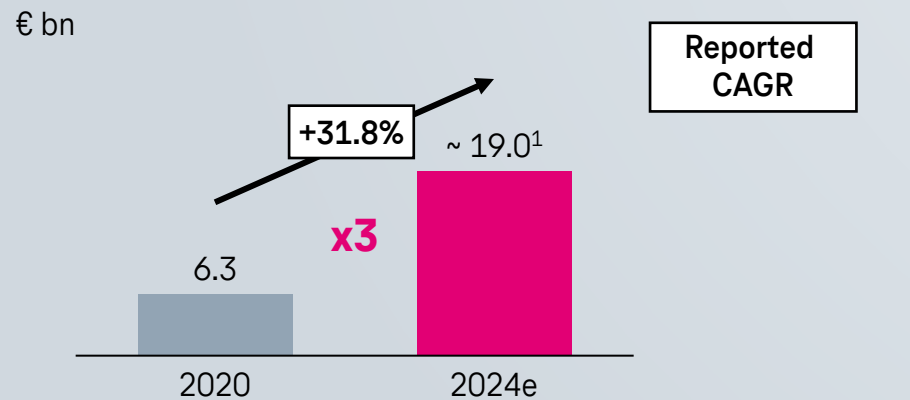
Service revenues



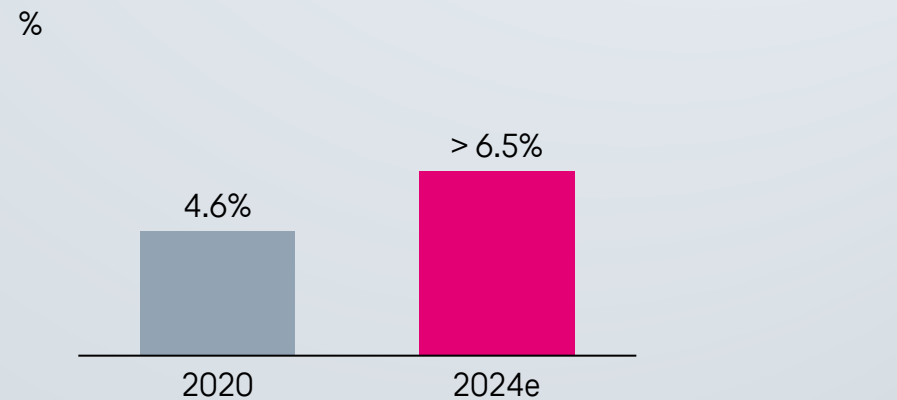
Adj. Core EBITDA AL



FCF AL



ROCE



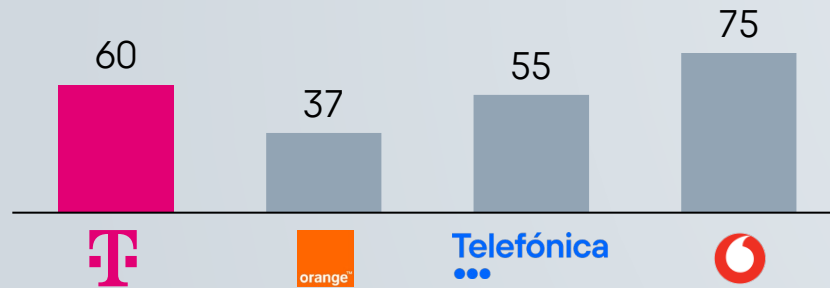
¹ As per guidance



...and outperforming peers on both sides of the Atlantic

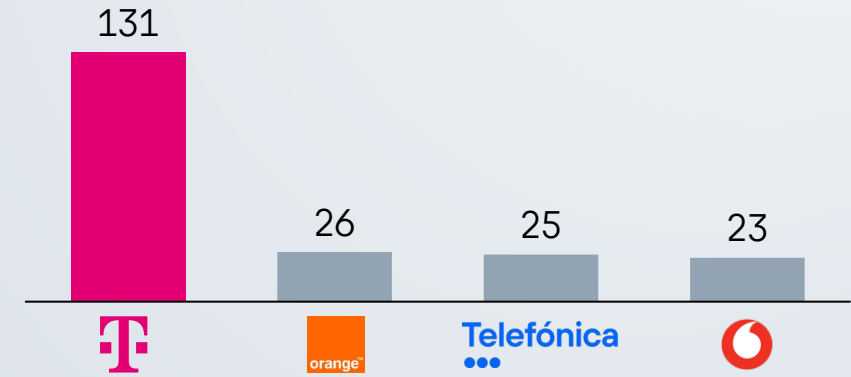
Just another Telco in 2014¹ ...

Market cap, € bn

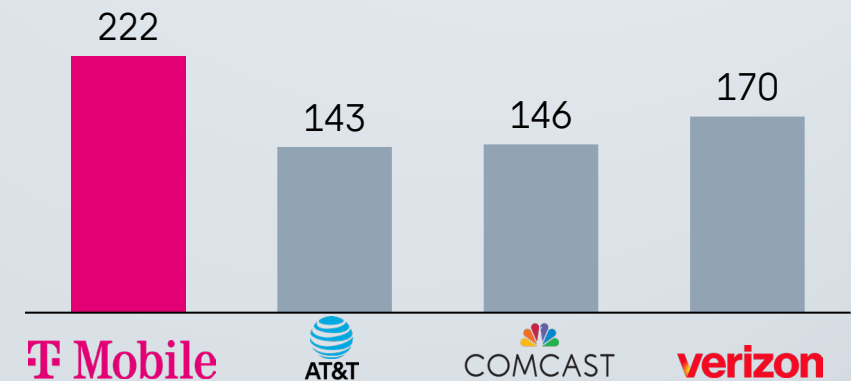
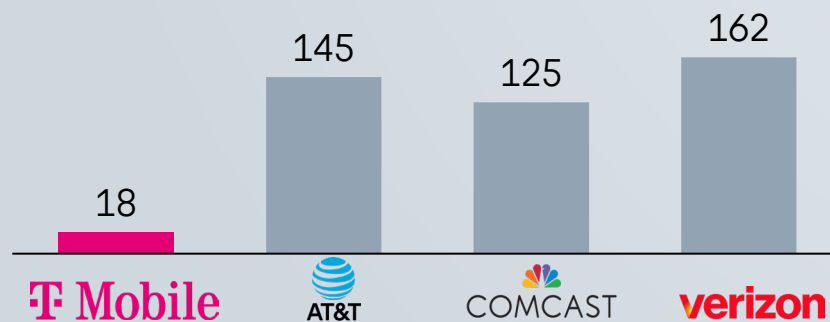


... to leading Telco in 2024²

Market cap, € bn



T-Mobile



¹ End of 2014; ² October 5th, 2024



Why T is different

T **Leading attitude** in everything we do

T **Customer delight & superior quality** is the best financial investment

T Never lose **Market share**

T **Sustainable growth & continuous transformation** is deeply rooted in our DNA

T **Long-term orientation** with persistent **short-term execution**

T **Smart portfolio management** yields additional superior value, no bad deals

T Unique balance between **global scale** & **local entrepreneurship**

T **A business with purpose** – no scandals & strong **ESG commitment**

T Radically transparent to create **trust** & **reliability**

T **Best team** – passionate, diverse thinking & business ownership



CMD 2021 ambition: Almost all commitments fulfilled

KPI	Time frame	Ambition as presented (adjusted)	Achievement 2024e ⁴	
Revenues (Group)	2020–2024e	CAGR +1–2%	CAGR ~ 2.1%	✓
Total service revenues (Group)	2020–2024e	CAGR +3–4%	CAGR ~ 3.6%	✓
Adj. EBITDA AL (Group)	2020–2024e	CAGR +3–5%	CAGR ~ 3.3%	✓
Adj. Core EBITDA AL (Group)	2020–2024e	CAGR +5–6%	CAGR ~ 6.9%	✓
Adj. EBITDA AL (DT ex US)	2020–2024e	CAGR +2–3%	CAGR ~ 3.6%	✓
FCF AL (Group)	2024e	> €18 bn (~ €18.3 bn ¹)	~ €19.0 bn	✓
FCF AL (DT ex US)	2024e ³	€4 bn (~ €3.5 bn ¹)	~ €3.5 bn	✓
Adj. EPS (Group)	2024e	> €1.75	> €1.75	✓
ROCE (Group)	2024e	> 6.5%	> 6.5%	✓
Cash Capex (DT ex US)	2024e	~ €8.2 bn (~ €7.6 bn ¹)	~ €7.7 bn	✓
Adj. IDC AL (DT ex US) ²	2020–2024e	Reduction by €1.2 bn	~ €0.0 bn	✗
Leverage (Group) incl. leases	2024e	≤ 2.75x	< 2.75x	✓

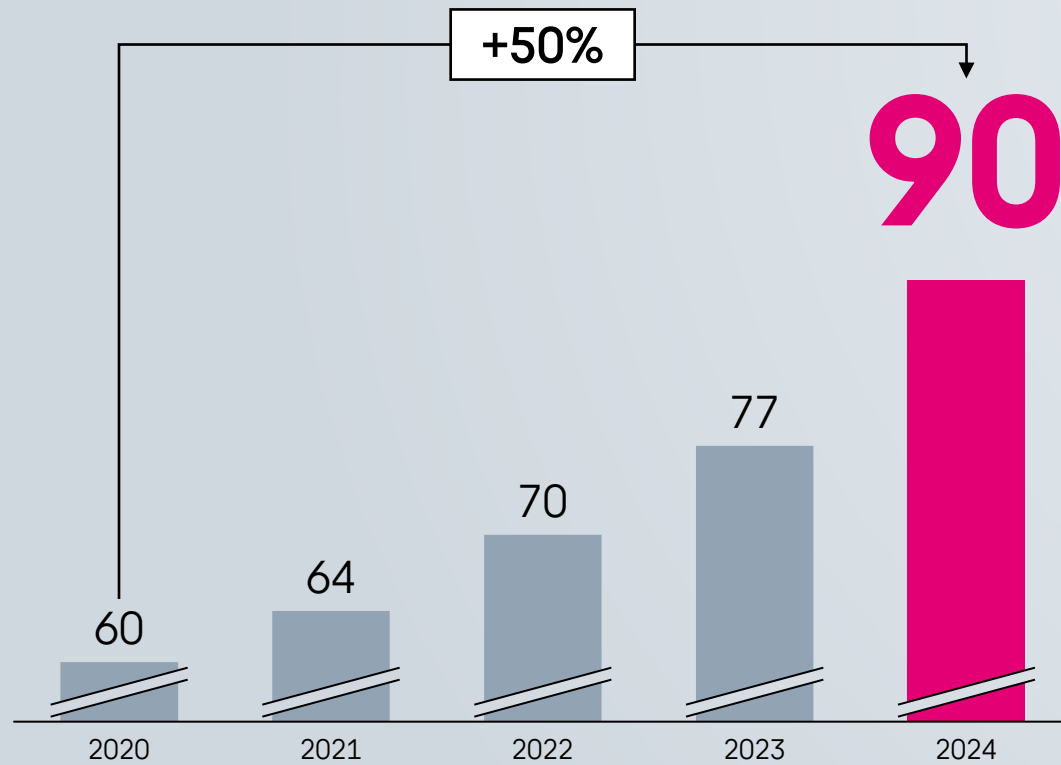
¹ Adj. by NL, RO fixed and GD Towers, F/X (USD 1.08 instead of 1.14); ² Excl. HU Telco tax; ³ Excl. dividends paid (TMUS) and incl. shareholder loan GD Towers; ⁴ All CAGR organic



Our strategy pays off for all shareholders

Dividend¹

€ Cent/share



DT share buyback 2024

UP TO €2bn



DT share buyback 2025

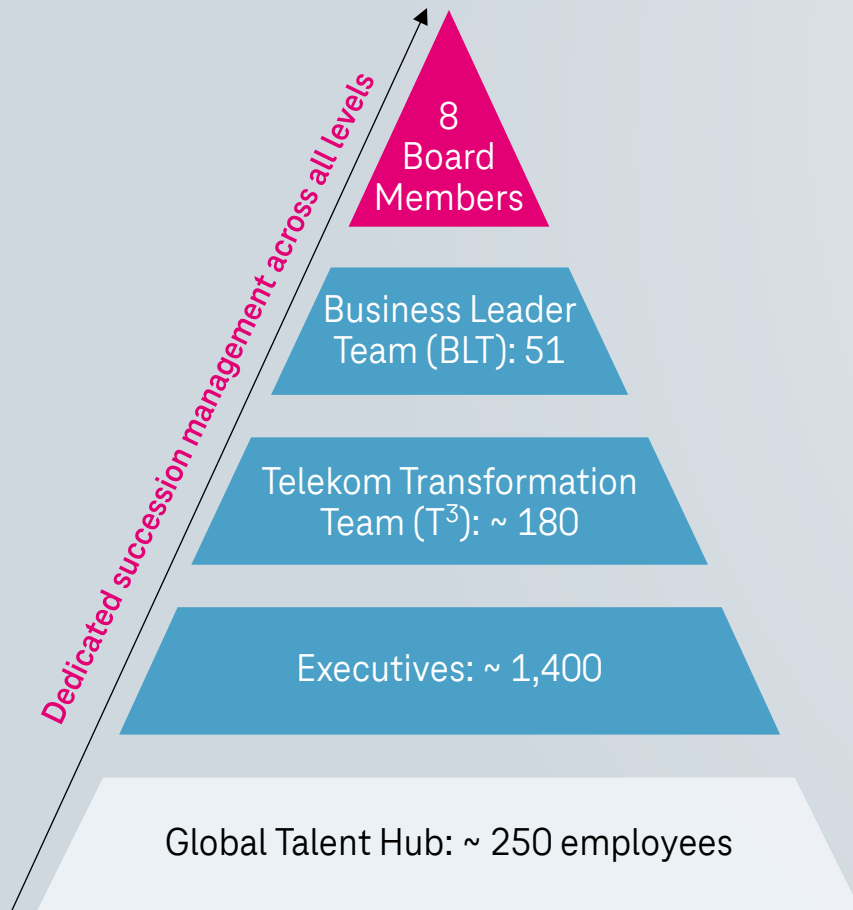
UP TO €2bn

¹ Subject to board resolutions & AGM approval



People Strategy 2023–2027

Best Team in the Industry with a strong leadership pipeline



Renewed

- 13 internal & 6 external hirings for BLT since 2021
- 60% of BLTs & 70% of T³s less than 5 years in community
- Streamlining the executive team by ~ 280 since 2020
- Strong succession pipeline (internal and external)

Diverse

	Female share	Int'l. experience	∅ Age
BLT	24% (2020: 13%)	> 40%	52 years (2020: 52 years)
Execs DT	23% (2020: 20%)	n.a	50 years (2020: 50 years)

Recognized¹

- “Leadership team stronger than market benchmark (...) ranging in 95th percentile”

Until 2027e



Refresh leadership team

30%

Female share



More global leadership team

> 80%

Diverse age distribution

¹ Egon Zehnder

Fostering our Magenta spirit and performance culture of our leaders

PERFORMANCE BASED COMPENSATION



Pay for performance

- Collective targets for STI and LTI
- Salary review¹ based on individual performance
- Spot bonus for outstanding performance

Customer/People/ESG focus

- Remuneration targets incl. Employee- and Customer satisfaction since 2010
- Environmental targets since 2021

STRONG COMMITMENT



PULSE Survey

- Excellent employee survey results for our leaders²:
 - “Culture” with 90% (2020: 90%)
 - “Strategy” with 96% (2020: 95%)

Skin in the game

- 96% of executives participated in stock plan in 2023 (2021: 56%)

TEAM BUILDING & GROWTH MINDSET



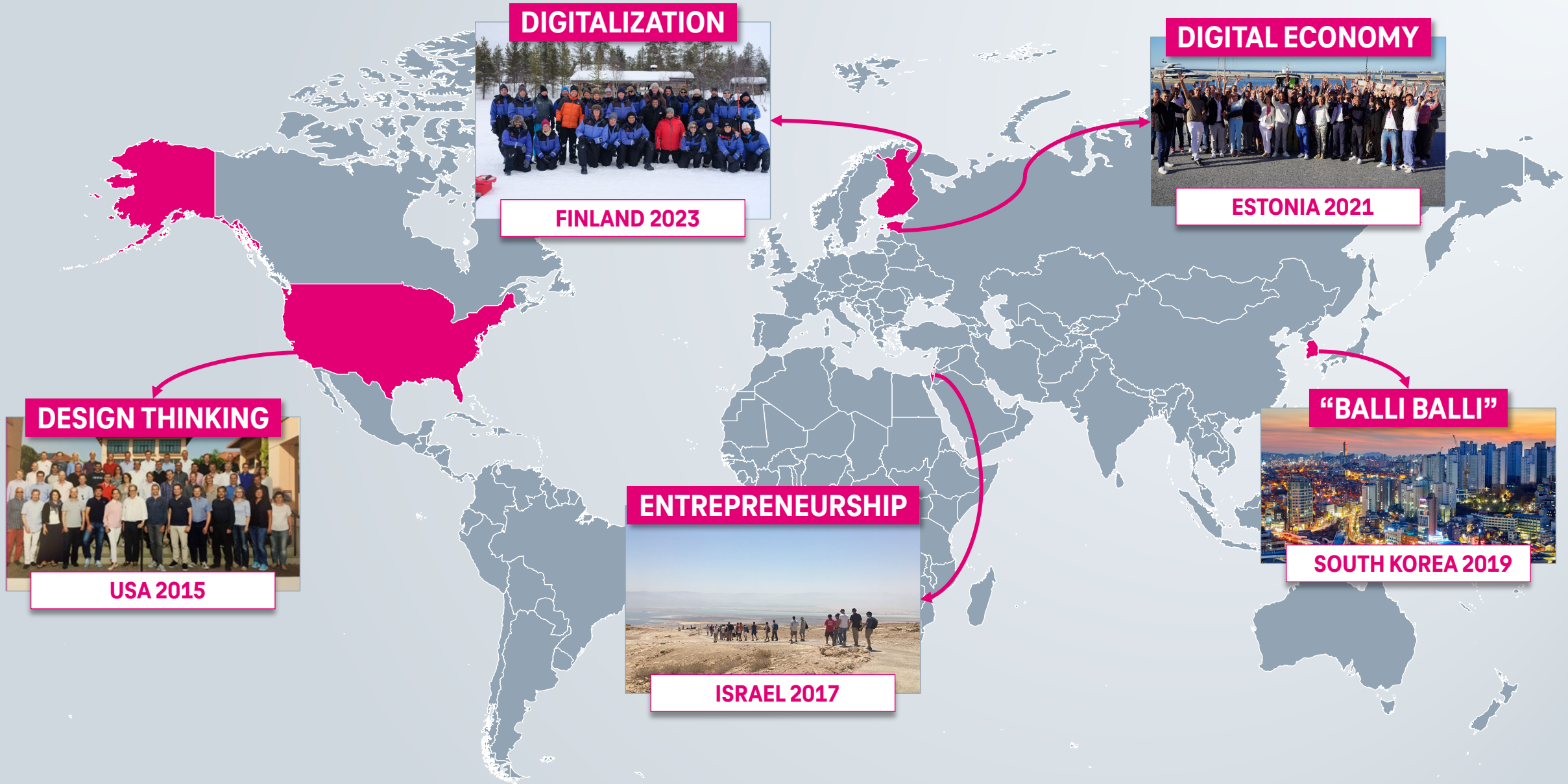
BLT & T³ Learning journey

- Community building and culture shaping
- Thought-provoking visits
- Digital learning platform for leaders

Magenta Exchange program with TMUS

- Class of 2024: 30 high potential leaders

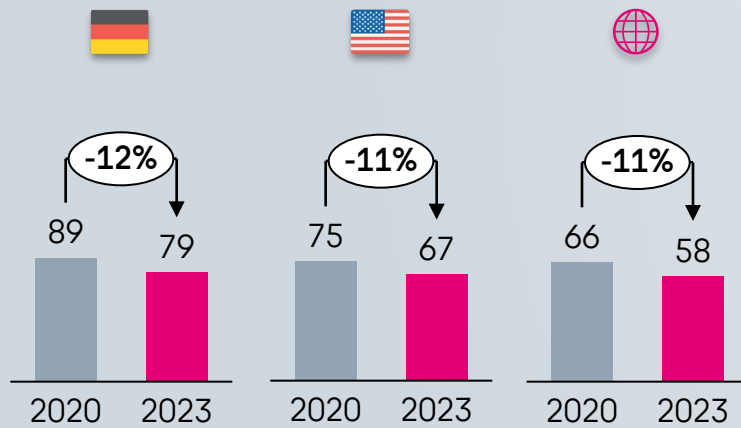
¹ For executives; ² BLT results. For employees: Culture 79% (vs. 2020: 81%) and Strategy 79% (vs. 2020: 75%)



Continuous workforce transformation for greater efficiency...

Workforce transformation

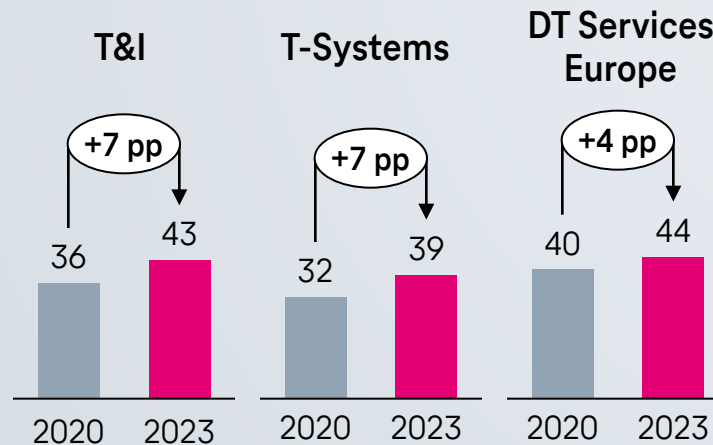
FTE development (GER, and rest of world) in '000 FTE, HC development (USA) in '000 HC



- **Drivers:** Quality improvements, digitalization, and overhead cuts
- **Transformation** in a socially **responsible way**
- **Declining average age:** 41.4 years (-0.4 years vs. 2021)

Globalization of workforce

Share of Employees working from T-Hubs/GDCs, %



- **Global T-Hubs** with > 17,000 employees
 - **European Hubs** with > 10,000 FTE
 - Growing presence in **India** with > 5,000 FTE

Until 2027e



Accelerate workforce transformation



Increase globalization of workforce

> 50%

Shoring in T&I

> 45%

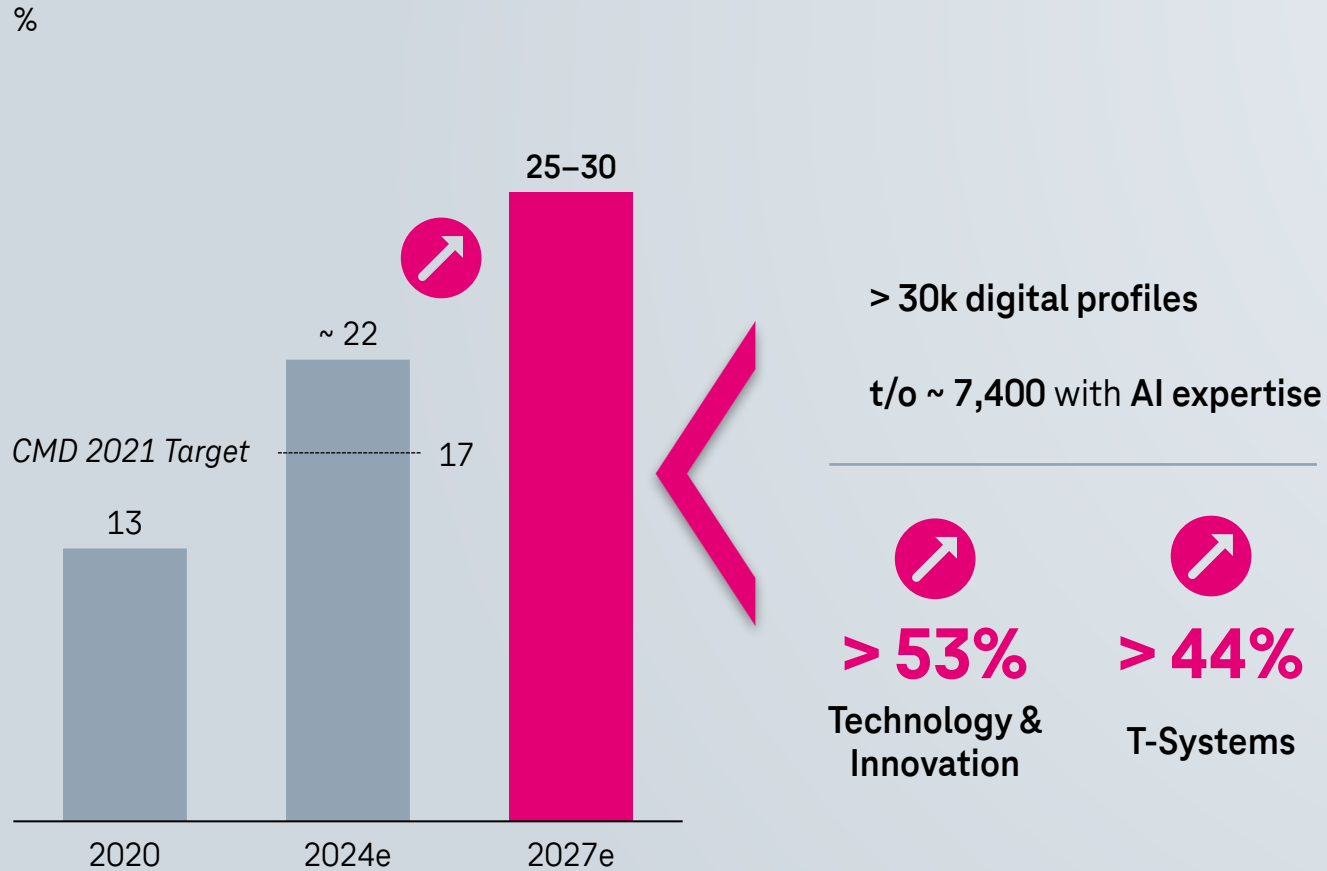
Shoring in T-Systems

> 50%

Shoring in DT Services Europe

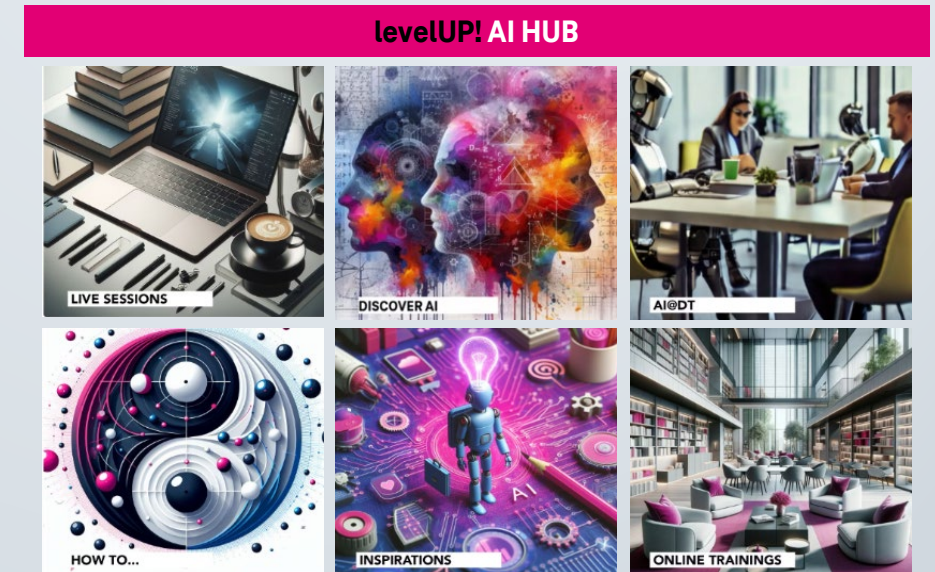
...and invest in our skill transformation

Share of digital experts



Investment in skill transformation

- > 5,300 apprentices and dual students in GER
- > 28k New skillings since 2020
- > 90k AI enablements since 2023
- > 10k Skill certificates at TSI
- Rollout of AI-based Skill Intelligence Platform












Purpose, values and the passion of our people set us apart

Passion, diverse thinking & ownership distinguish our team

Radically transparent to create **trust** and **reliability**

A business with **purpose** – highest ethical standards & strong Social contribution

 <p>Brand identity “I am proud of our brand” 82 pp</p>	 <p>T Ambassadors Corporate influencers > 300</p>	 <p>DE&I Communities Global employee groups 18 Groups excl. TMUS</p>
 <p>Safe Space “safe and supportive work environment for all” 91 pp</p>	 <p>Shares2You Employees as Investors > 40% (in GER)</p>	 <p>LEX Learning from Experts sessions >6,000</p>
 <p>Purpose “Meaningful work” 86 pp</p>	 <p>Inclusion People with severe disabilities 7.6% (in GER)</p>	 <p>Social contribution volunteer hours 180k</p>

 <p>LEADING EMPLOYER GERMANY 2024 EXCLUSIVELY AWARDED TO THE COUNTRY'S TOP 1%</p>	 <p>Capital Beste Ausbilder Deutschlands Duales Studium ★★★★★ Hochschule für Deutsche Telekom</p>
 <p>BCG BOSTON CONSULTING GROUP Diversity Champion</p>	 <p>LinkedIn TOP COMPANIES Deutschland</p>
 <p>LEADING EMPLOYER GLOBAL 2024 EXCLUSIVELY AWARDED TO THE WORLD'S TOP 1%</p>	 <p>ADRIA BEST EMPLOYER BRAND AWARDS 2021</p>  <p>Great Place To Work Certified MAY 2023 – MAY 2024 INDIA</p>  <p>Bloomberg Gender-Equality Index 2023</p>
 <p>trend TOP ARBEITGEBER 2024 ÖSTERREICH IN KOOPERATION MIT hununu statista</p>	



Strategy 2023–2027

Key industry trends shaping our strategy



- Reinventing **Customer experience** for products, service & interaction
- Changing the **way we work** – automation of tasks & increasing efficiency



- **Disaggregation & cloudification** of Telco stacks, **NT/IT convergence**
- **API-fication & orchestrating** network of networks



- **Commoditization, digitization & market saturation** requires differentiation
- **Opportunity for new ecosystems** as Big Tech & certain industries being challenged



- **“Telco as a platform”** – scalable, cloudified, API-based
- **Global ICT solutions & global partnerships** matter to achieve economies of scale



- **Digital transformation & secure networks** (e.g. IoT/Robotics, Private NWs)
- **Everything goes software** & growing demand for **“aaS” models** (e.g. NW-APIs)

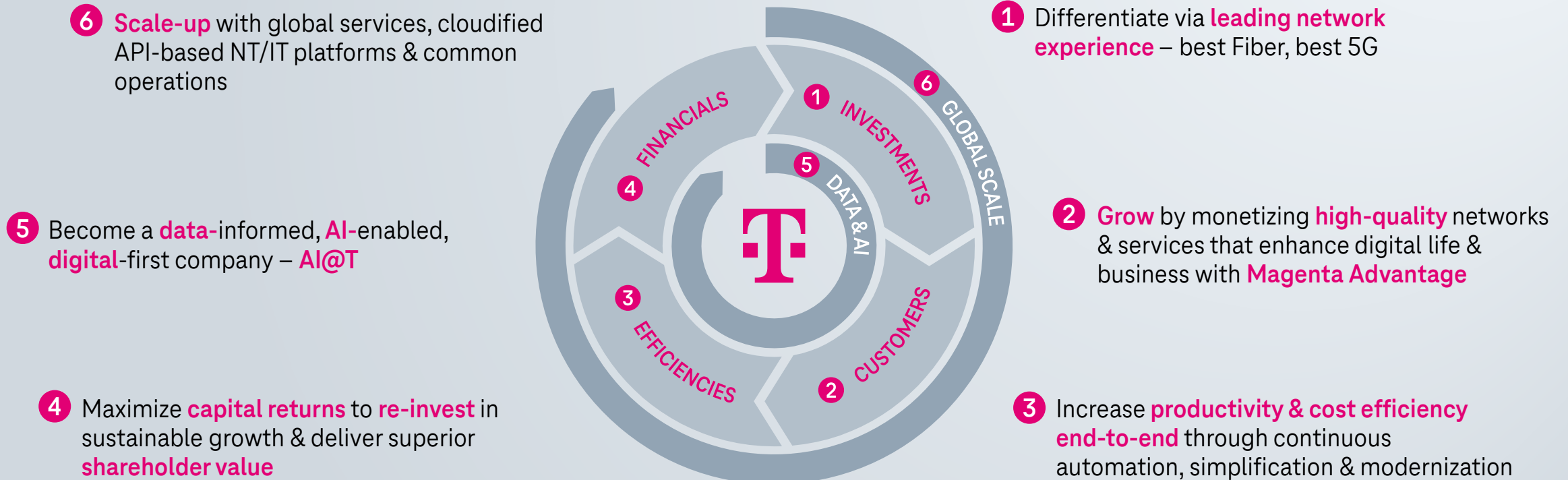


- **Economic, regulatory & political** polarization demand for strong values
- **Resilience turning critical** (e.g. supply side for western telcos)

Flywheel works – acceleration through data, AI and global scale



Our strategy: For our customers ... the Leading Digital Telco



We are different – superior brand, unique portfolio, best team, strong values & leading ESG ambitions



Leveraging Fiber to create long-term profitability



Capturing Fiber opportunity ...

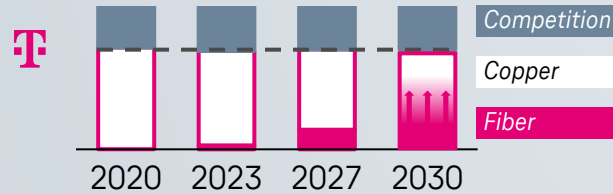
- best future network
- superior quality
- ARPU upside
- lower cost to operate
- green Fiber

... with ownership economics & high utilization

INFRA LEADERSHIP IN INCUMBENT MARKETS



BB market shares – Infra view¹



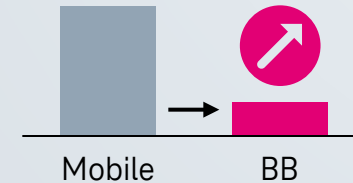
Stable or greater market share

- Copper to fiber migration
- Prepare copper de-commissioning

SMART INVESTMENTS IN NEW MARKETS



Market share



Leverage mobile position

- Selected rollout areas
- Leverage asset-light models (organic, JV & swaps)

Until 2027e

Total homes passed

~ 17.5 mn² (2.5 mn p.a.)

~ 13.5 mn³ (1.0 mn p.a.)

Fiber utilization

> 20%

> 35%

Until 2030e

Total homes passed

≥ 12–15 mn

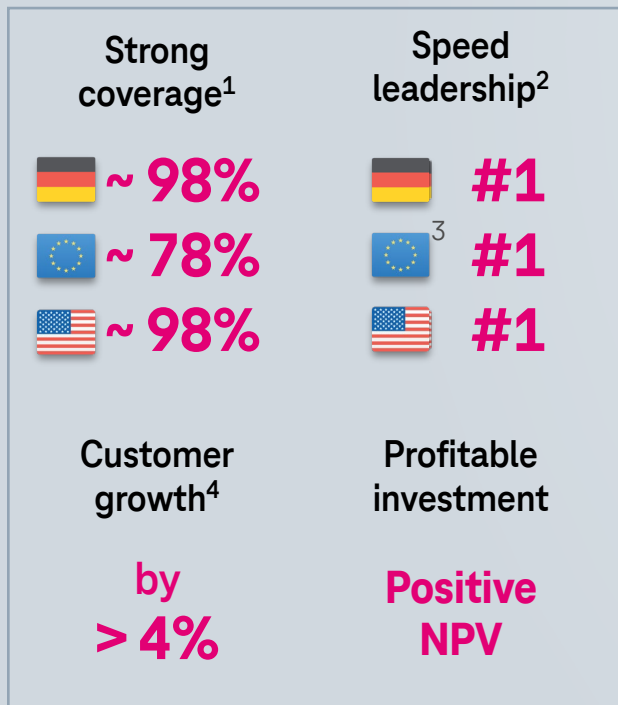
¹ Access lines, retail & wholesale; ² FTTH incl. JVs; ³ FTTH/B & Docsis 3.1 (1 Gbps) incl. own, funded & partner rollout but excl. wholebuy



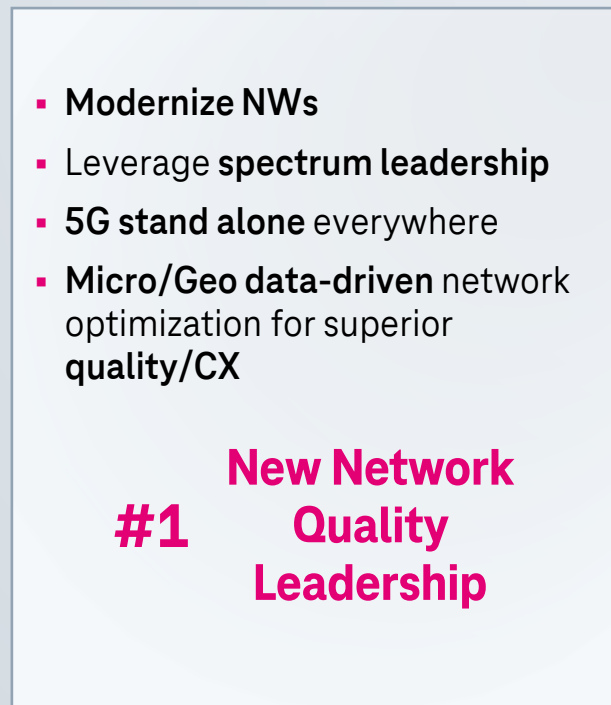
5G: We made it a winning strategy



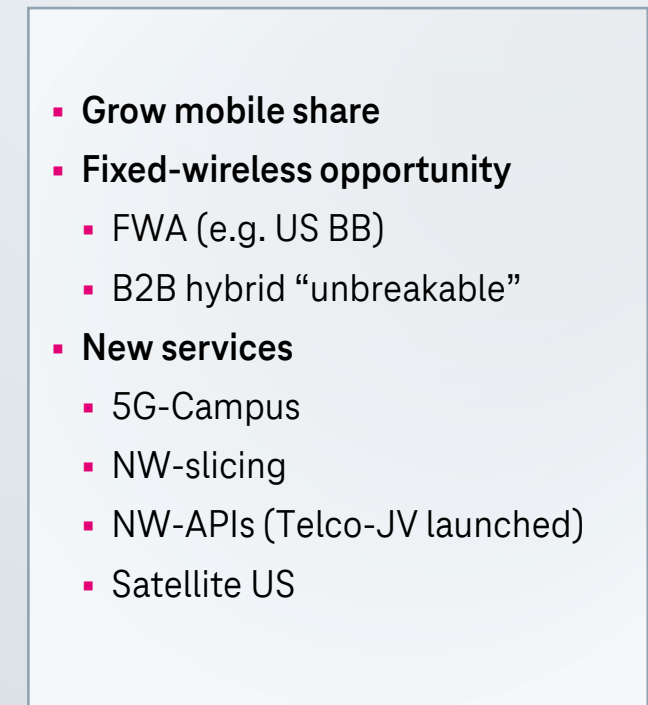
MARKET LEADING IN 5G TODAY



CUSTOMER DRIVEN NETWORK EXPERIENCE ...



... BRINGING MONETIZATION TO THE NEXT LEVEL



¹ 2024e excl. RO; ² According to opensignal.com 5G download speed, Aug 16th, 2024 & OOKLA; ³ Average 6 out of 10 NatCos, CZ, CR, GR, HU, MKD, PL; ⁴ CAGR 2020–2023, adjusted for disposal of FMC SIMs in RO

Superior CX to monetize full B2C potential

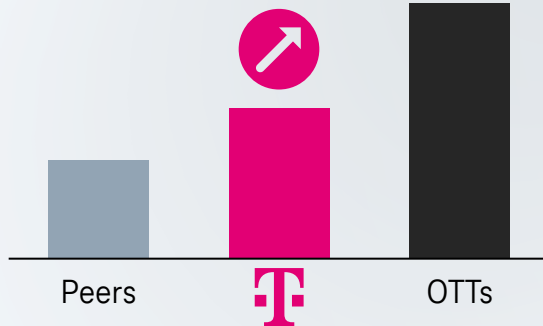


QUALITY DRIVES

SUPERIOR CX

Net Promoter Score

– illustrative –



- **Best connectivity experience & seamless interplay**
- **Next-level quality benchmark, zero churn mentality**
- **Best NPS in market & closing gap to OTTs**

Customer growth above & beyond

- **Push fiber utilization & Broadband market share**
- **Grow Mobile market share & strengthen mobile 1st brand**
- **Scale TV in & beyond base**
(GER & EU: Customer growth > 4%)

Net add share



Market share

Supercharge customer value

- **Drive broadband speed upgrades**
(GER: > 65% customers ≥ 100 Mbps)
- **Leverage more for more & pre-to-post in mobile**



ARPA



Unique global B2B setup incl. TSI to accelerate profitable growth



UNIQUE STARTING POSITION

~ €20 bn¹

Business

> 40k²

B2B FTE

~ 5 mn²

Accounts

#2

ICT provider EMEA³



STRATEGIC TRANSFORMATION LEVRS

Customer

Increase Large Enterprise SoW, outperform SMB, grow public (introducing T Priority in US), cross-sell TC & IT

Efficiency

Transform sales & delivery, digitization, AI & offshoring

T Systems

Transforming asset & integral part of DT's B2B differentiation

Portfolio

Integrated – grow in connectivity (5G, FWA & fiber) & boost IT (Cloud, Security, IoT & AI)

Scale

Collaborate across footprint (GER, EU & US) – MNCs, CoE & common brand

PROFITABLE GROWTH

Service revenue growth⁴

~ 5%



Profitability growth

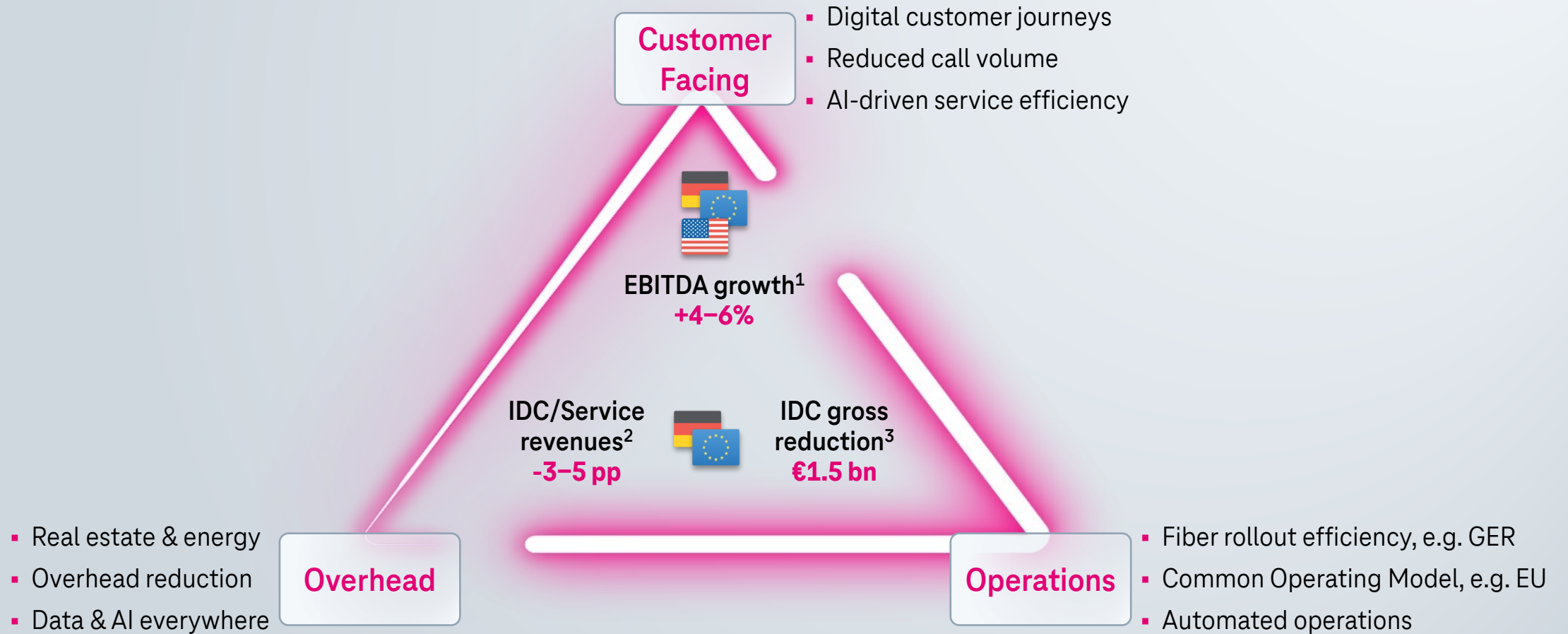


Service revenue growth

¹ B2B service revenues; ² GER, EU & TSI; ³ PAC; ⁴ Incl. TSI, CAGR, 2023–2027e



Boosting efficiency at all levels



¹ Adj. EBITDA AL CAGR 2023–2027e; ² DT ex US, adj. IDC AL as % of Service revenues, organic, excl. HU Telco tax, 2023–2027e; ³ DT ex US, adj. IDC AL 2027e vs. 2023

Set-up for a data-informed, digital-first company...



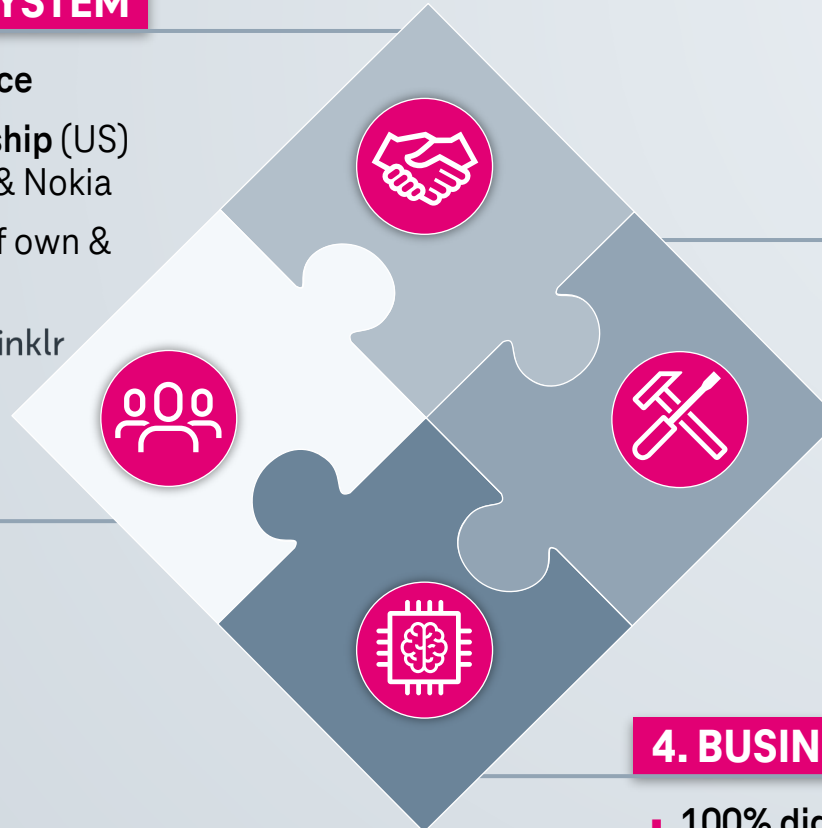
2. PARTNER ECOSYSTEM

- **Global Telco AI Alliance**
- **AI RAN R&D partnership (US)** with Nvidia, Ericsson & Nokia
- **Smart combination** of own & partner capabilities



1. ORGANIZATIONAL SET-UP

- **AI Competence Center**
- **AI Factory T-Systems**
- **Nearshore CoE in HU**
- **AI Shared Services** by DTSE
- Customer facing Detecon & **MMS AI Consulting**



3. EXISTING ASSETS

- **LLM OS foundation & Telco LLM**
- **Common data platform & service fed by:**
 - > 100 mn OneApp sessions¹
 - > 18 mn OneShop users¹
 - > 5.5 mn RDK router deployed
 - entire NT/IT stack
 - ...

4. BUSINESS INTEGRATION

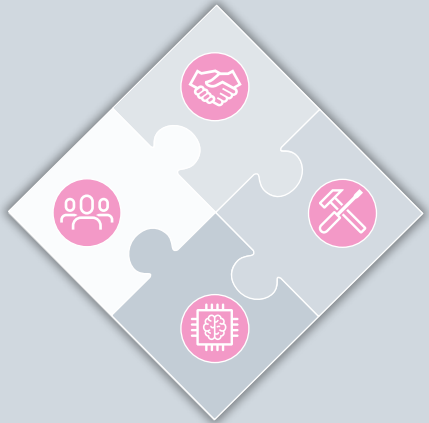
- **100% digital customer channels** leveraging AI@T
- **Full end-to-end integration** via API's

¹ Per month

...to generate direct impact with data & AI@T



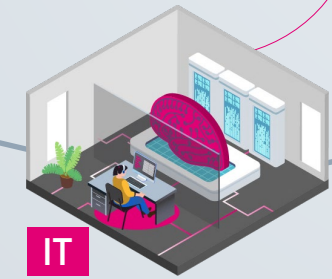
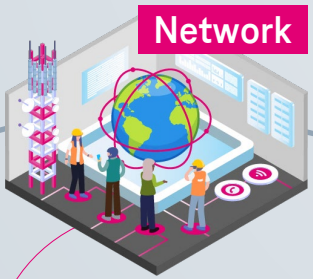
– Examples –



Efficient
 +10% efficiency via contract analysis & drafting of legal documents

Accelerated
 +20–30% productivity in SW development by assisted coding & operations

Consumer AI
 e.g. AI Phone, ...



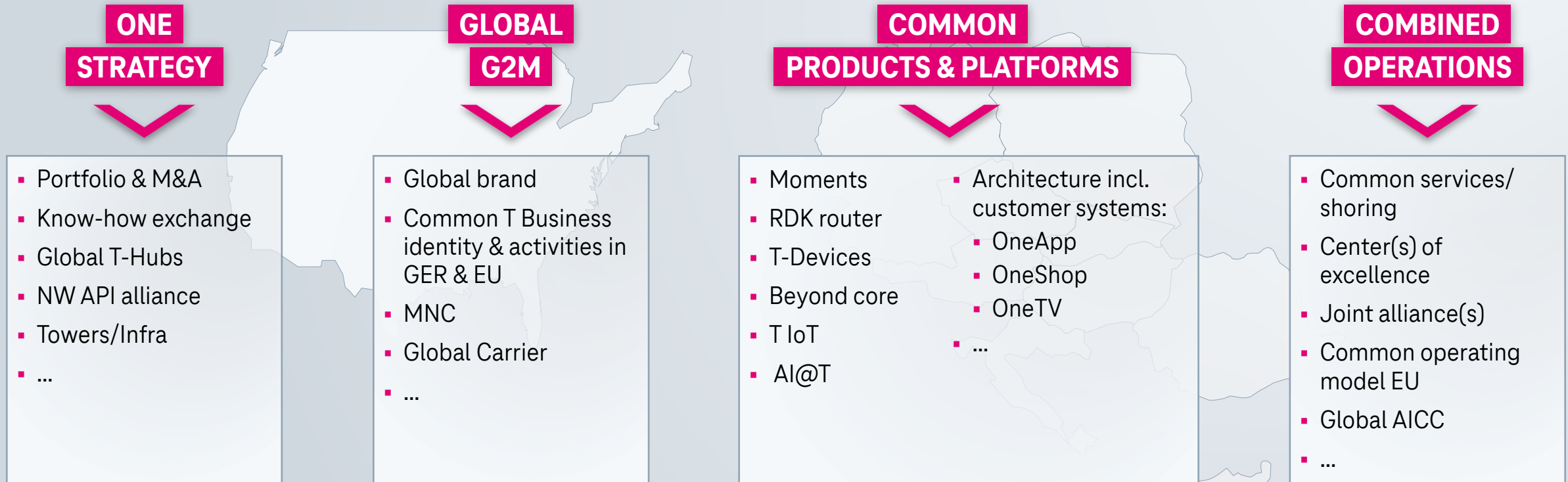
Autonomous
 +20–30% in productivity for network planning & operations

Automated
 +10p pNPS BB by automated & proactive WiFi repair

B2B AI
 e.g. AI Foundation Services, ...



Accelerate global scale leveraging our unique footprint



T
Unique balance between global scale & local entrepreneurship



Portfolio development: same discipline, new strength



UNIQUE POSITION OF STRENGTH

- ✓ #1 positions without “weak links“
- ✓ Unique transatlantic scale (~ 300 mn global customers)
- ✓ Scale to best capitalize on digitalization
- ✓ Best in class financial profile promising...
- ✓ ...attractive shareholder returns
- ✓ Leverage target achieved, therefore...
- ✓ ...financial flexibility, headroom to invest
- ✓ Track record of capital allocation focused on shareholder value (no “landgrab mode”)

FURTHER OPPORTUNITIES TO ACCELERATE

-  DT and DT ex-US re-rating upside
-  Investment opportunities in attractive US market
-  Leveraging transatlantic scale
-  5G Towers & DT CEE towers as kingmaker assets
-  Strategic options for BT
-  DT Tech fund
-  Shareholder remuneration

Committed to ambitious environmental and social targets



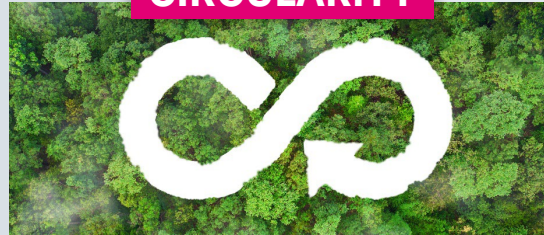
CLIMATE



≥ -55% in 2030e vs. 2020
≥ -90% in 2040e vs. 2020
in **Scope 1–3 emissions**

- Clear **transition plan** towards **net zero**
- **SBTi**¹-approved targets
- Focus on **Scope 3**
(supplier production & use phase)

CIRCULARITY



100%
Ready for circularity
around technology & devices in 2030e

- **Full circular approach, “T Circularity Score”**²
 - **Prevention** (design & packaging)
 - **Re-use** (lifetime & refurbishment)
 - **Collect & recycle** (devices & network/IT)

SOCIAL



Similar digital inclusion beneficiaries
> 80 mn acc.³
+ Crisis effort

- **Accessibility** for all
- **Affordability** for those in need
- **Ability** – digital education, standpoint against hate

¹ SBTi = Science Based Targets initiative; ² DT ex US only; ³ 2024-2027, without “crisis mitigation” & “low carbon & circular society”

Customer focus translating into strong profitable growth



GROUP LEVEL KPI	AMBITION 2023–2027E		KPI DRIVERS
Service revenues	~ 4%	CAGR	Business growth
Adj. EBITDA AL	4–6%	CAGR	Operational leverage
Adj. EPS	> 11% ¹	CAGR	Growth & capital allocation
Cash Capex/Service revenues ²	~ 21%	in 2027e	Invested for growth
FCF AL	~ €21 bn ³	in 2027e	Cash generation
ROCE	~ 9%	in 2027e (> WACC)	Growing profit
Net debt/adj. EBITDA	≤ 2.75x		Financial discipline

¹ Absolute adj. EPS ~ €2.5 in 2027e; ² DT ex US; ³ Based on €1 = \$1.08

**Midterm
ambition level**

Committed to lead and perform – again!

STRONGER FOUNDATION



SUPERIOR EXECUTION



ACCELERATION



VALUE CREATION



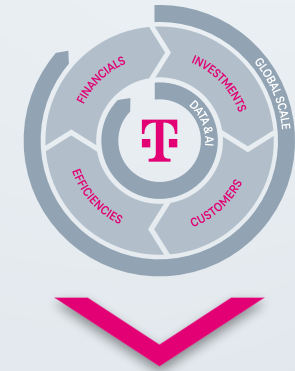
- Grow **US share** & strong **Portfolio** with optionality
- Solid **leverage** & **headroom**
- **T-Systems** a unique differentiator
- Strong **brand, values & ESG** commitments
- Rejuvenated industry leading **team**



- **Out-invest** competition
- Next-level **quality** approach
- **Win** in the market
- Capture the **Fiber** opportunity
- **5G** a winning story
- **B2B** profitable growth
- Ramp-up **beyond core**



- **Data** informed, digital first company
- **AI@T** everywhere for us & our customers
- Leverage **global scale**
- **Platform** economics



Unlock additional Market cap:

> €60 bn¹

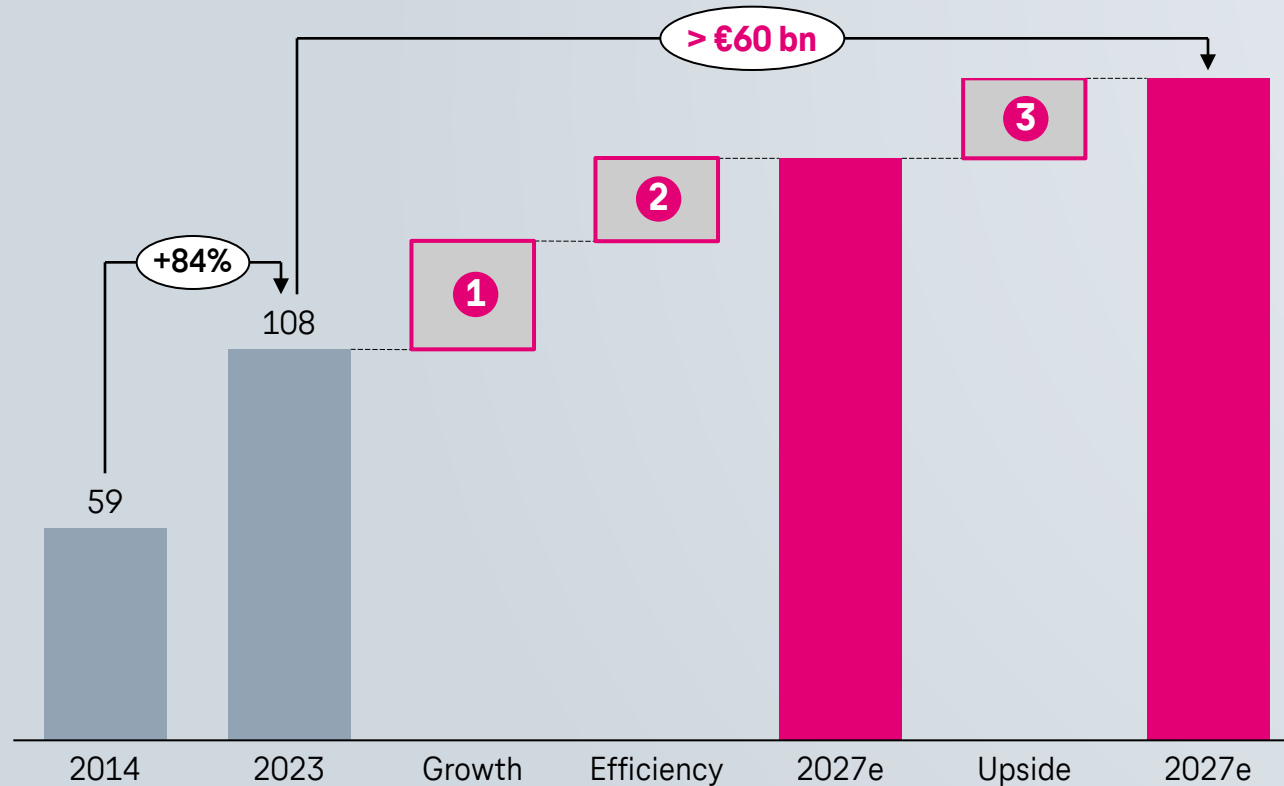
- Adj. EPS: ~ **€2.5** in 2027e
- Dividends **40%–60%** of adj. EPS (2024e **€0.90²**)
- Share buyback of up to **€2 bn** in 2025

¹ Until 2027; ² Subject to board resolutions & AGM approval

Clear vision for unlocking additional Market cap potential

DT Market cap

€ bn



¹ "Surplus" at guidance and ≤ 2.75x leverage

Strategic initiatives & value levers

COMMITTED

- 1 Service revenues 5% CAGR
- 1 Service revenues 2.5–3% CAGR
- 2 Adj. EBITDA AL 4–6% CAGR
- 2 Data, AI & scale ~ €1 bn Savings DT ex US

UPSIDE

- 3 Beyond core potential
- 3 Global scale potential
- 3 Portfolio, TMUS additional capacity
- 3 "Surplus"¹ reinvest (e.g. DT SBB, increase TMUS stake)

Our midterm commitments

KPI	Midterm ambition level ¹	Year
Revenues	Group: CAGR ~ 4%	2023–2027e
Total service revenues	Group: CAGR ~ 4%	2023–2027e
Total service revenues	DT ex US: CAGR 2.5–3%	2023–2027e
Adj. EBITDA AL	Group: CAGR 4–6%	2023–2027e
Adj. EBITDA AL	DT ex US: CAGR 3–4%	2023–2027e
IDC/Service revenues ²	DT ex US: -3–5%	2023–2027e
Cash Capex	DT ex US: ~ €8 bn ~ 21% of Service revenues	2027e
FCF AL	Group: ~ €21 bn	2027e
FCF AL	DT ex US: €3.7–3.9 bn	2027e
Adj. EPS	Group: ~ €2.5	2027e
ROCE	Group: ~ 9% ³	2027e
Leverage	Group: ≤ 2.75x	2023–2027e

¹ Based on €1 = \$1.08; ² Adj. IDC AL, excl. HU Telco tax; ³ Excl. 2023 GD Towers gain

