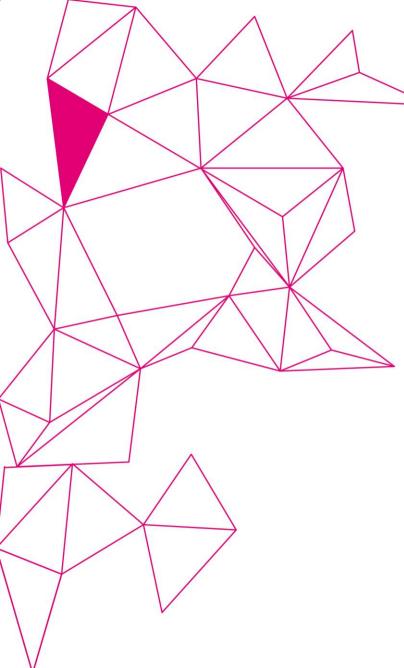
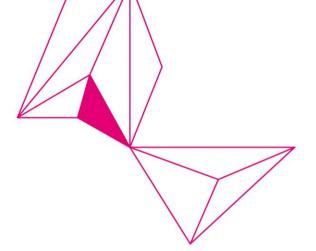


### DISCLAIMER

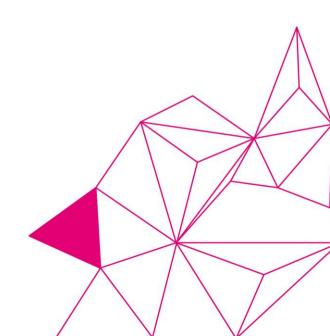
This presentation contains forward-looking statements that reflect the current views of Deutsche Telekom management with respect to future events. These forward-looking statements include statements with regard to the expected development of revenue, earnings, profits from operations, depreciation and amortization, cash flows and personnel-related measures. You should consider them with caution. Such statements are subject to risks and uncertainties, most of which are difficult to predict and are generally beyond Deutsche Telekom's control. Among the factors that might influence our ability to achieve our objectives are the progress of our workforce reduction initiative and other cost-saving measures, and the impact of other significant strategic, labor or business initiatives, including acquisitions, dispositions and business combinations, and our network upgrade and expansion initiatives. In addition, stronger than expected competition, technological change, legal proceedings and regulatory developments, among other factors, may have a material adverse effect on our costs and revenue development. Further, the economic downturn in our markets, and changes in interest and currency exchange rates, may also have an impact on our business development and the availability of financing on favorable conditions. Changes to our expectations concerning future cash flows may lead to impairment write downs of assets carried at historical cost, which may materially affect our results at the group and operating segment levels. If these or other risks and uncertainties materialize, or if the assumptions underlying any of these statements prove incorrect, our actual performance may materially differ from the performance expressed or implied by forward-looking statements. We can offer no assurance that our estimates or expectations will be achieved. Without prejudice to existing obligations under capital market law, we do not assume any obligation to update forward-looking statements to take new information or future events in

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





## **REVIEW Q1/15**



## LEADING EUROPEAN TELCO: GOOD START INTO THE YEAR

#### Q1/15 FINANCIAL HIGHLIGHTS GROUP

- Group revenue growth of 13% to €16.8 billion, organic growth of 4.7%
- Adj. EBITDA growth of 11% to €4.6 billion , organic growth of 5.6%<sup>1</sup>
- FCF of €0.9 billion in line with FY guidance
- Adj. net profit grows 77% to €1 billion<sup>1</sup>
- Group guidance FY 2015 confirmed

#### Q1/15 HIGHLIGHTS

#### Germany

- Strong revenue trends (+1.9%) driven by mobile service revenues (+2.8%) and equipment sales. Adj. EBITDA margin stable at 40% level
- Strong customer KPIs: 76k broadband net adds, TV net adds 74k, Fiber net adds (incl. wholesale) more than doubled to 463k. Magenta EINS converged product with 400k additions, line losses reduced by 39% to a 10 year low

#### US

- US\$ revenue grows 11.7%, service revenue grows 9.1% and adj. EBITDA 18.4%
- 1.8 million customers added. Branded postpaid phone churn of 1.3% on all-time low. Net add forecast for full year raised while maintaining adj. EBITDA guidance

#### Europe

 Improved revenue and adj. EBITDA trends: Revenue -0.6% to €3.1 billion. Adj. EBITDA -1.9% to €1 billion

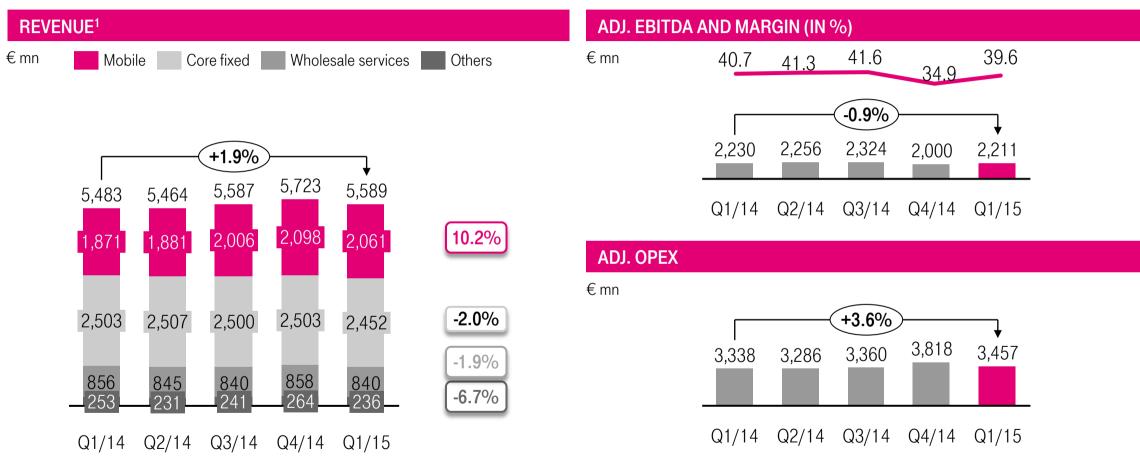
1) Adj. EBITDA and net profit include €175 million other operating income from a settlement. Net profit also supported by re-classification of EE JV as held for sale

### Q1/15: KEY FIGURES

	Q1		
€ MN	2014	2015	Change
REVENUE	14,894	16,842	13.1%
ADJ. EBITDA <sup>1</sup>	4,121	4,574	11.0%
ADJ. NET PROFIT <sup>2</sup>	587	1,036	76.5%
NET PROFIT <sup>2</sup>	1,817	787	-56.7%
ADJ. EPS (IN €)	0.13	0.23	76.9%
EPS (IN €)	0.41	0.17	-58.5%
FREE CASH FLOW <sup>3</sup>	983	865	-12.0%
CASH CAPEX <sup>4</sup>	2,065	2,530	22.5%
NET DEBT (IN € BN)	38.0	46.3	22.0%

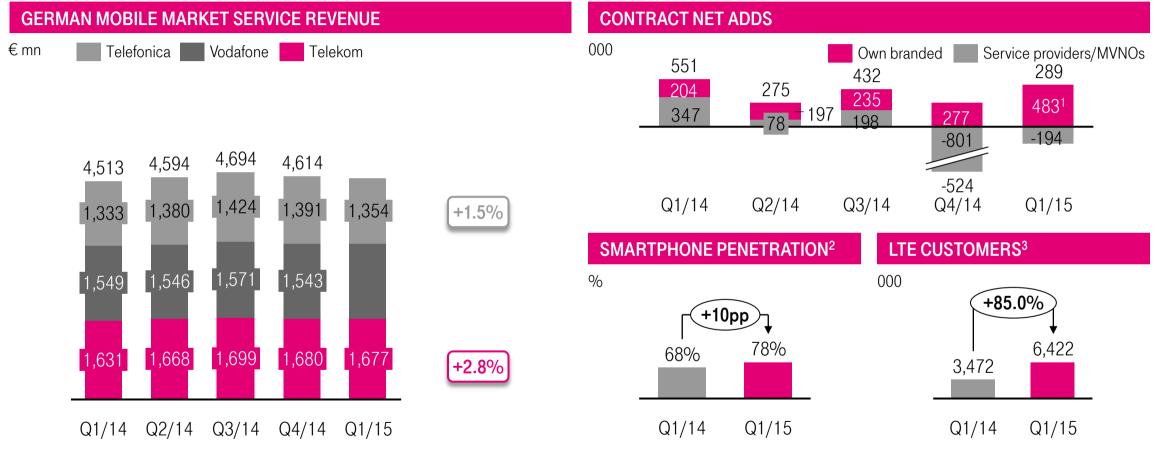
1) Adj. EBITDA in Q1/15 includes €175 million other operating income in GHS from a settlement 2) Net profit and adj. net profit include €175 million other operating income from a settlement. Net profit and adj. net profit also supported by re-classification 4) Before spectrum payments. Q1/14: €132 million; Q1/15: €1,899 million

## **GERMANY:** GOOD MOMENTUM IN MOBILE DRIVES REVENUE GROWTH



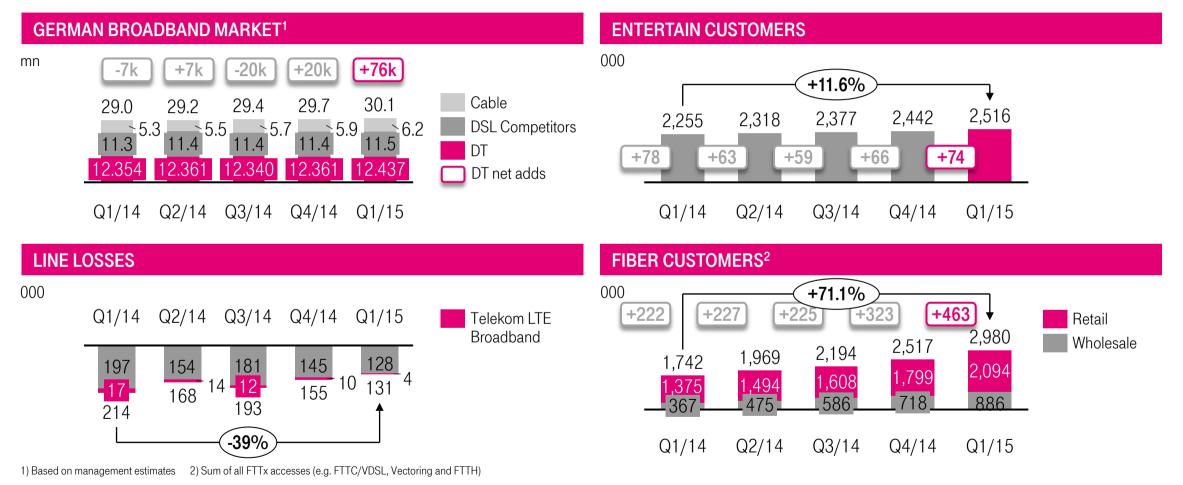
1) Online consumer service revenues in "others" have been allocated to revenues from core fixed since Jan. 1st 2015. Prior year figures have been adjusted accordingly.

# **GERMANY MOBILE:** GERMAN MOBILE MARKET GROWING. DT WITH FOCUS ON QUALITY

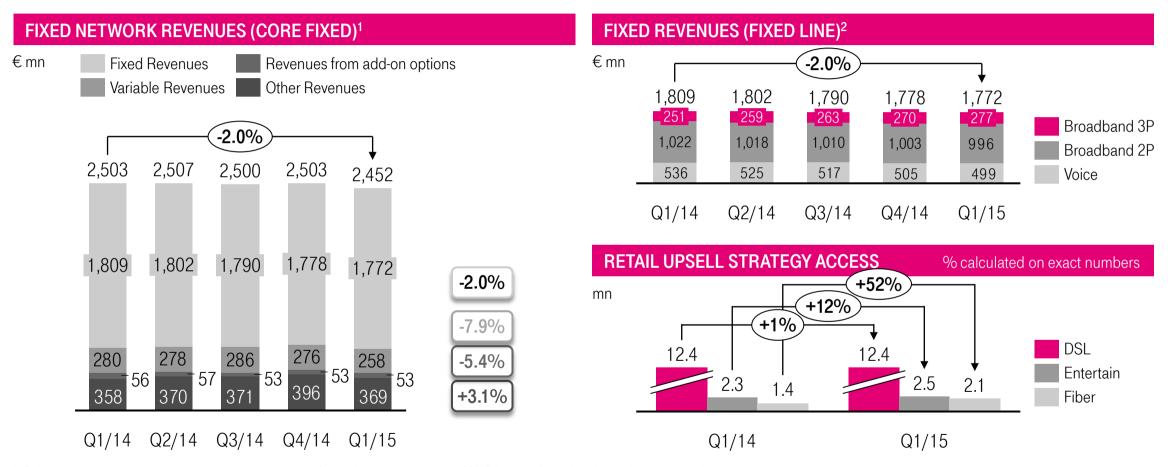


1) Q1/15 Impacted by reclassification of net +288k 2) Of own branded retail customers 3) Customers using a LTE-device and tariff plan including LTE

# **GERMANY FIXED:** STRONG UPTAKE IN BROADBAND. FIBER NET-ADDS DOUBLED



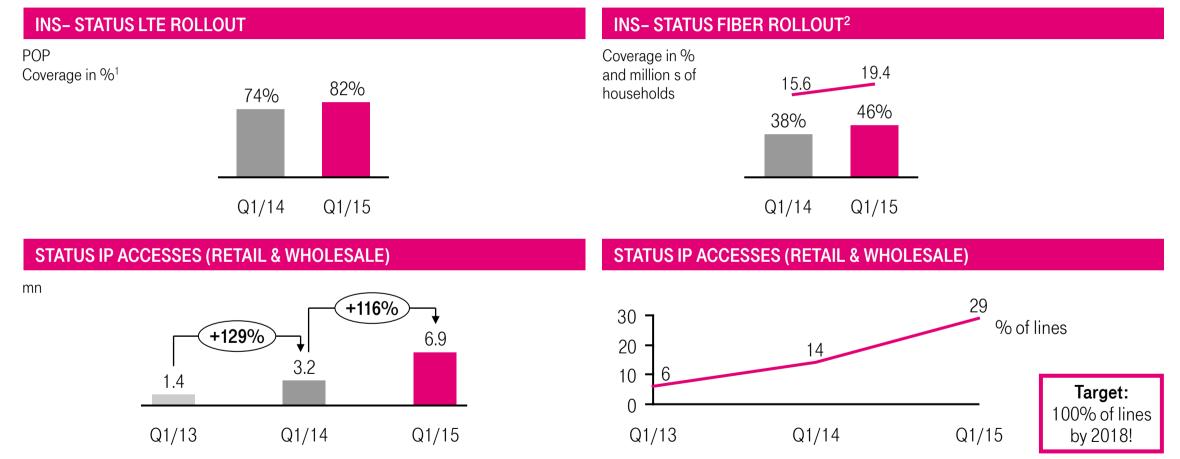
## **GERMANY FIXED:** UPSELLING AND FIBER IMPROVE REVENUE TRENDS



1) Online consumer service revenues have been allocated to revenues from add-on options since Jan. 1st 2015. Prior year figures have been adjusted accordingly.

2) Revenues from supplement accesses have been allocated from broadband double play revenues to voice revenues since Jan. 1st 2015. Prior year figures have been adjusted accordingly.

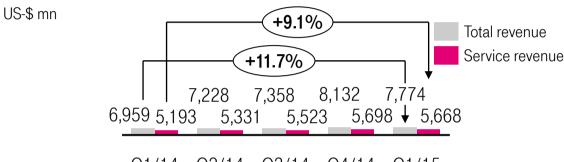
# **GERMANY:** GROWTH IN CAPEX FROM 0.7 TO 0.9 BILLION € ACCELERATES HIGH SPEED INFRASTRUCTURE ROLL-OUT AND IP-MIGRATION



1) outdoor coverage 2) in % of households within fixed network coverage in Germany

# **TMUS:** CONTINUED SUBSCRIBER MOMENTUM. INDUSTRY LEADING GROWTH IN REVENUE AND ADJ. EBITDA. NET ADD FORECAST RAISED

#### **REVENUE AND SERVICE REVENUE**



Q1/14 Q2/14 Q3/14 Q4/14 Q1/15

#### NET ADDS

in 000 Total net adds					
	2,391	1,470	2,345	2,128	1,818
Branded:	Q1/14	Q2/14	Q3/14	Q4/14	Q1/15
<ul> <li>Postpaid</li> </ul>	1,323	908	1,379	1,276	1,125
<ul> <li>Prepay</li> </ul>	465	102	411	266	73
Wholesale <sup>1</sup>	603	460	555	586	620

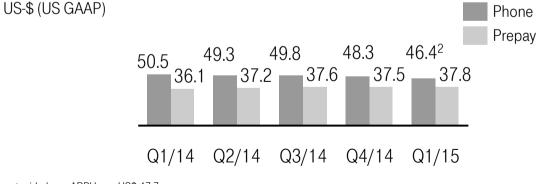
#### ADJ. EBITDA AND MARGIN (IN %)

US-\$ mn



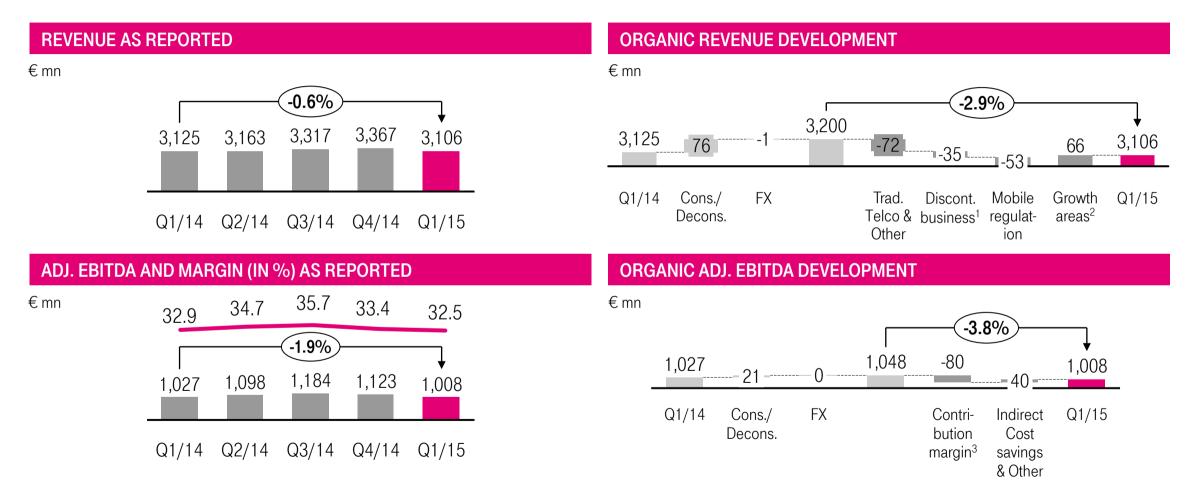
Q1/14 Q2/14 Q3/14 Q4/14 Q1/15

BRANDED CUSTOMERS: POSTPAID PHONE AND PREPAY ARPU



1) Wholesale includes MVNO and machine-to-machine (M2M). Amounts may not add up due to rounding. 2) Excl. data stash effect postpaid phone ARPU was US\$ 47.7

## **EUROPE:** STEADY IMPROVEMENT IN ORGANIC REVENUE TRENDS

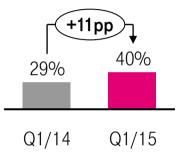


1) International Voice hubbing 2) Mobile Data, Pay TV & fixed broadband, B2B/ICT, adjacent industries (online consumer services, energy and other) 3) Total Revenues – Direct Cost

# **EUROPE:** FOCUS ON TECHNOLOGY LEADERSHIP AND BEST CUSTOMER EXPERIENCE

#### **IP MIGRATION**

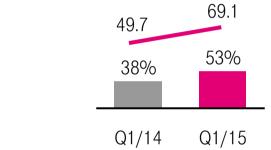
IP share of fixed network access lines

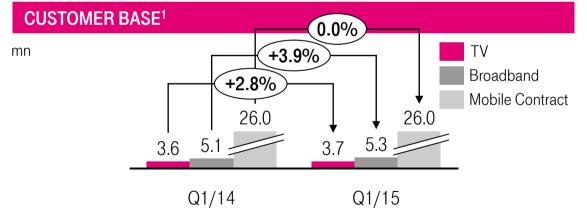


#### LTE ROLLOUT

in mn and %

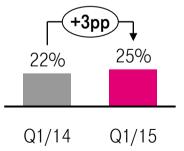
#### LTE outdoor pop coverage





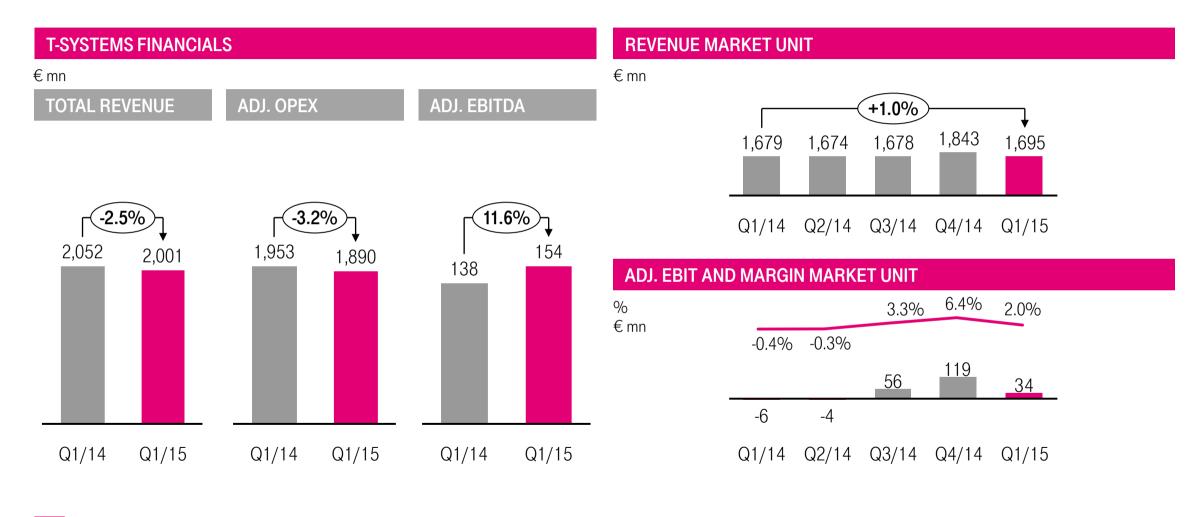
#### CONNECTED HOME

**Connected Home share of Fixed Revenues** 

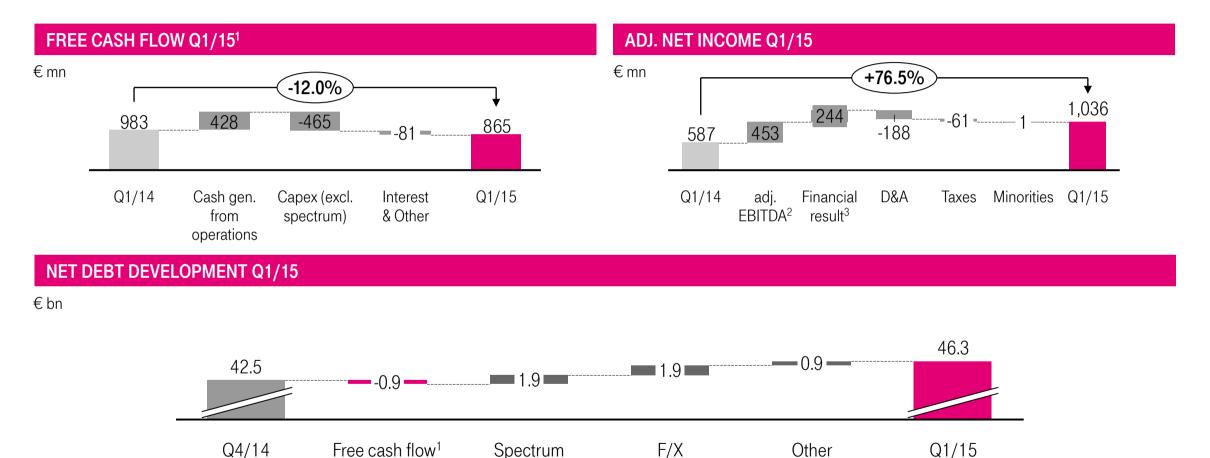


1) incl. business customers shifted to T-Systems in Hungary as of 1.1.2011.

## SYSTEMS SOLUTIONS: MARKET UNIT WITH IMPROVED PERFORMANCE



## FINANCIALS: FCF IN LINE WITH FULL YEAR EXPECTATIONS



1) Free cash flow before dividend payments, spectrum investment 2) Adj. EBITDA includes €175 million other operating income from a settlement. 3) Financial result supported by re-classification of EE JV as held for sale (278 million)

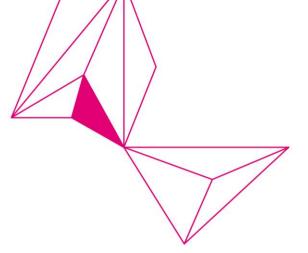
### FINANCIALS: BALANCE SHEET RATIOS

€BN	31/03/2014	30/06/2014	30/09/2014	31/12/2014	31/03/2015
BALANCE SHEET TOTAL	117.3	118.0	125.0	129.4	137.5
SHAREHOLDERS' EQUITY	32.8	32.5	34.0	34.1	37.0
NET DEBT	38.0	41.4	41.8	42.5	46.3
NET DEBT/ADJ. EBITDA <sup>1</sup>	2.2	2.4	2.4	2.4	2.6
EQUITY RATIO	27.9%	27.5%	27.2%	26.3%	26.9%

Comfort zone ratios	
Rating: A-/BBB	
2 – 2.5x net debt/Adj. EBITDA	
25 – 35% equity ratio	
Liquidity reserve covers redemption of the next 24 months	

Current rating		
Fitch:	BBB+	stable outlook
Moody's:	Baa1	stable outlook
S&P:	BBB+	stable outlook

1) Ratios for the interim quarters calculated on the basis of previous 4 quarters.



## **KEY MESSAGES CMD 2015**

## **KEY MESSAGES: DT IS THE LEADING EUROPEAN TELCO!**

Leading European Telco: Integrated market leader with superior margins and returns.

- 2 We strengthen our differentiation by best customer experience and by continuously investing into leading access networks and our transformation programs.
- 3 We are transforming towards a lean and highly agile IP production.
- 4 We are self-funding DT's transformation by disciplined cost management.
- 5 We will grow in all relevant financial KPI's (ROCE, Revenue, EBITDA, FCF).
- 6 Our shareholders will participate with growth of dividends following FCF growth and our prudent debt policy remains unchanged.

## **GROUP STRATEGY**

## **OUR STRATEGY**

### LEADING EUROPEAN TELCO



## **OUR SUPERIOR PRODUCTION MODEL**





<sup>1</sup> Gross Opex savings D/EU before any counter effects (e.g. personnel cost increases)

## ALL IP TRANSFORMATION: THE CREATION OF A SIMPLIFIED AND STANDARDIZED NETWORK

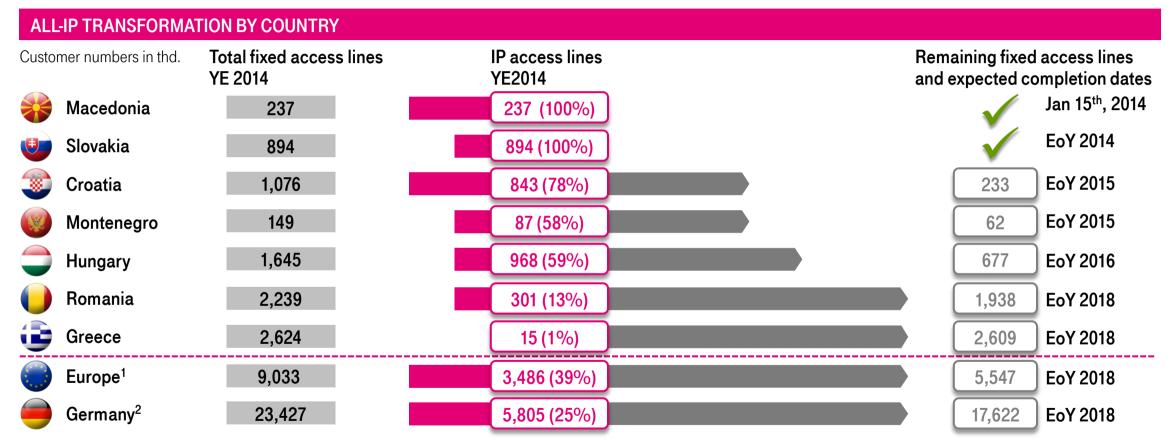
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#### ...TO THE "NEW IP ERA" F 0 тν m **Virtualized Service Platforms** Infrastructure Cloud NG IP Network (BNG/TeraStream) Mobile Access Hybrid Fixed Access SIM CPE 0 τv τv 0 111 Carrier Mobile Fixed Consumer Consumer

ALL IP

PANNET

## **ALL-IP TRANSFORMATION ON TRACK**



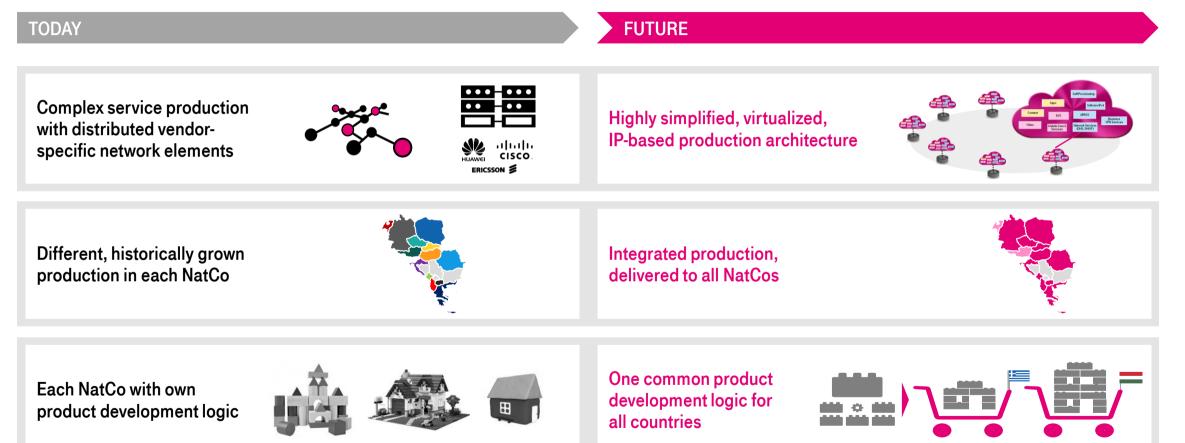
<sup>1</sup> Incl. Czech Republic (131thd. fixed lines, 98% IP), and GTS (37thd. fixed lines, 32% IP) <sup>2</sup> Incl. retail, Call&Surf via Funk, wholesale bundled and unbundled

ALL IP

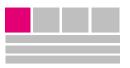
PANNET

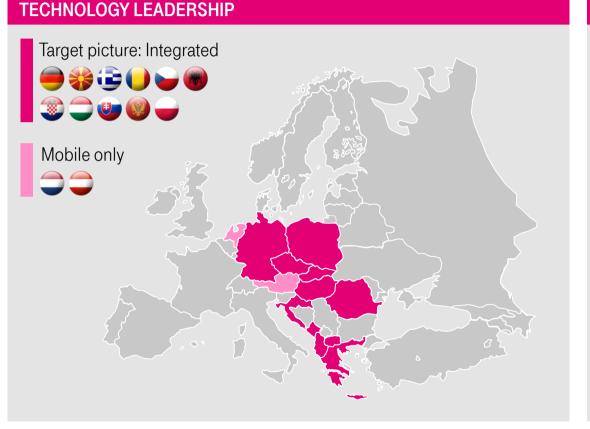
## PANNET TARGET PICTURE 2020+: FROM NATCO-CENTRIC TO INTEGRATED PAN EUROPEAN SERVICE PRODUCTION





## **OUR SEAMLESS HIGH PERFORMING NETWORK**





#### SUPERIOR SPEED AND COVERAGE – SEAMLESS ACCESS

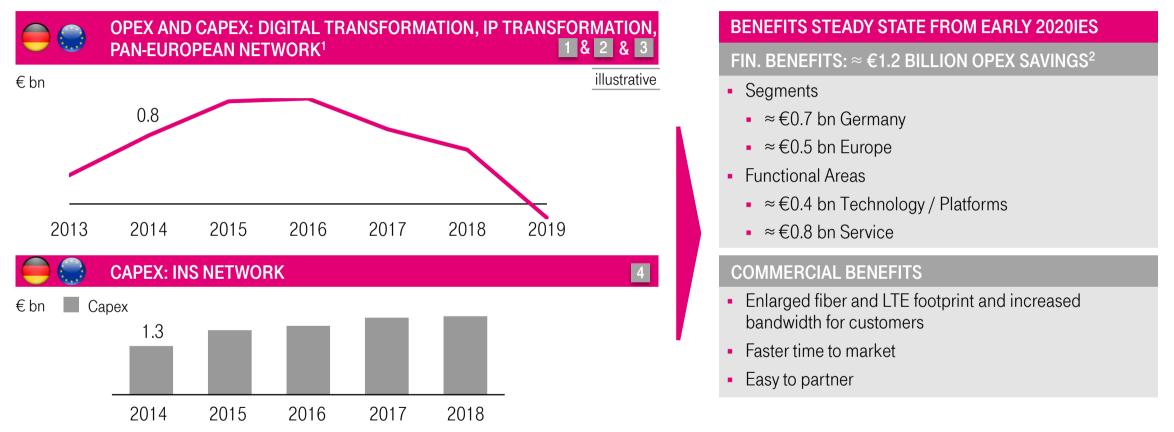
#### We push a highly competitive fiber based infrastructure and at the same



- time stick to our capex envelope!
  95% LTE pop-coverage<sup>1</sup> in 2018 with up to 300Mbps
  - Fiber household footprint of ≈ 80% in 2018 with at least 50 Mbps depending on regulatory adjustments
  - Introduction of super vectoring with more than 250Mbps in cable footprint
  - Download speed of **up to 550Mbps** via hybrid in cable footprint
  - 264.000 hotspots and 2.000 small cells in 2018 to boost mobile capacity & indoor coverage
  - **75–95%<sup>2</sup> LTE** pop-coverage in 2018 with up to 300 Mbps
  - ≈50% of households<sup>3</sup> with at least 100Mbps in 2018
  - ≈12% of households<sup>3</sup> with up to 500Mbps<sup>4</sup> in 2018
  - 1.6mn hotspots in 2018<sup>5</sup>

<sup>2</sup> Depending on country <sup>3</sup> In integrated footprint <sup>4</sup>FTTH, FTTB, FTTC, cable/ED3 (cable, esp. in Hungary with Euro-DOCSIS <sup>1</sup> Outdoor coverage <sup>5</sup> Including FON

## INDIRECT COST SAVINGS WILL FUND THE INVESTMENT FOR THE TRANSFORMATION



<sup>1</sup> Excl. special factors. Measure related effects incl. savings. PanNet w/o transport & access. INS Opex in German fixed network also included.

<sup>2</sup> Gross measure-related steady state Opex savings early 2020ies GER/EU vs. 2013, after accomplished IP and process-/e-transformation as well as PanNet (w/o transport & access) before any counter effects (e.g. personnel cost increases).

## **WE FOLLOW A CLEAR PORTFOLIO STRATEGY**



#### CMD 2012: EE AND SCOUT UNDER STRATEGIC REVIEW

E	THE UK'S BIGGES
<u>ا ا</u>	AND FASTEST
E	NETWORK
<b>.</b>	

- Strategic solution: building the next FMC market leader
- вт
- Premium valuation: £12.5 bn EV
   Partnership potential and upside
- Partnership potential and upside via participation in synergies
- Sale of 70% stake in Scout for €1.6 bn
- Attractive valuation of 20 times 2013 EBITDA
- 30% stake retains **significant upside potential** in value creation
- Access to capital markets, scale and synergies
- In combination with spectrum & AT&T breakup fee: foundation for improved network proposition and turnaround
- Market cap almost doubled since listing
- Synergies NPV increased to \$9–10 bn

#### **M&A POLICY GOING FORWARD**

#### Europe

- Selective and minor FMC/ICT acquisitions in our core integrated markets, but only for attractive multiples
- TMA and TMNL: mobile attacker strategy

**2** US

3

- Un-carrier strategy
- Continue de-risking, self-funding, king maker asset

#### Other

- Further monetization of assets if more value can be crystallized outside group
- Smaller technology M&A to strengthen business and innovation capabilities
- Minority shareholders: Opportunistic approach, only if economically attractive
- General policy No major acquisitions outside our footprint





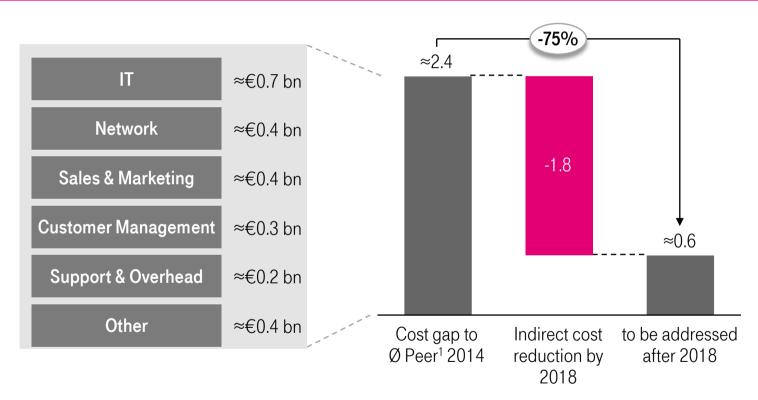
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## COST & PORTFOLIO TRANSFORMATION

### WE WILL CLOSE 75% OF THE CURRENT COST GAP BY 2018 BY REDUCING INDIRECT COSTS EX US BY €1.8 BILLION

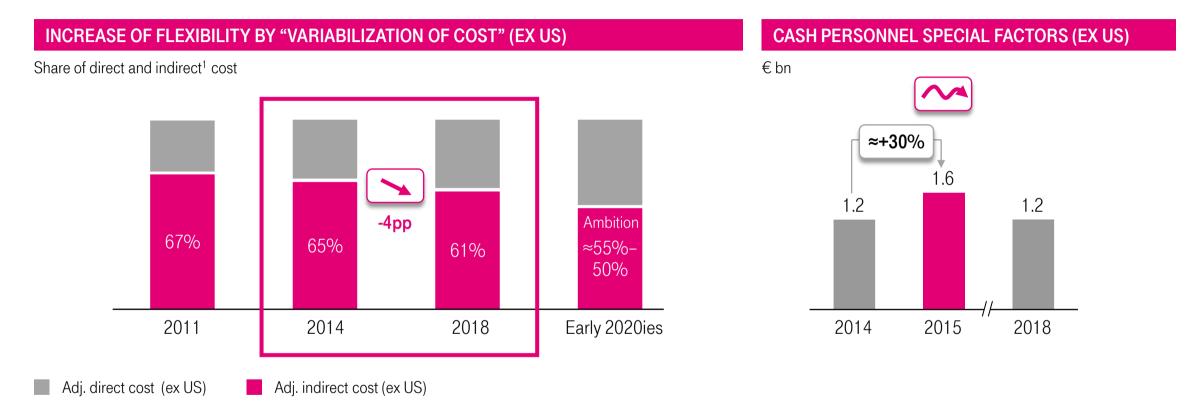
#### COST GAP VERSUS PEER GROUP<sup>1</sup> (EX US)

€bn



<sup>1</sup> Comparison of cost structures DT vs. peer group (=integrated European incumbents) based on reported information; management estimates

## THEREBY WE WILL IMPROVE COST FLEXIBILITY



<sup>1</sup> Before capitalization of labor

## WE WILL ACCELERATE EXISTING PROGRAMS AND ADDRESS NEW POTENTIALS TO CLOSE THE GAP



#### ADDITIONAL COST REDUCTION AREAS

#### Reduce HQ and steering functions

Optimize shared service centers

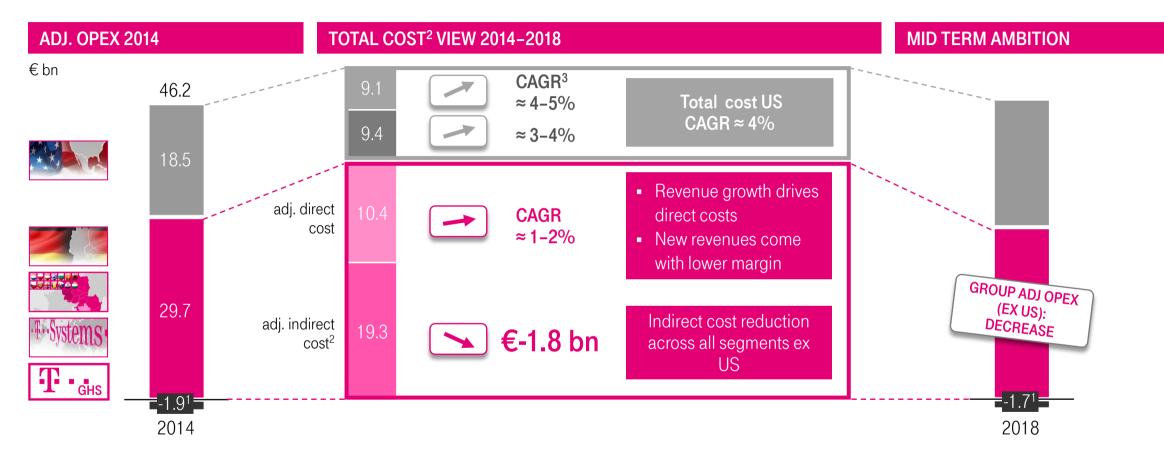
Apply strict target costing approach

## **ALL SEGMENTS EX US WILL CONTRIBUTE**



<sup>1</sup> Before capitalization of labor <sup>2</sup> IT spend consisting of Capex and Opex. Split approx. 50/50

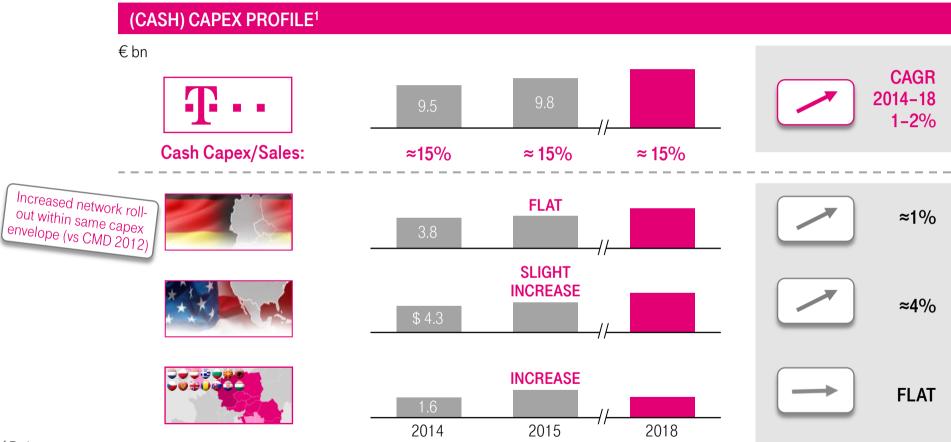
## WE WILL CONTINUE TO DELIVER ON OPEX TRANSFORMATION



<sup>1</sup> Capitalization of labor <sup>2</sup> Before capitalization of labor

## **CONTINUED HIGH INVESTMENTS IN INFRASTRUCTURE & TRANSFORMATION**

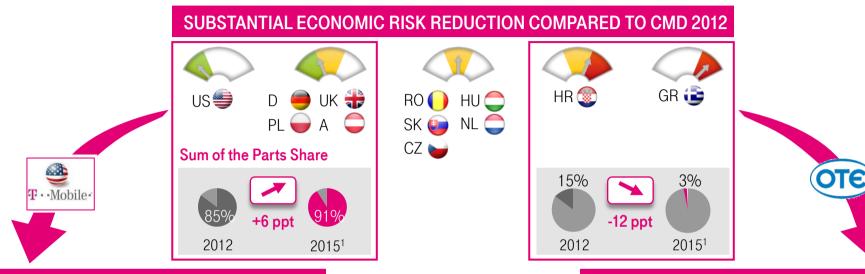




<sup>1</sup> Excl. spectrum

3 4

## IMPRESSIVE DE-RISKING TRACK RECORD SINCE LAST CAPITAL MARKETS DAY



#### T-MOBILE US: SUCCESSFUL DE-RISKING STORY

- Self funding fully intact!
- Around \$14 bn external capital since listing (May 2013)
  - Stand alone bond issuances
  - Sale of TMUS notes
  - Equity increase
  - Mandatory preferred convertible

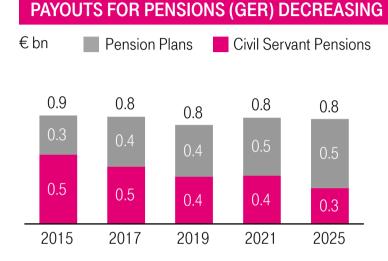
<sup>1</sup> As per Feb. 2015

#### **OTE: RIGOROUS DE-RISKING EFFORTS**

- Strong credit story!
- Successful sales of Globul, Tel. Serbia stake, Hellas Sat
- Rating improved by 4 Notches (@ Moody's): From Caa1 in 2012 to currently Ba3
- Leverage Ratio improved from 1.9x to 0.8x
- Maturities of next 3 years covered

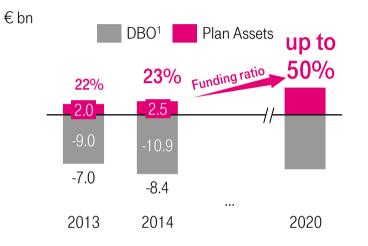
## WE ARE EXPECTING SLIGHTLY DECLINING PAYOUTS FOR PENSIONS

**RISK MANAGEMENT** 

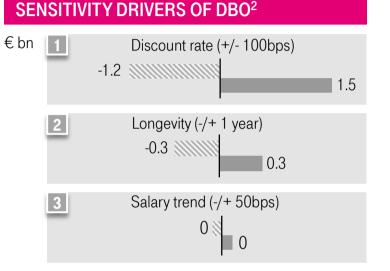


- Payments for the civil servants pensions to decrease over time
- No volatility expected as number of civil servants is decreasing (no new hires) and contribution is fixed





- We plan to fund up to 50% of DBO until 2020
- FUNDING IS ENTIRELY VOLUNTARY!



- Highest sensitivity with discount rate
- Decrease of discount rate in 2014<sup>3</sup> by 140 bps almost entirely driving increase in DBO

# **OPERATIONALS & SEGMENTS**

## **OPERATIONAL AND FINANCIAL PRIORITIES PER SEGMENT**

#### GERMANY



- Superior All-IP production model and INS rollout!
- No. 1 choice for customers via differentiation:
- superior networks
- best customer experience
- best in class integrated products
- Revenue stabilization in 2016
- EBITDA CAGR 1–2%<sup>1</sup>!

#### EUROPE



- First to move to pan-European All-IP production model
- No. 1 choice for customers via differentiation:
  - best seamless connectivity
  - trust
  - simple and personal products!
- Radical indirect cost savings
- Cash contribution CAGR 0.5%<sup>1</sup>
- 2pp op. ROCE improvement

#### USA



- Un-carrier strategy:
- 2.2–3.2mn branded postpaid net adds in 2015!
- 300m pops LTE coverage YE15
- Increased \$9-10bn NPV of Metro PCS synergies
- Updated 5-year growth rates<sup>2</sup>:
  - Revenue CAGR 7–9%
  - EBITDA CAGR 7–10%
  - FCF CAGR 13–18%

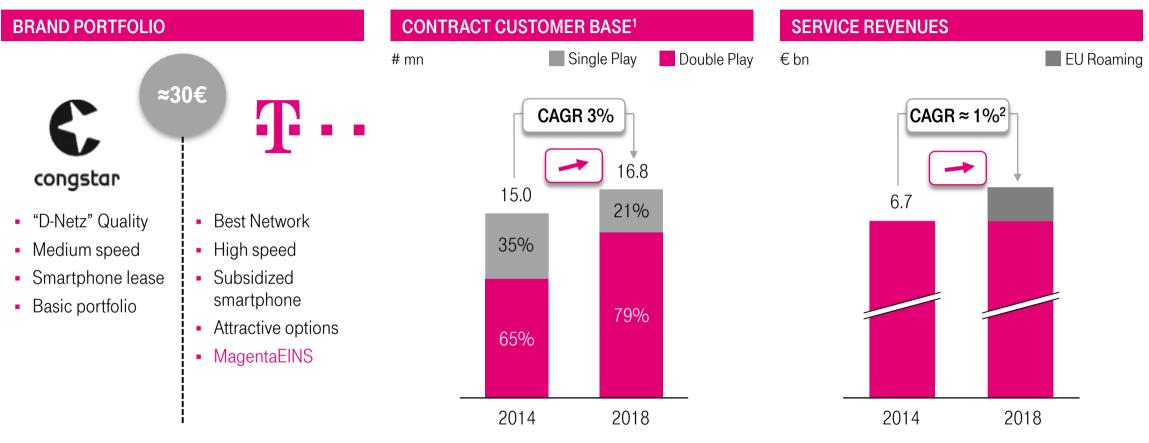
#### T-SYSTEMS MU



- TSI 2015+ Execution
- No. 1 choice for customers via differentiation:
  - best networks & scalable platforms
  - Security
  - outstanding cloud experience!
- MU Revenue CAGR 3%<sup>1</sup>
- Positive TSI adj. cash contribution after 2016!

## DIFFERENTIATION IN MOBILE THROUGH SUPERIOR NETWORK AND CLEAR VALUE STRATEGY

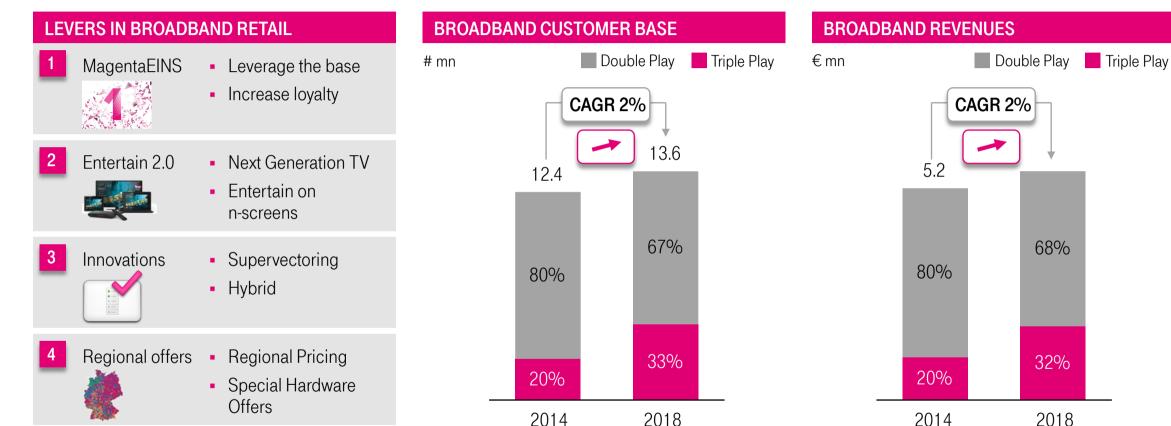




<sup>1</sup> Without mobile wholesale <sup>2</sup> Without EU Roaming impact

## DIFFERENTIATION IN BROADBAND VIA INNOVATIVE PRODUCTS AND INCREASED FIBER FOOTPRINT





# **GROWTH IN TV BY A MULTILAYER STRATEGY AND INCREASED FIBER FOOTPRINT**



#### NEXT GENERATION TV WITH NEW FEATURES

- Revised state of the art user interface
- Seamless multi-screen experience
- Number 1 in HD and becoming innovator in 4K
- Best on-demand content experience
- New functionalities (Instant restart, backwards EPG)

#### 3<sup>RD</sup> PARTY TV OFFERS (WHOLESALE)

- Customized product offering as "Digital TV – provided by Telekom"
- Resale partnership Start Q1/2015







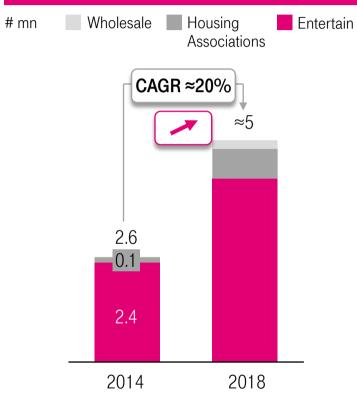
#### TV FOR HOUSING ASSOCIATIONS

- Deutsche Annington deal executed
- New deals won and direct roll-out
- Enlarge regional TV footprint



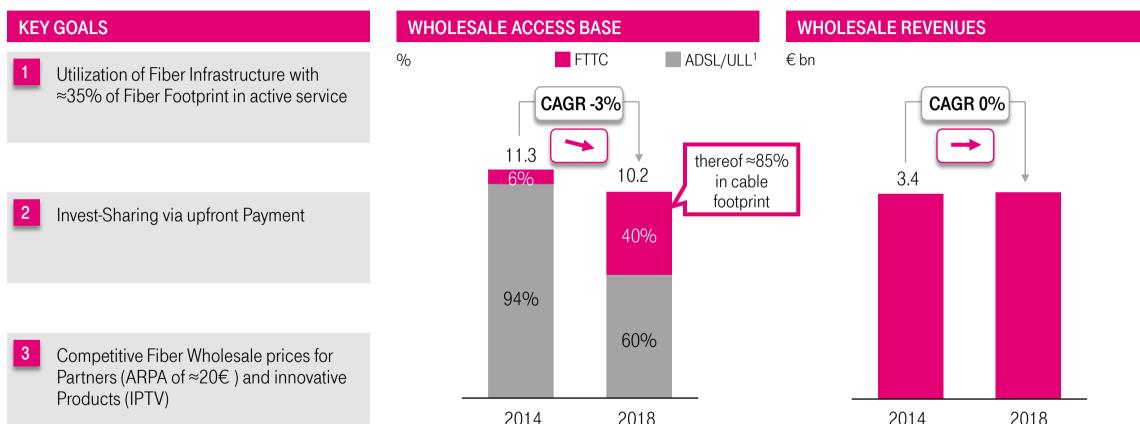


#### **TV CUSTOMER BASE**



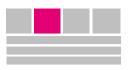
## INCREASE NETWORK UTILIZATION BY UPSELLING WHOLESALE PARTNERS TO FIBER SERVICE REVENUES





<sup>1</sup>Unbundled local loops

## MAGENTA EINS: FIXED AND MOBILE ARE CONVERGING...



OUR FIR	ST CONVERGED OFFER	KEY GOALS	2018 (CONSUME	R) CUSTON	IER BASE
<b>63</b> %	MARKET RESEARCH <sup>1</sup>	1 CROSS-/UPSELLING	# mn		
	Customers prefer bundles from a single source	Leverage customer base		1.0	3.0
		2 ADD ON MOBILE SIM'S 1.5 SIM cards per household	2.0		
		3 LOYALTY INCREASE Reduce churn			
		4 NEW CUSTOMERS Value based customer acquisition			
			Fixed-Mobile Household	Add-on Mobile	MagentaEINS

<sup>1</sup>Market research based on customer survey (2014)

## ... AND GENERATING ADDITIONAL VALUE THROUGH CROSS-/UPSELLING





<sup>1</sup>TRI\*M Index MagentaEINS customers

## **PATH TO GROWTH AS UN-CARRIER**

#### 55 Million Total Customers !



## Path to Growth

	· · · · · · · · · · · · · · · · · · ·		
	UNCARRIER 8.0 - DATA	STASH	Dec
	UNCARRIER 7.0 – WiFi CA	LLING	Sep
	UNCARRIER 5.0 & 6.0 - TEST	DRIVE & MUSIC FREEDOM	Jun
	THREE DAYS OF UN-CARRIER		Apr
	FASTEST NATIONWIDE LTE NETWO	JRK	Jan
	UNCARRIER 4.0 – CONTRACT FREEDO	МС	Jan
Y	LOW-BAND SPECTRUM: VERIZON A-BLOO	CK ANNOUNCED	Jan
	UNCARRIER 3.0 - SIMPLE GLOBAL, TABLETS	S UNLEASHED	Oct
	METRO MARKET EXPANSION ANNOUNCED	Jul & No	ον
	<b>UN-CARRIER 2.0 DELIVERED &amp; LAUNCHED</b>	Jul	
	TMUS LISTED - NYSE; METRO PCS DEAL CLOSED	Мау	
UN	I-CARRIER 1.0 DELIVERED & LAUNCHED	Apr	Added 22
BRANI	D RE- LAUNCHED	Mar	Million customers
\$1.7B MAJ	OR COST RESTRUCTURING UNDERTAKEN	Feb	over 2 years
APPLE PARTN	ERSHIP ESTABLISHED — iPHONE LAUNCH COMPLETED	Jan & Apr	
NEW MANAGEMEI	NT TEAM FORMED	Dec	
33	3 Million Total Customers		

# 1. Un-carrier



Superior Sales and Customer Experience Solid Network Foundation and Spectrum Position

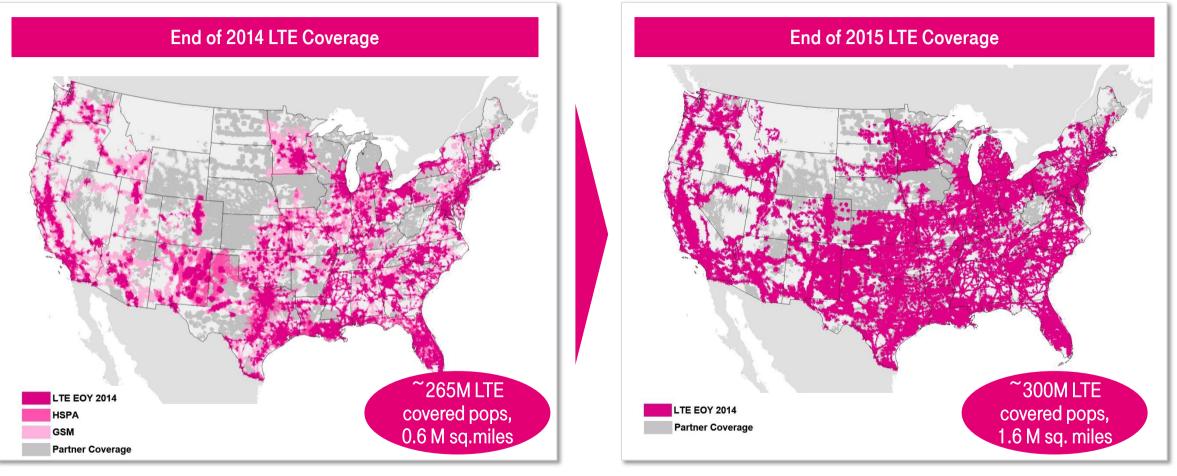
NETWORK

FOUNDATION

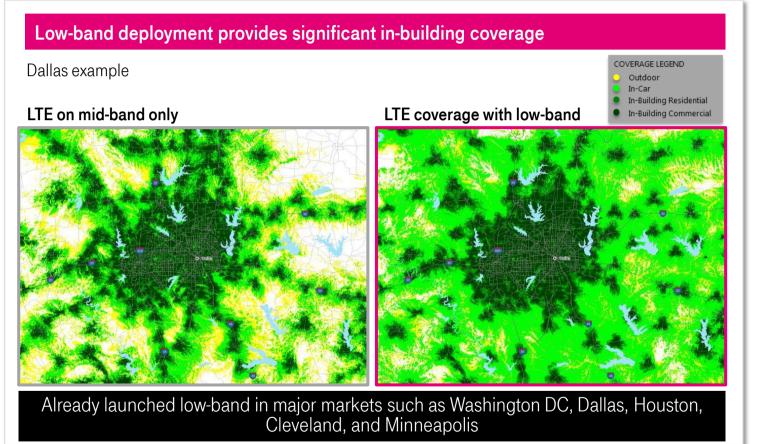
LEAN BUSINESS MODEL

Lean Cost Structure and full capture of MetroPCS Integration Synergies

## LEVEL THE COMPETITIVE PLAYING FIELD FROM A COVERAGE PERSPECTIVE

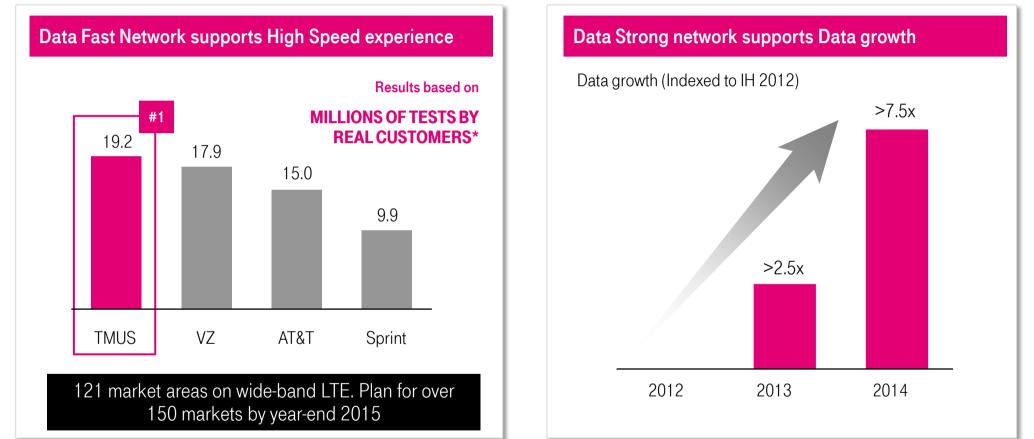


## EXPAND COVERAGE EFFICIENTLY THROUGH THE DISCIPLINED PURCHASE AND DEPLOYMENT OF LOW-BAND



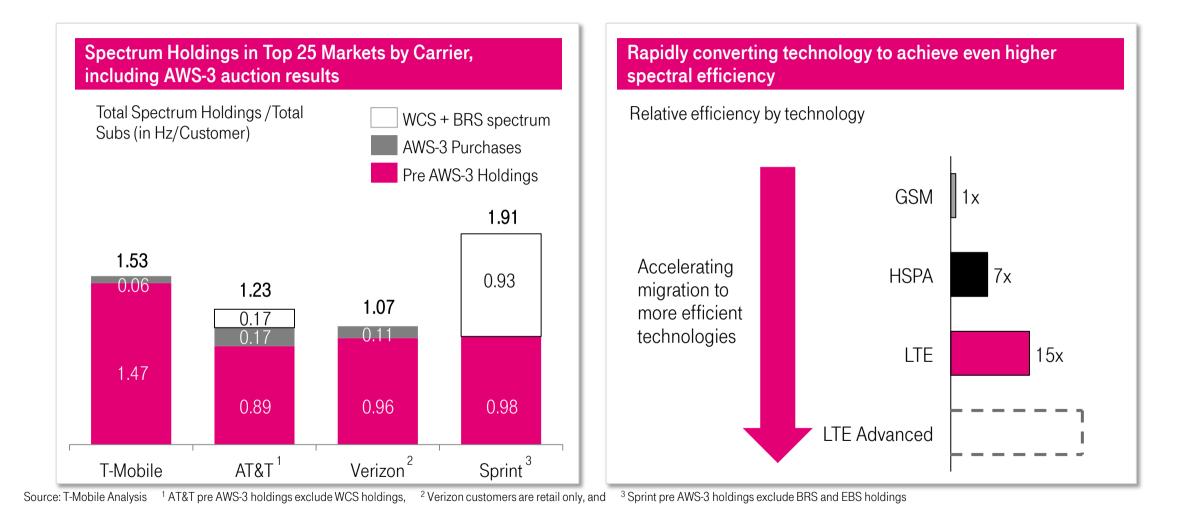
- Currently own or have agreements to own low-band spectrum for roughly 190 Million POPs; will opportunistically pursue more lowband spectrum
- Once deployed, over 70% of T-Mobile's existing subscribers will have increased coverage through low-band
- Low-band provides an average of 30% improvement in in-building residential covered pops
- In rural areas, low-band helps to obtain up to 2x the square miles in coverage compared to mid-band
- Intend to further complement low-band spectrum through broadcast auction in 2016

## PROVIDE INDUSTRY-LEADING FAST SERVICE EVEN IN AN ENVIRONMENT OF EXPLOSIVE DATA GROWTH



<sup>\*</sup>Based on T-Mobile's analysis of crowd-sourced 4G LTE download speeds

## **SPECTRUM POSITION PROVIDES RUNWAY FOR CONTINUED GROWTH**



## **METROPCS SYNERGIES \$9-10 B AFTER TAX NPV1 VS. ORIGINAL PLAN OF \$6-7 B**

Better/at original plan

One-time cost pull forward

Driginal plan							<b>0</b>
	2013	2014	2015	2016	2017	5 Year Total	Current view
Network (\$ M)							(5 Year Total, \$ M)
Opex savings	(0-50)	(0-50)	0-100	300-400	600-700	800-1200	1900-2100
Capex savings	100-200	300-400	400-500	450-550	400-450	1650-2100	2700-2900
One-time costs	(600–700)	(0–50)	(700-800)	(800–900)		(2100-2450)	(1500-1700)
Non-network (\$ M)							
Opex savings	0-50	100-200	150-250	150-250	200-300	600-1050	1100-1300
Capex savings		0-50	0-50	0-50	0-50	0-200	0-100
One-time costs	(150–250)	(0-100)	(0-100)			(150–450)	(0–150)
√ calculated with 9% discount ra		expected to earlier – 2016		synergies one		Current view NPV <sup>1</sup> o synergies \$9–10 B vs.original plan of \$6–	

<sup>1</sup> After-tax NPV calculated with 9% discount rate and 38% tax rate

# FINANCE STRATEGY AND OUTLOOK

## **LEADING EUROPEAN TELCO WITH FOCUS ON ROCE**

#### EQUITY

RELIABLE SHAREHOLDER REMUNERATION POLICY

#### DIVIDEND<sup>1</sup>

- Following FCF growth
- Floor at 0.50 EUR per share
- Attractive option: Dividend in kind



Support fast IP migration and transform network infrastructure

COST TRANSFORMATION

Reduce indirect cost

3

#### PORTFOLIO MANAGEMENT

- Deliver on preferred business model (integrated + B2C/B2B) and value generation
- RISK MANAGEMENT

Maintain low risk country portfolio

#### DEBT

#### UNDISPUTED ACCESS TO DEBT CAPITAL MARKETS

- RATING A-/BBB
- NET DEBT/ADJ. EBITDA 2–2.5x
- EQUITY RATIO 25-35%
- LIQUIDITY RESERVE covers maturities of coming 24 months

<sup>1</sup> Subject to necessary AGM approval and board resolution

## DT REMAINS ANCHOR OF STABILITY WITH NO CHANGE IN DEBT COMFORT ZONE RATIOS!

#### III DEBT

#### **DEBT POLICY STILL VALID**

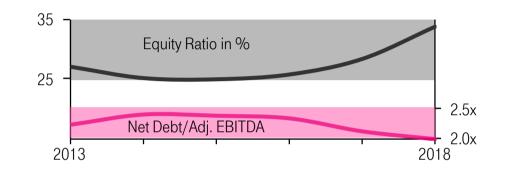
Undisputed **access** 

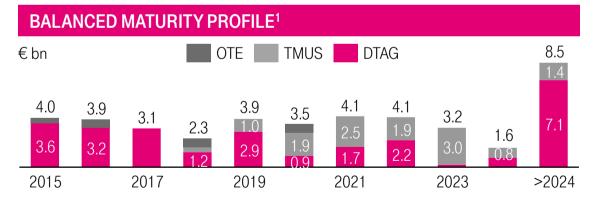
to debt capital

markets

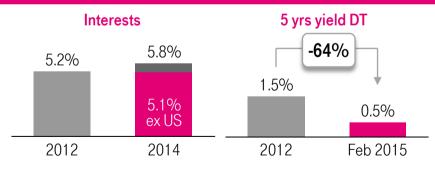
- Rating: A-/BBB
- Net debt/adj. EBITDA: 2.0-2.5x
- Equity ratio: 25–35%
- Liquidity reserve: covers maturities of coming 24 months

#### **COMFORT ZONE DEVELOPMENT**





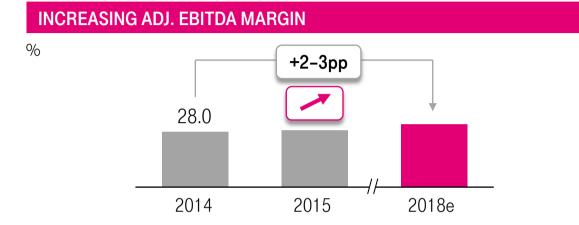
#### **REFINANCING COST**



<sup>1</sup> As of Dec. 2014

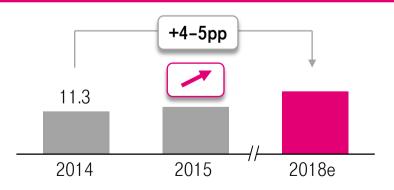
## WE WILL GROW IN EBITDA, EBIT AND EPS





#### INCREASING ADJ. EBIT MARGIN

%

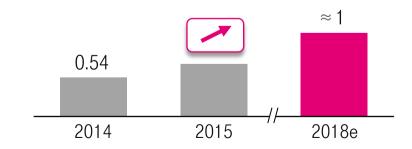


#### FLAT ADJ. DEPRECIATIONS € bn



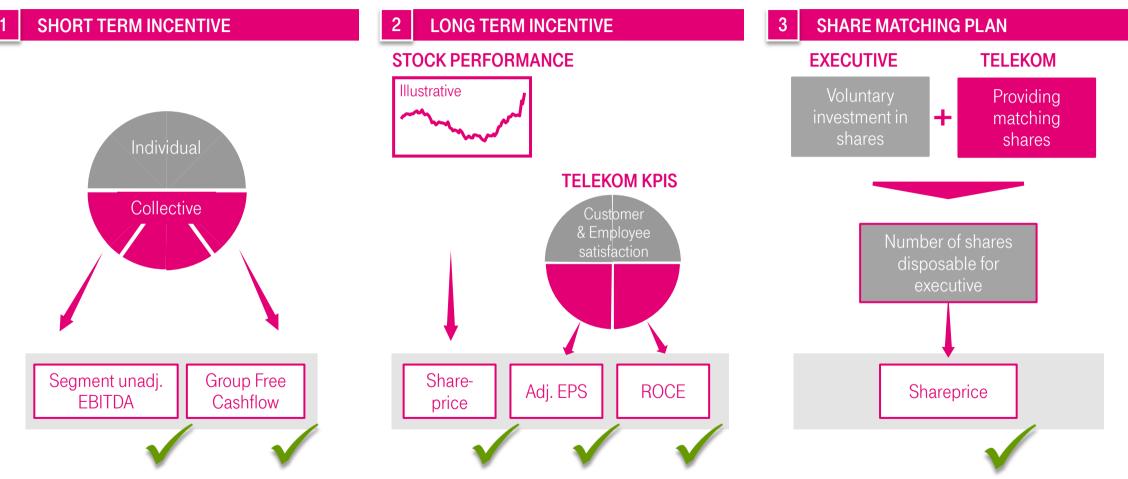
#### **IMPROVEMENT OF ADJ. EPS**

€



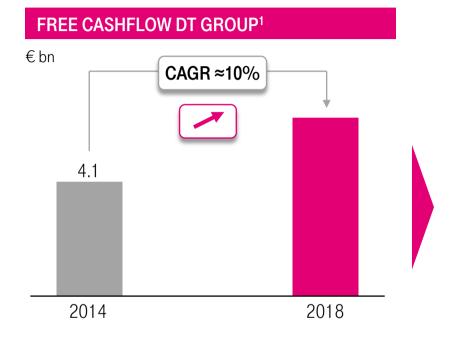
## MANAGEMENT INCENTIVES ALIGNED WITH SHAREHOLDERS INTEREST





## **OUR SHAREHOLDERS WILL PARTICIPATE IN GROWTH**

EQUITY



# DIVIDENDS FOLLOWING FCF GROWTH<sup>2</sup> € Image: state s

Note: Pension funding and spectrum investments will have no impact on our dividend policy

<sup>1</sup> Before spectrum investment <sup>2</sup> Subject to necessary AGM approval and board resolution <sup>3</sup> Columns are referring to the expected dividend per share for the respective financial year (with payout the year after)

#### **OUR GUIDANCE**

	2014 RESULTS Reported	GUIDANCE 2015 ON A CONSTANT CURRENCY BASIS <sup>1</sup>	GUIDANCE 2015 ON CURRENT €/\$ EXCHANGE RATE <sup>2</sup>
€BN		€/\$: 1.33	€/\$: 1.13
REVENUE	62.7	Growth	Growth
ADJ. EBITDA	17.6	around 18.3	around 19.3
FCF	4.1	around 4.3	around 4.3

<sup>1</sup> Guidance based on constant exchange rates (Average €/\$ exchange rate 2014 of 1,33) and no further changes in the scope of consolidation

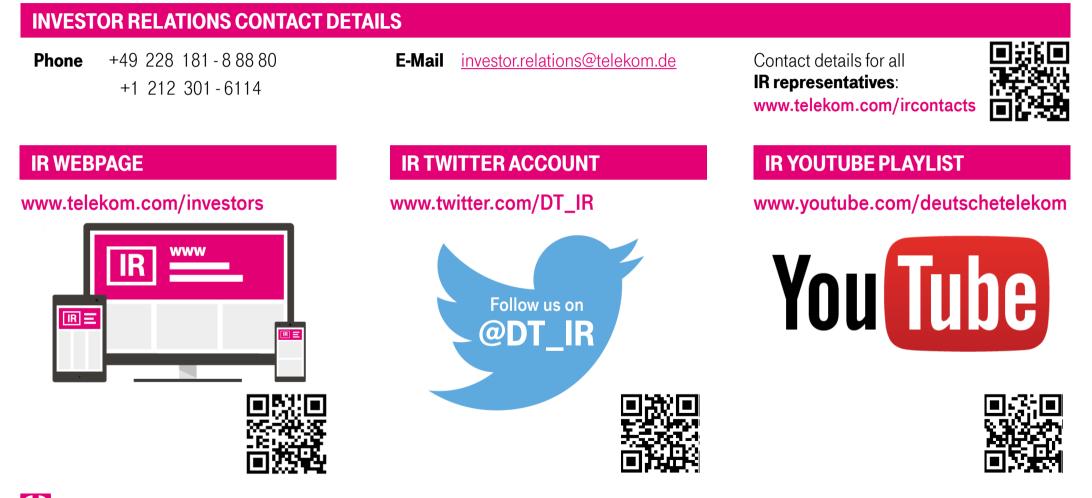
<sup>2</sup> Guidance based on constant exchange rates (Current €/\$ exchange rate of 1,13) and no further changes in the scope of consolidation; current: exchange rate as of Feb. 13

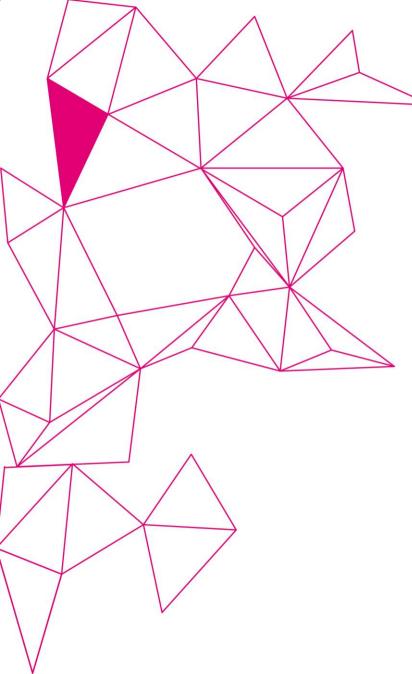
## **MID TERM AMBITION LEVEL**

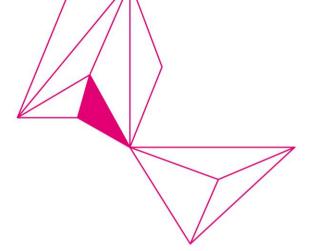
TOPIC	MID TERM AMBITION LEVEL <sup>1</sup>	YEAR
GROUP REVENUES	CAGR 1–2%	2014-2018
GROUP ADJ. EBITDA	CAGR 2-4%	2014-2018
GROUP FCF	CAGR ≈10%	2014-2018
GROUP ADJ. EPS	≈€1 in 2018	2018
GROUP ROCE	ROCE > WACC in 2018	2018
GROUP CASH CAPEX	CAGR 1-2%	2014-2018
GROUP ADJ. OPEX	DECREASE (ex US)	2014-2018
SHAREHOLDER REMUNERATION POLICY (2015–2018) <sup>2</sup>	Following FCF growth; min. DPS of €0.50 p.a.	2015-2018

<sup>1</sup> Based on constant exchange rates (Average €/\$ exchange rate 2014 of 1.33) and no further changes in the scope of consolidation <sup>2</sup> Subject to necessary AGM approval and board resolution

## **FURTHER QUESTIONS** PLEASE CONTACT THE IR DEPARTMENT







## **THANK YOU!**