

# Welcome – Willkommen!

Annual General Meeting – Hauptversammlung  
Frankfurt/Main, 19 May 2004

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# Financial statements



		2002	2003	Change in %
Sales revenue	€m	1,106.5	1,419.4	+28
Earnings before interest and taxes	€m	351.2	452.6	+29
Net profit for the period	€m	235.1	246.3	+5
Cash flows from operating activities	€m	466.2	530.6	+14

# Proposal on the appropriation of the unappropriated surplus



Dividend policy

- Increase of dividends continues in 2003

Unappropriated surplus

- €135.0m

▶ Of which

- €61.5m dividend
- €73.5m other retained earnings

Dividend per share

- €0.55

# Mission Deutsche Börse Group



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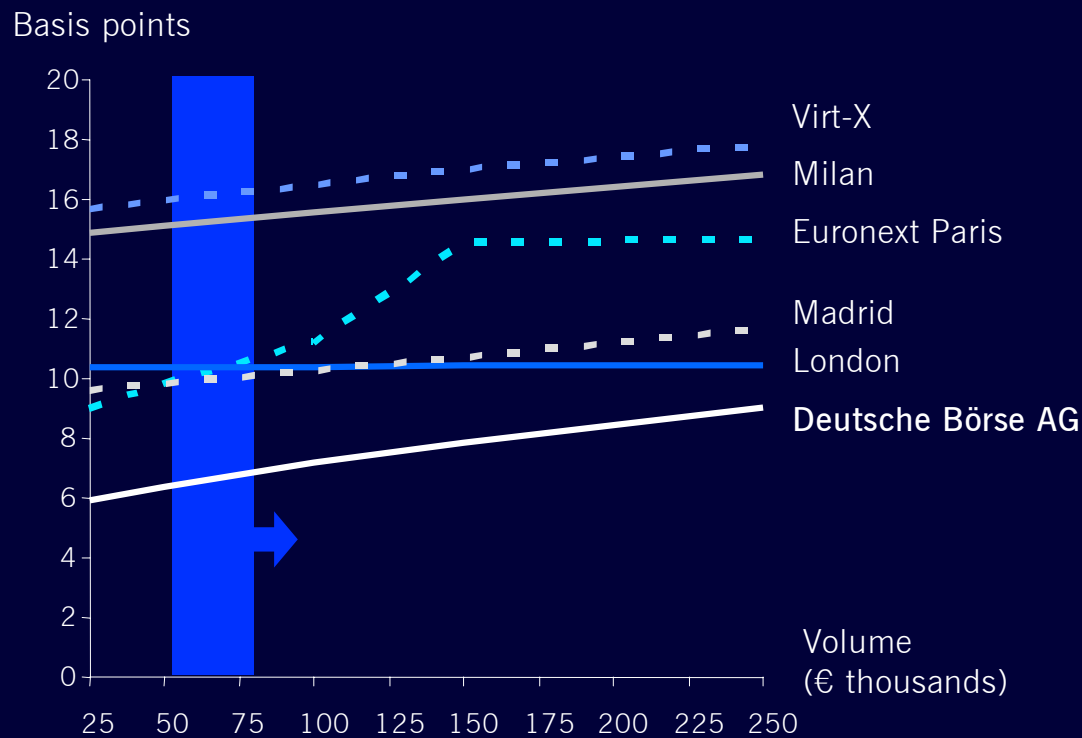


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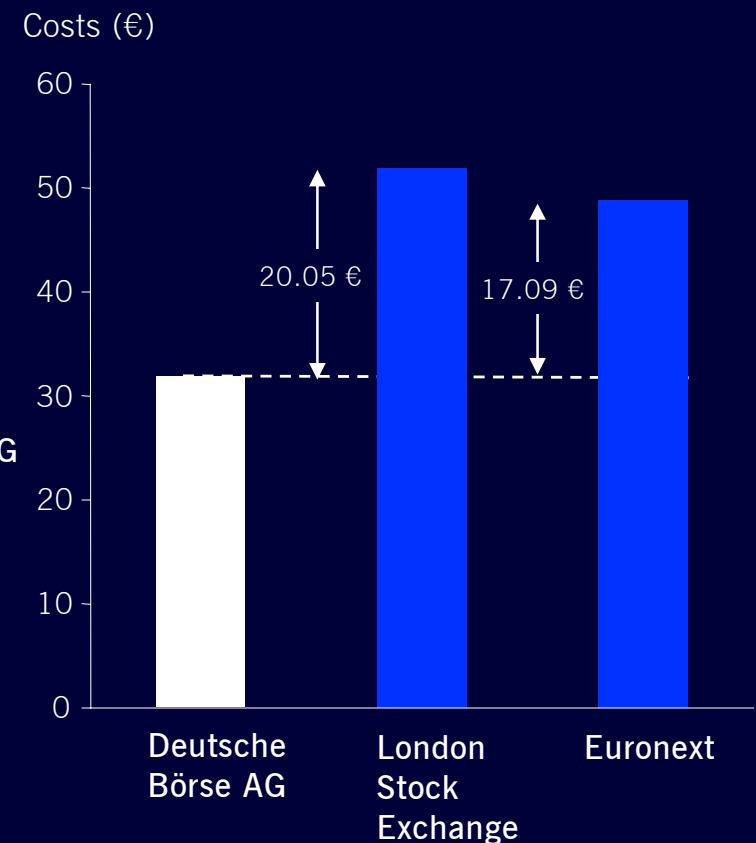


# Implicit costs: deep order books facilitate execution of larger orders and minimize market impact

Depth premium\* for a given volume top-5 active stocks of each exchange (2004)



Absolute size of depth premium order size €50 thousand (2004)



\* ex ante order book depth (round trip order). Data period 14/15/16/19/20 January 2004 for electronic order books

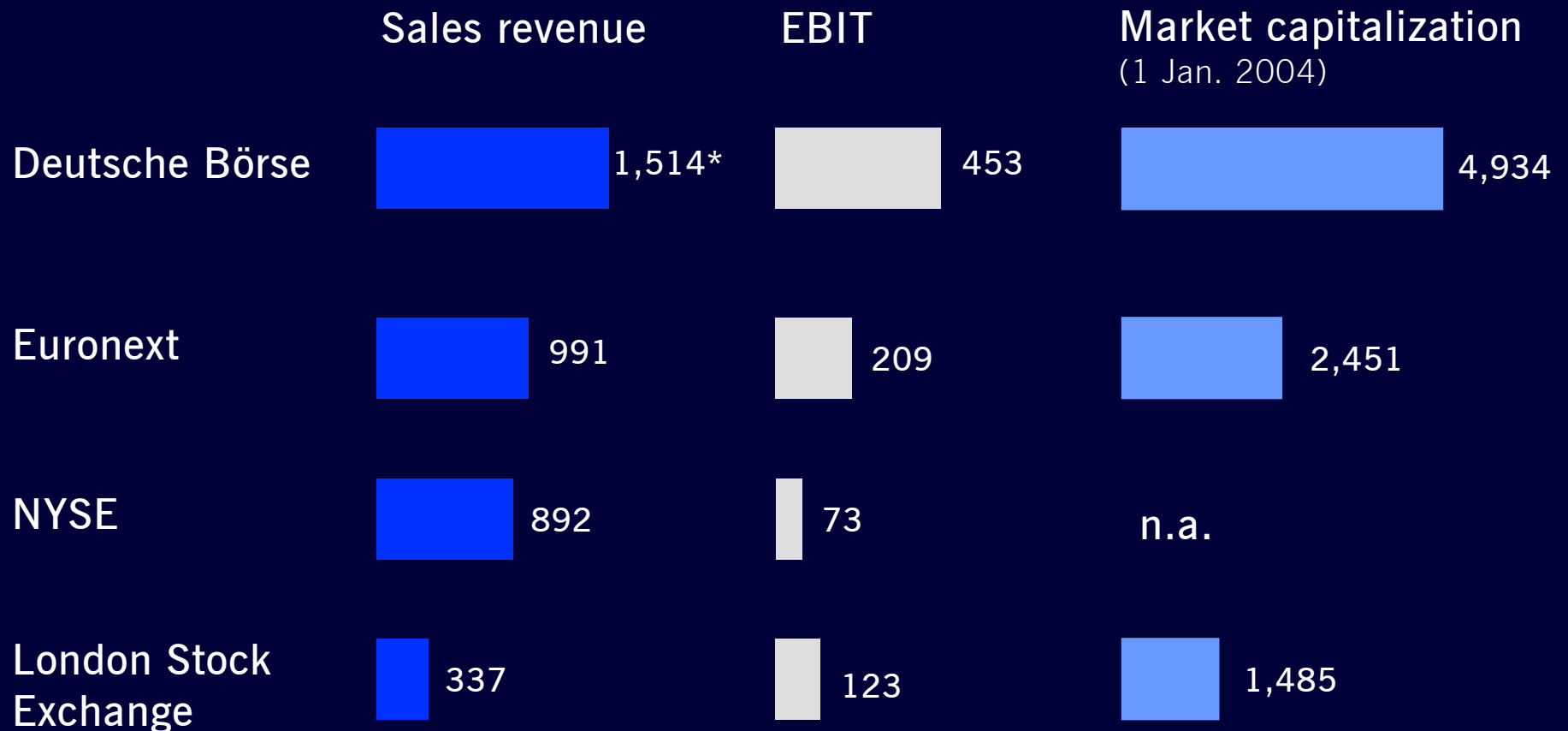
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# Deutsche Börse largest organization worldwide in its industry (€m, 2003)



\* Sales revenue incl. net interest income



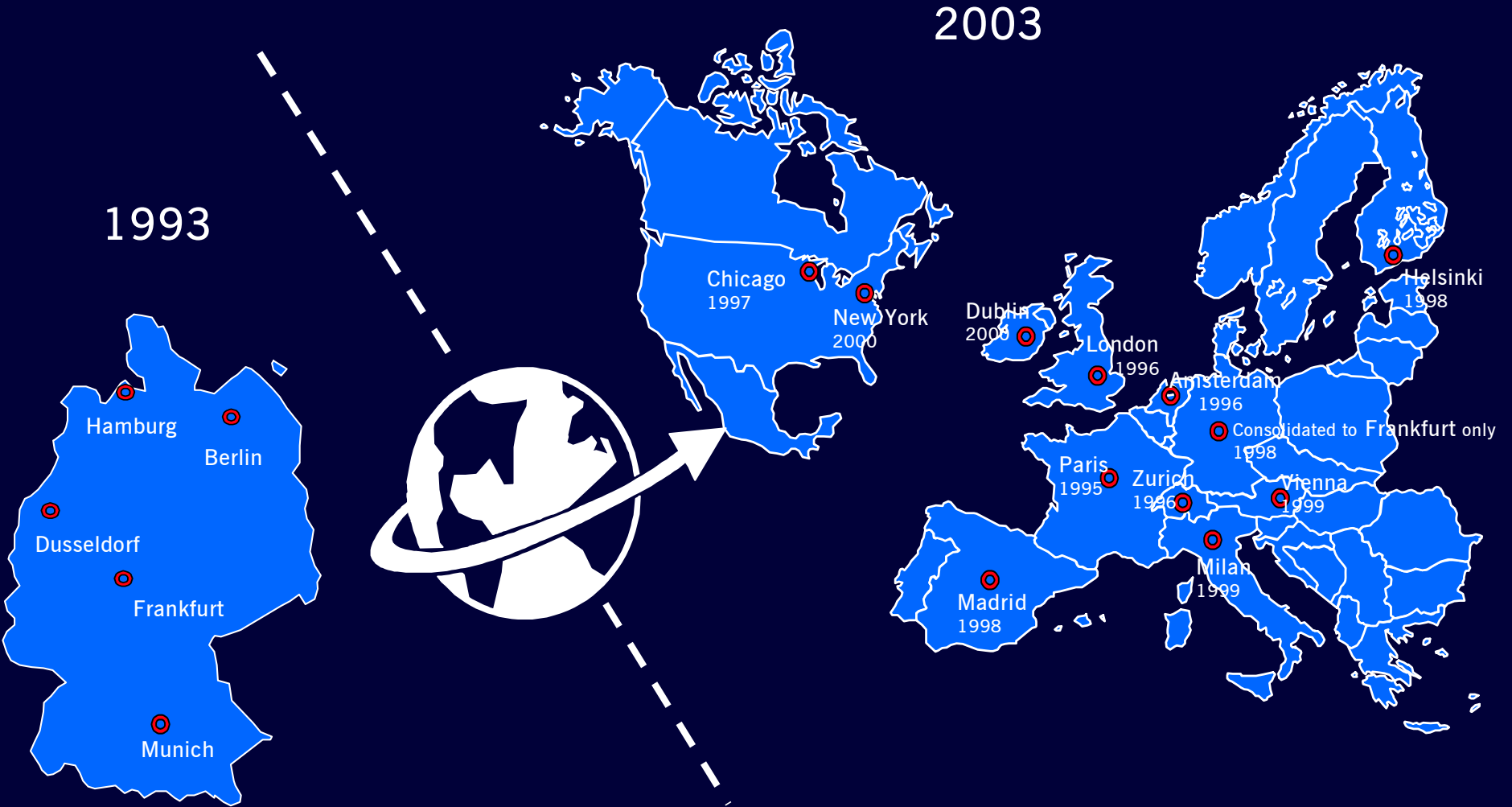
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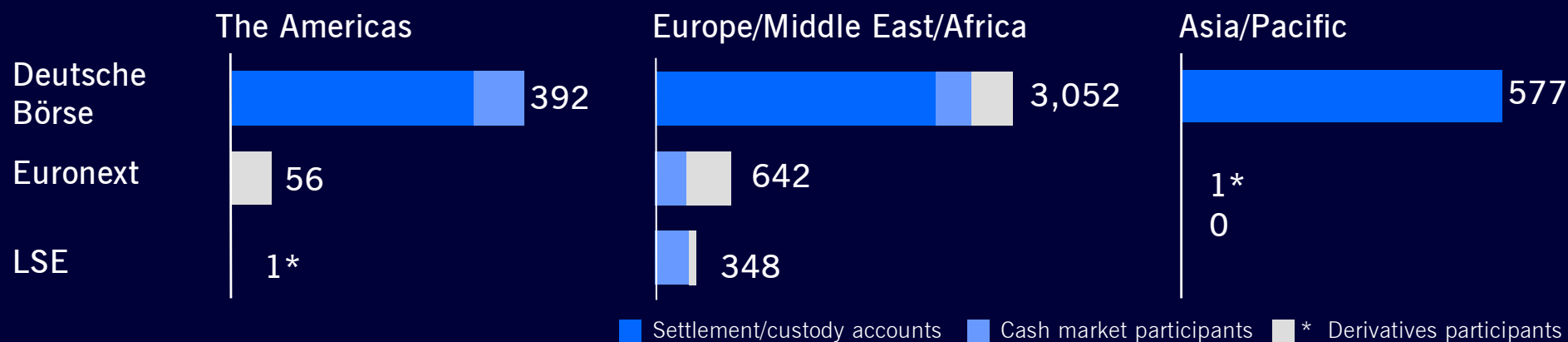
# Building a global liquidity network 1993-2003



# Deutsche Börse with unrivaled customer reach on a global scale



## Customer network



## Office locations

<b>Deutsche Börse</b>	<ul style="list-style-type: none"> <li>■ Chicago</li> <li>■ New York</li> </ul>	<ul style="list-style-type: none"> <li>■ London</li> <li>■ Frankfurt<sup>1</sup></li> <li>■ Berlin</li> </ul>	<ul style="list-style-type: none"> <li>■ Paris</li> <li>■ Zurich</li> <li>■ Luxembourg</li> </ul>	<ul style="list-style-type: none"> <li>■ Dubai</li> <li>■ Hong Kong</li> </ul>
<b>Euronext</b>	<ul style="list-style-type: none"> <li>■ Chicago</li> <li>■ New York</li> </ul>	<ul style="list-style-type: none"> <li>■ London</li> <li>■ Frankfurt</li> <li>■ Paris</li> </ul>	<ul style="list-style-type: none"> <li>■ Amsterdam</li> <li>■ Brussels</li> <li>■ Lisbon</li> </ul>	<ul style="list-style-type: none"> <li>■ -</li> </ul>
<b>LSE</b>	<ul style="list-style-type: none"> <li>■ -</li> </ul>	<ul style="list-style-type: none"> <li>■ London</li> <li>■ Stockholm</li> </ul>		<ul style="list-style-type: none"> <li>■ -</li> </ul>

<sup>1</sup> Plus an additional office in Ettlingen

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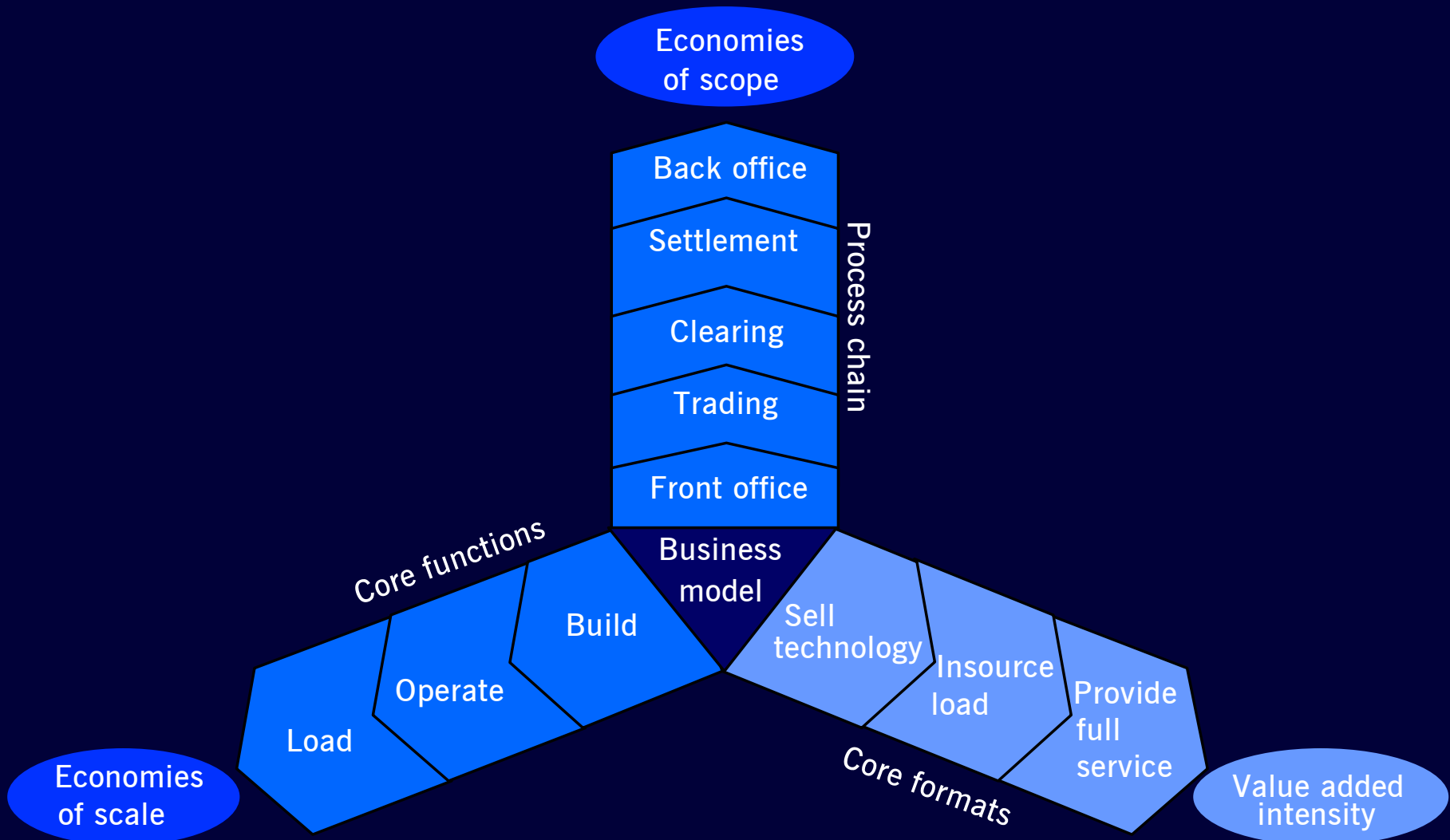
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# Deutsche Börse Group's business model

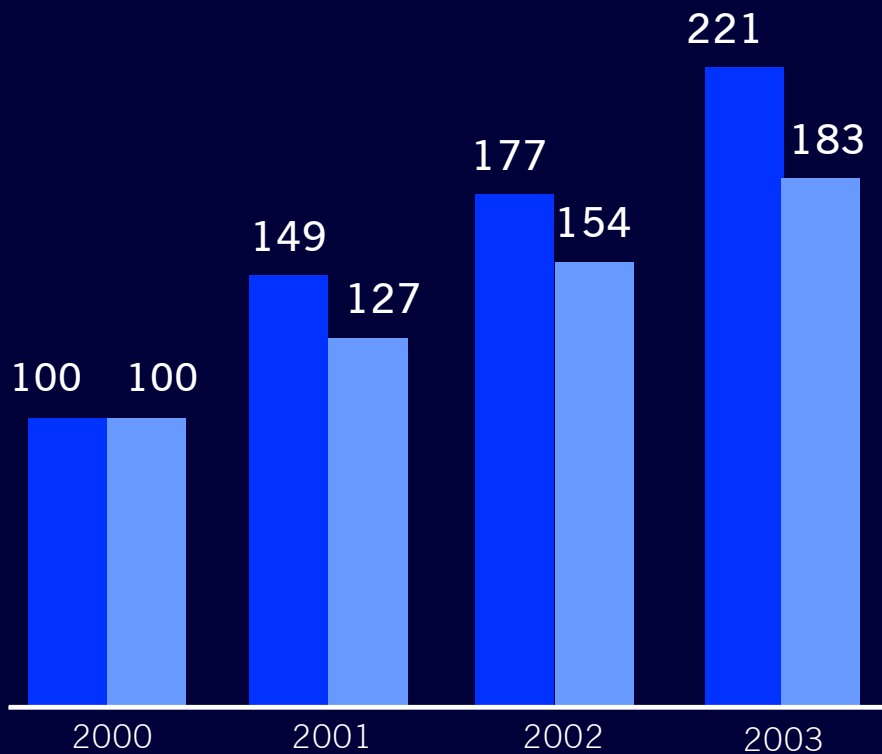


# Deutsche Börse leverages scale benefits in existing markets



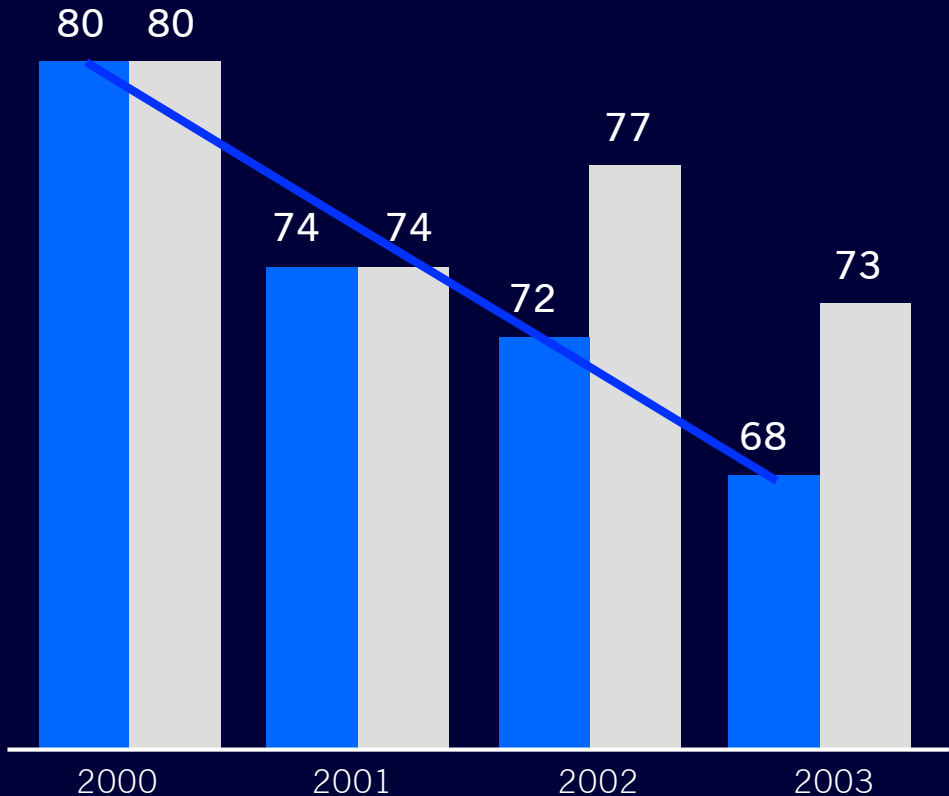
**Number of charged transactions**  
Percent, rebased, 2000 = 100%

■ Eurex ■ Xetra

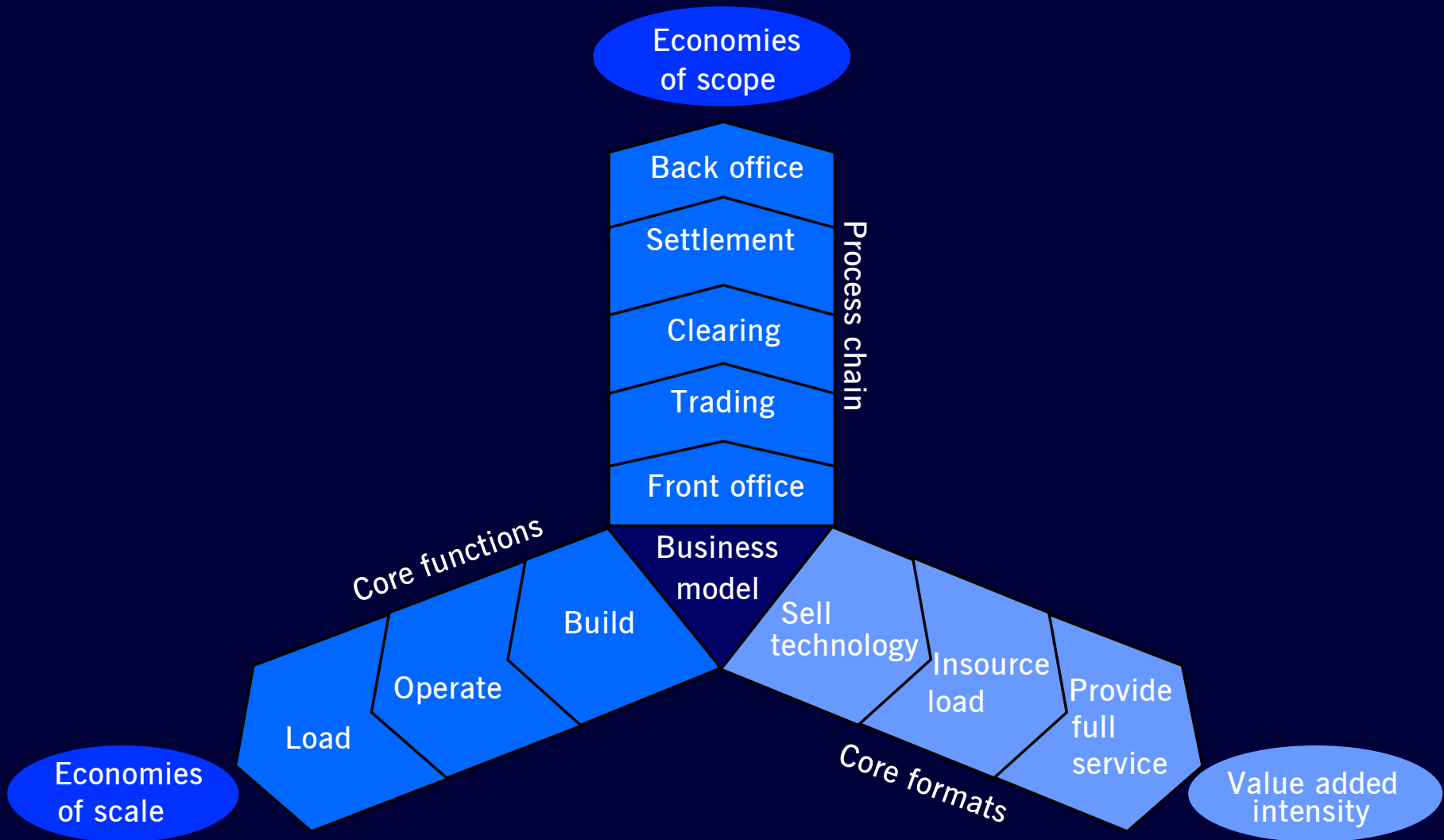


**Cost/income ratio** Cost in percent of total revenues  
(Total revenues = external sales + net interest income + own expenses capitalized + other operating income)

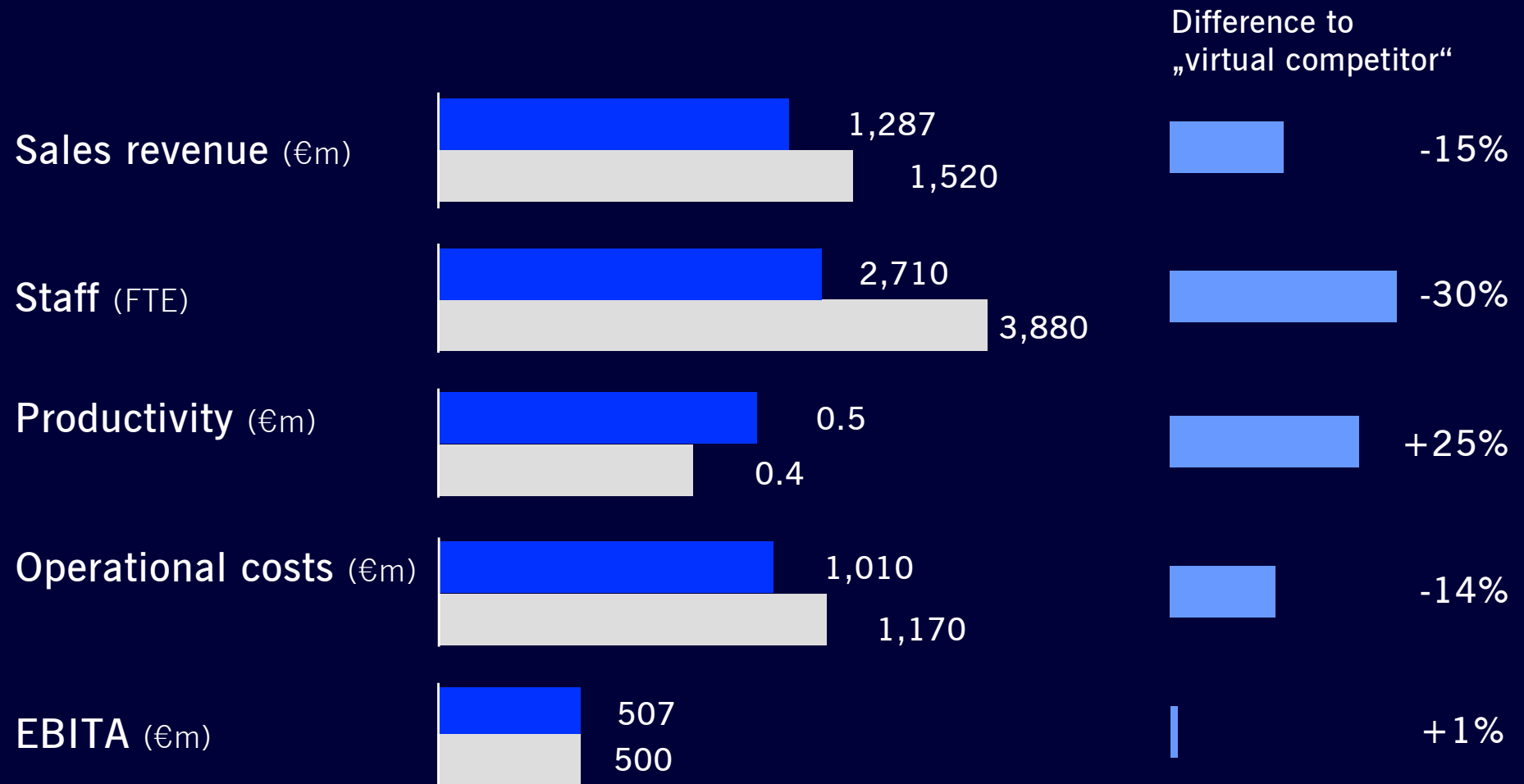
■ Total cost excl. goodwill ■ Goodwill



# Deutsche Börse Group's business model



# Straight comparison with benchmark competitor highlights Deutsche Börse's advantages



■ Deutsche Börse

■ Virtual competitor (Euroclear, Euronext.Liffe, London Clearing House, London Stock Exchange)



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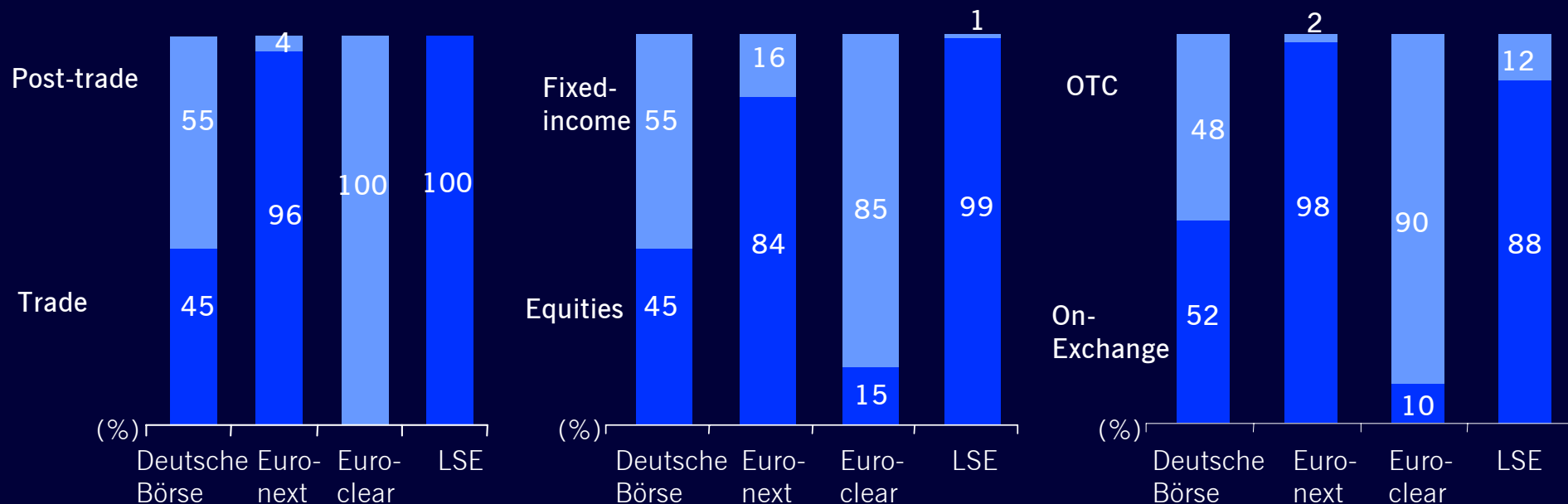
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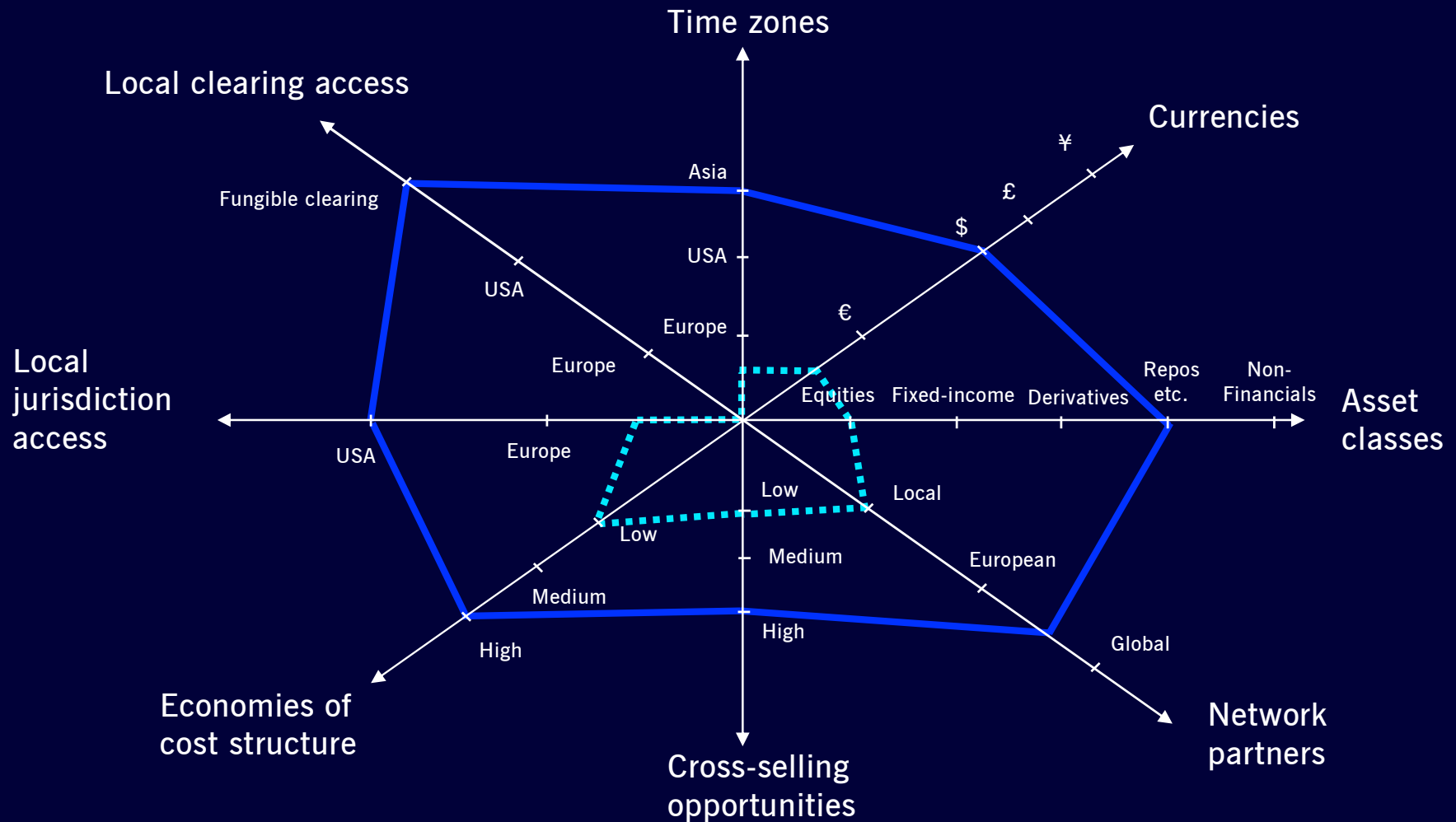
**We will organize new markets and thereby improve their liquidity.**

# Deutsche Börse AG comprehensive portfolio mix is unique



- Half of revenues are from post-trade/post-clearing activities
- Half of revenues are from OTC products
- More than half of revenues are from fixed income products

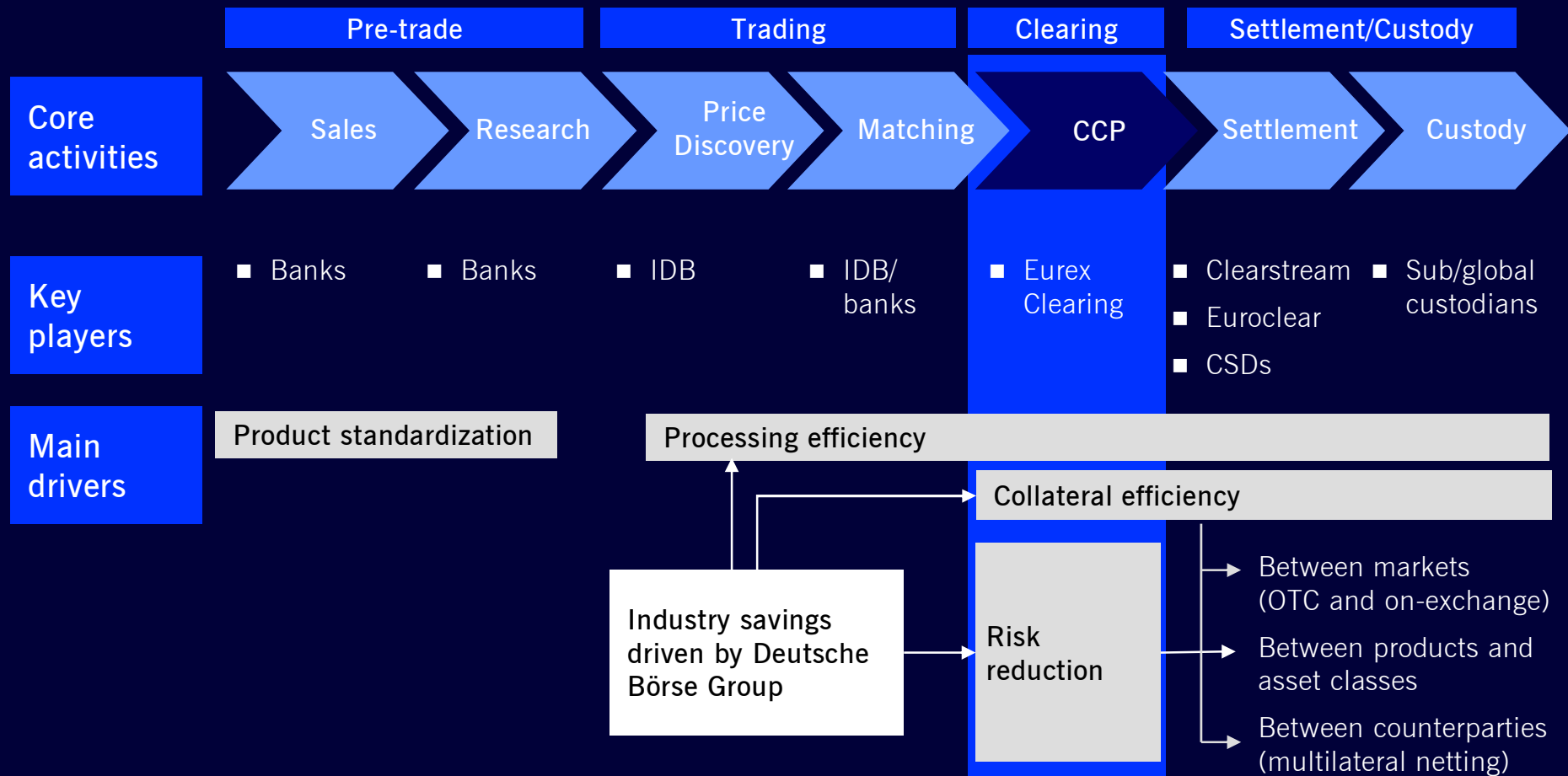
# Leveraging existing competitive advantages for globalization on various levels



# State-of-the-art clearing solution directly addresses OTC market needs



## Fixed income securities trade cycle



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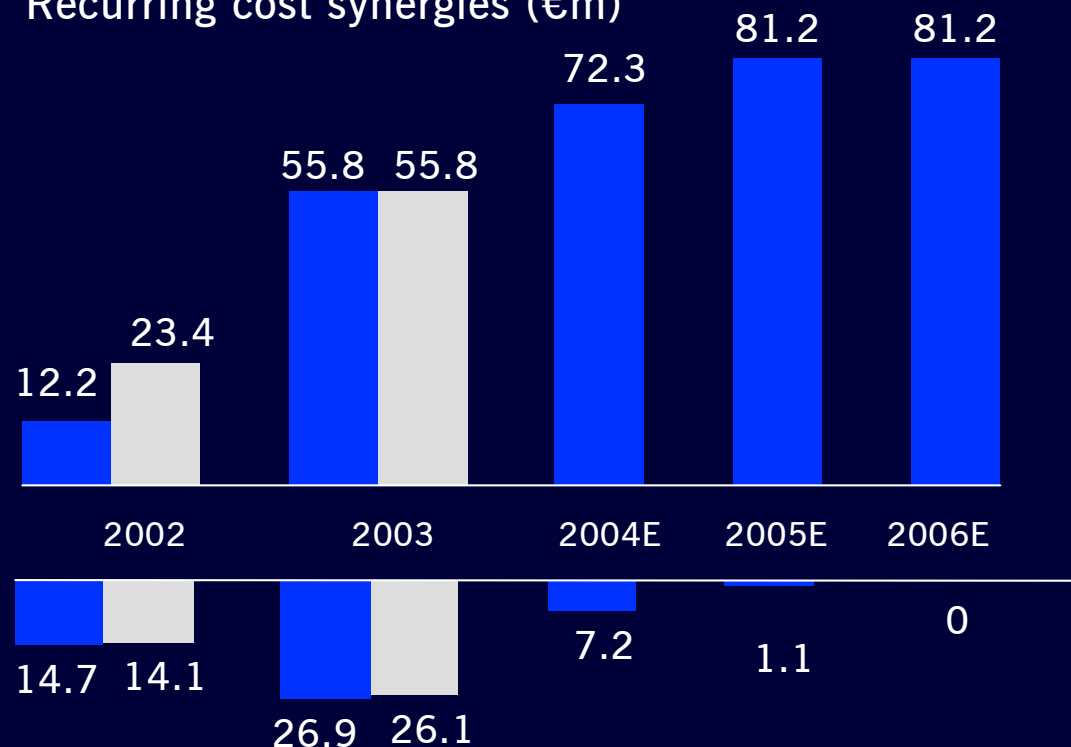
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# Cost synergies from Clearstream integration will further increase in 2004



Recurring cost synergies (€m)



Cost synergies of €72m expected in 2004

- Result in lower cost run rate on group level
- ~ €100m total synergies in 2004 including one-off savings

Integration cost

■ Planned ■ Realized

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# Ten-year review



	1993 <sup>1</sup>	2003	CAGR
Staff (as at 31 Dec.)	1,226	3,049	10%
Sales revenue incl. net interest income	232	1,514	21%
Cost/income ratio <sup>2</sup>	80%	68%	-1 percentage pt
EBIT (€m)	47	453	25%
Net profit (€m)	23	246	27%

<sup>1</sup> Consolidated financial statements in accordance with the HGB (German Commercial Code)

<sup>2</sup> Excluding goodwill amortization

# Deutsche Börse shares outperform reference indices



## Deutsche Börse share in comparison



## Q1 results:

A good start to the business year 2004



		Q1/2003	Q1/2004	Change in %
Sales revenue incl. net interest income from banking business	€m	377.2	397.7	+5
Earnings before interest and taxes (EBIT)	€m	126.1	132.8	+5
Earnings per share (after tax)	€m	0.62	0.69	+12