

CAPITAL
MARKETS
DAY 2024

#DTCMD24

B2B

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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.

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B2B

José Perdomo
(Group Strategy)



Key messages – We go from already good to great!

01

Accelerated B2B Flywheel

We delivered on our commitments. Flywheeling will further accelerate profitable B2B growth (Profitability growth CAGR > Service revenue growth CAGR 2023–2027e).

02

Cloud, IoT, Security & AI

We grow in connectivity & capitalize on key growth categories addressable for Telcos.

03

SMB boost, leadership in Large

We target specific segments with deep insights, channel superiority & unlock potential in entire customer base.

04

Deeper transformation

We continue to transform. Portfolio & structure, process/channel digitalization & automation. Data insights & AI take us to next level.

05

Unique scale

We intensify collaboration across all our markets. Centers of Excellence, brand identity, MNCs, joint platforms.

06

T-Systems as differentiator

We leverage T-Systems, in terms of portfolio, skills, customer access, competitive delivery/offshoring, esp. in AI & Cloud.

Note: For definition of profitability see glossary



Compared to others, we have a performing growing B2B business

Review 2020–2024e¹

B2B total revenues, € bn

Total revenue **CAGR**



¹ Organic view



Strong positioning & unique setup



RELEVANT

~ 5 mn accounts
80% of champions

#2
ICT provider¹

Leading
Customer
satisfaction

COMPREHENSIVE PORTFOLIO

T Systems
capabilities AI
& Cloud

1st quadrant
SD-WAN²
& cyber security²

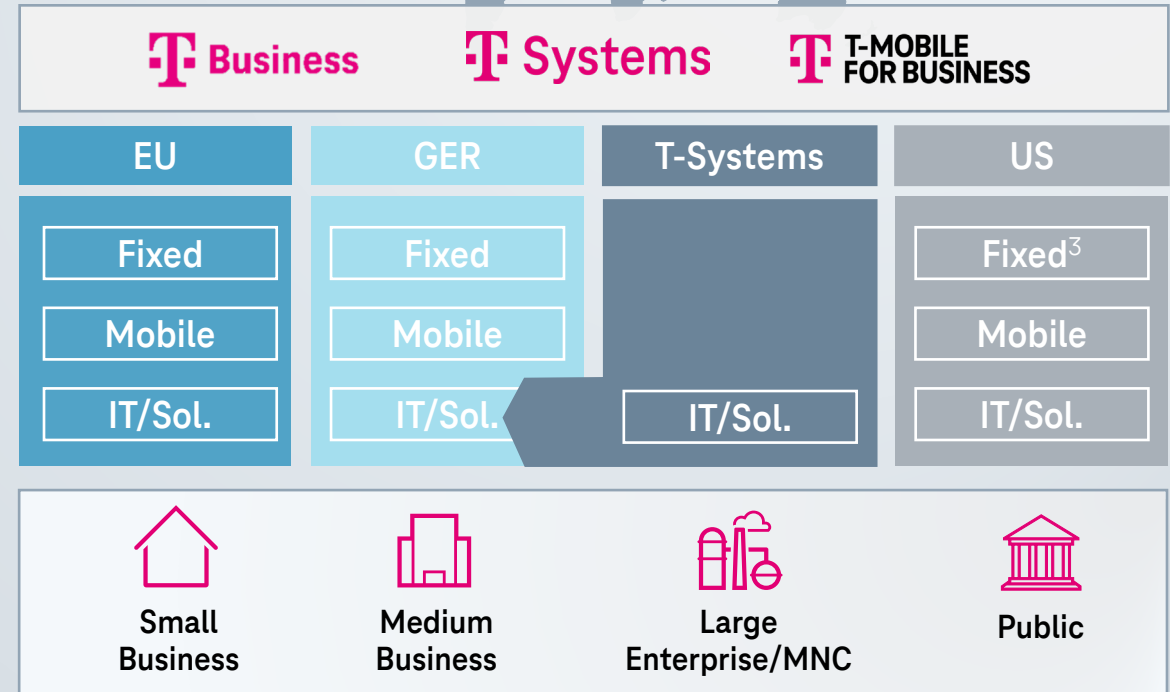
130 MW
Data Center
capacity

STRONG SKILLS & DELIVERY

> 40k
employees

> 10k Cloud experts
> 1k AI B2B experts

> 10k
near-/offshore
FTEs



All data points excl. US; ¹ PAC, in EMEA; ² Managed services, ISG quadrants, in GER; ³ Fixed Wireless Access



Committed to our B2B principles



- **Deep customer understanding**, industry expertise & customer insights
- Speaking with **one voice** to our customers



- **Customer first!** Long-lasting relationships – build on **trust**
- Mindset driven by **100% quality, reliability & entrepreneurship**



- **1 + 1 = 3 Strong partner ecosystem** to create superior outcome
- **Scale & collaboration** for value and efficiency



Best team: Top digital skills, joint purpose & promoting diversity

Customer needs driving growth for Telcos

B2B customer needs



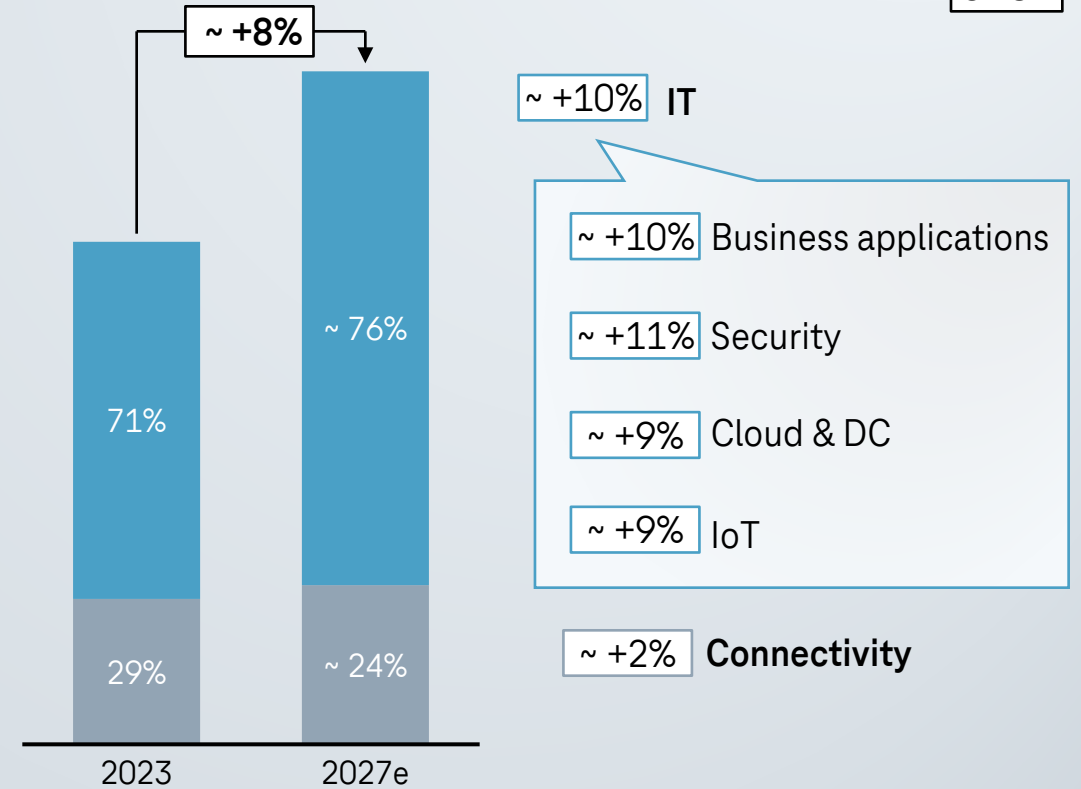
Accelerators



Relevant ICT market

Revenues, €

CAGR



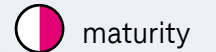
Source: DT based on Analysys Mason; DT Telco footprint only (Germany & Europe) – T-Systems IT markets not reflected; Fixed incl. SD-WAN/SASE/UCC, Security incl. SSE, IoT incl. connectivity & applications; Mobile incl. mobility solutions



We are on good track to evolve our business model to the next level

Telco Business Model evolution

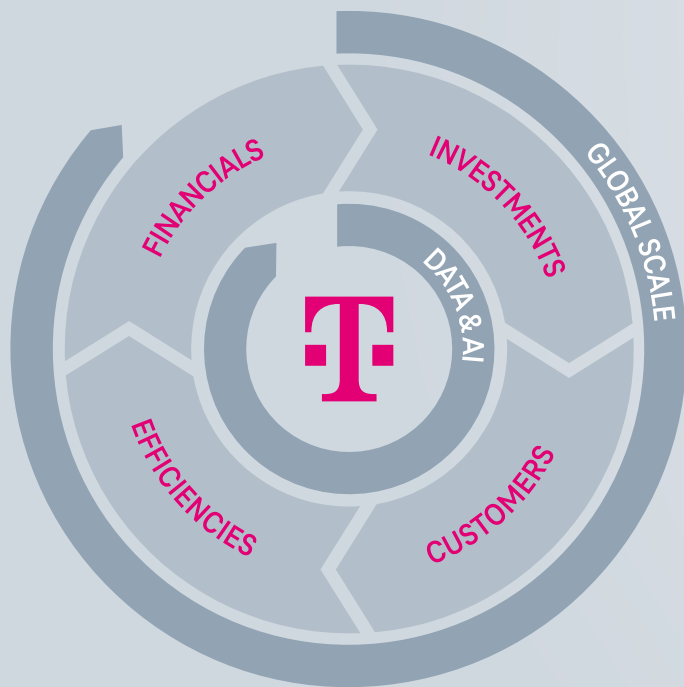
Strength & Capabilities – Examples –



	FROM	TO	
Portfolio	Traditional connectivity focused	Integrated TC & IT incl. Fiber, 5G, Advanced Network Sol., Cloud, Security, IoT, AI	<ul style="list-style-type: none"> 5G leadership use cases & FWA End-to-end SASE, cloud & security offer IoT triple-digit € mn revenues¹
	Legacy communication & connectivity services	Cloud-based services e.g. SDx, UCC;	<ul style="list-style-type: none"> EU: +6% revenue growth in Enterprise Fixed Communication²
G2M/ pricing	Connectivity driven sales pitch & offering	Digitalization pitch cross-selling TC & IT	<ul style="list-style-type: none"> Joint account approach Public: Germany & TSI Integrated Key Accounts in EU with industry skills Digital consulting skills with Detecon, MMS
	Classic contracts: long durations & commitments	As-a-Service, pay-as-you-go & grow, real-time settlements	<ul style="list-style-type: none"> Consumption-based models in storage & compute
Delivery	Human focused sales & delivery, operations	Self-ordering & config., automated delivery; AI supported	<ul style="list-style-type: none"> Automation with Salesforce, ServiceNow EU: OneApp and OneShop for SMBs AI supported RfPs

¹ 2023; ² Yoy 2023;

Flywheeling in B2B to drive future profitable growth



Modernize customers' **Connectivity**

e.g. MPLS to SDx, copper to Fiber, voice to UCC/CPaaS, new 5G services



Double-down on **IT Services**

e.g. Cloud, IoT, Security & AI



Intensify **Collaboration & Scale**

e.g. CoE, MNCs, brand identity, **T-Systems as differentiator**



Unlock full **Customer** potential

e.g. outperform in SMB, increase Large Enterprise SoW, grow Public



Radically transform **G2M & Delivery**

e.g. reorganization, digital channels, offshoring, AI engineering



Strengthen our **B2B Foundation**

e.g. IT skills, quality orientation, entrepreneurship

We leverage collaboration & global scale



BUSINESS IDENTITY



- Establish business identity as top communication level
- Selective joint campaigning & customer events
- Evolve branding

COLLABORATION

- Scale Center of Excellence approach
- Drive joint activities & investments
- Strengthen internal B2B community

T-SYSTEMS AS DIFFERENTIATOR

AI

- Create proposition & portfolio
- Leverage > 800 experts & grow (e.g. revenues x12 in T-Systems)

Cloud

- Leverage experience from > 12k projects
- Grow in large & midsize enterprise

Delivery

- Leverage scale > 10k near-/offshore FTEs

GLOBAL SCALING & BUSINESS MODELS

IoT

- Scale M2M platforms & “T IoT” proposition

Multi-nationals

- Selective strategic account planning

Tech Fund

- €2 bn
- Security, IoT, SDx & AI

Network APIs

- New business model – global Telco JV



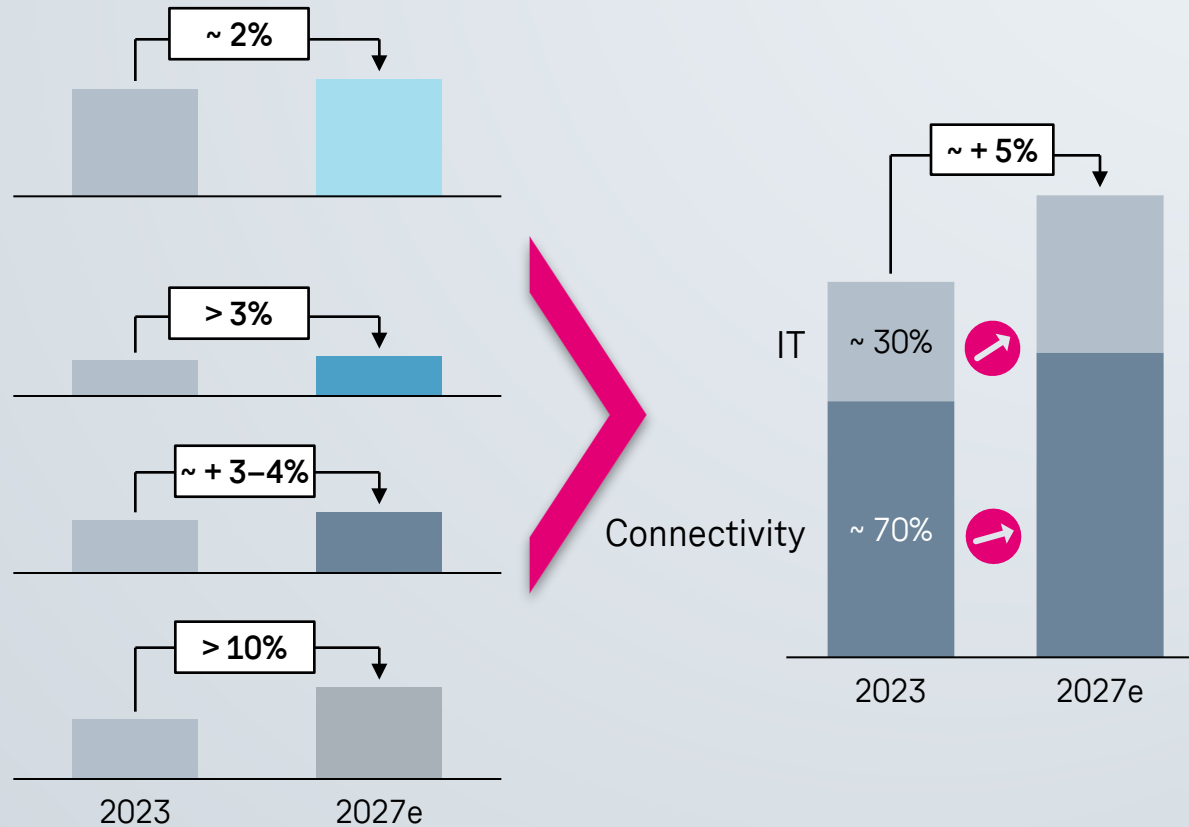
We have clear ambitions going forward

-  Accelerate profitability
-  Continue sustainable growth
-  Consolidate trajectory & cash profitability
-  Profitable share taking

Ambitions 2023–2027e

B2B service revenues, € bn

CAGR



Profitability growth
>
Service revenue growth

Note: For definition of profitability see glossary



2023–2027e: We continue to differentiate & deliver – from good to great!

STRONGER FOUNDATION



SUPERIOR EXECUTION



ACCELERATION



VALUE CREATION



- **Network leadership** everywhere
- Leading **brand identity** – T Business & T-Systems & T-Mobile for Business
- **Benchmark** quality & reliability
- Best B2B **team**

- Profitable **growth** in all customer segments
- **Transformation** delivered
- Investments in growth **technologies**

- **Data & AI** for growth and efficiency
- **Collaboration** across DT B2B segments incl. US
- **T-Systems: Differentiator** in AI & Cloud

COMMITTED TO DELIVER AGAIN!

- ~ + 5% B2B Service revenue growth (CAGR)
- Profitability growth > Service revenue growth

Note: For definition of profitability see glossary



GROUP STRATEGY

GERMANY

EUROPE

T-MOBILE US

TECHNOLOGY & INNOVATION

B2B

GROUP DEVELOPMENT

GROUP FINANCIALS

Our midterm B2B commitments

	KPI	Midterm ambition level ²	Year
B2B Group	Service revenues	CAGR ~ + 5%	2023–2027e
	Profitability Growth	CAGR > Service revenue CAGR	2023–2027e
B2B Germany	Service revenues	CAGR ~ + 2%	2023–2027e
	Profitability	CAGR > 2%	2023–2027e
B2B Europe	Service revenues	CAGR > 3%	2023–2027e
	Profitability	CAGR > 3%	2023–2027e
T-Systems	Service revenues	CAGR ~ + 3–4%	2023–2027e
	Adj. EBITDA AL	CAGR > 5%	2023–2027e
	Cash contribution AL ¹	Positive every year	2023–2027e

Note: For definition of profitability see glossary; ¹ Cash contribution AL = Adj. EBITDA AL – Cash Capex – Special factors (Cash); ² All CAGR organic



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T-Systems

Ferri Abolhassan,
(Board Member and CEO T-Systems)

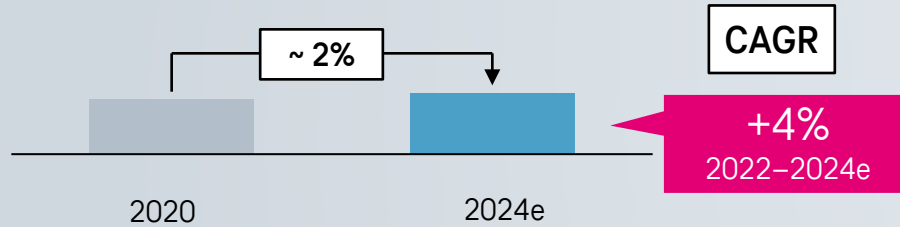


Review 2020–2024e

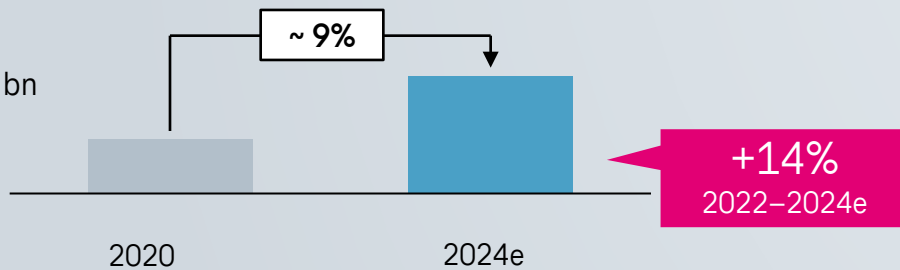
We refocused our business & returned to a growth trajectory

Review 2020–2024e

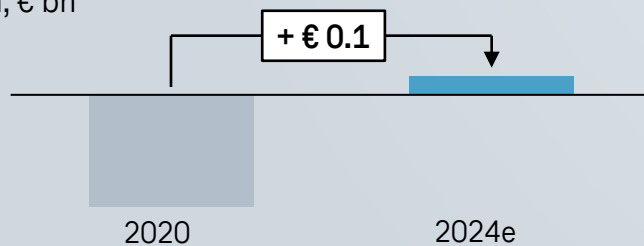
Revenues, € bn



Adj. EBITDA AL, € bn



Cash contribution, € bn



All figures reflect an organic view

Key success drivers

- ✓ Portfolio clean-up into **pure IT service player**
- ✓ Focus on **DACH** & selected global markets
- ✓ Strong growth in **focus verticals** ~ 50% of Total revenues
- ✓ **Cloud** business stabilized, turned around into profitable growth
- ✓ **Digital** with growth above market & very strong profitability improvement
- ✓ Reduced exposure to legacy portfolio & increased **offshoring**
- ✓ **Efficiency gains** through lean overhead, optimized sales costs & global business process standardization

DOUBLE DIGIT EBITDA GROWTH ALSO IN 2024

CMD 2021 ambitions: delivered on our financial commitments

KPI	Time frame	Ambition	Achievements 2024e ³
Revenues	2020–2024e	“Slight” growth	~ 2% CAGR
Adj. EBITDA AL	2020–2024e	> 5% EBITDA growth	~ 9% CAGR
Adj. EBITDA AL margin	2024e	9%	~ 9.6%
IDC reduction ¹	2020–2024e	Reduction by €0.2 bn	Increase of ~ €0.2 bn
Cash Capex	2024e	Stable	Stable
Cash contribution AL ²	2023	Break-even	Break-even reached in 2023

¹ External adj. IDC AL; ² Cash contribution AL = Adj. EBITDA AL – Cash Capex – Special factors (Cash); ³ All CAGR organic

Strategy 2023–2027e

TSI is big enough to serve globally & agile enough to care locally



HQ IN GER
with four strategic delivery centers operating globally

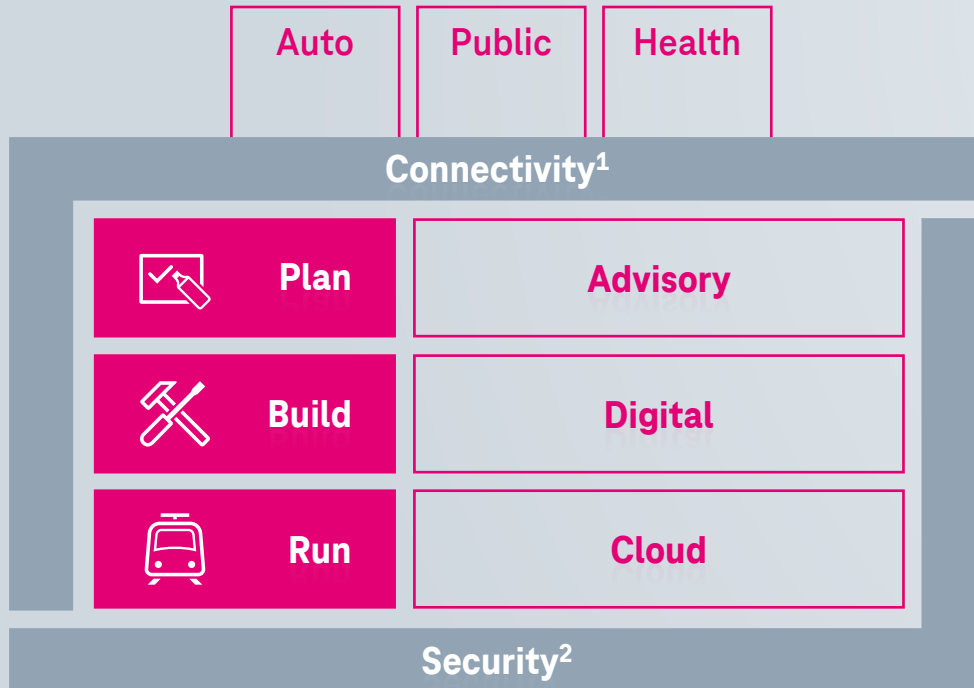
Logos of client companies: Continental, Cofinity-X, OSRAM, RUD, POLYGONVATRO, KONE, MAGNA, BeeAndme, dpd, Mercedes-Benz, Eneco, DHL, cesa, KAESER KOMPRESSOREN, Bundesministerium des Innern und für Heimat, KNORR-BREMSE, SCHMID INDUSTRIE HOLDING, Lufthansa, Deutsches Rotes Kreuz, BAOSTEEL, vitesco TECHNOLOGIES, JENOPTIK, SEAT, e-on, INSELGRUPPE, DB, cesa, Shell, Henkel, BVL, ukb universitäts klinikumbonn, Sachsen Energie, MAN Energy Solutions Future in the making, HANSE WERK, VOLKSWAGEN, BWI IT für Deutschland, ZEISS, Die Landesregierung Nordrhein-Westfalen, Sparda-Bank, ZUELLIG PHARMA making healthcare more accessible, AKTIENGESELLSCHAFT, Schiphol, DZ BANK Die Initiativbank, BARMER Deutschlands größte Krankenkasse, gerresheimer, EUROPEAN CENTRAL BANK, LEAG, @autohausgitter, Generalitat de Catalunya, THE LINDE GROUP.

#1	IT Service provider in Germany	#2	IT Service provider in DACH
26	Countries	16	Data centers
1.5 mn	vCPUs	8	Security operation centers (SOCs) globally
DAX40	Provider	~ 1,470	Petabytes Storage
95	TRI*M Customer satisfaction	26,000	Employees (FTE), (of which 10,000 in near-/offshore)

We confirm our strategy & focus on reliable execution



T-Systems ICT strategy



Focus areas for execution

- **Quality** of service at the core
- Double down on **focus verticals by an integrated G2M**
- Leverage **multi-cloud** ecosystem to stabilize turn-around
- Continue strong growth in **Digital**
- Use capabilities to serve the **end-to-end AI stack**
- Improve **efficiency** via scaled offshoring & automation
- Contribute to the Cloud, AI & Digitalization **strategy of DT**

¹ In cooperation with Germany; ² Security services in T-Systems' international footprint

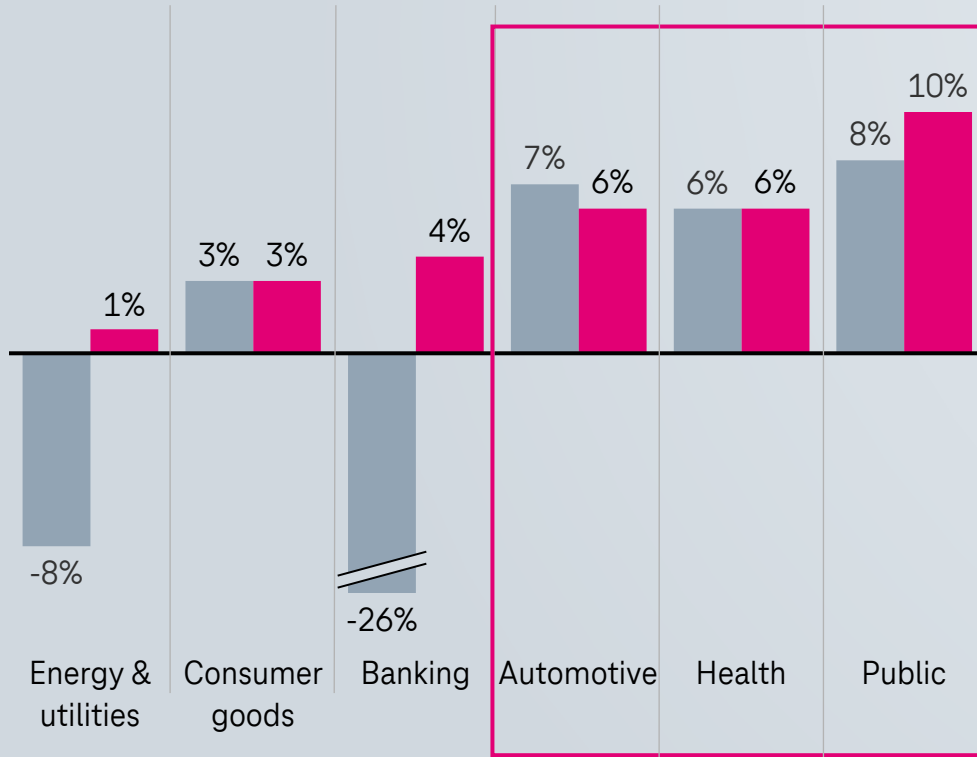
We continue to double down on our focus verticals



Market trends

Estimated revenue growth, % yoy

2022–2023 2023–2024e



Global Top 2000 Enterprises yoy revenue growth

Verticals

Growth areas

Position

Automotive	<ul style="list-style-type: none"> ▪ Software Defined Vehicle value chain ▪ Smart Factory (combining supply chain mgmt., IoT, logistics & omniverse solutions) 	#1 in DACH
Health	<ul style="list-style-type: none"> ▪ Digital Hospital & Sovereign interoperability ▪ Next generation of telematic infrastructure 	#1 in DACH
Public	<ul style="list-style-type: none"> ▪ End-to-end Digital citizen services (E-Government) ▪ Focus on Sovereignty & Security 	#1 in DACH

Cloud: E2E portfolio, leading in sovereignty, security & reliability

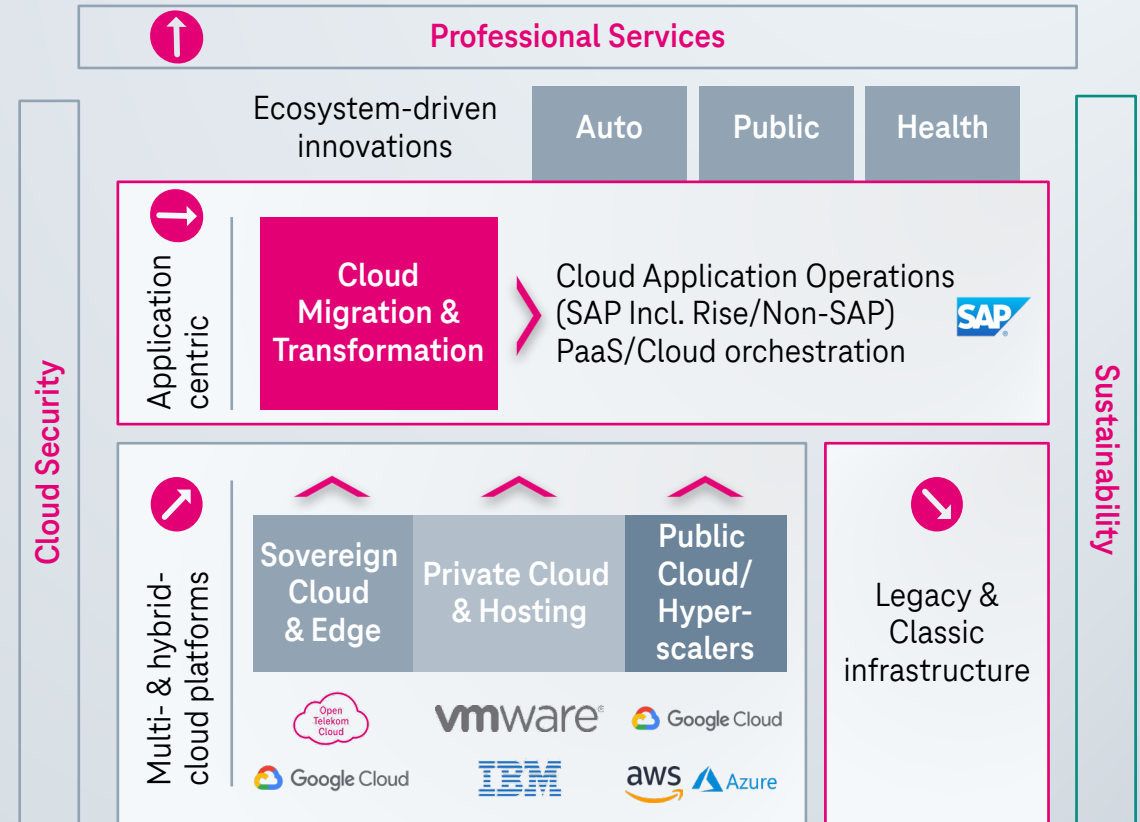


Our direction

- **Cloud: ~ 55%** of Total T-Systems' revenues in 2024e
- **Zero Outage framework** for highest Customer satisfaction & quality
- **Scale professional services via application centric approach**
- **Stabilize** positive revenue trend in **industry specific cloud solutions** (sovereign, Private & public Cloud)
- **Increase overall shoring ratio & accelerate automation**
- **Sustainably** operated Data Centers

↑ Indicates planned portfolio trajectory from 2024 to 2027e

Portfolio



Digital: We continue our transformation & strong growth



Our direction

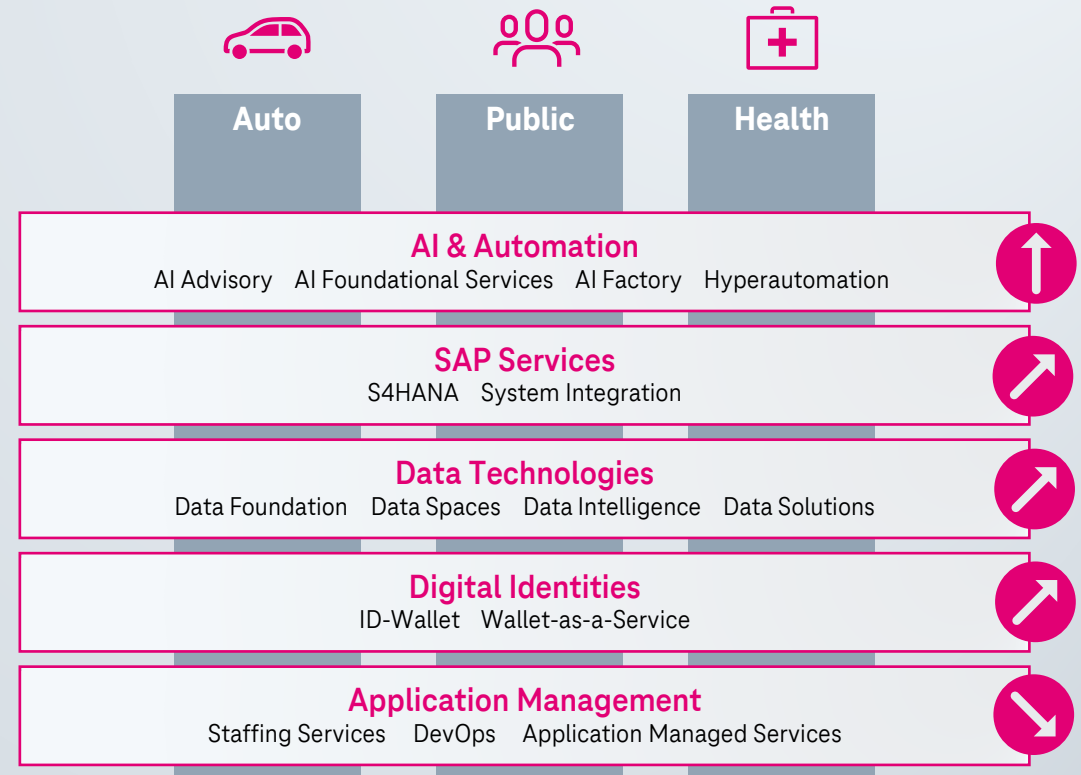
- **Digital:** ~ 35% of Total T-Systems' revenues in 2024e
- **Zero Failure** for highest Customer satisfaction and quality
- Continuing portfolio transformation **towards customer's value chain**
- High growth in **AI and automation**
- Growing **SAP services**, leveraging the RISE partnership
- **Increase overall shoring ratio**
- **End-to-end business simplification and globalization of processes**, e.g. workforce management & **AI supported automation**

↑ Indicates planned portfolio trajectory from 2024 to 2027e

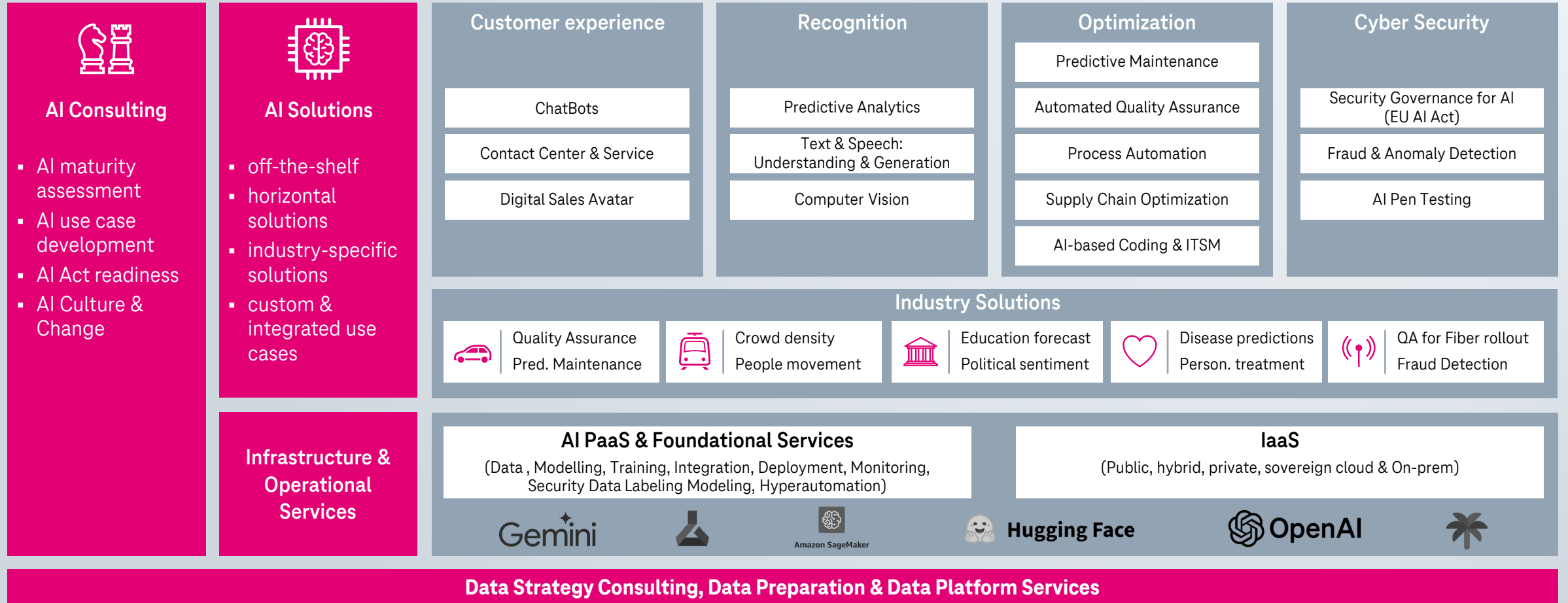
Portfolio

Industry solutions

Horizontal solutions



AI: T-Systems' end-to-end portfolio covering entire customer journey



Secure, ethical and compliant

AI use cases: Delivering value for our customers



400 AI use cases: Examples

Automotive & Manufacturing

Visual quality control for welding

Computer Vision



Predictive analysis-based monitoring to prevent factory downtimes

Predictive Analytics



Law Monitoring to reduce legal teams and lawsuits

Generative AI & Natural Language Processing



Mercedes-Benz

Public Transport

Arrival time prediction in public transport

Predictive Analytics



Health

Smart Health Chat dedicating more time to patients

Generative AI & Conversational AI



Early detection of prostate cancer

Predictive Analytics

Kantonsspital Aarau



AI use case: Medical care (video)

Customer Problem: 40,000 manual wound measurement treatments per day

- Today's **wound treatment** process takes simply **too long**
- **Redundant, paper-based** recording of patient data; **manual wound assessments**, additional photo documentation

Our solution: 1MedOne (1 module)

- All data for the process available “at the edge of the bed” on a connected mobile client
- **Embedded and specifically trained AI model** for recording and assessment of wounds (small foundational model YoloV5)
- **Fully digitized documentation** process **connected to the hospital information system** for further treatment steps

Advantages:

- **Speed:** Less processing time per case –**50% efficiency gain**
- **Accuracy:** complete and high-quality wound assessment
- **Redundancy free:** integrated with hospital information systems
- **Load relief:** Operational support for pressured caregivers on high frequency repetitive tasks
- **In essence:** Less cost, less errors, less stress while having more time for patients

Continue growth trajectory by G2M, people & portfolio levers



QUALITY

Minimize number of incidents



0

Target to get as close as possible until 2027e

PEOPLE

Accelerate future capabilities, e.g. consultative selling, AI through re-skilling

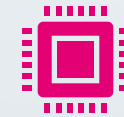


10,000

Future skills acquired until 2027e

PORTFOLIO

Targeted investments into growth fields



Investments into AI, Cloud etc.

G2M

Significantly increase balanced accounts through cross-/upselling



50%

To be reached until 2027e

OFFSHORING

Efficient model focused on delivery increased offshoring



80%

Increase in offshoring from 2024 to 2027e

AUTOMATION

Accelerate automation across entire organization



20%

Efficiency gained by automation using AI

T-Systems as DT enabler



WAVE 0

Value contribution for DT Group

- **Joint G2M in Germany for Large Enterprise (Top 100 accounts) & Public** (Key Account Management w/ Germany)
- Leveraging **platform synergies for DT group**

IT differentiation in B2B

- **IT coverage** for our LE/MNCs & Public customers combined with strong partner landscape
- **Focus on AI, Digital & Cloud** (OTC for midmarket, Sovereign Cloud for Public & Health) + international **Security**
- **#2 ICT provider in EMEA**

WAVE 1

- **Integrated account planning** for LEs/MNCs (>400 accounts)
- T-Systems as **preferred multi-cloud supplier** for DT
- **Leverage TSI's near-/offshoring FTE** (in India, Hungary, Slovakia, Spain) for cost efficient delivery at scale

- Group-wide **use of TSI's expert sales** in key growth areas (Cloud, AI & Digital)
- Leverage **TSI AI Factory** for the Group
- Become the **leading ICT provider in EMEA**

We commit to a strong & profitable growth trajectory

Service revenue ambition 2023–2027e

€ bn

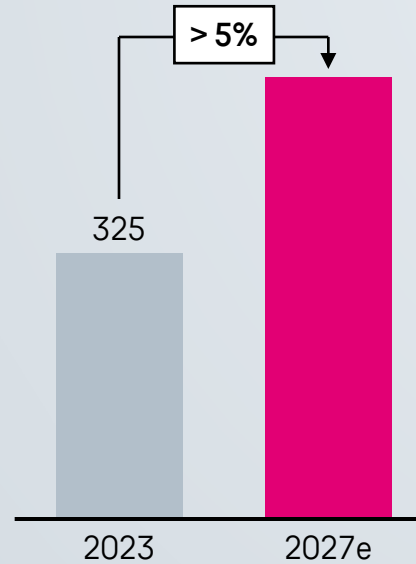
CAGR



EBITDA ambition 2023–2027e

Adj. EBITDA AL, € mn

CAGR



Cash contribution 2023–2027e

Positive Cash contribution AL¹
2023–2027e

¹ Cash contribution AL = Adj. EBITDA AL – Cash Capex – Special factors (Cash)

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**T Business
Germany**

Klaus Werner

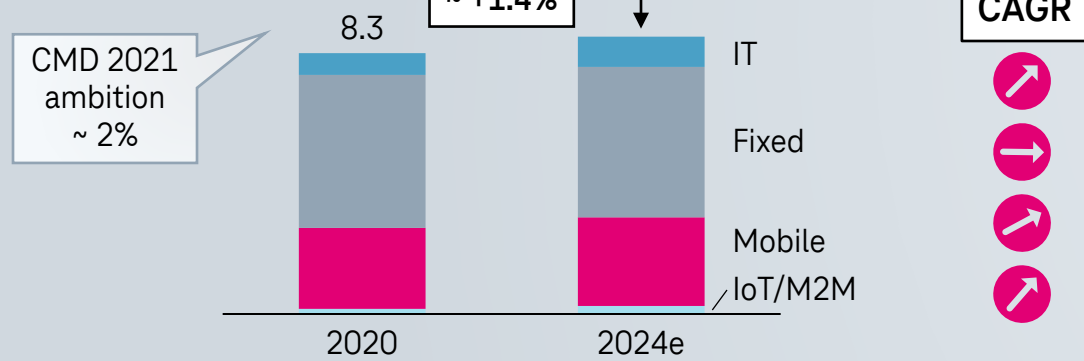




Germany B2B on good trajectory to improve revenue & margin growth

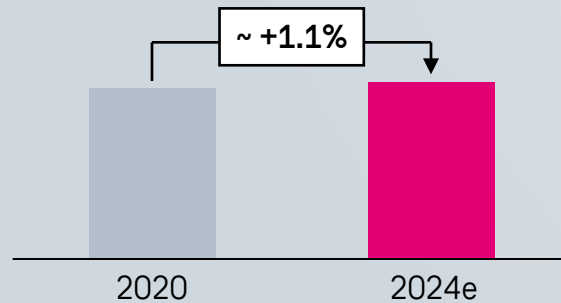
Review 2020–2024e¹

Revenues, € bn



- ~ 34% of Segment Germany revenues (2024e)

Profitability², € bn



¹ Organic view reflecting also B2B reorganization; ² For definition of profitability see glossary



Achievements

- Mobile **growth above market**
- Strong **IT growth** by successful end-to-end-digitalization, digital products & converged ICT offerings
- Launch of **new innovative SME tariff** (NonStopNetz)
- Harmonized market presence with **T Business identity**



Challenges

- **Intense competition**
- **Technology change** from traditional connectivity to SD and unified collaboration & communication
- **Margin pressure** due to shift towards software solutions



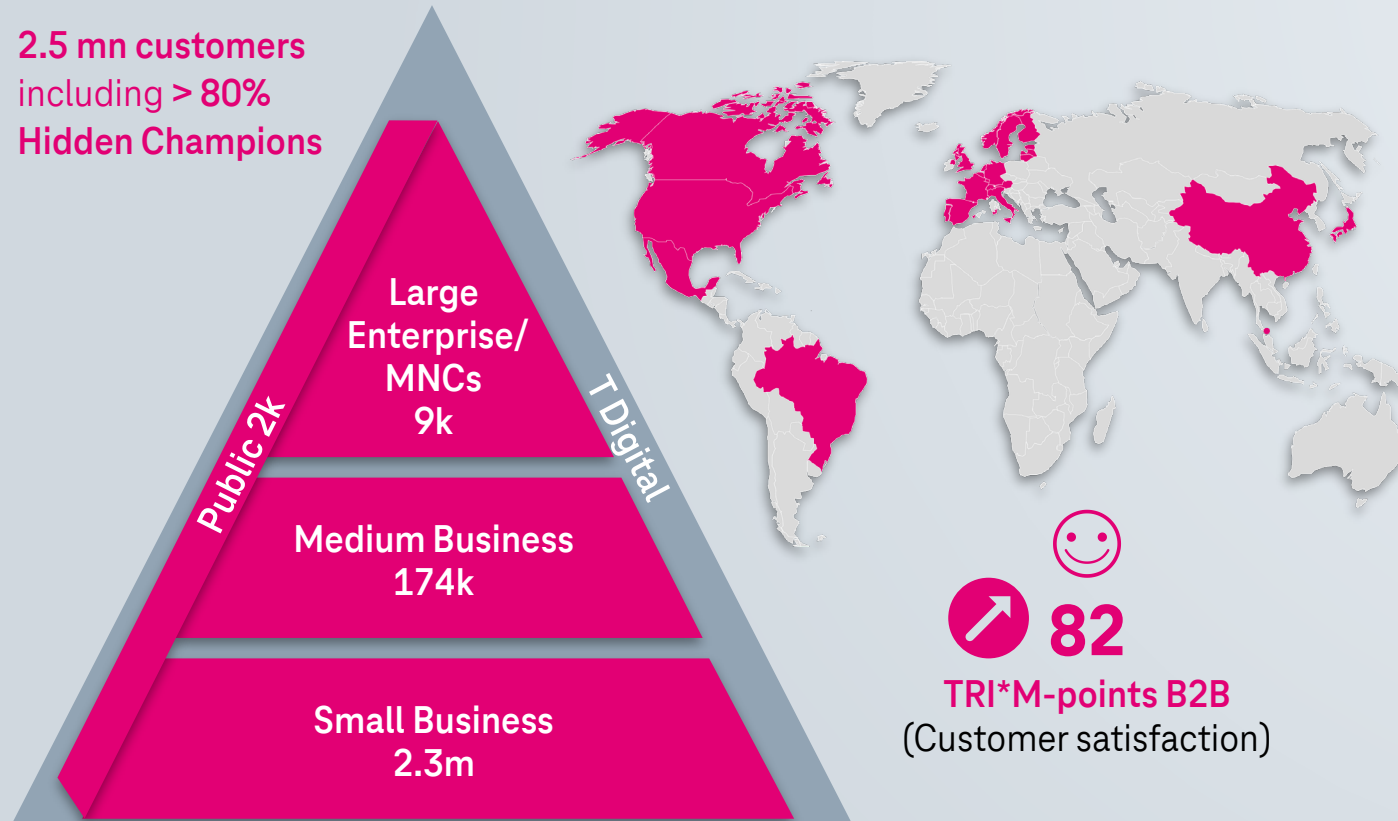


The trusted partner to achieve digitalization for all our customers



Our customers

2.5 mn customers including > 80% Hidden Champions



Our portfolio offerings

Near Core	Customer Digitalization (AI & SI)
	Cloud
	IoT
	(Cyber) Security
Core	Voice (Mobile & Fixed) incl. UCC
	Broadband & Secure Enterprise Networks





Leveraging potential across all customer segments



Current situation



Public Sector

~ 20%

Lower share of wallet in municipal sector than on federal level



Large Enterprise

~ 35%

Share of wallet currently only ~ 20–30%



Medium Business

~ 25%

Currently only 15% of German midmarket customers have more than half of their IT apps in cloud



Small Business

~ 20%

Currently lagging behind B2C in FTTH net adds



Growth potential

High potential by **addressing underpenetrated market segments** (e.g. municipal sector)

Grow share of wallet with focused hunting and farming as well as **new propositions** (e.g. secure networking/SASE)

Leverage **strong regional presence** and act as **digitization partner for midmarket**

Untapped potential for **growth in broadband** driven by **Fiber expansion** and **new NonStopNetz offering**



T Digital^{1,2}

Double-digit market growth

Major growth potential driven by **IoT, Security, Cloud, AI**

¹T Digital: Dedicated unit of T Business driving IoT, Security, Cloud, AI; ²T Digital revenues included in segments **x%** Revenue share YE 2023





Continuous growth in our core connectivity



Secure Network



Broadband/
Fiber



Mobile

Customer needs

Demand shift towards reliable & secure **software defined networks**

Best connectivity to connect all businesses in Germany

Higher customer expectations while **price pressure** increases

Our solution

Consolidated portfolio, fewer partners, integrated solutions & cohort-based G2M

Broadband growth driven by business **broadband/Fiber portfolio**

Successful **network leadership, bundling offerings & M2M growth**

Example

USP-driven portfolio (e.g. on-net security & competitive delivery) & **analytics-based pricing**

Innovative broadband offerings

e.g. FWA as backup launched in Q3 2024

NonStopNetz

Value driven base management & higher bandwidth to 90% of mobile sites (via network modernization)

Innovative offerings in M2M (e.g. Campus Networks)

> 350k connected sites

12k hybrid bookings in first 100 days

> 9 mn human sim cards





Near core value creation with digitalization services



Customer needs



IoT

Seamless global connectivity requirements for IoT & consistent CX



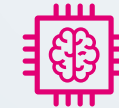
Security

Increased security spending despite constantly reducing IT budgets



Cloud

Secure & highly automated cloud models aligned with customers business operations



AI

Growing attention for AI, DT with natural right-to-play & strong capabilities

Our solution

Enhanced roaming strategy & focus on global G2M via strategic alliances & 1nce

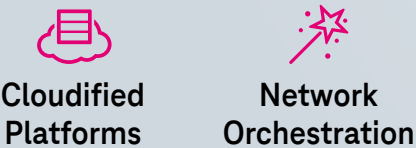
Focused cyber security portfolio & capabilities in security ecosystem

Own OTC & selected hyperscaler clouds for local & international requirements

Ready to sell products & roadmap for value creation

Example

Leading Global Network Aggregator



29 mn connections

Security ecosystem with leading tech players



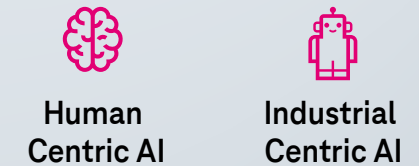
95% of alarms auto-defended

Trusted & Sovereign Cloud offerings



> 6k public cloud customers

Extended AI value propositions



> 400 customer projects





Execution of structural simplification drives profitability



New organization



-35%

Overhead reduction in 2025 based on new vertical business model organization



Product portfolio reduction



-50%

until 2026



Optimized IT landscape



-30%

Reduction of IT applications until end of 2027



Simplified customer-centric delivery



+25%

Efficiency through automation and AI



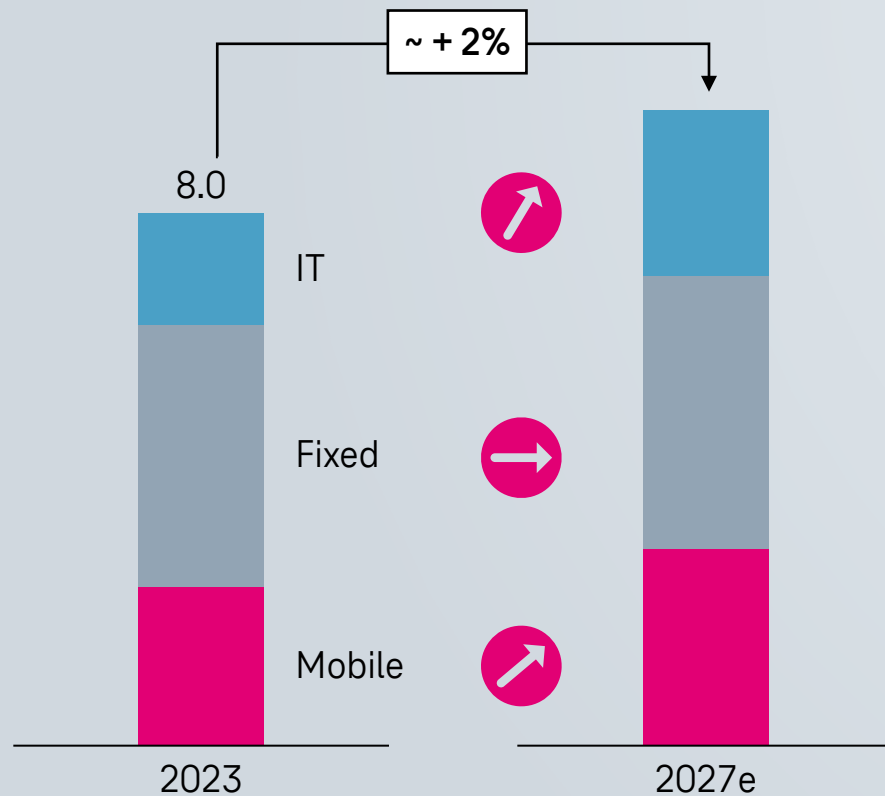


We boost profitability growth with an impact on total Germany results

Ambition 2023–2027e

Service revenues, € bn

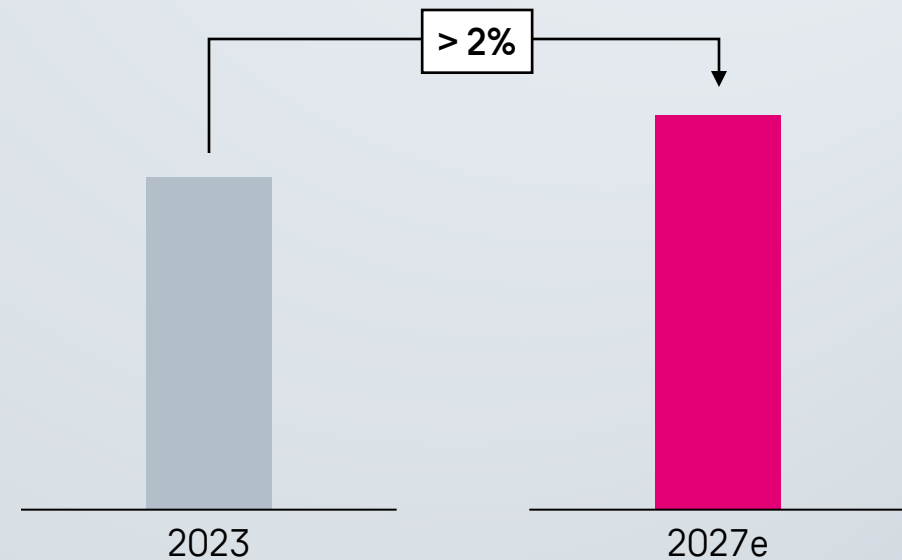
CAGR



Ambition 2023–2027e

Profitability

CAGR



Note: For definition of profitability see glossary



CAPITAL
MARKETS
DAY 2024

#DTCMD24

**T Business
Europe**

Elvira González



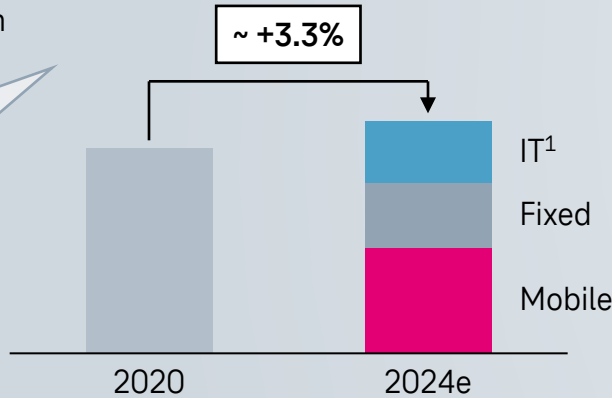


EU B2B accelerating profitable growth

Review 2020–2024e¹: CMD 2021 commitments overachieved

Revenues, € bn

CMD 2021 ambition 2%

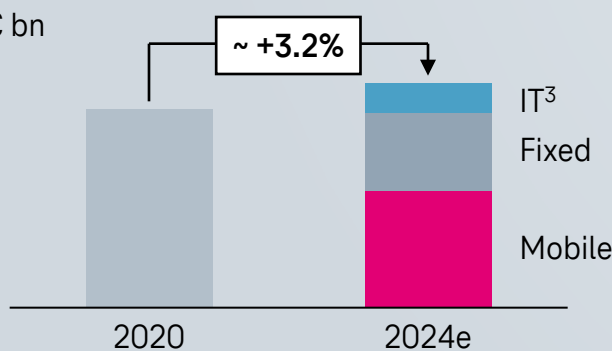


CAGR



- ~ 30% of Segment Europe revenues (2024e)

Profitability², € bn



Achievements

- **Mobile** solid growth in both base & value
- **Fixed** successful turnaround
- **ICT** strong acceleration via harmonized portfolio
- **Boost digitalization of sales & service** channels
- **T Business** identity consolidated & int'l campaigns in all markets



Challenges

- **Accelerated inflation**
- **Intense competition** from Telcos & local IT players
- **Fast technological advancements**

¹ Organic view; ² For definition of profitability see glossary;

³ IT includes Digital Infrastructure (LAN, WiFi, Security, Unified Collaboration, Managed Services), Hybrid Cloud and Data Centers, Systems Integration & IT solutions





We leverage our unique European footprint



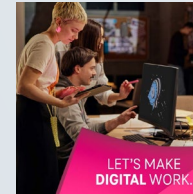
Mix of incumbents & attackers



Strong brand identity

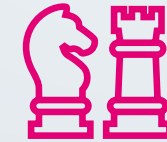
2.3 mn Mobile & Fixed customers, across 10 countries

T Business



Harmonized strategy

Integrated connectivity, cloud & security solutions



Centers of Excellence

International expert knowledge & tech know-how for better offers



Unique governance

Scale via lead-country concept, with local accountability & innovations





T Business: Trusted partner for customers' digitalization journey



45% SMALL & MEDIUM

“One Stop Shop” Integrated IT & Communication solutions



#MagentaONE Business

Seamless communication with unified services



#Digital Office

Collaboration Tools

#Business Continuity

Browsing & Device Security

#Digital Business

E-Commerce Management

~ 50% FMCC share in 2023 revenues

x% Share of B2B revenues in 2023



33% ENTERPRISE

Scalable vertical solutions & managed IT services

Premium Business Connectivity

Secure connectivity services for reliable networks



Finance



Manufacturing



Transport & Logistics



Retail



Hospitality

~ 40% IT share in 2023 revenues

22% PUBLIC SECTOR

Leverage available Public European Funds

Future proof communications & IT

Dedicated solutions for central & local governments



Governments



Smart Cities



Utilities

European Funds > €500 mn since 2021

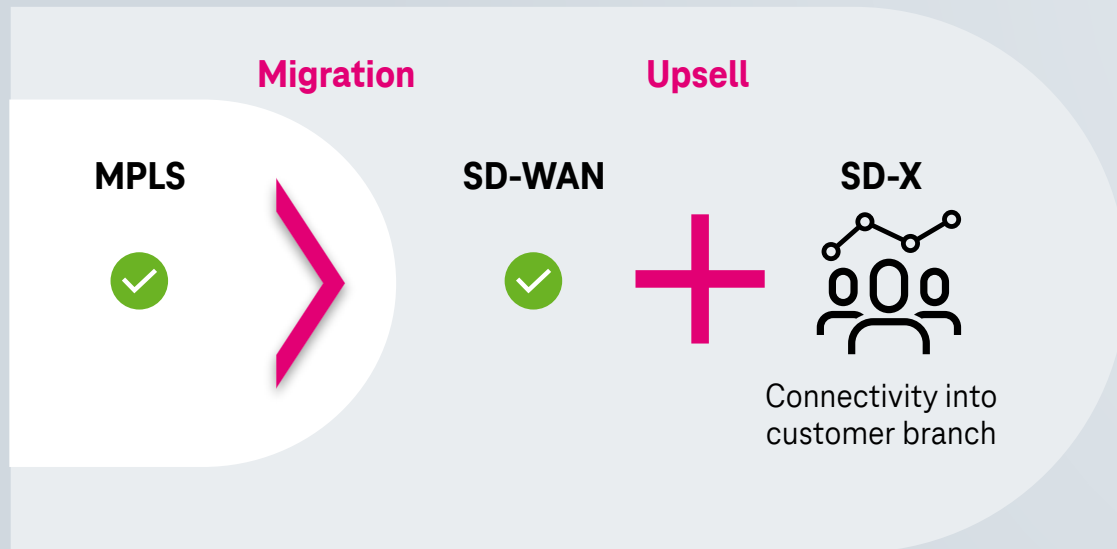


We prioritize SD-networking & network monetization



MANAGED NETWORK SOLUTIONS

Protect & grow Fixed revenues
via successful migration & upsell to SDx technologies



> 10k



SD-WAN customer branches

+6%

Enterprise Fixed Comms¹

LEADING NETWORK MONETIZATION

Accelerate monetization of superior networks
via prioritized project pipeline & high upsell potential

-  **Advanced 5G solutions**
Smart Factory, Remote Maintenance, AGVs
- Superior service quality**
Automation, AR/VR, real-time Data Analytics
-  **Fiber footprint extension in B2B areas**
Industrial, manufacturing and business parks

> 40

5G Campus sites

+12%

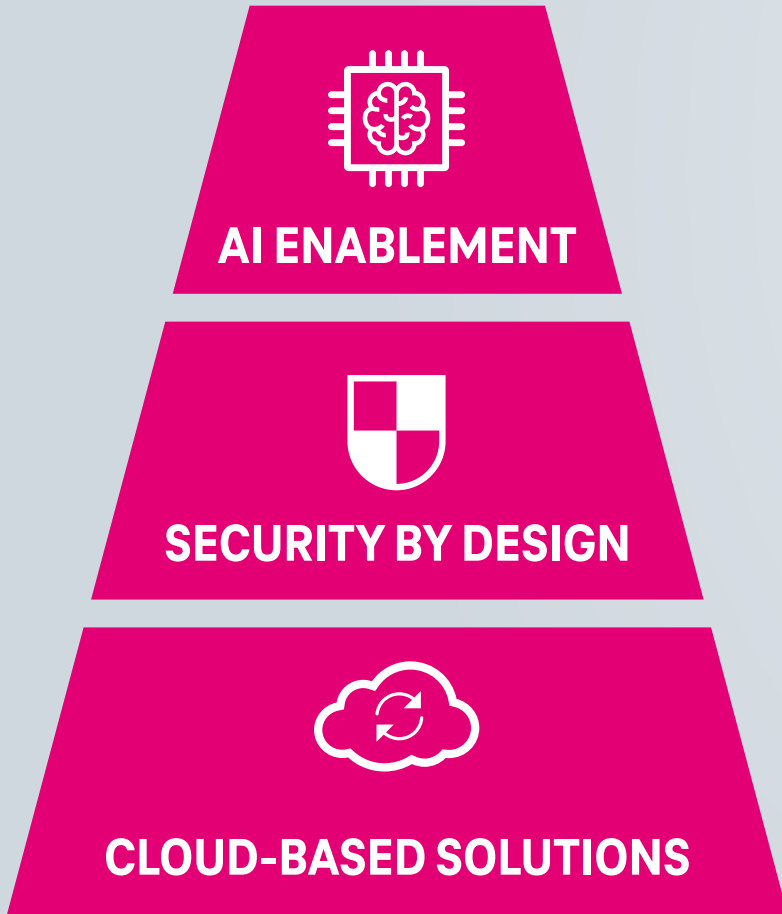
Fixed Broadband¹

¹ Revenue growth rate yoy 2022/2023; Enterprise Fixed Communications includes MPLS VPN, SD-WAN, DIA, FWA, Premium Fixed Internet, Ethernet, Leased Lines

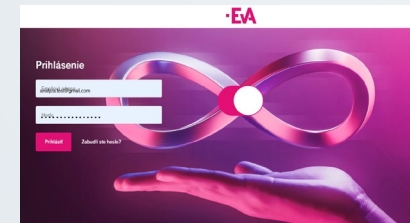




Next-gen portfolio to accelerate customers' digitalization journey



- **AI enhanced solutions:** chatbots, smart recommendation engines
- **Intelligent Digital Assistant** as B2B productized offering (SaaS)

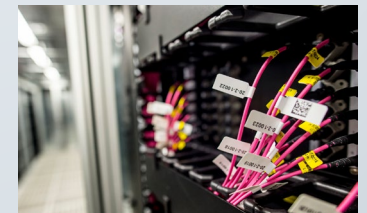


- **Complete end-to-end portfolio**
- **Community of > 150 local security experts,** complemented by global experts (T-Security)



- **Data Centers and Cloud Computing** as solid foundation for integrated solutions
- **Incremental growth** from complementing colocation with IaaS/PaaS and Hybrid/Private Cloud

> 40k sqm



Double-digit growth¹ in next-gen portfolio

¹ CAGR 2020–2024e





We invest in advanced capabilities for a more digital experience



DIGITAL SALES

Enhanced **digital sales channels** to increase customer engagement & experience



OneApp & OneShop for SMB

+10 pp digital prolongations¹

DIGITAL SERVICE

Proactive & personalized service via best-in-class **Self-Care portal**



Introducing **Self Care portal** from Poland across all countries

 **> 80%** care transactions

INTERNAL DIGITALIZATION

Sales & Fulfillment automation of products & services



OneSalesforce implemented across footprint

+5% pipeline value²

¹Increase vs. baseline for VSE Segment (Very Small Enterprise) in countries where capabilities are available; ²H1 2024 yoy increase in expected deal opportunity revenues





Centers of Excellence as lever for innovation & Customer experience

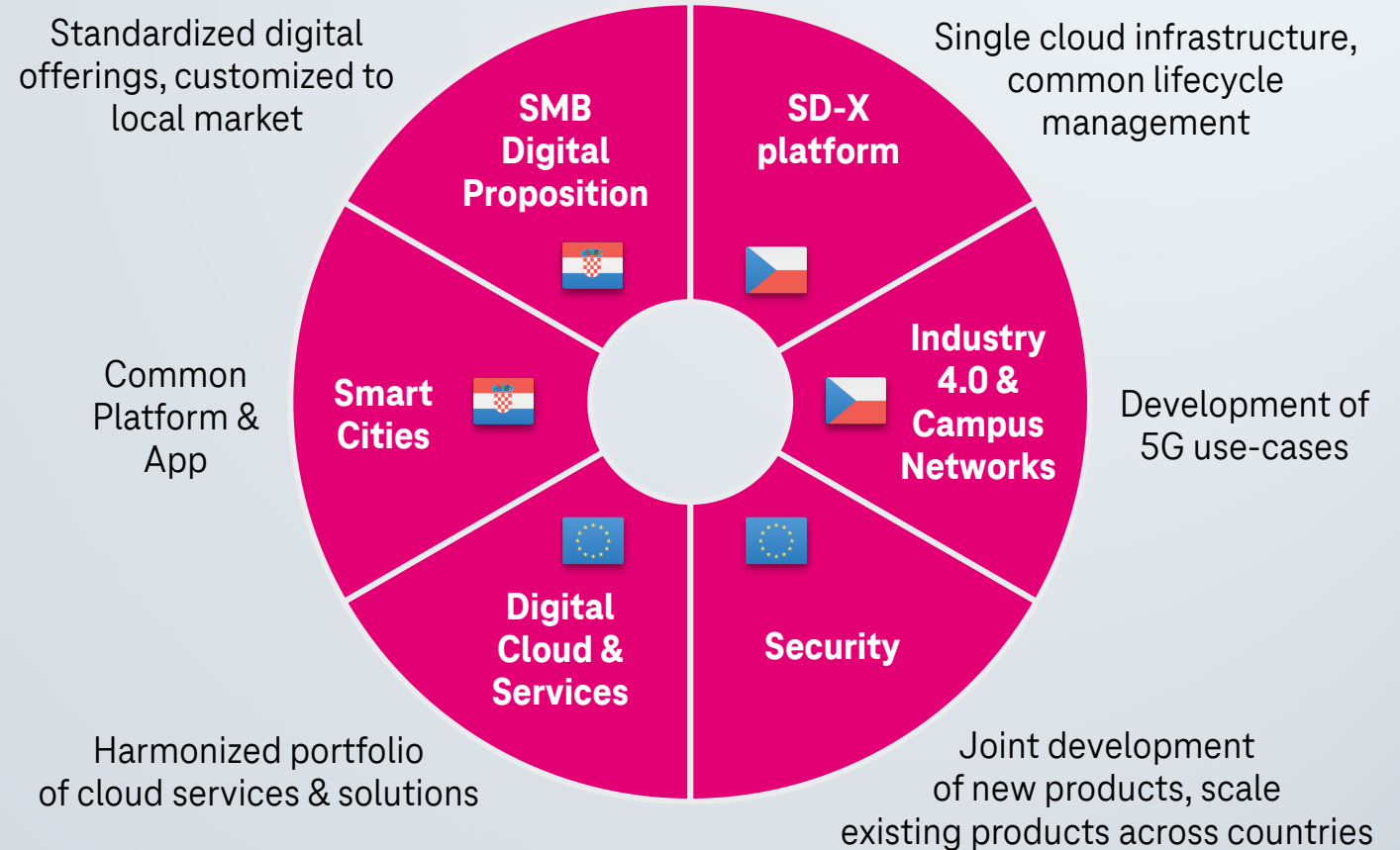


6 CENTERS OF EXCELLENCE

We leverage & build on **unique capabilities** from one country for the benefit of all



> 150 FTEs working for Centers of Excellence

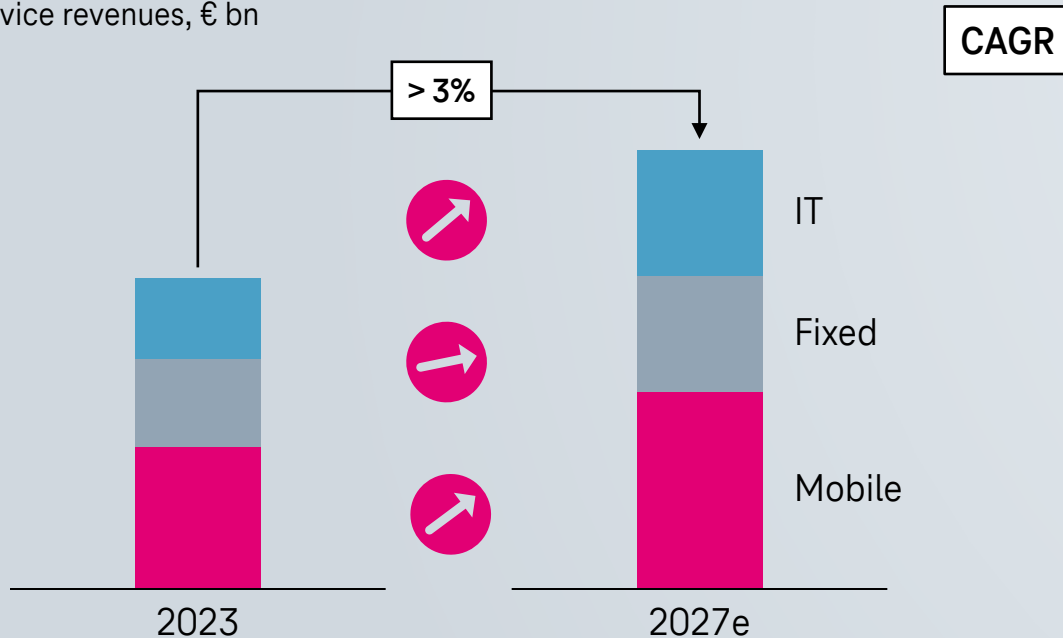




We will add > 3% of profitable Service revenue growth

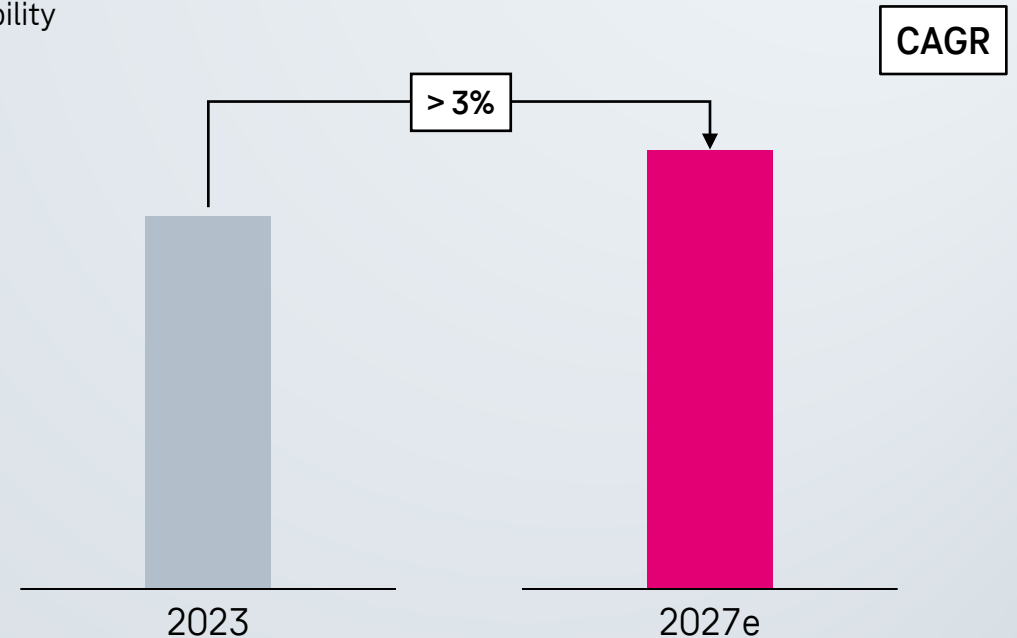
Ambition 2023–2027e

Service revenues, € bn



Ambition 2023–2027e

Profitability



Ambition 2023–2027e

TRI*M

#1

across footprint in Europe

Note: For definition of profitability see glossary

