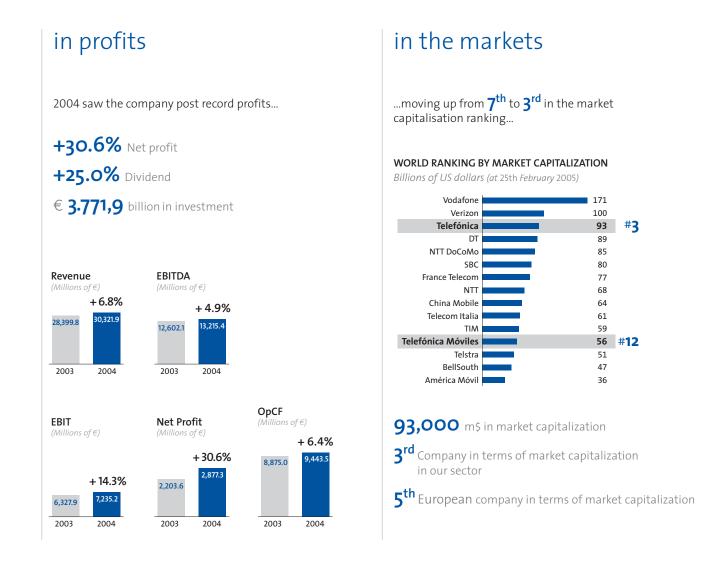
We wish to be the best and largest integrated





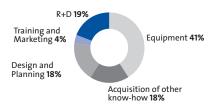
in efficiency

...with the best eficiency ratios in the sector...

EBITDA Margin +43.6% +46.1% +45.6% +39.7% Telefónica S.A. Tel. de España Tel. Latam Tel. Móviles

in innovation

...with an investment of **2.398** billion € in R+D+i...





telecommunications group in the world...



in returns for shareholders

...with one of the best investment options...



+25% Dividend

+ Distribution of treasury stock at a ratio **1x25**

➡ Buyback plan up and running

Shareholder Remuneration (Billions of €)





in driving development

...with a generated income by the group of \in **38.973** billion which represents **1.8%** GNP of the countries...

in employment

...with over **173,000** employees and **9.000,000** training hours.