

# CAPITAL MARKETS DAY 2024



#DTCMD24

**B2B**

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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



GROUP STRATEGY

GERMANY

EUROPE

T-MOBILE US

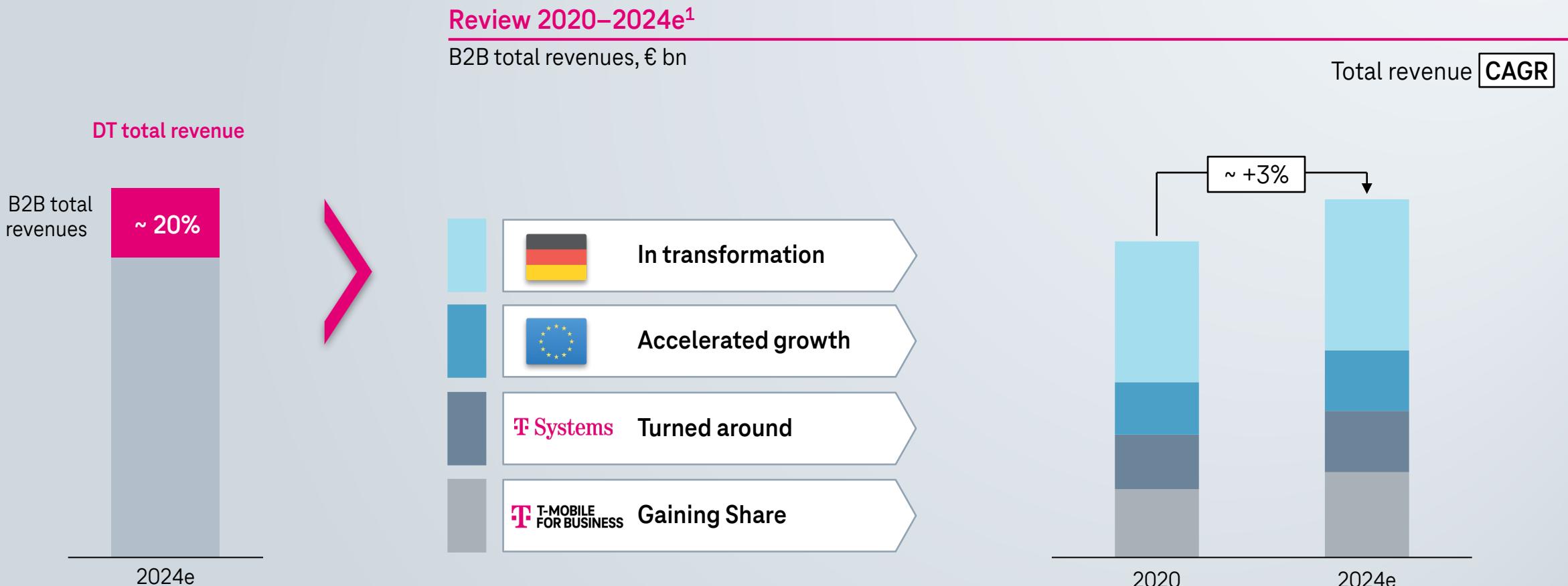
TECHNOLOGY & INNOVATION

B2B

GROUP DEVELOPMENT

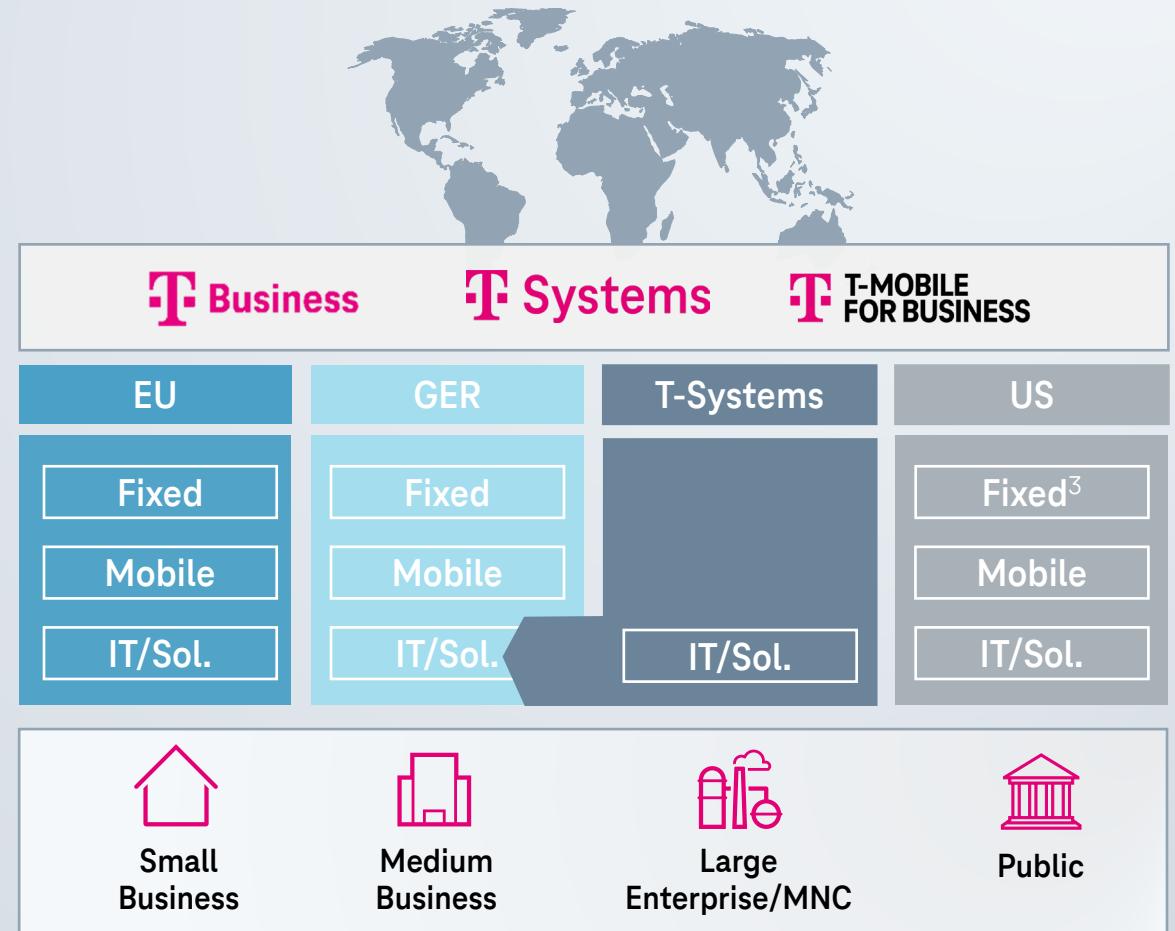
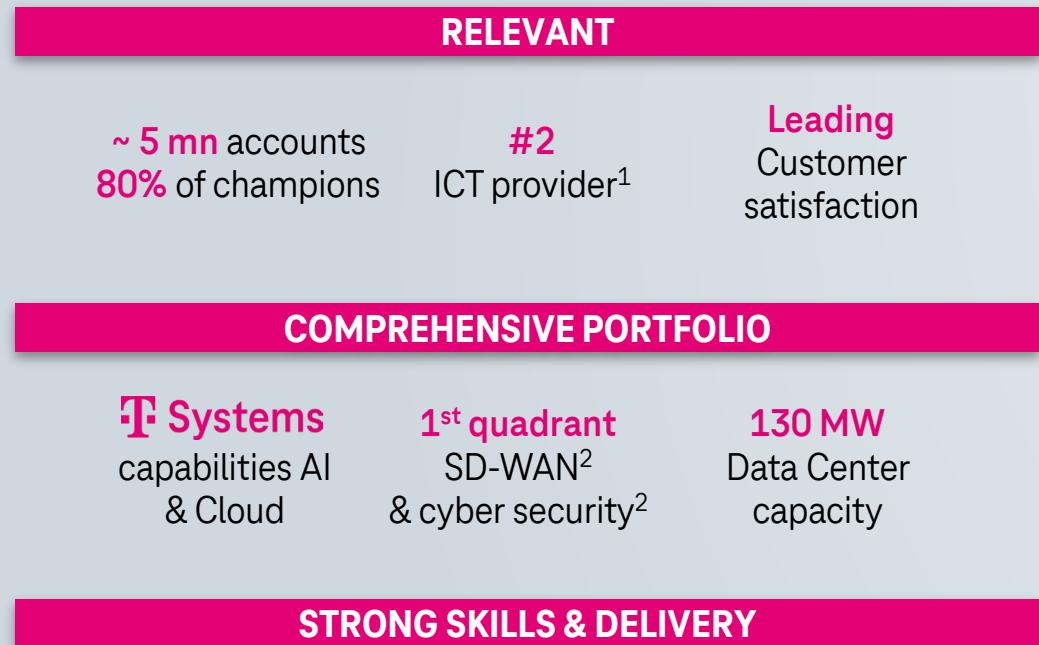
GROUP FINANCIALS

# Compared to others, we have a performing growing B2B business



<sup>1</sup> Organic view

# Strong positioning & unique setup



All data points excl. US; <sup>1</sup> PAC, in EMEA; <sup>2</sup> Managed services, ISG quadrants, in GER; <sup>3</sup> 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

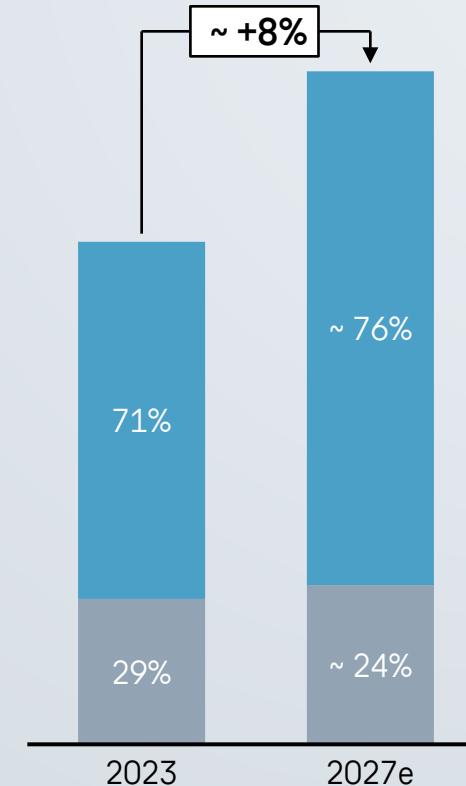
Geo-politics

Skill shortage

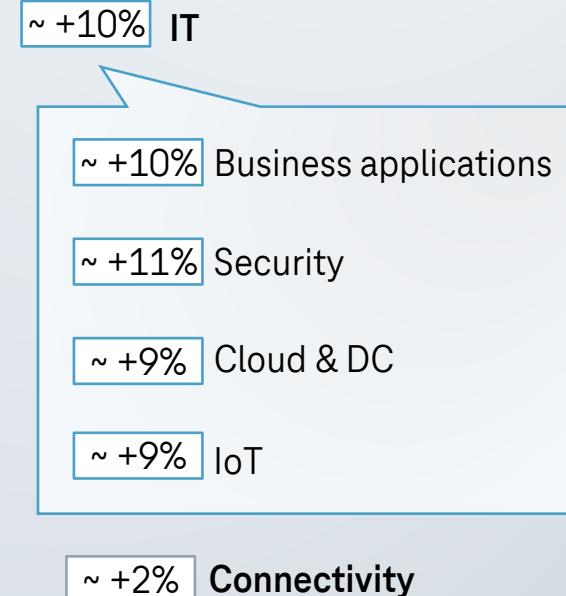
AI

## Relevant ICT market

Revenues, €



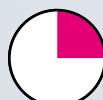
CAGR



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

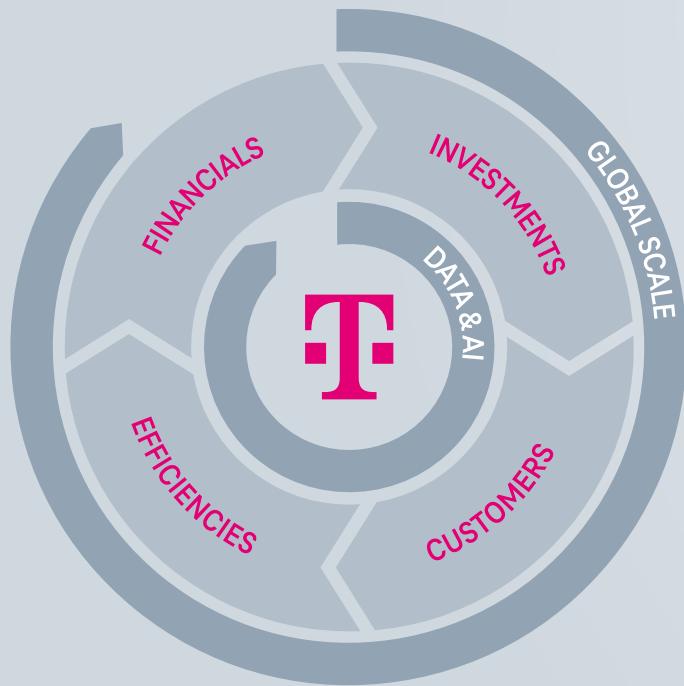
# We are on good track to evolve our business model to the next level

## Telco Business Model evolution

		FROM	TO	Strength & Capabilities – Examples –
Portfolio	Traditional connectivity focused	Integrated TC & IT incl. Fiber, 5G, Advanced Network Sol., Cloud, Security, IoT, AI		<ul style="list-style-type: none"> <li>5G leadership use cases &amp; FWA</li> <li>End-to-end SASE, cloud &amp; security offer</li> <li>IoT triple-digit € mn revenues<sup>1</sup></li> </ul>
	Legacy communication & connectivity services	Cloud-based services e.g. SDx, UCC;		<ul style="list-style-type: none"> <li>EU: +6% revenue growth in Enterprise Fixed Communication<sup>2</sup></li> </ul>
G2M/ pricing	Connectivity driven sales pitch & offering	Digitalization pitch cross-selling TC & IT		<ul style="list-style-type: none"> <li>Joint account approach Public: Germany &amp; TSI</li> <li>Integrated Key Accounts in EU with industry skills</li> <li>Digital consulting skills with Detecon, MMS</li> </ul>
	Classic contracts: long durations & commitments	As-a-Service, pay-as-you-go & grow, real-time settlements		<ul style="list-style-type: none"> <li>Consumption-based models in storage &amp; compute</li> </ul>
Delivery	Human focused sales & delivery, operations	Self-ordering & config., automated delivery; AI supported		<ul style="list-style-type: none"> <li>Automation with Salesforce, ServiceNow</li> <li>EU: OneApp and OneShop for SMBs</li> <li>AI supported RfPs</li> </ul>

<sup>1</sup> 2023; <sup>2</sup> 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 & midsized 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

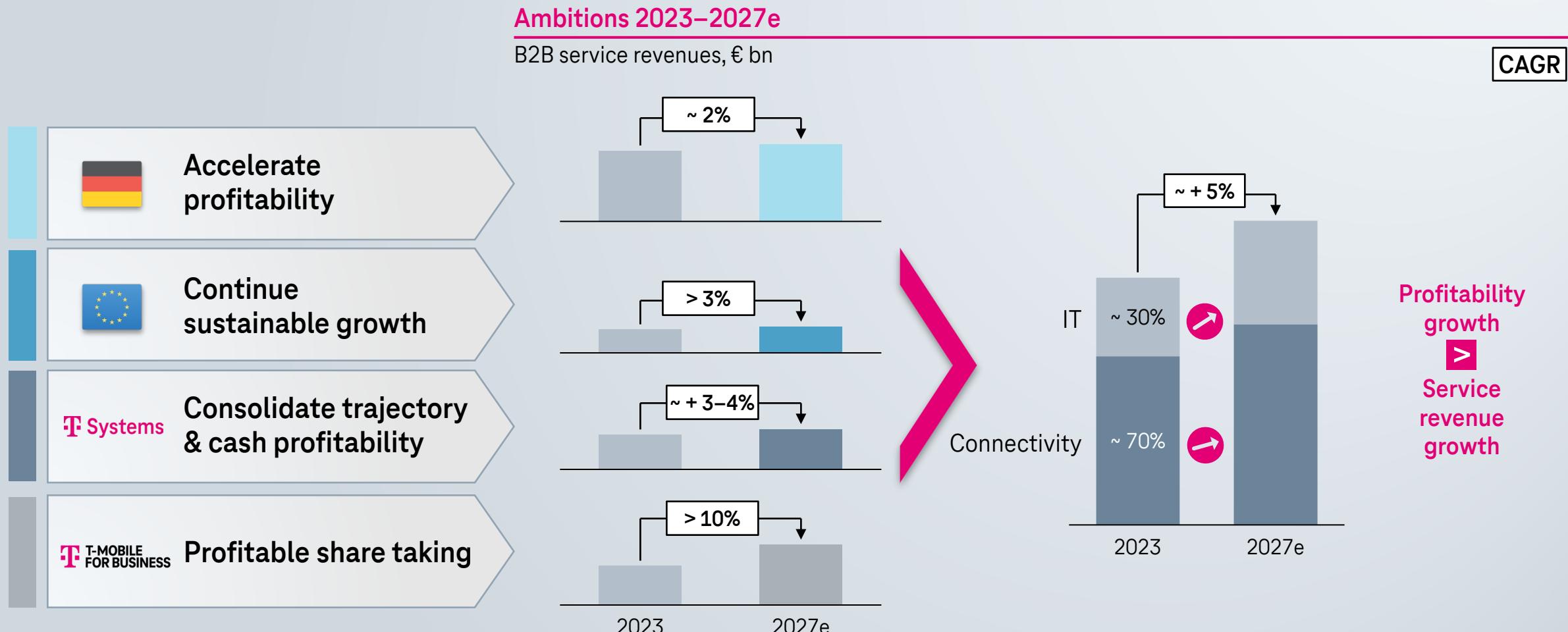
### Tech Fund

- €2 bn
- Security, IoT, SDx & AI

### Network APIs

- New business model – global Telco JV

# We have clear ambitions going forward



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

STRONGER FOUNDATION + SUPERIOR EXECUTION + ACCELERATION = VALUE CREATION



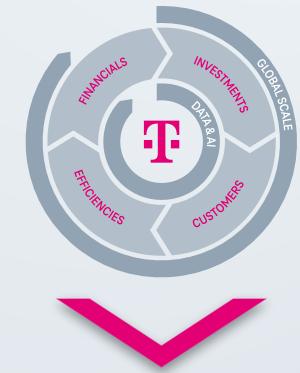
- Network leadership everywhere
- Leading **brand identity** – T Business & T-Systems & T-Mobile for Business
- **Benchmark** quality & reliability
- Best B2B **team**



- 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



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T-MOBILE US

TECHNOLOGY & INNOVATION

B2B

GROUP DEVELOPMENT

GROUP FINANCIALS

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# Our midterm B2B commitments

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

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

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**T-Systems**

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

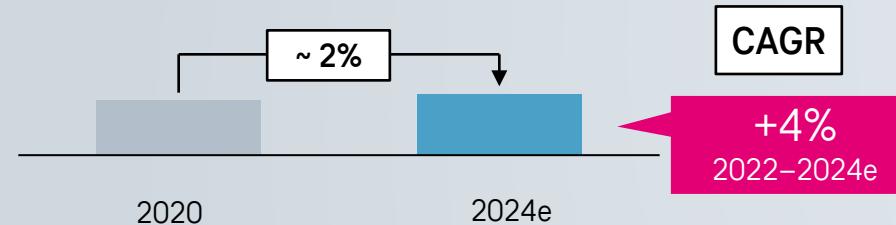


# Review 2020–2024e

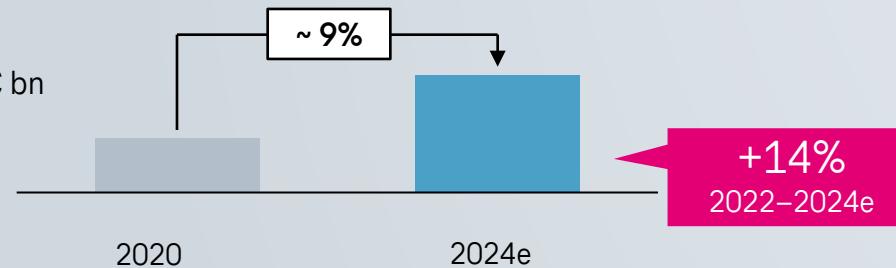
# We refocused our business & returned to a growth trajectory

## 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**

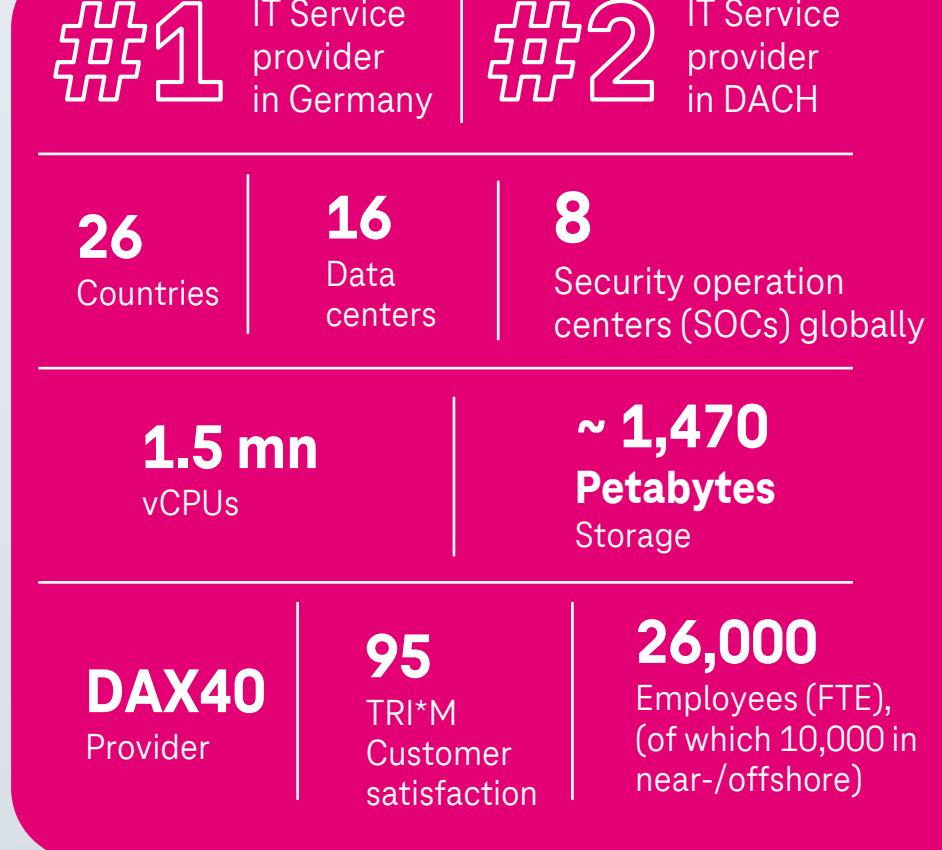
# CMD 2021 ambitions: delivered on our financial commitments

KPI	Time frame	Ambition	Achievements 2024e <sup>3</sup>
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 <sup>1</sup>	2020–2024e	Reduction by €0.2 bn	Increase of ~ €0.2 bn 
Cash Capex	2024e	Stable	Stable 
Cash contribution AL <sup>2</sup>	2023	Break-even	Break-even reached in 2023 

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

# Strategy 2023–2027e

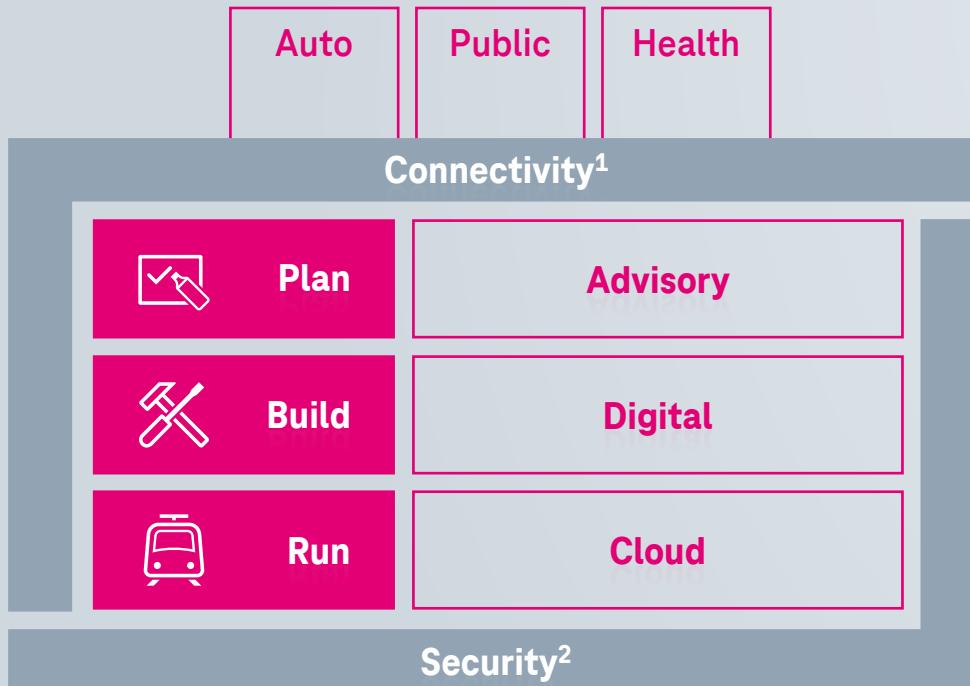
# TSI is big enough to serve globally & agile enough to care locally



# 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**

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

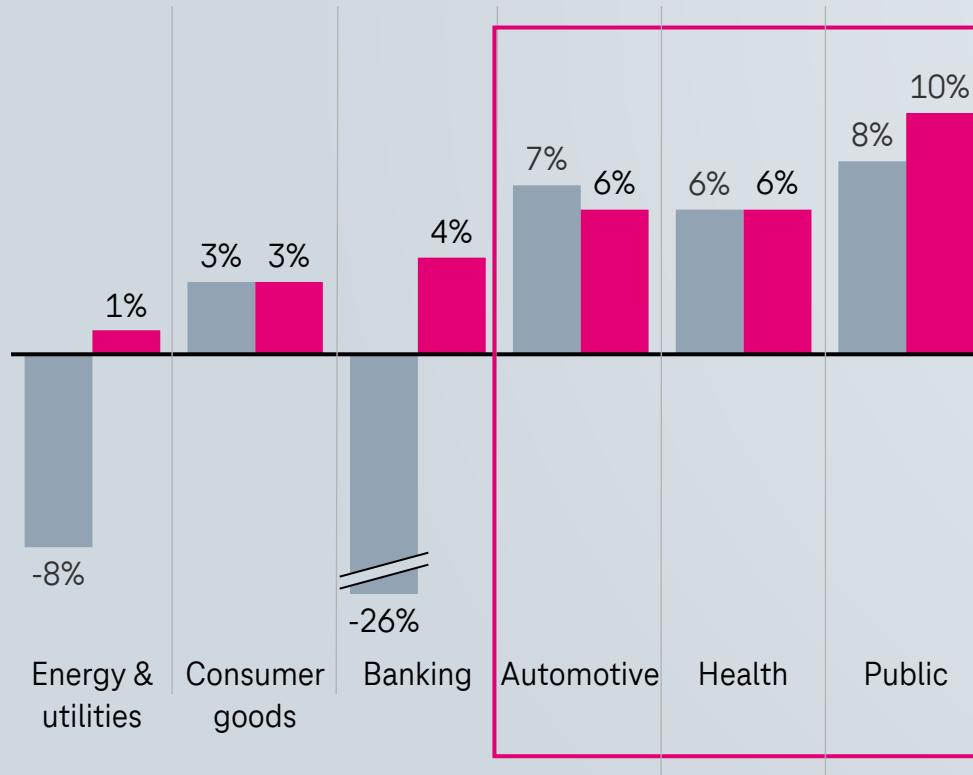
# We continue to double down on our focus verticals



## Market trends

Estimated revenue growth, % yoy

2022–2023 2023–2024e



## Verticals

### Automotive

## Growth areas

- **Software Defined Vehicle** value chain
- **Smart Factory** (combining supply chain mgmt., IoT, logistics & omniverse solutions)

### Health

- **Digital Hospital & Sovereign** interoperability
- Next generation of telematic infrastructure

### Public

- End-to-end **Digital citizen services** (E-Government)
- Focus on **Sovereignty & Security**

## Position

#1 in DACH

#1 in DACH

#1 in DACH

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

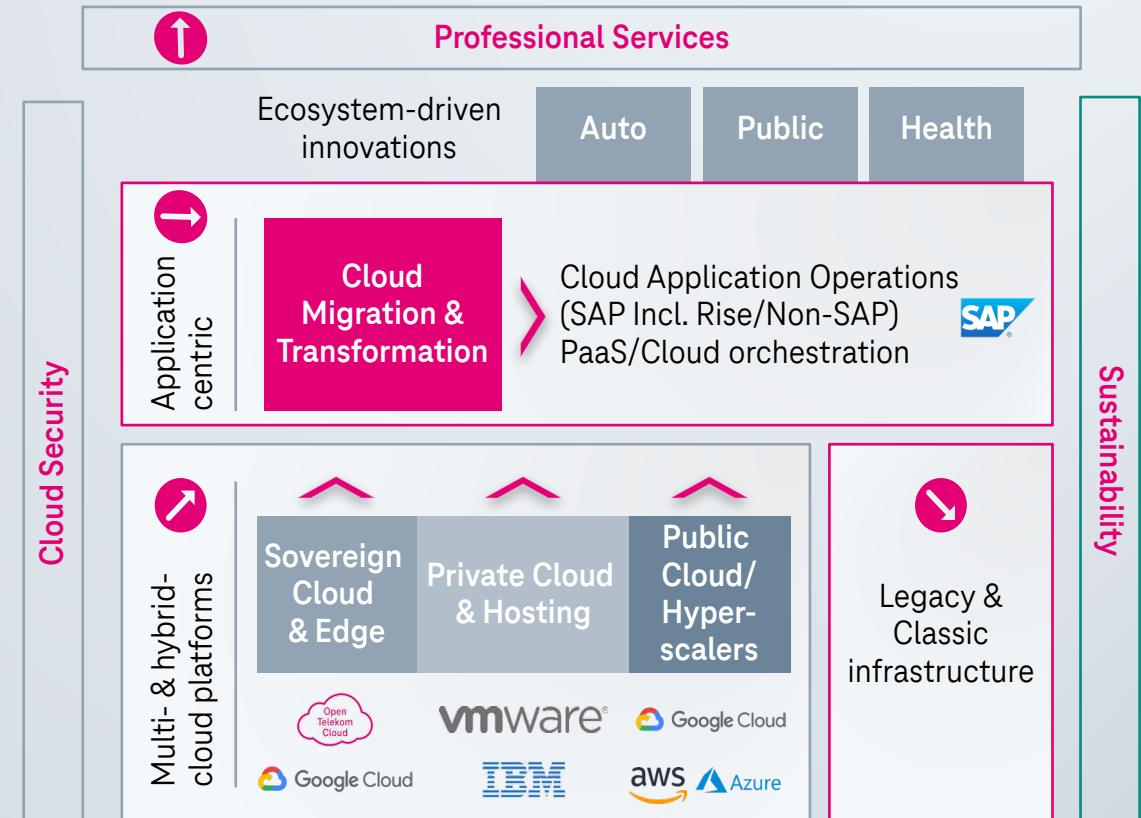


## Our direction

- **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



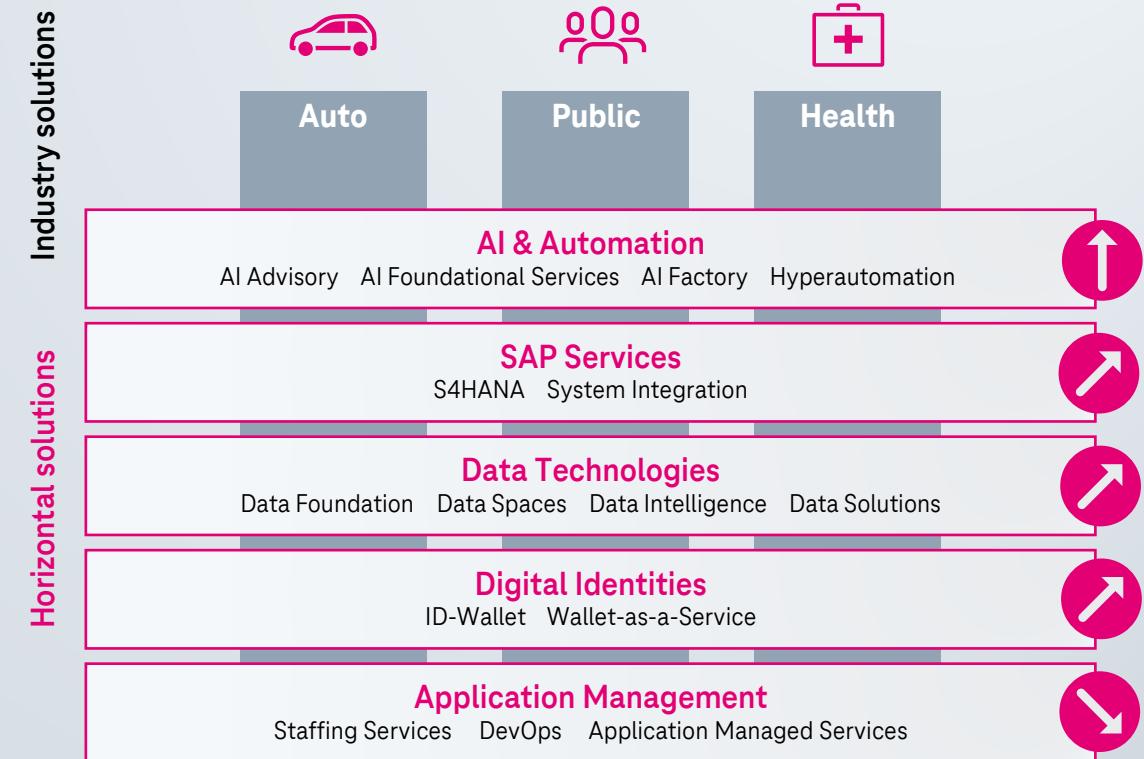
# Digital: We continue our transformation & strong growth



## Our direction

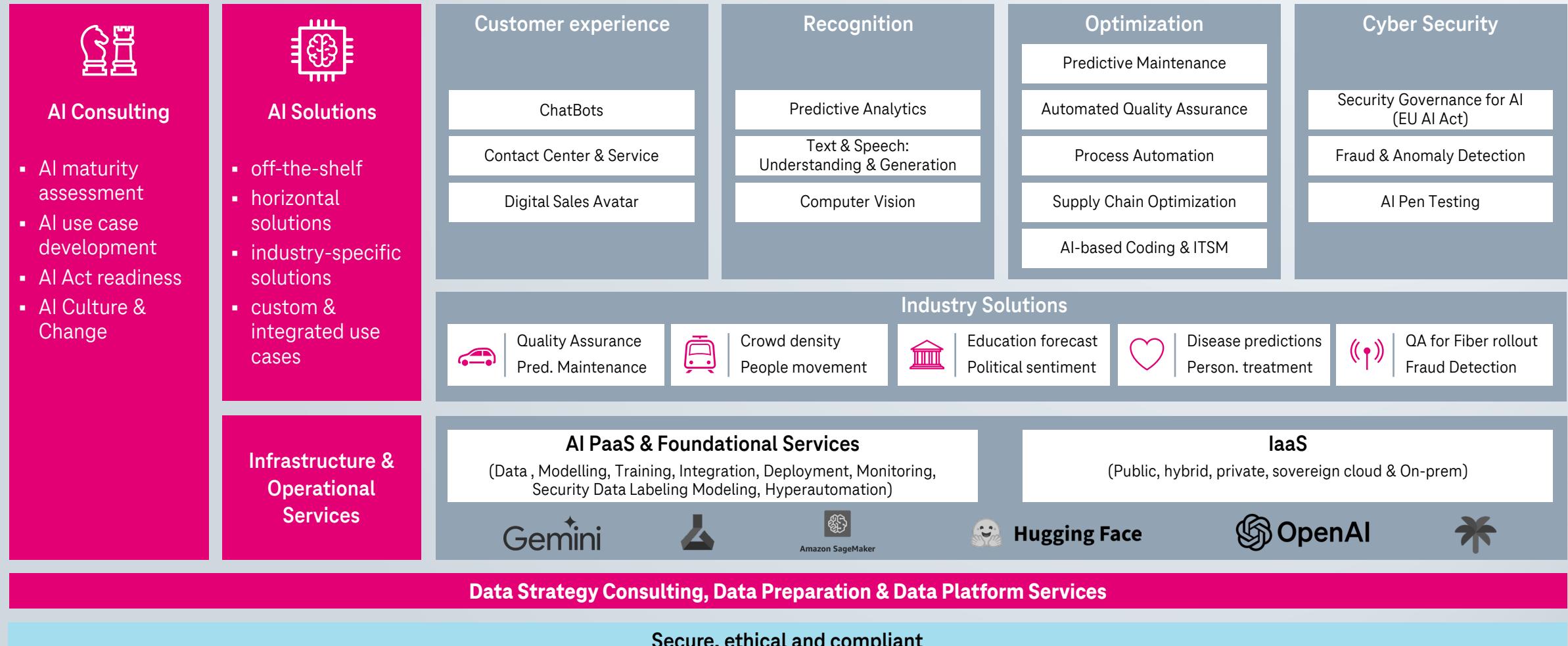
- **Digital:** ~ 35% of Total T-Systems' revenues in 2024e
- **Zero Failure** for highest Customer satisfaction and quality
- Continuing portfolio transformation **towards customer's value chain**
- High growth in **AI and automation**
- Growing **SAP services**, leveraging the RISE partnership
- Increase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

## Portfolio



↑ Indicates planned portfolio trajectory from 2024 to 2027e

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



# 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

### 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

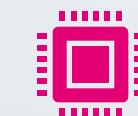


10,000

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

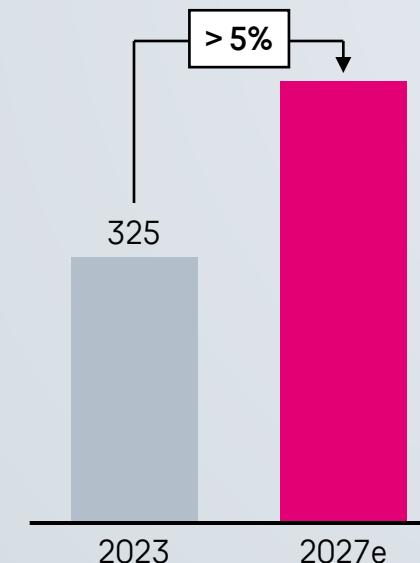
CAGR



## EBITDA ambition 2023–2027e

Adj. EBITDA AL, € mn

CAGR



## Cash contribution 2023–2027e

Positive Cash contribution AL<sup>1</sup>  
2023–2027e

<sup>1</sup> Cash contribution AL = Adj. EBITDA AL – Cash Capex – Special factors (Cash)

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**T Business  
Germany**

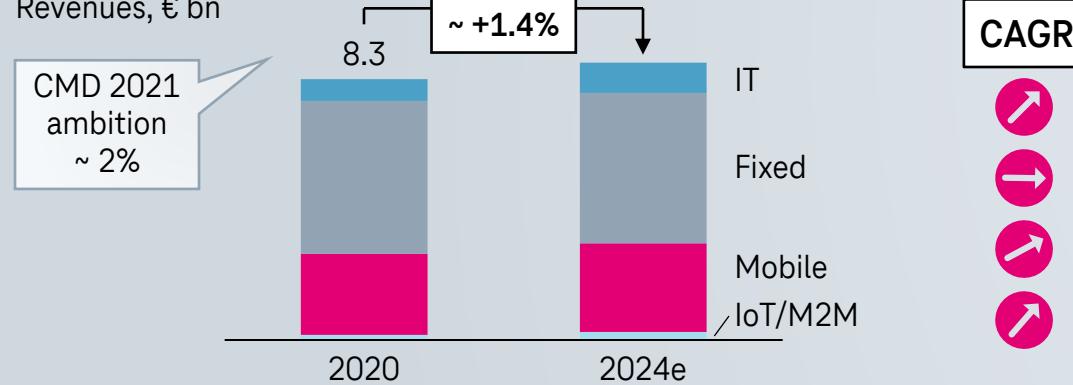
Klaus Werner



# Germany B2B on good trajectory to improve revenue & margin growth

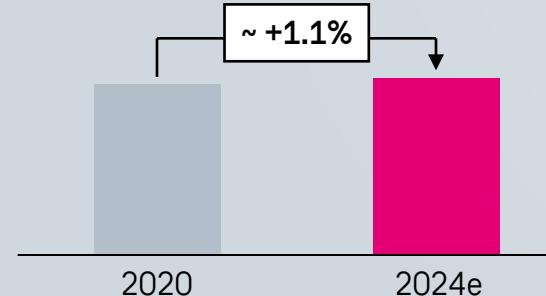
## Review 2020–2024e<sup>1</sup>

Revenues, € bn



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

Profitability<sup>2</sup>, € bn



<sup>1</sup> Organic view reflecting also B2B reorganization; <sup>2</sup> 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**



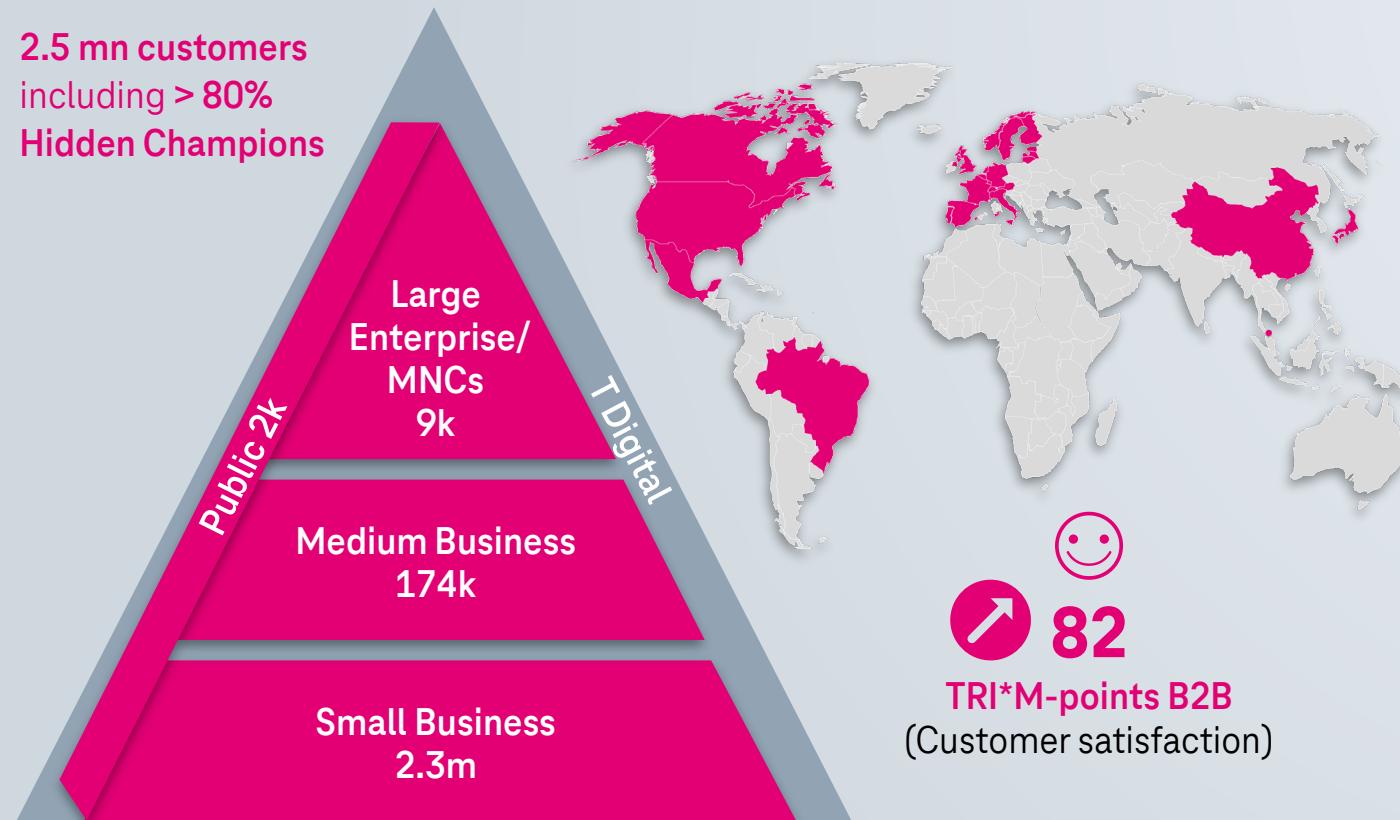
### Challenges

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

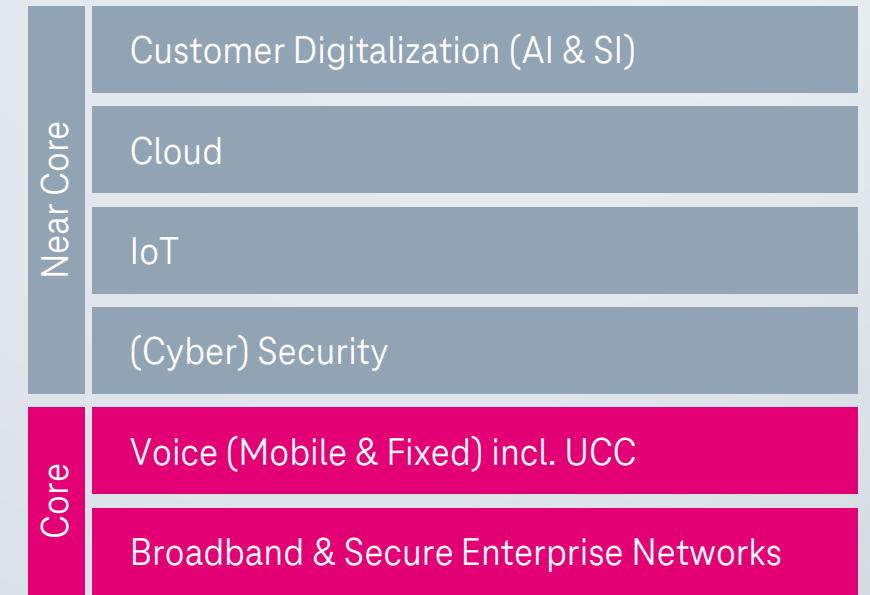
# The trusted partner to achieve digitalization for all our customers



## Our customers



## Our portfolio offerings





# 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<sup>1,2</sup>

Double-digit market growth

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

<sup>1</sup>T Digital: Dedicated unit of T Business driving IoT, Security, Cloud, AI; <sup>2</sup>T Digital revenues included in segments

x%

Revenue share YE 2023



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# Continuous growth in our core connectivity



## Secure Network

### Customer needs

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



### Our solution

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

### Example

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

**> 350k** connected sites



## Broadband/Fiber

**Best connectivity** to connect all businesses in Germany



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

### Innovative broadband offerings

e.g. FWA as backup launched in Q3 2024



**12k** hybrid bookings in first 100 days



## Mobile

Higher customer expectations while **price pressure** increases



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

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

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

**> 9 mn** human sim cards





# Near core value creation with digitalization services



	IoT	Security	Cloud	AI
Customer needs	Seamless global connectivity requirements for IoT & consistent CX	Increased security spending despite constantly reducing IT budgets	Secure & highly automated cloud models aligned with customers business operations	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 <b>cyber security portfolio</b> & capabilities in <b>security ecosystem</b>	Own OTC & selected hyperscaler clouds for local & international requirements	Ready to sell products & roadmap for value creation
Example	Leading Global Network Aggregator   	Security ecosystem with leading tech players   SECURITY  Microsoft  CISCO  FORTINET	Trusted & Sovereign Cloud offerings    Highly secured  GDPR conformity	Extended AI value propositions    Human Centric AI  Industrial Centric AI
Cloudified Platforms	29 mn connections	95% of alarms auto-defended	> 6k public cloud customers	> 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

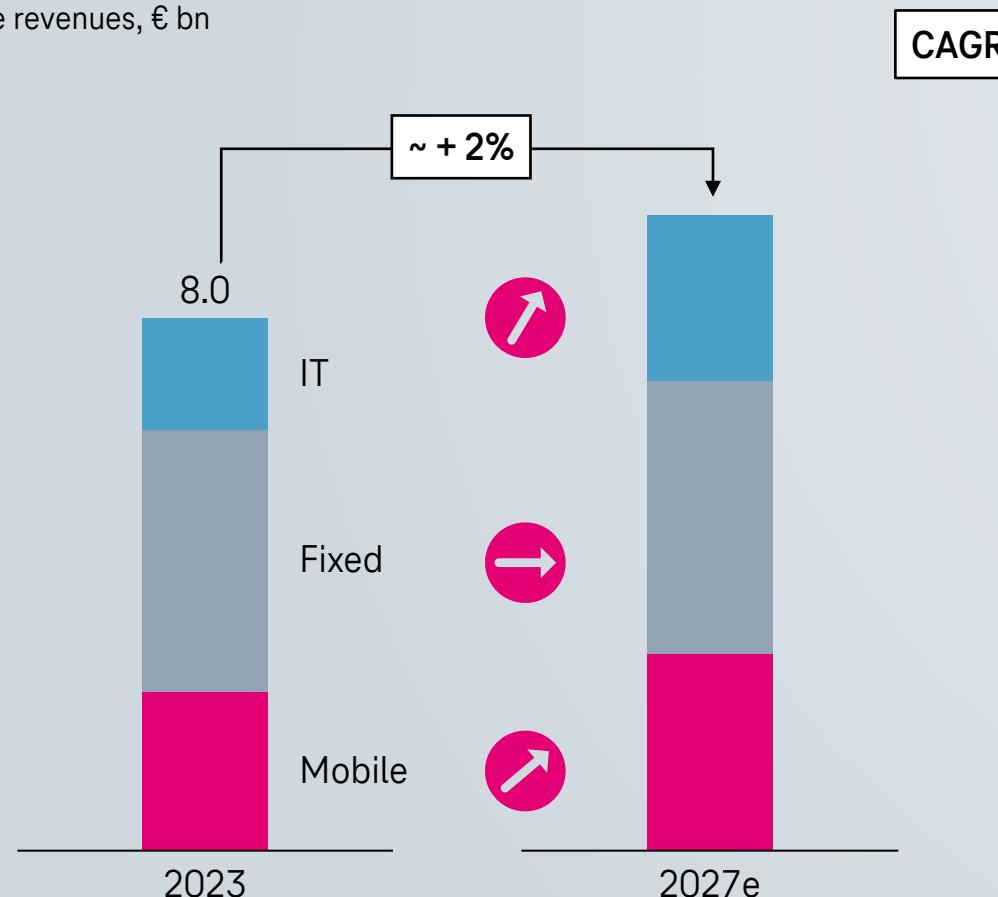




# We boost profitability growth with an impact on total Germany results

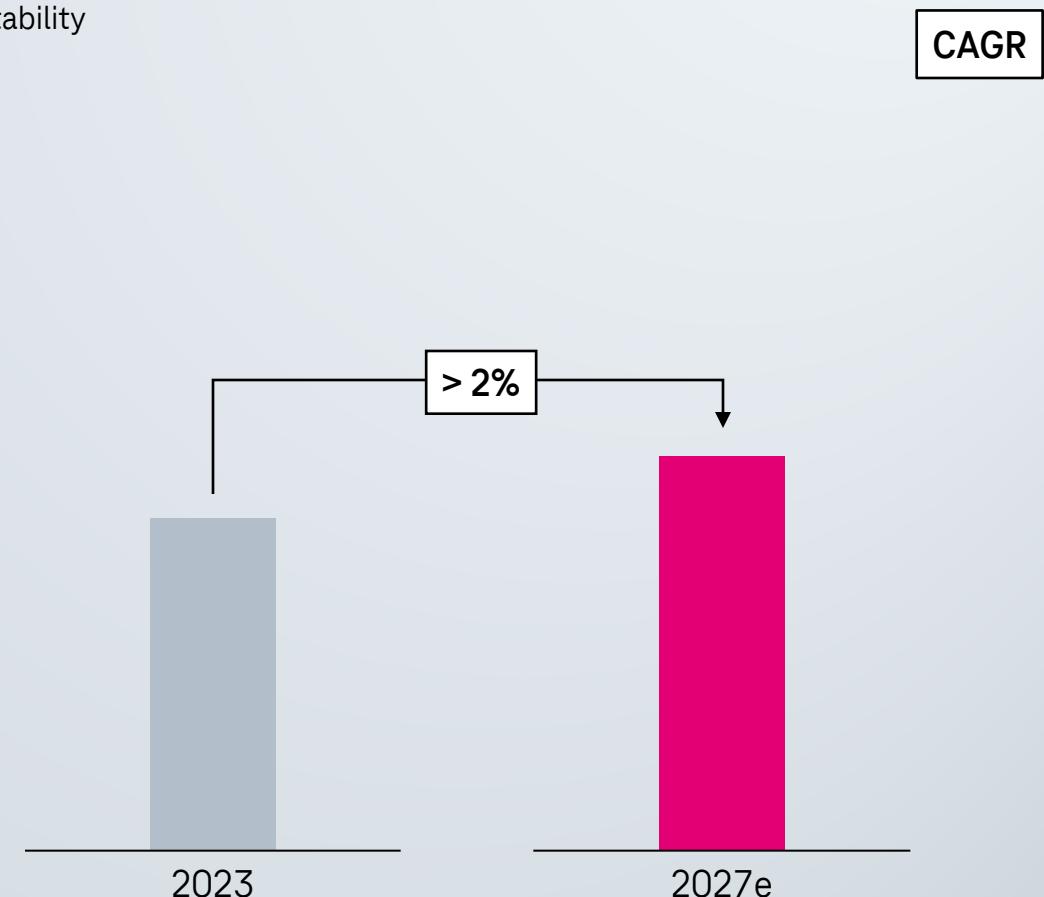
## Ambition 2023–2027e

Service revenues, € bn



## Ambition 2023–2027e

Profitability



Note: For definition of profitability see glossary



GROUP STRATEGY

GERMANY

EUROPE

T-MOBILE US

TECHNOLOGY & INNOVATION

B2B

GROUP DEVELOPMENT

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CAPITAL  
MARKETS  
DAY 2024

#DTCMD24

**T Business  
Europe**

Elvira González

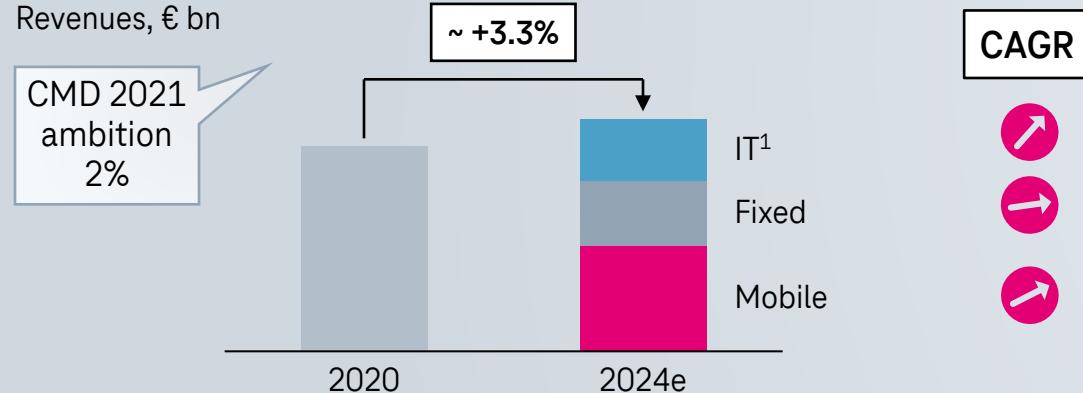




# EU B2B accelerating profitable growth

## Review 2020–2024e<sup>1</sup>: CMD 2021 commitments overachieved

Revenues, € bn

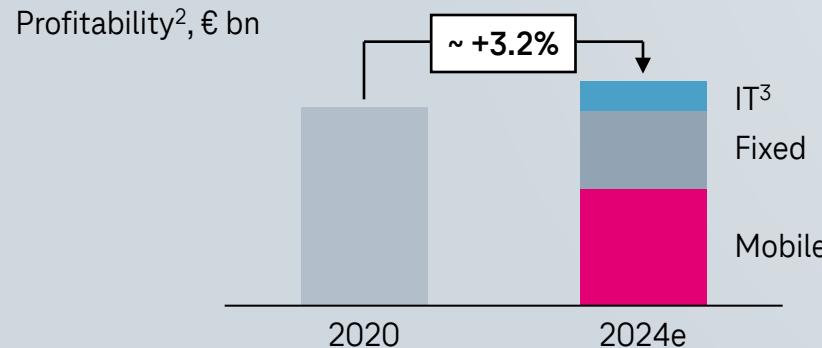


CAGR



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

Profitability<sup>2</sup>, € 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**

<sup>1</sup> Organic view; <sup>2</sup> For definition of profitability see glossary;

<sup>3</sup> 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

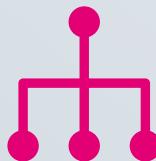
## Harmonized strategy

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



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## 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

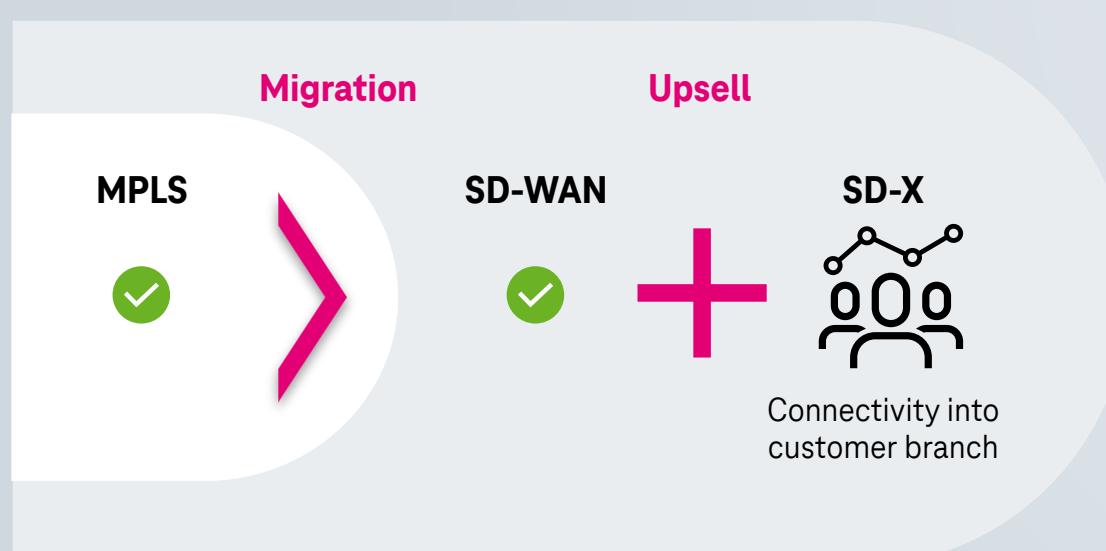


# We prioritize SD-networking & network monetization



## MANAGED NETWORK SOLUTIONS

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



**>10k**  
SD-WAN customer branches

**+6%**  
Enterprise Fixed Comms<sup>1</sup>

## 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



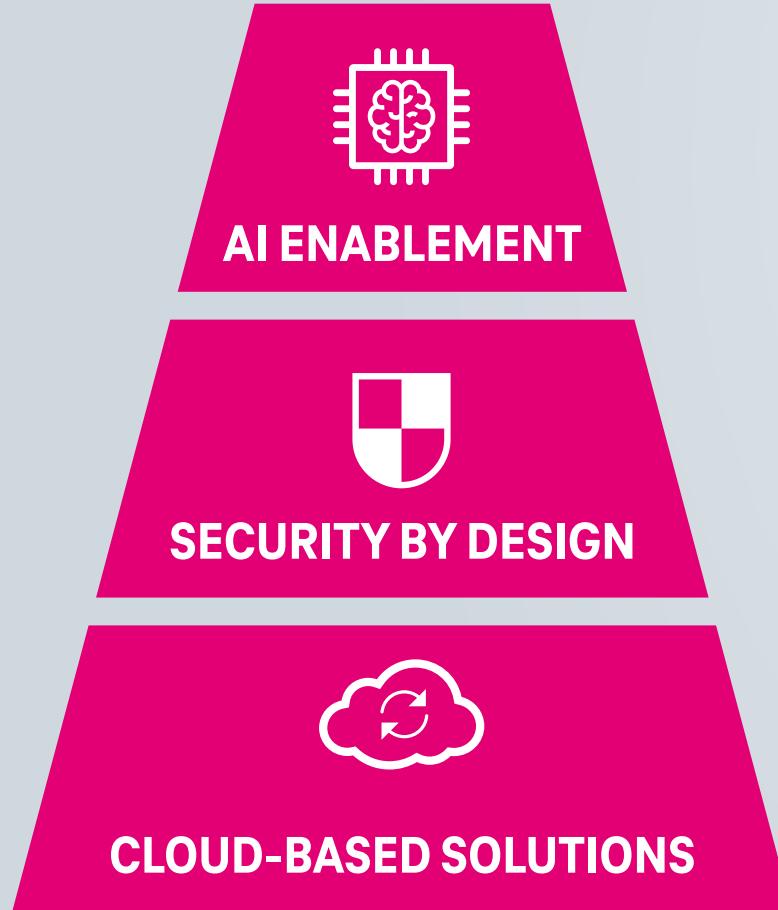
**Fiber footprint extension in B2B areas**  
Industrial, manufacturing and business parks

**>40**  
5G Campus sites

**+12%**  
Fixed Broadband<sup>1</sup>

<sup>1</sup> 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** growth<sup>1</sup> in next-gen portfolio

<sup>1</sup> 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 prolongations<sup>1</sup>

## 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 value<sup>2</sup>

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

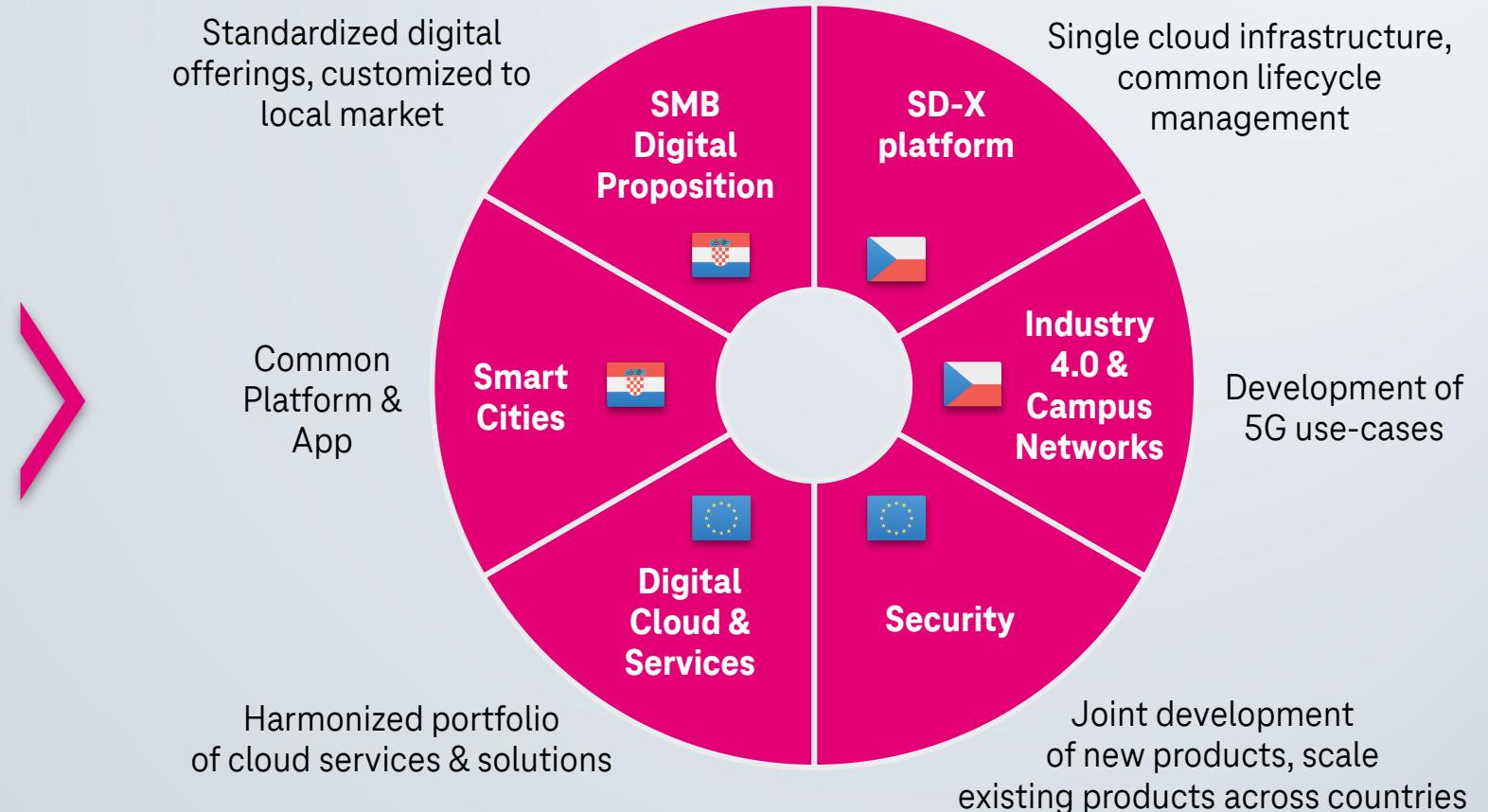
# Centers of Excellence as lever for innovation & Customer experience



## 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

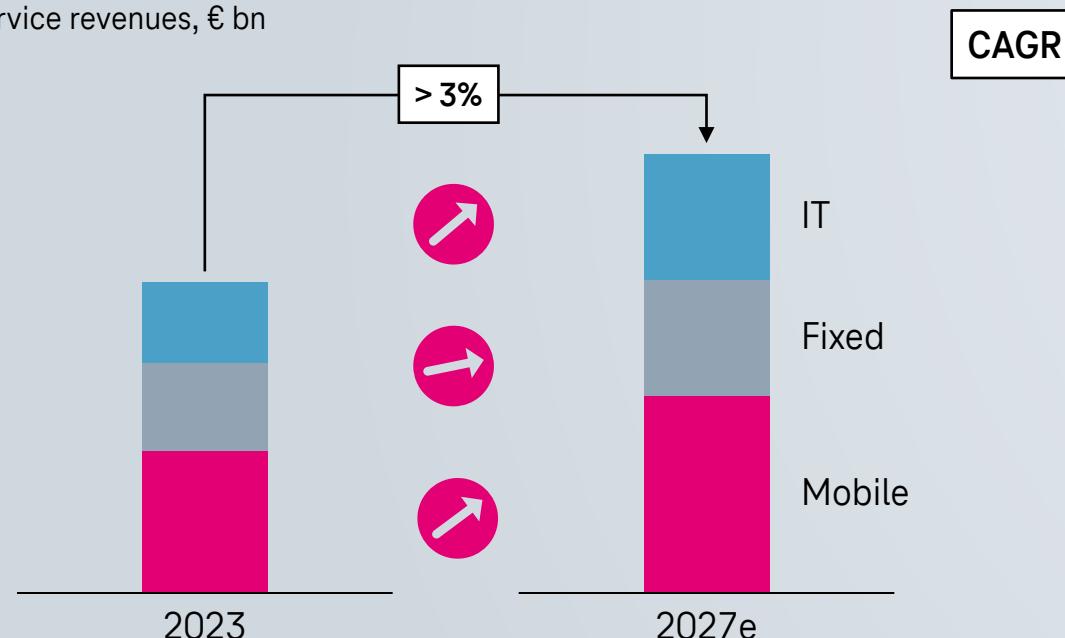




# We will add > 3% of profitable Service revenue growth

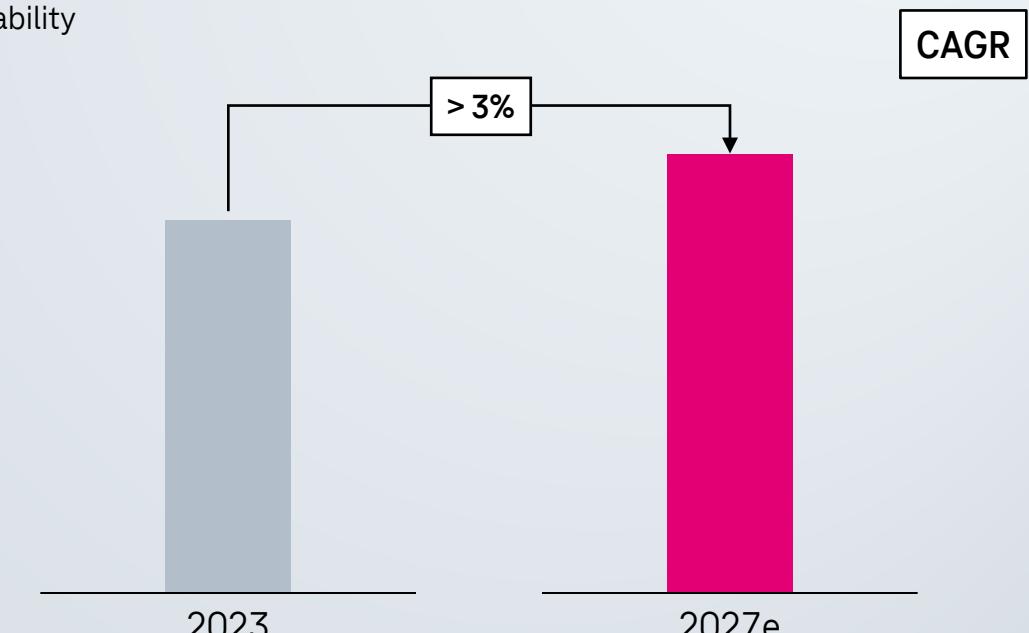
## Ambition 2023–2027e

Service revenues, € bn



## Ambition 2023–2027e

Profitability



## Ambition 2023–2027e

TRI\*M

**#1**

across footprint in Europe

Note: For definition of profitability see glossary



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