

Finance supports strategy with strong focus on profitability and shareholder returns.

EQUITY

New **Shareholder Remuneration** policy

- **€ 3.4 bn** Shareholder remuneration p.a. 2010-2012
- **Dividend floor** € 0.70 for 3 years*
- **Share Buyback** up to € 1.2 bn within 3 years**

FIX – TRANSFORM – INNOVATE

Improve performance of mobile-centric assets

Leverage One Company in integrated assets

Build networks and processes for the Gigabit Society

Connected Life across all screens

Connected Work with unique ICT solutions

ROCE

Drive **Profitability** and improve **Capital Allocation**

- 1 **OPEX** – Full cost benchmarking & Group-wide Save4Service
- 2 **CAPEX** – Efficient Capital Allocation
- 3 **FCF** – Centralized FCF management & oWC optimization
- 4 **Portfolio** – Shift to value-driven active portfolio management
- 5 **M&A** – No major acquisitions & strict M&A hurdle rates

DEBT

Undisputed **access to debt capital markets**

- **Rating:** A-/BBB+
- **Net debt/adj. EBITDA:** 2-2.5x
- **Equity ratio:** 25-35%
- **Gearing:** 0.8-1.2x
- **Liquidity reserve** covering maturities of coming 24 months

