– Check against delivery –

Press conference on the first half of 2026
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Timotheus Höttges
Chief Executive Officer
Deutsche Telekom AG

Thank you, Philipp!

From me, too, good morning, everyone.

I would like to begin today with a sentence that sums up Deutsche Telekom's position well:

Our figures are strong, but we do not believe our share price reflects this strength.

That is not a criticism of the market. The market is asking questions. Justified questions:

1. Will TMUS defend its position as the leader in terms of growth in a tough U.S. market?
2. Are our high investments in fiber, spectrum, and AI paying off?
3. How robust is Germany in a challenging broadband market?
4. Are we consistently leveraging our financial strengths in the interest of our shareholders?

My answer is a resounding: Yes!

Not because the world has become easier. But because we deliver operationally and we openly embrace new challenges. Because we do not just make promises; we keep our word. And because we invest our capital where it creates value. Which brings me to my eight points for today:

Firstly, we deliver operationally!

Our figures for the first half of the year are strong. Organic service revenues grew by 3.9 percent. Organic adjusted EBITDA AL increased by a substantial 7.4 percent. Adjusted earnings per share recorded double-digit growth of 10.3 percent. And today, we are raising our free cash flow guidance for 2026 to around 20 billion euros. Our first-half figures bring us a big step closer to our EBITDA forecast of 47.5 billion euros and our goal for adjusted net earnings per share of 2.20 euros.

The quarter that just ended was not merely a good quarter. It is further validation of a business model that reliably delivers earnings and cash flow in a challenging market environment.

But I do not wish to give the impression we have everything wrapped up: In the United States, competition is getting fiercer. In Germany, we still face a challenging broadband market. And fiber is not only about homes passed – it is also about usage and penetration rates, customer growth, and return on capital employed.
Reliability does not mean sugarcoating things. Reliability means delivering and making the right decisions.

This brings me to my second point: T-Mobile US!

Our U.S. subsidiary continues to contribute quality, once again delivering industry-leading financial results in the second quarter. Service revenue, earnings, and free cash flow are all growing substantially. Its earnings growth continues to significantly outpace the major competitors.

But it is also true to say that the market now appears to be looking more closely at customer and volume growth. Nevertheless, it changes nothing about our approach: We do not buy growth at any cost. We focus on factors like high-value customers, best-in-class network quality, low churn, and growing cash flows.

T-Mobile US is not strong because of some noisy, short-lived campaign. T-Mobile US is strong because it unites the best customer experience with network leadership and financial discipline.

The same goes for mobile spectrum. Spectrum licenses are not trophies for us. They are capital. And we only invest capital where it extends our network leadership and delivers an attractive return. More spectrum options can unlock new growth opportunities (but not at all costs).

This brings me to my third point. Germany needs to monetize more!

In Germany, we see both sides: Our mobile business is holding strong. Service revenues are up 2.4 percent. Our customer base is also growing, by 218,000.

The picture in the fixed network is more complex: The broadband market is tough. As evidenced by the latest figures of the major cable competitors. And we, too, lost customers in the second quarter – which is certainly not our aim. Wholesale business was weak, as expected. And we need faster monetization of fiber. Rodrigo Diehl and his team in the Germany segment are working hard to make this a reality.

For this reason, our goal is not to build as much fiber as possible. But to leverage more customer benefits and more economic value from every line built. And with 161,000 new FTTH customers, we are making good progress.

Going forward, we will align fiber even more closely to demand, penetration, churn, wholesale utilization, and return on capital employed. It is still important to build. But connecting, activating, and monetizing are becoming more important.

On to my fourth point, Europe shows the power of consistency.

Our Europe segment has now delivered reliable organic growth in EBITDA for 34 quarters in a row. Service revenues and earnings are growing. Fiber utilization is rising. And we are rolling back business that generates revenue but contributes little to earnings.

That is a key point: Not all revenue euros are created equal. We want good-quality growth. Growth that drives up earnings, cash flow, and return on capital.

Which means Europe delivers more than simply a stable contribution to the Group's results. Today, Europe is more than a collection of national companies. Europe is proof that a disciplined telco transformation can take place in several markets at once.

My fifth point is: T-Systems is of strategic importance.

T-Systems is growing: Revenue is up 6.2 percent, and adjusted EBITDA AL is up 3.7 percent. The demand for sovereign cloud services, secure digitalization, and AI infrastructure is real. The major deals won in recent months, like the one with Volkswagen or the one for a central citizen app in Germany, show that our expertise is needed.

But the same also applies here: Strategic relevance alone is not enough. The crucial part is converting it into recurring external revenue, better margins, greater automation, and reliable, good-quality results.

T-Systems is not a side project for us. It is a building block of digital sovereignty in Europe. But it also needs to be a business with financial discipline. And the same goes, of course, for all other business areas.

And this brings me to my sixth point: Why we are buying back our own shares now!

I would like to take a closer look at our capital allocation, because this is where, in my view, the key message of today lies:
For us, a share buyback is not a tool for price cosmetics. It is an investment decision. We buy back our own shares when we are convinced that doing so creates more value than other investment opportunities.

That is precisely the situation we see today.

Our earnings are growing. Our free cash flow is growing. Our earnings per share are growing. Today, we are raising our free cash flow guidance. At the same time, we believe that the current share price does not reflect the value of Deutsche Telekom.

There are three reasons for this:

First, we hold a good 54 percent of T-Mobile US. T-Mobile continues to deliver double-digit earnings growth, significantly outpacing its major competitors. Nevertheless, T-Mobile has lost much of its former valuation premium to its U.S. peers.

Second, our business outside the U.S. continues to be valued at a significant discount to European peers. The implied EV/EBITDA multiple for DT ex US is around 1-2 times lower than for the relevant peer group. And this is despite the fact that our ex-US business has grown faster than many of its peers for years.

Third, Deutsche Telekom offers shareholders a cash flow yield of almost 10 percent. Despite double-digit earnings growth, our price-to-earnings ratio is at the lower end of its historical range. At the same time, we have a strong balance sheet, an A-rating from all three major rating agencies and liquidity reserves sufficient to cover our refinancing requirements for the next 24 months.

In short, the market is currently not giving us the value that both businesses deserve, neither for the quality of T-Mobile US nor for the quality of our ex-US business.

That is why we are taking action.

In addition to our ongoing share buyback program of up to 2 billion euros, we are proposing a further buyback volume of up to 3 billion euros for 2026.

Why this order of magnitude? Because it is material.

Why not more? Because discipline works both ways.

We want to take advantage of the undervaluation. But we will not jeopardize our network leadership, our flexibility with regard to spectrum, our A-rating, or our strategic ability to act.

Why “up to”? Because we buy value, not volume at any price. The greater the discount to intrinsic value, the more attractive the buyback becomes.

Our dividend remains the reliable foundation of our capital returns. The share buyback is the flexible complement, allowing us to take advantage of an exceptional undervaluation in the interests of our shareholders.

If the program is fully utilized, our total shareholder remuneration this year would increase to almost 10 billion euros.

That sends a clear message: We invest every euro where it creates the highest sustainable value per share. At today’s valuation, our own shares are clearly among the most attractive investments we can make.

This leads to my seventh point: What we will not do.

We will not comment on transaction rumors making the rounds. But we will reiterate our rule: This management does not make transactions based on size, headlines, or strategic elegance. We only act when a measure creates value for the shareholders of Deutsche Telekom.

That goes for M&As. That goes for spectrum. That goes for fiber. And that goes for share buy-backs. This is and has always been our principle.

On to my eighth and final point: What is ahead?

The telecommunications industry remains capital-intensive. Competition remains fierce. New technologies are changing our markets faster than ever. And the capital market will critically examine every decision. Rightly so!

Our response to this is not to make big promises. Our response to this is results, cash flow, and discipline.

We deliver today. We invest for tomorrow. And we leverage our strengths when the market does not appropriately reflect our value.

Deutsche Telekom stands for reliable growth, strong networks, digital sovereignty, high cash flow, and disciplined capital allocation. That is why the current share buy-back is no defensive step. It is an offensive expression of conviction.

The value is there. And we are taking action. We won’t stop!

Thank you.