Telefónica is one of the largest telecommunications companies in the world by market capitalization and number of customers providing a comprehensive offering and quality of connectivity that is delivered over world class fixed, mobile and broadband networks.

We run operations in 17 countries, split into two geographic regions: Europe and Latin America. We have 343 million customers, including 272 million mobile customers, nearly 11 million fiber and cable customers and more than 8 million pay TV customers. Telefónica employs 122,718 employees.

**Key Management**

**JOSE MARÍA ÁLVAREZ-PALLETE**
Chairman and CEO, Telefónica S.A.
Appointed April 2016

He joined Telefónica in 1999 and has held a variety of roles including CFO of Telefónica Internacional and Group CFO. Before becoming Chairman and CEO, he was the regional CEO for both Latin America and Europe, and Group Chief Operating Officer. He joined the Board of Telefónica in July 2006.

**ANGEL VILÀ BOIX**
Chief Operating Officer, Telefónica S.A.
Appointed July 2017

He joined Telefónica in 1997 and has held positions within the Group as Controller, Head of Corp. Development, Chief Financial and Corp. Development and Chief Strategy and Finance Officer. He sits in the Board of Telefónica since July 2017 and is Trustee of the Telefónica Foundation.

**Other members of the Executive Committee**

Laura Abasolo (Chief Finance and Control Officer), Eduardo Navarro (Telefónica Brasil), Markus Haas (Telefónica Deutschland), Emilio Gaigo (Telefónica España), Alfonso Gómez (Telefónica Hispania Norte), Bernardo Quina (Telefónica Hispam Sur), Mark Evans (Telefónica UK), Chema Alonso (Chief Data Officer), Mariano de Beer (Chief Commercial Digital Officer), Guillermo Ansaldó (Chief Global Resources Officer), Pablo de Carvajal (Group General Counsel, Public Affairs & Regulation), Enrique Lloves (Strategy and Corporate Development), Marta Machicot (Human Resources), María García-Legaz (Chief of Staff), José Luis Gómez-Navarro (Comms. & Institutional Marketing).

**Unique diversification portfolio in the industry**

**Group Revenue FY 2017: 52 billion euros**

Revenues split by geographies

- **Germany**: 24.1%
- **Brasil**: 23.1%
- **Spain**: 14%
- **UK**: 12.6%
- **Hispam**: 7.4%
- **Rest**: 18.2%

**We are transforming into a data-driven company**

Broadband and digital services as a % of revenue

- **2014**: 36%
- **2015**: 41%
- **2016**: 47%
- **2017**: 52%

**Telefónica in figures**

Million euros  | FY 2017 | FY 2016
--- | --- | ---
Revenues | 52,008 | 52,036
OIBDA* | 16,187 | 15,118
OIBDA Margin | 31.1% | 29.1%
Capex | 8,892 | 8,928
Net income | 3,132 | 2,369
EPS | 0.42 € | 0.42 €
FCF | 4,378 | 4,378

(*) OIBDA: Operating Income before Depreciation and Amortisation

**Credit Ratings**

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**Telefónica offers an attractive stable and sustainable dividend**

Dividend 2018 | 0.40 € | 100% cash

Cash flow per share 2017 | 0.97 €
Underlying EPS 2017 | 0.75 €
Our business model

Telefonica is a company of smart platforms, laying digital services and artificial intelligence on top of our world class infrastructure and IT Systems to enhance customer experience and become more efficient.

Around 56 bn€ invested since 2012

Born to harmonize the information about the client contained in the other three platforms and transform it into knowledge thanks to the artificial intelligence. It allows us to establish a new, more natural and simple customer relationship model under the principles of transparency, security and control of their data.

It refers to our products and services. They make up a differentiated offer, personalized and simple, that takes advantage of the capillarity of our physical assets and systems. Committed to innovation we are focusing on a specific set of digital services (new video formats, music, cloud, games and security) and investing in start-ups in order to acquire digital capabilities beyond connectivity.

This platform contains our support systems and commercial systems. It drives end-to-end digitalization and enables the connection with the other platforms, making us a real-time, automated and customer-oriented company.

It includes all of our physical assets from networks and base stations to stores or customer equipment. It is everything that makes us relevant to the customer. It manages a large amount of data in real time and receives most of our investment.

Our Values

Bold
We go a step further to offer customers useful and innovative solutions.

Open
We aim to be a collaborative telco with our partners and attentive and clear with customers.

Trusted
Our world-class networks offer security and quality for our customers.

Digital Trust

A key element of our customer promise

Customers must have control over their data and be informed on how their data is used

Customers must be able to benefit from their data

Employees

122,718 employees

37.7% of the workforce are women

21.5% of our top senior management are women

+100 nationalities

Awards and recognitions 2017

- Dow Jones Sustainability Index 2017. Telefónica ranks in the top 9

- Fortune’s Ranking. Telefónica voted best European telecom operator in “The World’s Most Admired Companies 2017”.

- Telefónica enters the new 2018 Bloomberg Gender-Equality Index o GEI

- Carbon Disclosure Project. Telefónica on the “A List” of the Carbon Disclosure Project – for its strategy, transparent management and initiatives aimed at responding to climate change.