



EUROPEAN TELECOMS FORUM

ODDOPINATTON

EQUITIES

Francisco Blanco
Deputy General Manager, Head of Investor Relations
Paris, September 21st, 2001

Telefonica

Safe Harbour

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1 *BRIEF REVIEW OF EUROPEAN SECTOR*

Invested capital vs returns in Telecoms
Funding dilemma: debt or equity
Quality Balance Sheet vs Market Cap. performance

2 *MANAGEMENT PRIORITIES: FOCUS ON RETURNS*

Proactive management of invested capital
Benefits from an integrated business structure
Deliver growth and EBITDA/EBIT quality

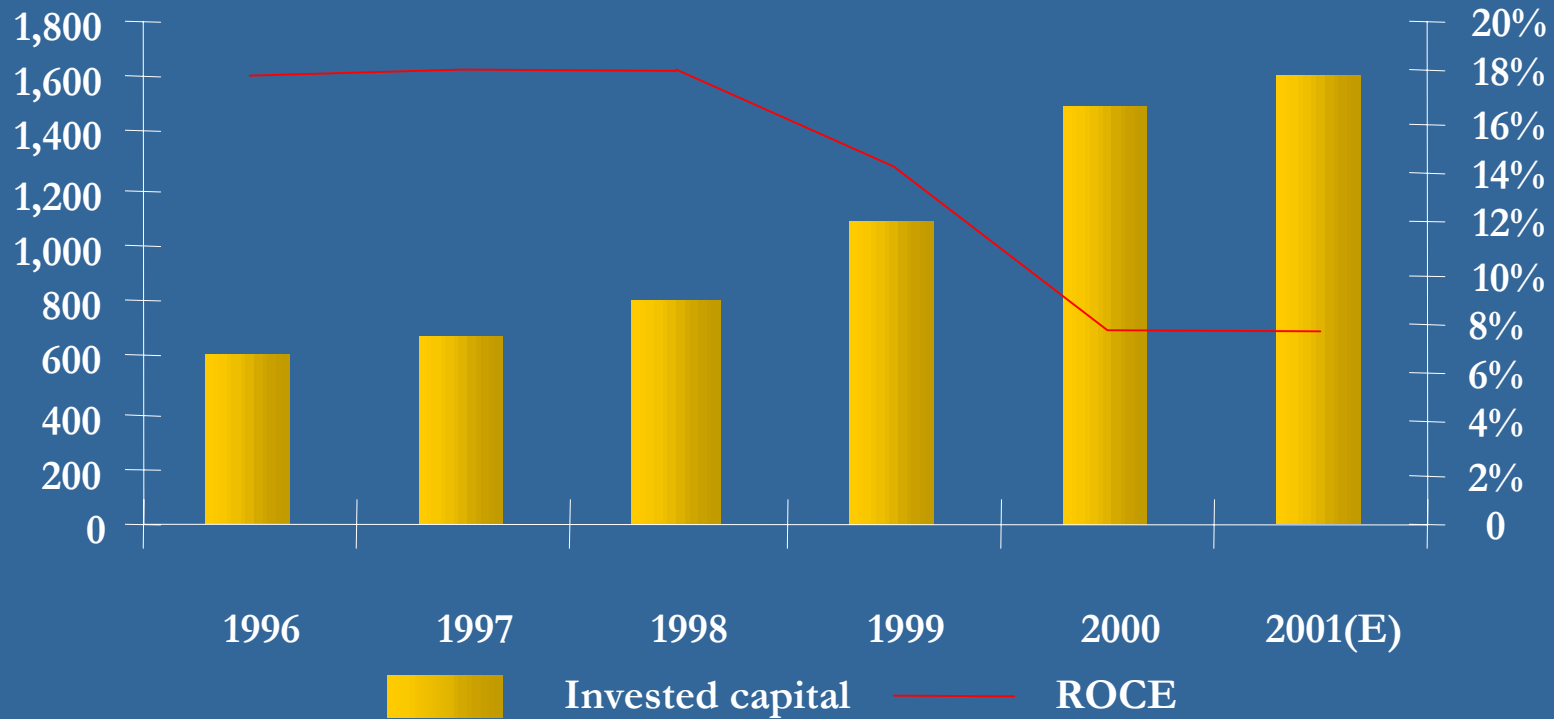
3 *OUR STRATEGY*

Focus on client needs
Broadband: ADSL & UMTS
LATAM
Start-up businesses
Financial strength

4 *CONCLUSION*

INVESTED CAPITAL vs RETURNS IN TELECOMS

Bn. USD



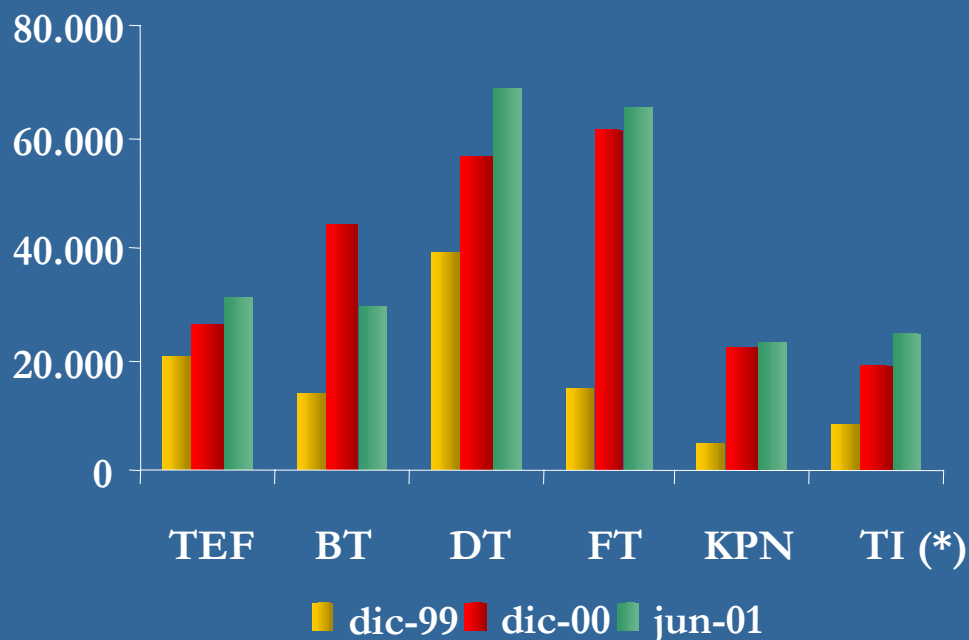
- ✓ Increasing concern on returns over invested capital
- ✓ Increasing cost of capital (lower cost of debt vs higher equity risk premium)
- ✓ Different investment cases across the sector

1.- BRIEF REVIEW OF EUROPEAN SECTOR

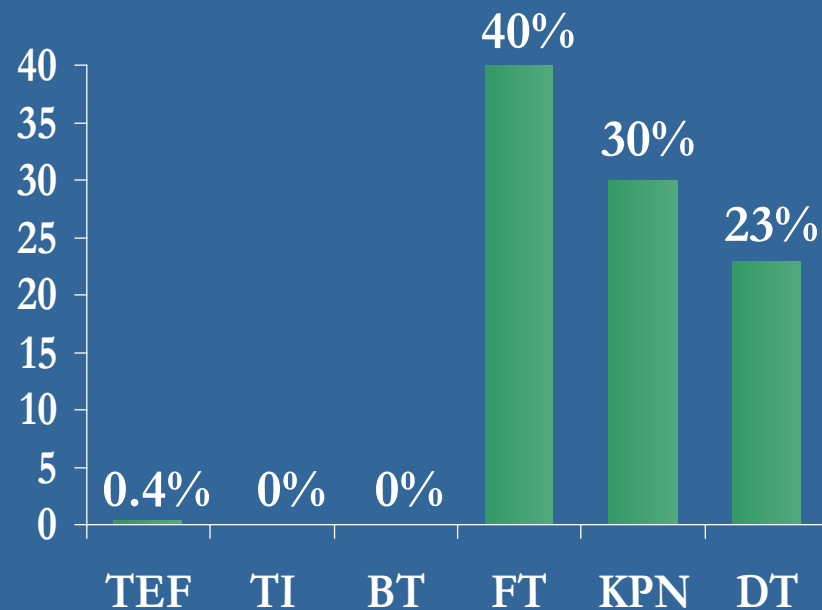
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FUNDING DILEMMA: DEBT OR EQUITY

Net Debt (MM Euros)



Maximum estimated overhang on total free float



Source: Credit Suisse First Borton, 30 August 2001

TEF TI BT FT KPN DT

Net debt/

MKT.CAP 65% 58% 62% 202% 665% 110%

TEF TI BT FT KPN DT

Gov. stake 0% 3% 0% 55.7% 34.7% 43%

(*) Excluding Olivetti's debt

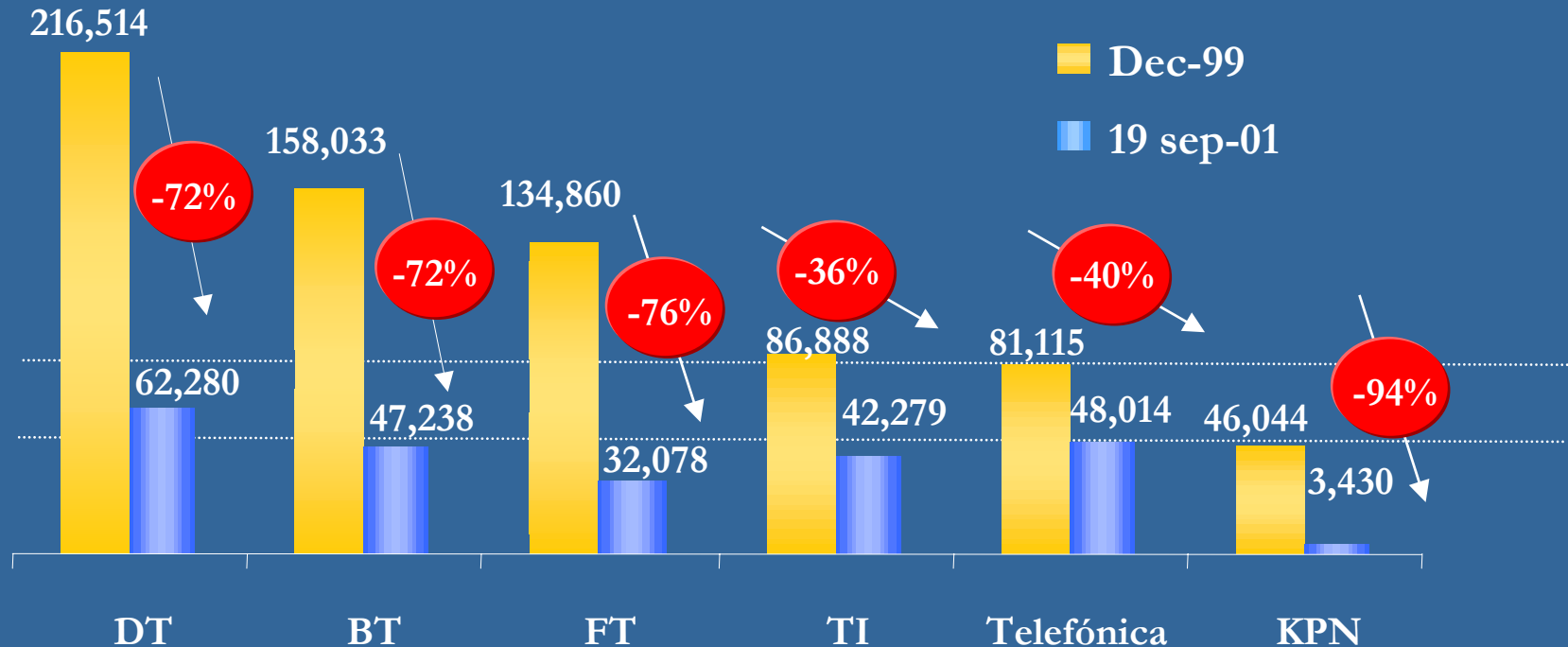
Reported net debt as of June 01 and market cap as of 19 September 2001

1.- BRIEF REVIEW OF EUROPEAN SECTOR

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QUALITY BALANCE SHEET vs MARKET CAP. PERFORMANCE

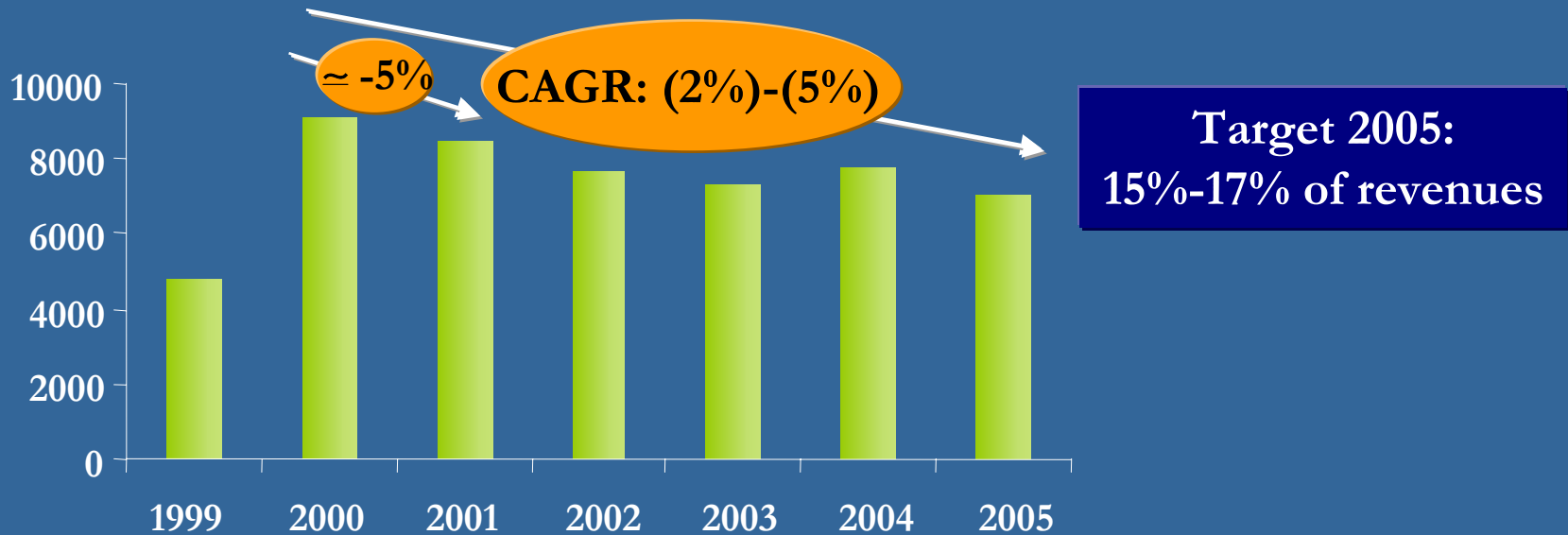
Evolution of Market cap (MM Euros)



✓ Best rated company within the sector (S&P and Moody's)

PROACTIVE MANAGEMENT OF INVESTED CAPITAL

REDUCING CAPEX



- ✓ Decreasing CAPEX: around - 5% CAGR in the period 2000-2005
- ✓ TESA: Reviewed upwards for the period 2000-2005 due to the aggressive broadband roll out in Spain, but below 20% over revenues on a long term basis
- ✓ T.Móviles: Lower than expected due to network sharing agreements and UMTS delay.
- ✓ T.Latam: Peak in 2000. Decreasing significantly to levels close to 12% of revenues in 2005

2.- MANAGEMENT PRIORITIES

PROACTIVE MANAGEMENT OF INVESTED CAPITAL

NEW ACTIONS IN PLACE

NON-CORE ASSET DISPOSALS

- ✓ 5% in Pearson
- ✓ 14% in Infonet
- ✓ Selected T. Media assets (Hispasat, TyC, Azul Tv)

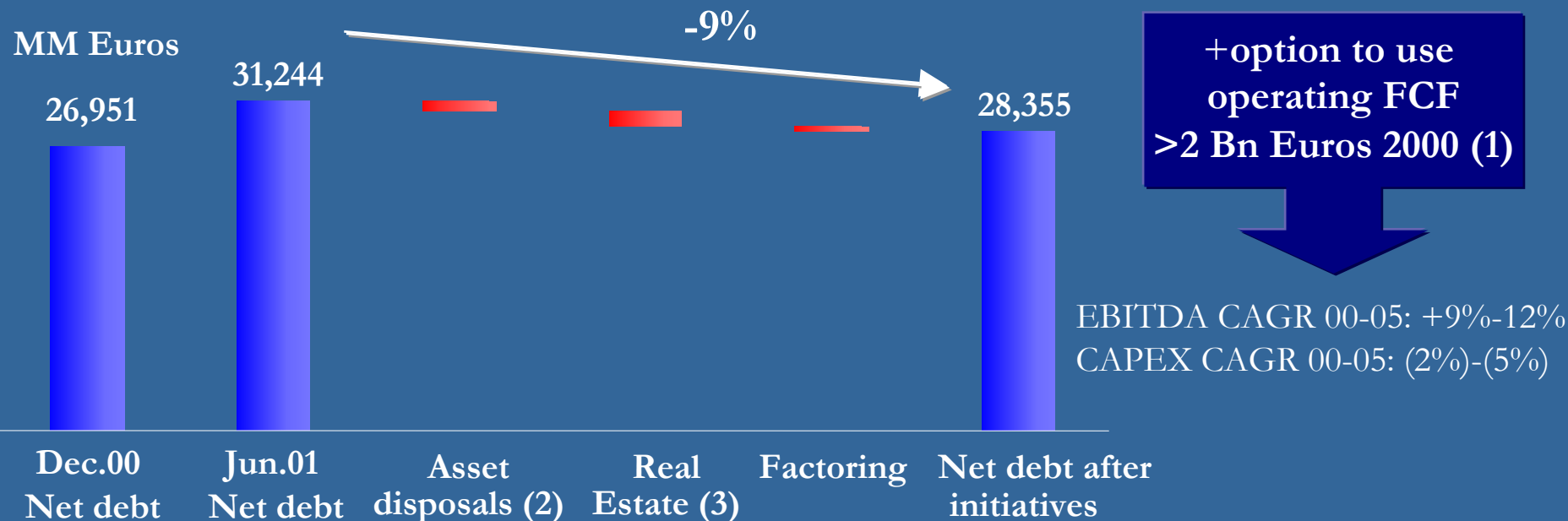
REAL ESTATE INITIATIVES

- ✓ First private owner in our natural markets
- ✓ Business Unit set up to unlock between 3 and 5 Bn. Euros of value
- ✓ Program for efficient management of space and orderly sale process

FACTORING

- ✓ 25% of Spanish fixed + mobile receivables: 550 MM Euros
- ✓ 85% non-recourse

PROACTIVE MANAGEMENT OF INVESTED CAPITAL COMMITTED TO DELEVERAGE OUR BALANCE SHEET



	December 00	June 01	Ratio after initiatives
Net Debt/EBITDA	2.26	2.40	2.18

Excluding effects of exchange rates fluctuations

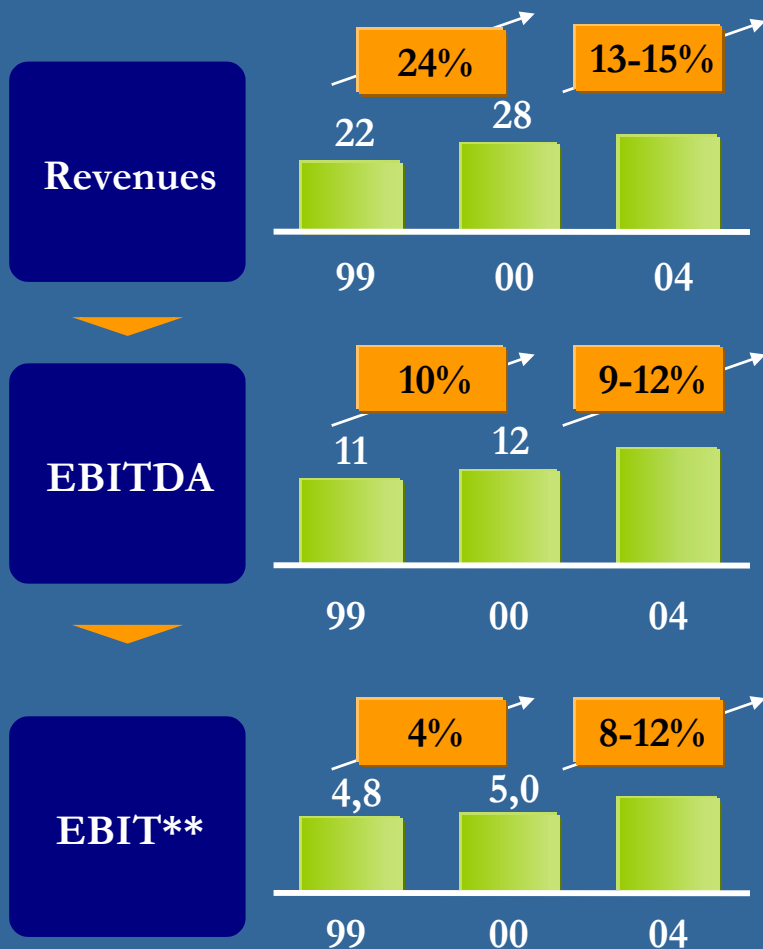
- (1) Excluding Intangible assets and LT financial Investments
- (2) Excluding non quoted subsidiaries
- (3) Funds raised net of the PV of future rents

2.- MANAGEMENT PRIORITIES

BENEFITS FROM AN INTEGRATED BUSINESS STRUCTURE

- ✓ Promote cross selling activities within the Group
- ✓ Efficiency on shared services centers: expected NPV of 960 million Euros
- ✓ Efficiency in logistics: personnel, warehouses, and inventories
- ✓ Integrate billing & customer care systems for all wireline businesses in Latam
- ✓ Increase efficiency in cash management
- ✓ Internal financial circuit to reduce funding costs and to potential impact of currency devaluations

ASSURING GROWTH AND QUALITY OF THE P&L (*):



- ✓ Increasing growth in traditional business through new services and products
- ✓ Increasing positive performance of start-up businesses
- ✓ Efficiency
- ✓ Cost control policy
- ✓ Materializing synergies
- ✓ Asset turnover
- ✓ Reducing CAPEX
- ✓ Reducing invested capital

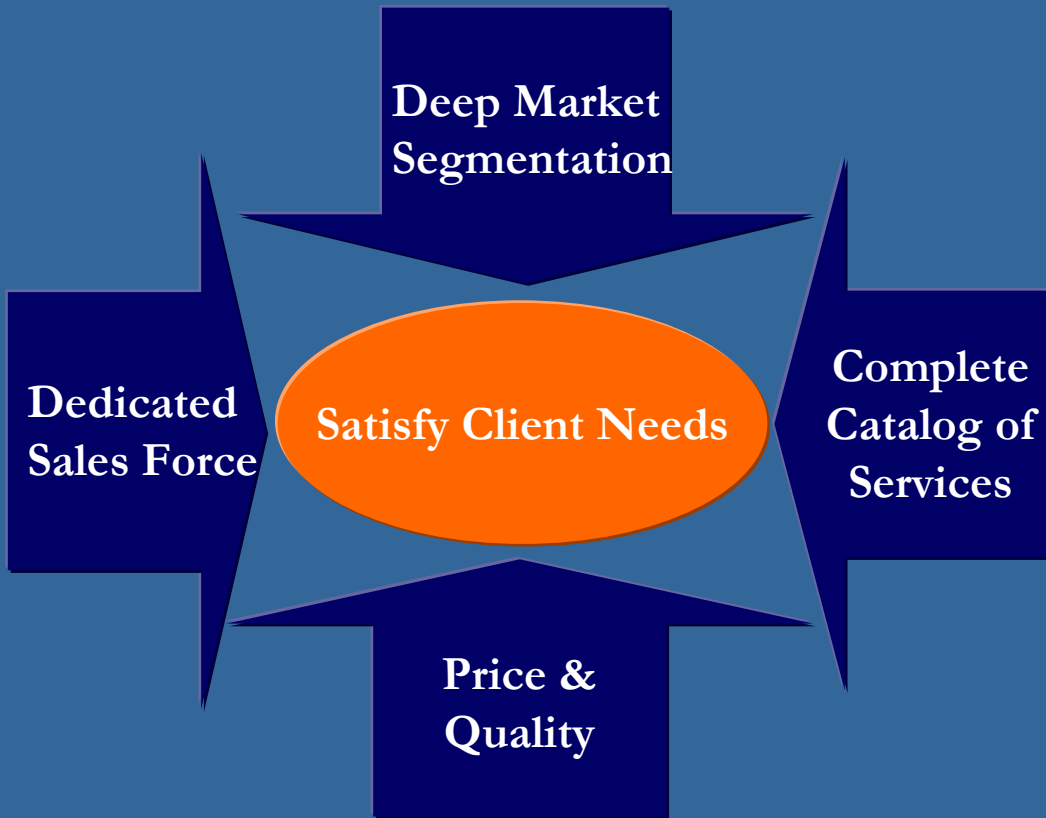
* Data in millions of Euro., considering constant currency

** Excluding amortization of goodwill

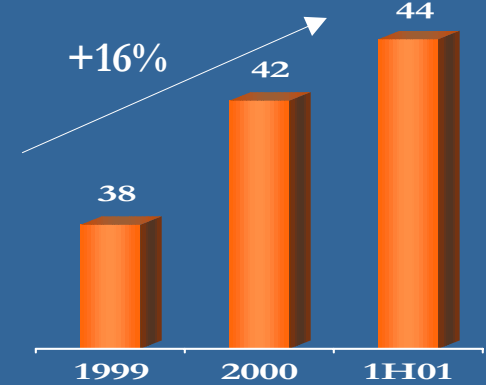
2.- MANAGEMENT PRIORITIES

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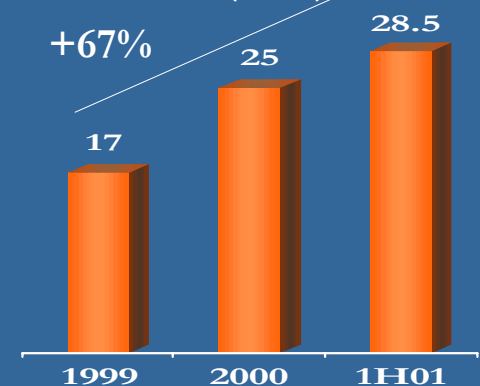
OUR STRATEGY: FOCUS ON CLIENT NEEDS



Lines in service (MM)



Cellular clients (MM)



- ✓ Leverage our position in our natural markets (Latam)
- ✓ Take advantage of new interactive communication channels (broadband)

100 MM clients
in 2004

MEDIA-DRIVEN APPLICATIONS: THE VALUE CHAIN

- ✓ Multiplatform businesses
- ✓ Promotion power
- ✓ Financial flexibility



- ✓ Presence in 19 countries
- ✓ 419 formats in its catalog
- ✓ 6,000 content creators



MEDIA-DRIVEN APPLICATIONS



TV/iTV



MOBILE-GPRS/UMTS



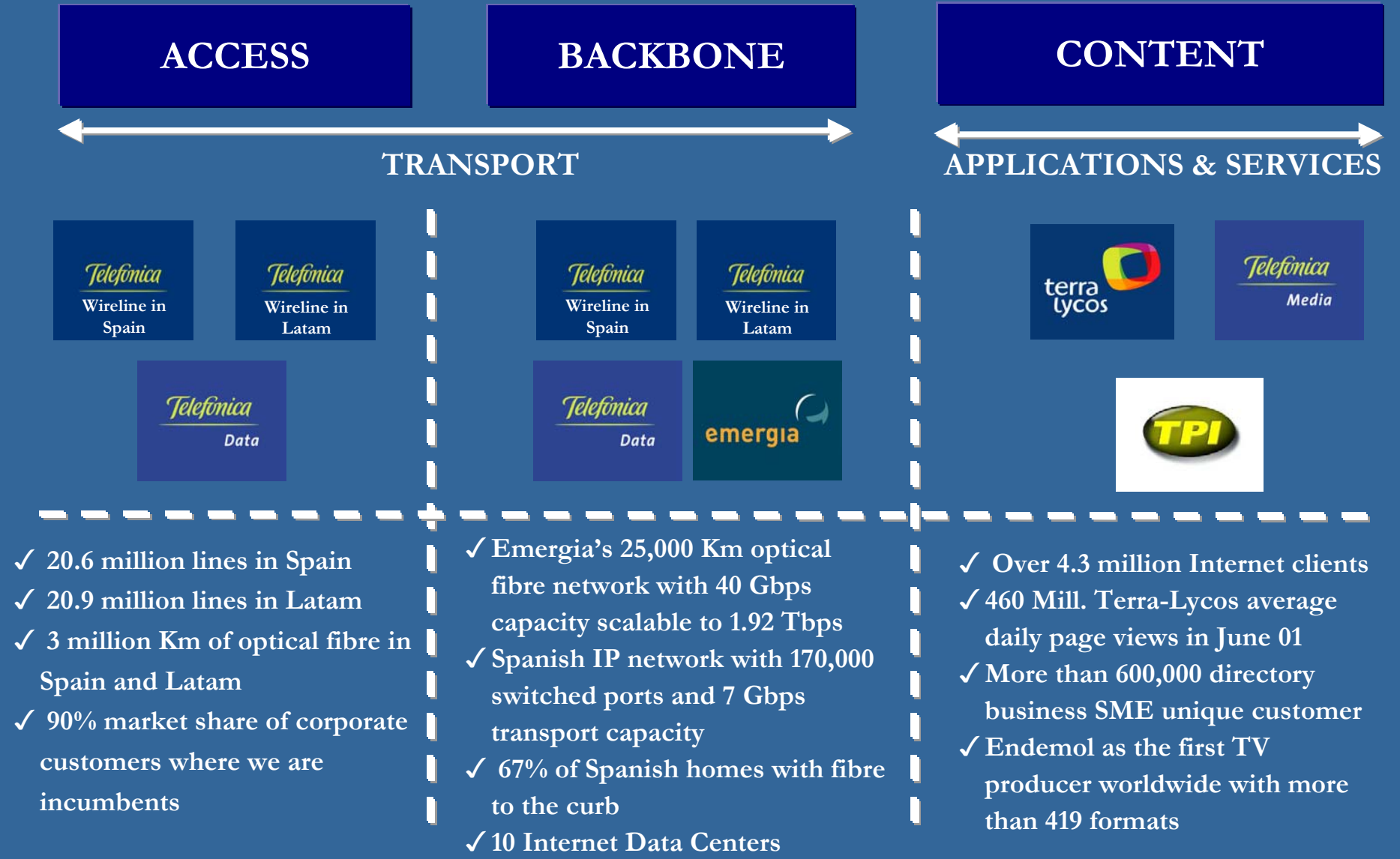
INTERNET-DSL



3.- STRATEGY: BROADBAND



SOLID POSITION ACROSS THE BROADBAND VALUE CHAIN

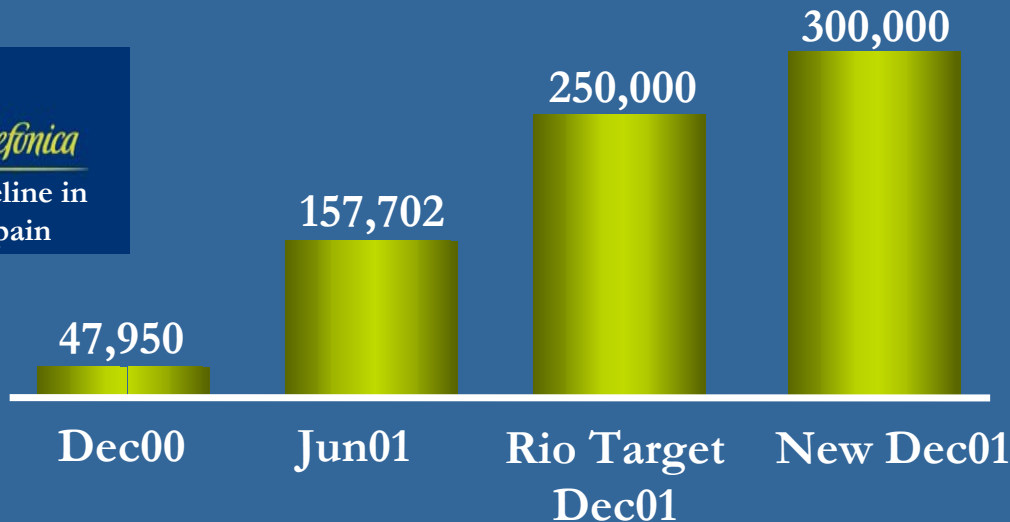


3.- STRATEGY: BROADBAND



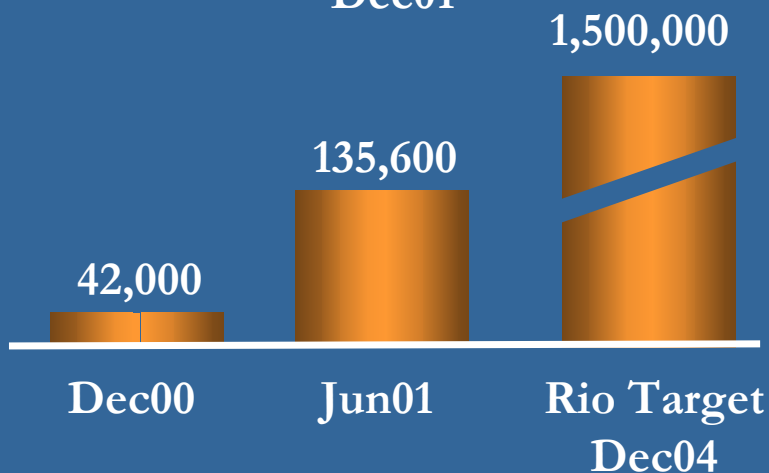
ACCESS: FAST DEPLOYMENT OF OUR ADSL COMMITMENTS

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Wireline in Spain



- ✓ Up to 1,800 ADSL lines installed daily
- ✓ ADSL over ISDN and plug & play launched
- ✓ Penetration of 1%, ahead of its peers in Europe

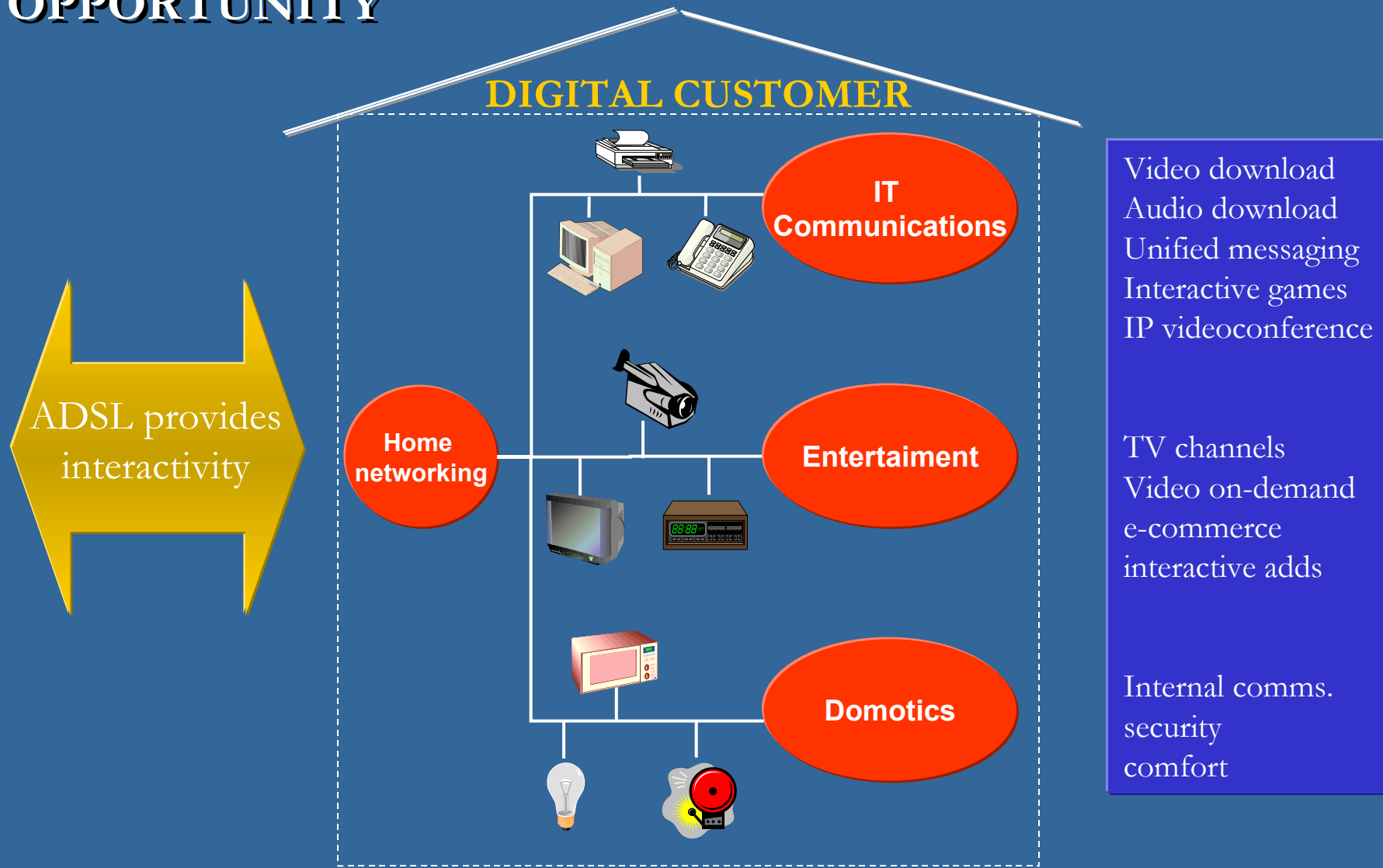
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Wireline in Latam



- ✓ 21% increase on ADSL lines Jul01 over Jun01 in Telesp

✓ 70% of ADSL coverage reached for 40 million lines in Telefónica Group

ADSL CREATES THE DIGITAL CUSTOMER BUSINESS OPPORTUNITY



3.- STRATEGY: BROADBAND

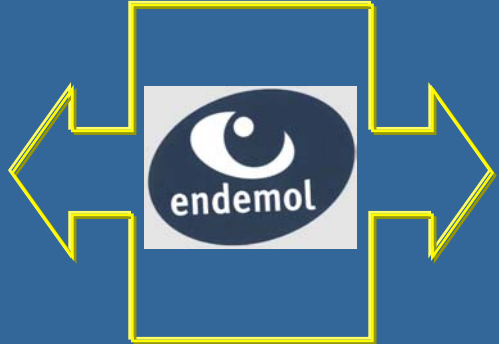
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BROADBAND CONTENT FACTORY: BEYOND CONNECTIVITY

Broadband portal based on our content factory...



...easily scalable to natural markets.... ...with other content and formats



3.- STRATEGY: BROADBAND CONTENT




BROADBAND CONTENT FACTORY

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Media



BROADBAND FORMATS



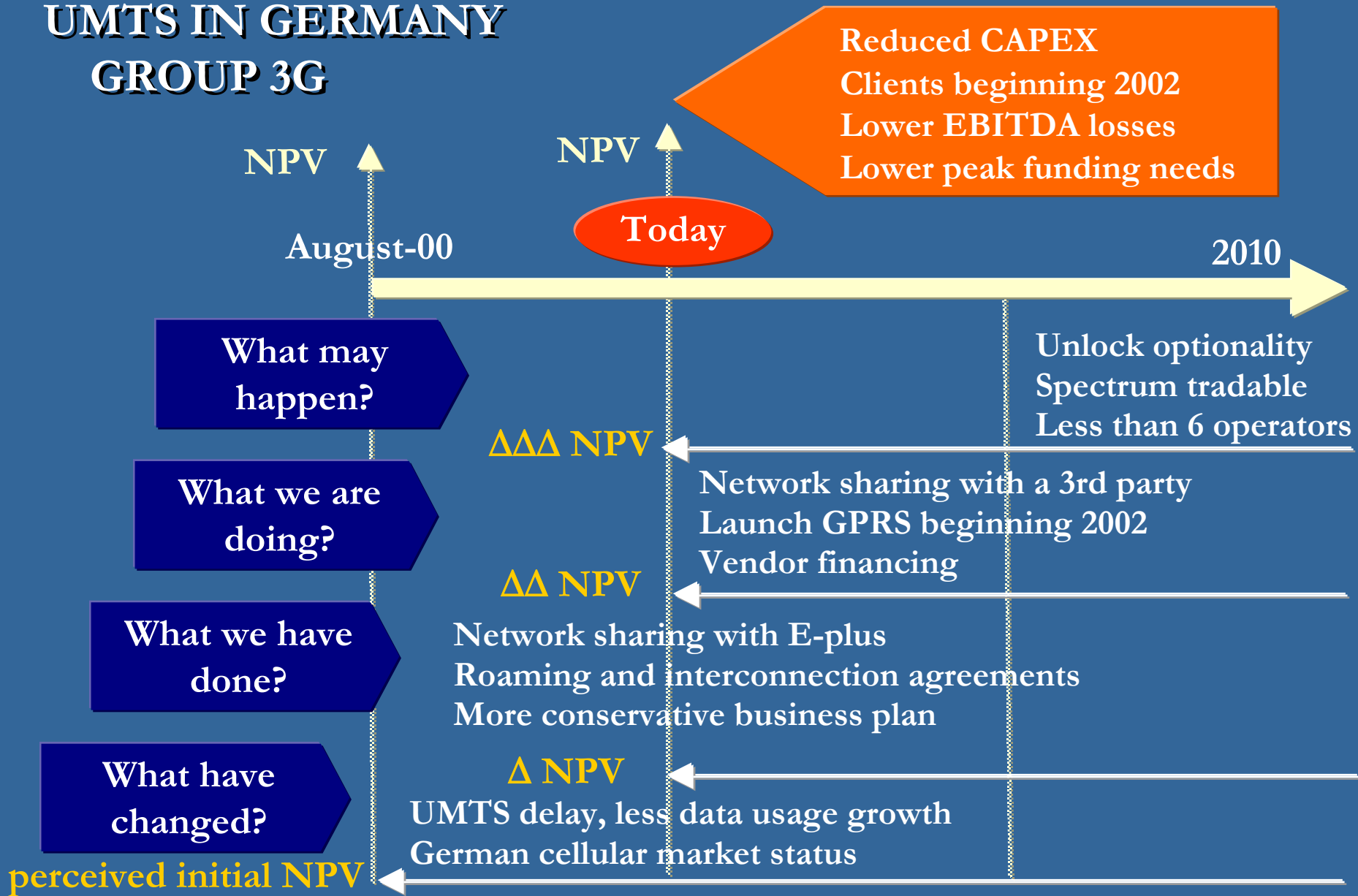
+ terra lycos + iobox + TPI



3.- STRATEGY: BROADBAND CONTENT



UMTS IN GERMANY GROUP 3G



3.- STRATEGY: BROADBAND UMTS

LATIN AMERICA: PROVEN EXPERTISE

**TeleSP (acquisition in Aug' 98)
3 year management**

	As of take over	As of 06/30/01	% Change
• LIS ('000)	6.407	12.006	87%
• Lines per employee	338	979	190%
• Avg. Waiting time (months)	105	2	-98%
• EBITDA (\$US MM)	2,046	2,213 (1)	8%
• EBITDA margin (2)	58%	64%	6 p.p.

**TASA (acquisition in Nov' 90)
11 year management**

• LIS ('000)	1.696	4.450	162%
• Lines per employee	78	504	546%
• Avg. Waiting time (months)	49	0.3	n.m.
• EBITDA (\$US MM)	1,389	3,613 (1)	160%
• EBITDA margin	38%	53%	15 p.p.

(1) Latest FY.

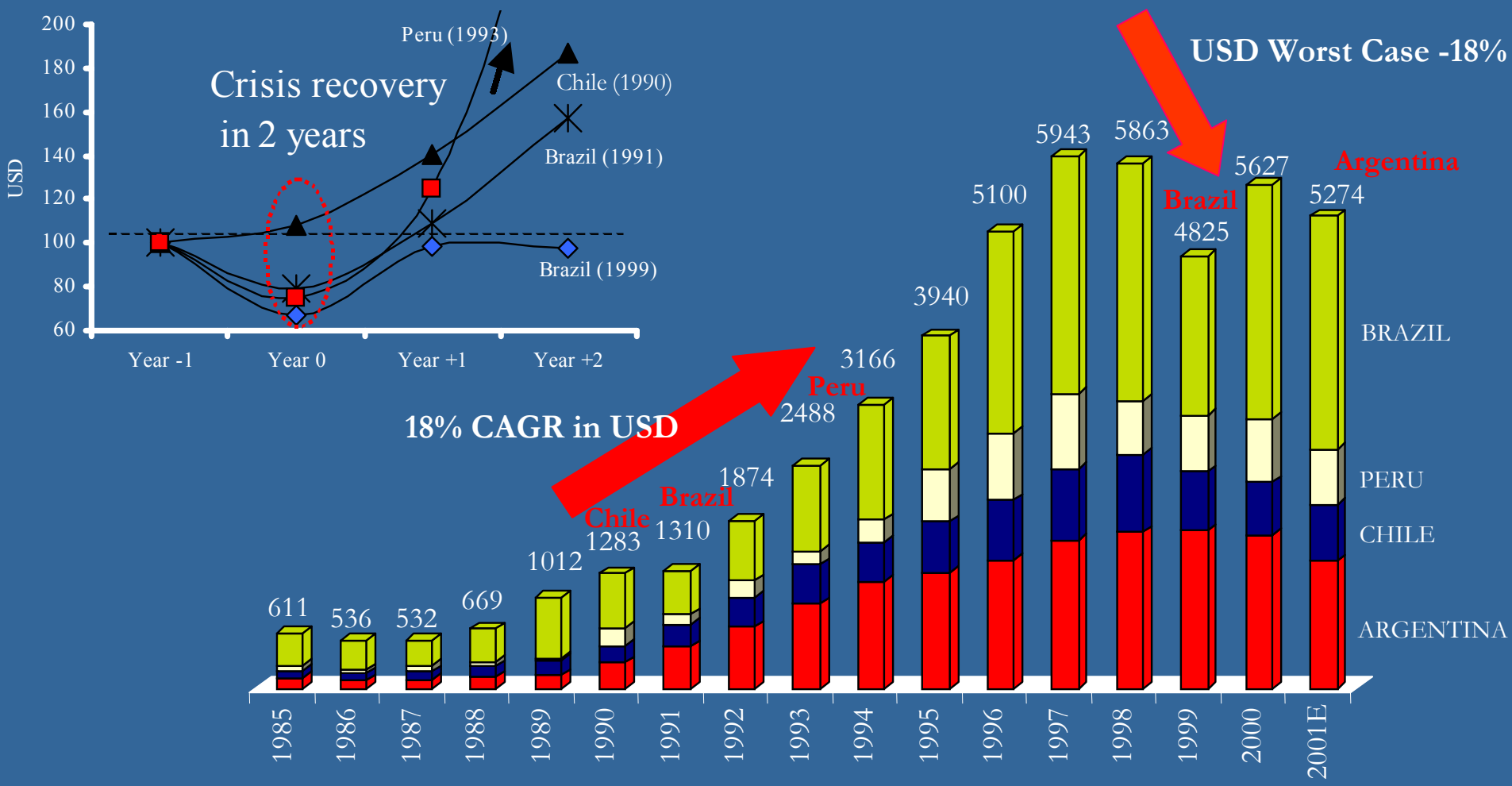
(2) Net of interconnection

SKILLED TEAMS WITH UNIQUE TRACK RECORD ON TAKE OVERS

3.- STRATEGY: LATAM

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LATAM WORST YEAR EQUIVALENT TO LOSING 1 YEAR OF AVERAGE GROWTH



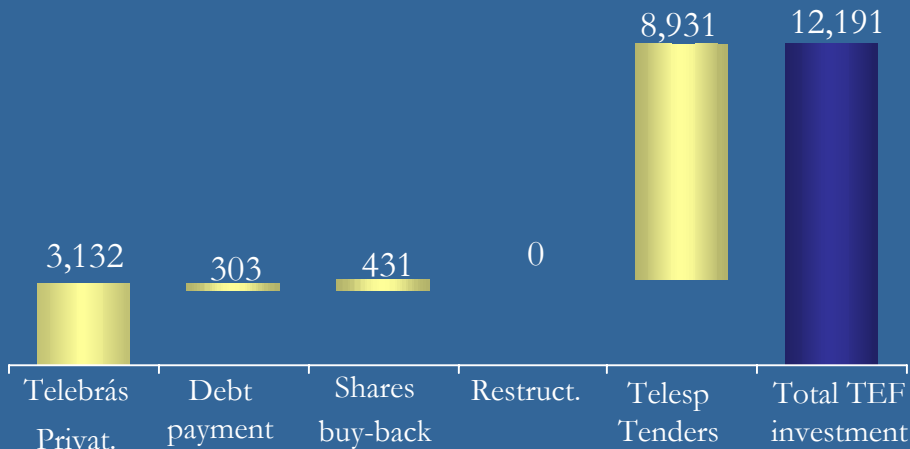
Proxy for EBITDA in million USD from main LatAm subsidiaries
2001E: 1H01 multiplied by 2

3.- STRATEGY: LATAM

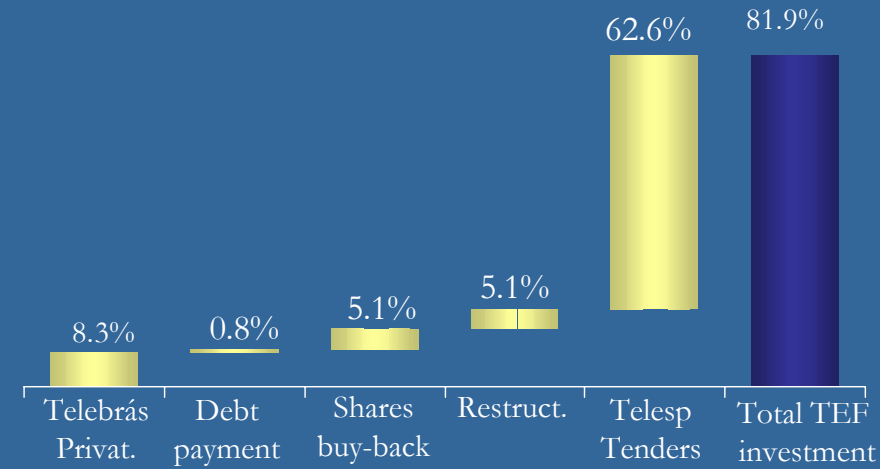


MANAGING ACQUISITION COSTS: THE TELES P CASE

TELEFONICA INVESTMENT (\$ in millions)



CHANGE OF TELEFONICA'S STAKE IN TELES P



- ✓ Multiplying our stake by 10x while increasing our total investment by just 4x
- ✓ Reducing implied FV/EBITDA: from 18x to 8x
- ✓ Reducing avg. price per 1,000 shares: from 77 \$US to 30 \$US

OPENING NEW GROWTH OPPORTUNITIES: BRAZIL 2002

BUSINESS OPPORTUNITIES

Creation of a leading Long Distance Carrier

Developing data & VAS businesses to corporations

Complete Brazilian broadband network

COMPETITIVE POSITION

12 Million LIS

Sao Paulo: 40% of DLD+ILD

Telesp: >80% Intra-State mkt. share

Sao Paulo: 80% of top 250 corporations

90% of those serviced by Telesp

Itaú national data network acquired (4,000 POPs)

Capacity swaps through Emergia Group bandwidth needs

✓ Tap a 10 Bn. Euros market

✓ Leverage Group position

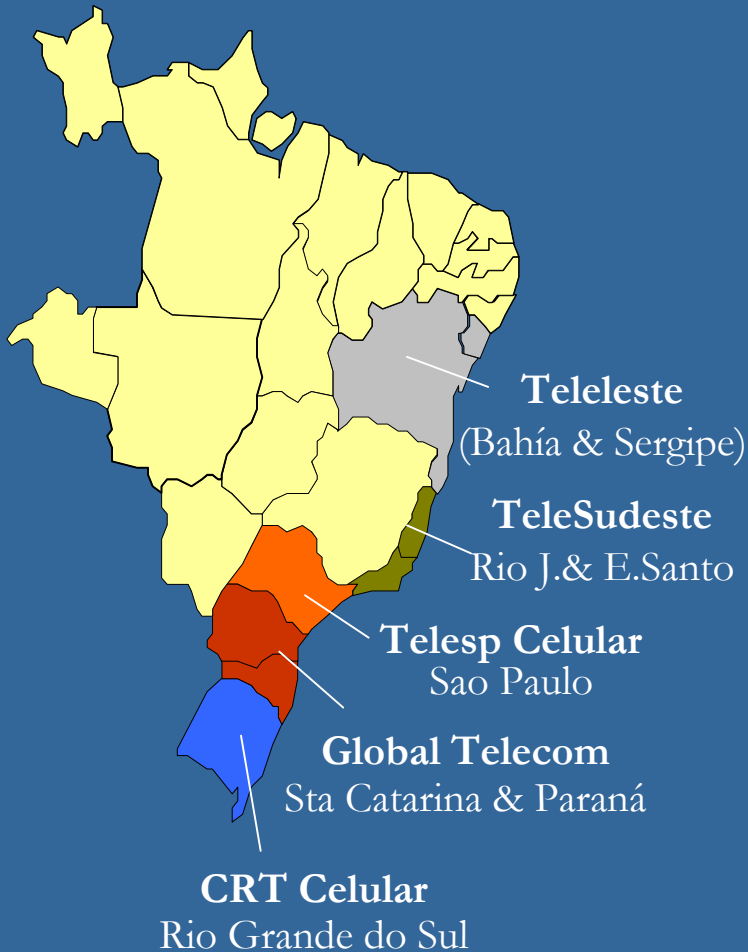
✓ Marginal CAPEX

✓ EBITDA>0 from year one

3.- STRATEGY: LATAM

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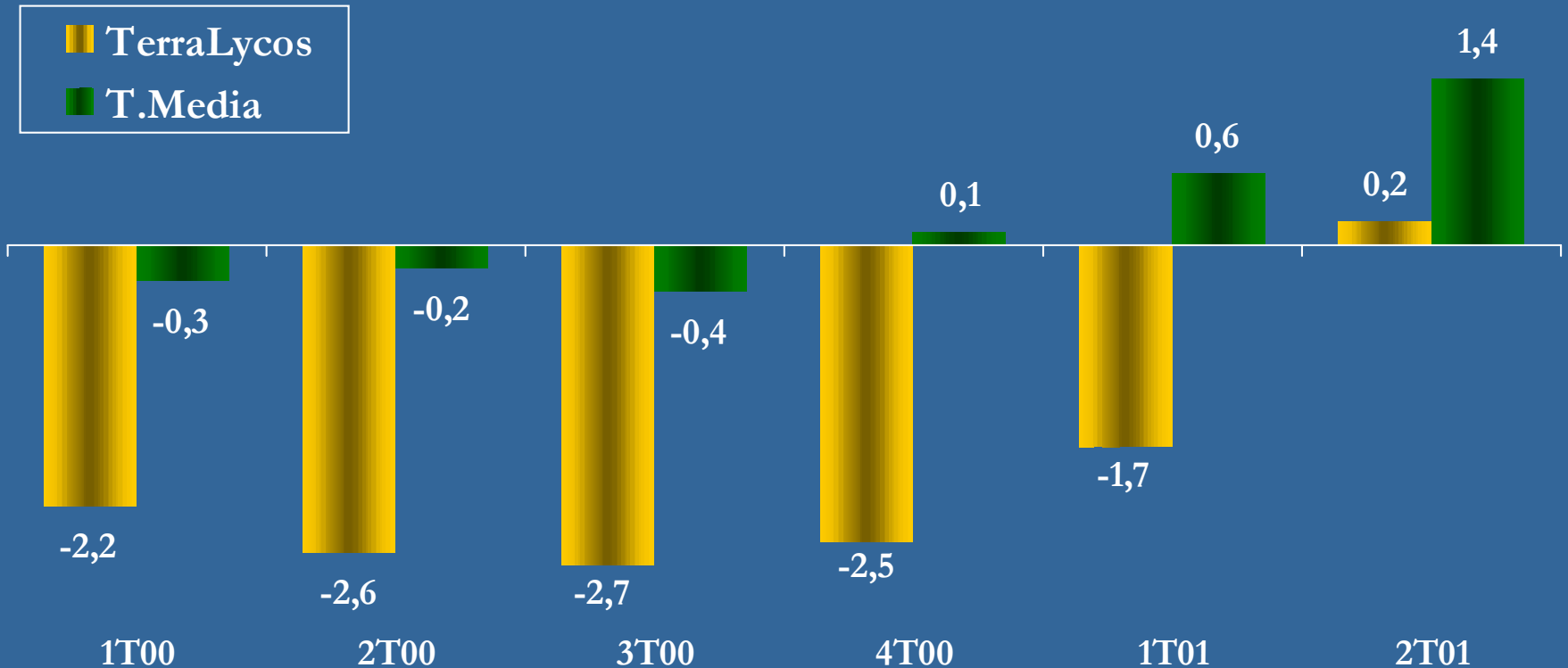
OPENING NEW GROWTH OPPORTUNITIES: **JV WITH PT**



- ✓ 10.3 MM controlled customers as of 06/30/01
- ✓ Potential market over 95 MM POPs (56% of Brazil)
- ✓ 60% market share in areas of operation
- ✓ Leadership in 5 of the 6 richest areas in Brazil (71% of GDP)
- ✓ Unique cellular player operating in Sao Paulo and Rio de Janeiro
- ✓ 2000 aggregated revenues: 3 Bn \$US
- ✓ 2000 aggregated EBITDA: 890 MM \$US

START-UP BUSINESSES

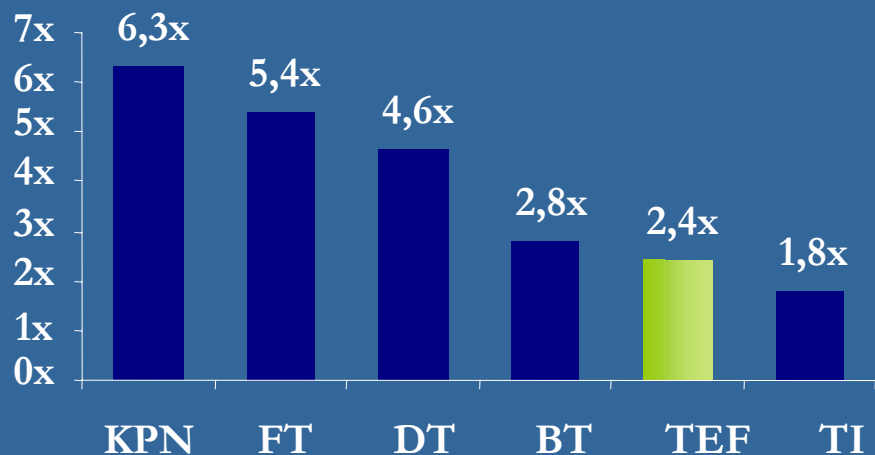
Contribution to consolidated EBITDA growth (p.p.)



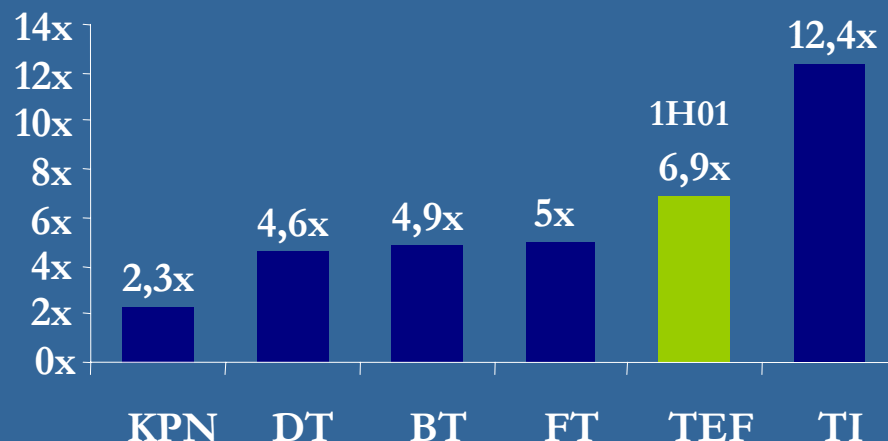
- Acquisitions and improved management practices have enabled Terra Lycos and T. Media to positively contribute to consolidated EBITDA growth

FINANCIAL STRENGTH: PEER COMPARISON

Net Debt / EBITDA 01E

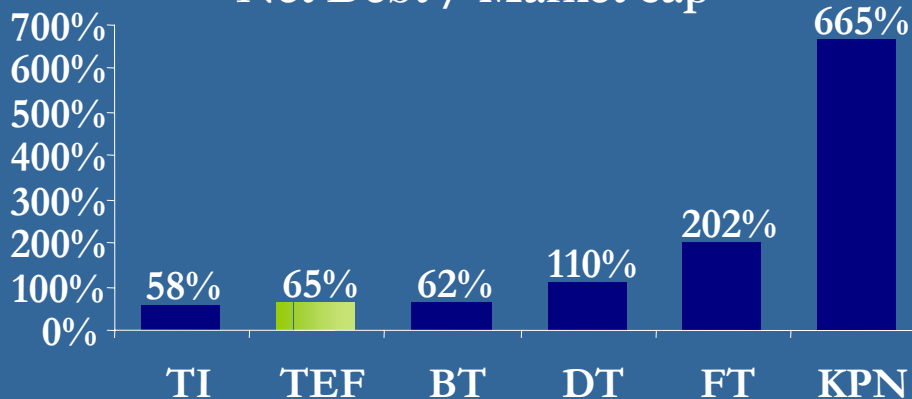


EBITDA 01E / Net Interest Expense



Source: Salomon Smith Barney

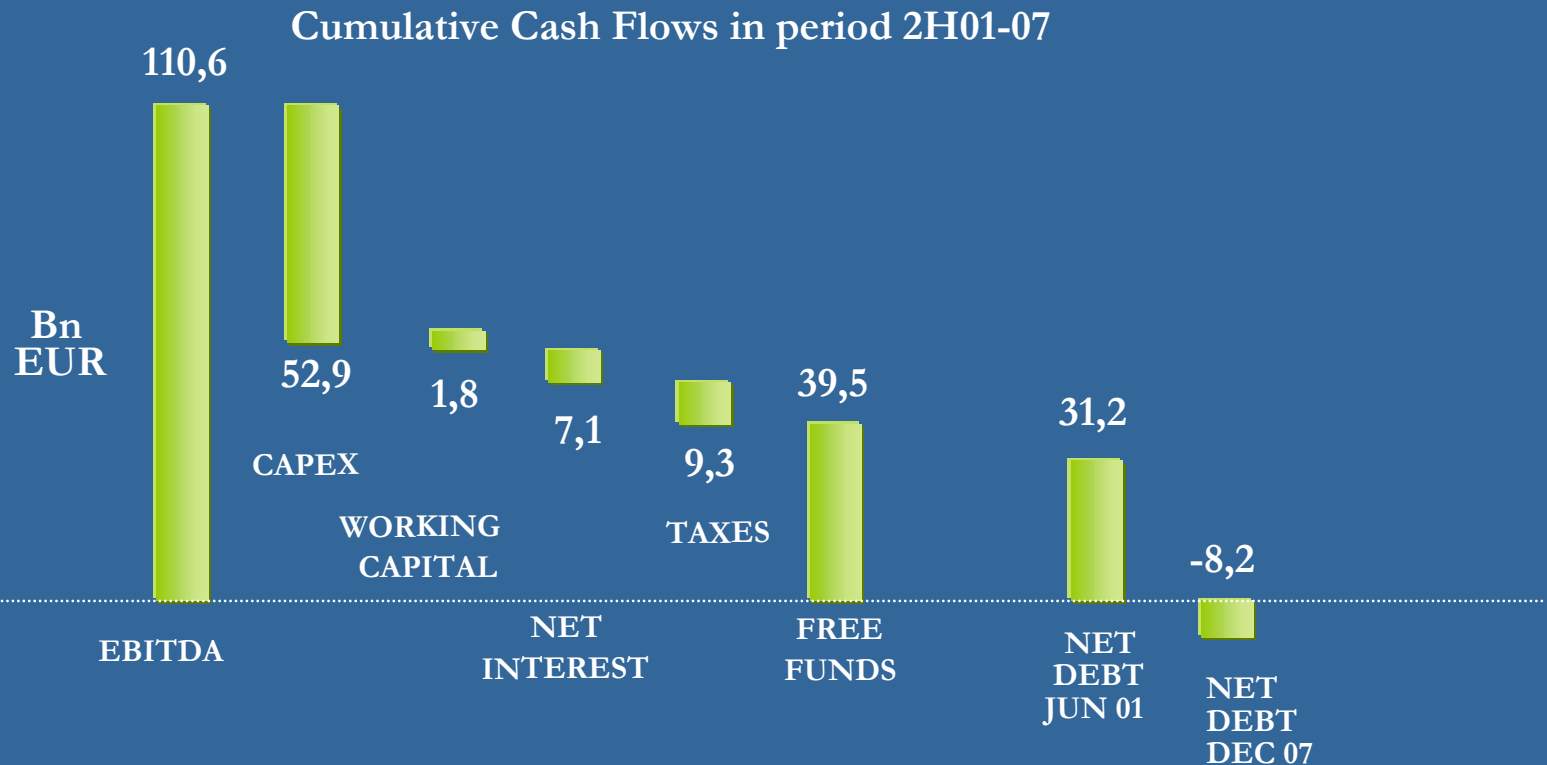
Net Debt / Market cap



Source: Net debt as of June 2001, EBITDA 01e from consensus estimates (Goldman Sachs, JP Morgan, MSDW, Lehman Brothers, SBC Warburg)

TELEFÓNICA COULD PAY OFF ITS DEBT IN LESS THAN 6 YEARS

✓ Cash flow generation capacity would allow fully debt repayment before current average maturity (5.9 years).



Assumptions:

- EBITDA: 9% annual growth
- Capex: Average of analysts forecasts (recent reports by Lehman Brothers, Merrill Lynch, Credit Suisse and BSCH)
- Working capital requirements: 20% of EBITDA increase, effective tax rate of 30%, and average debt cost estimated from current market interest and FX rates
- Net debt as of Dec 07 would be around 0.9 bn EUR higher if assumption about average debt cost increases by 100 bp.

3.- STRATEGY: FINANCIAL STRENGTH

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STRONG FINANCIAL PERFORMANCE

Million Euros	2000	% change	1H01	% change
Revenues	28,485.5	24.1	15,302	15.2
EBITDA	11,918.8	9.5	6,356.6	9.2
EBIT	4,958.0	3.8	2,737.9	8.5
Reported Net inc.	2,504.8	38.8	1,148.6	16.1
Net inc. excl. Goodwill (*)	3,005.4	50.3	1,631.8	41.6
EPS excl. Goodwill (*)	0.81	28.3	0.36	7.6

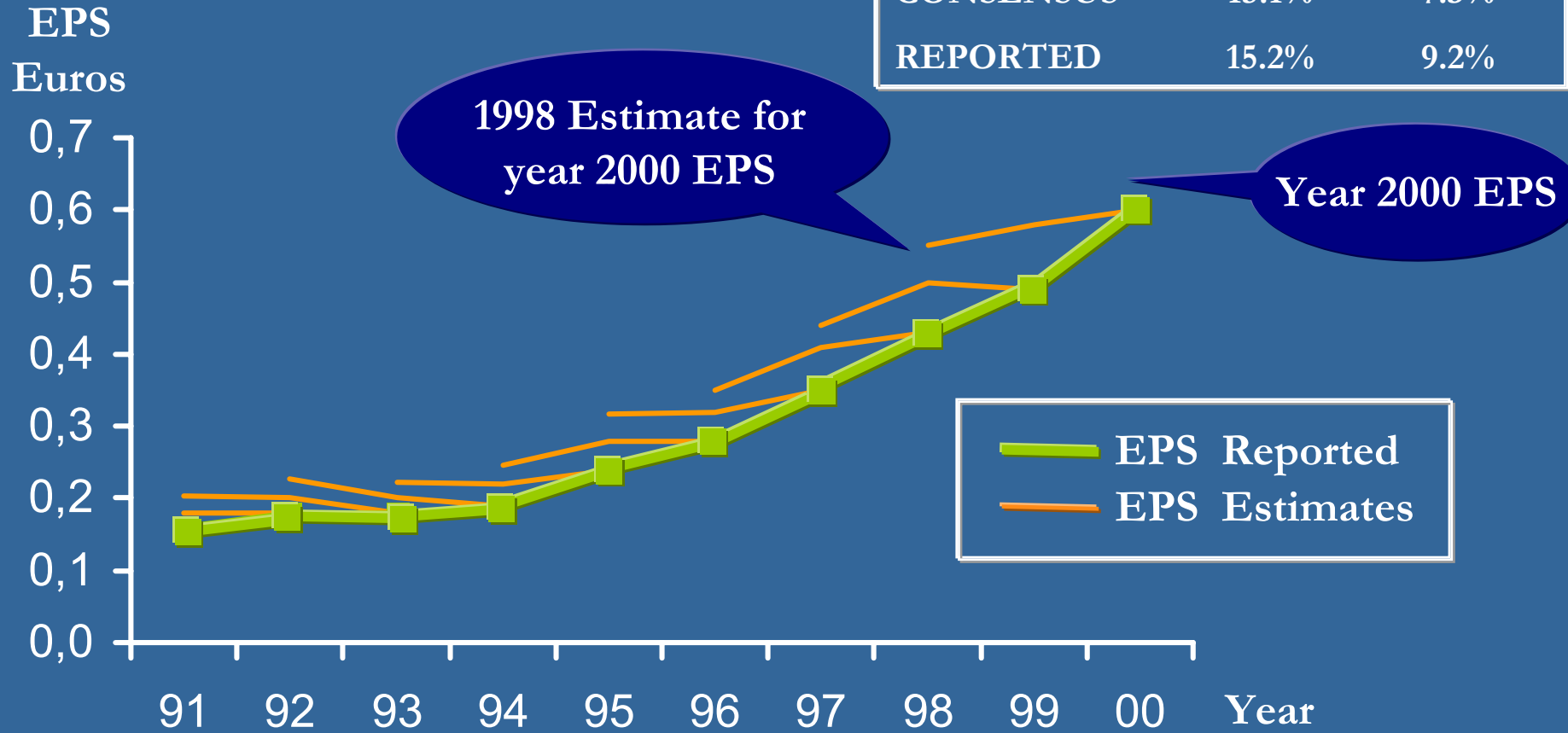
(*) Consolidated goodwill.

3.- STRATEGY: FINANCIAL STRENGTH

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... ONCE AGAIN DELIVERING RESULTS IN LINE WITH ANALYSTS' ESTIMATES ...

RESULTS 1H01	%REV CHANGE	%EBITDA CHANGE
CONSENSUS	15.1%	7.3%
REPORTED	15.2%	9.2%



SOURCE: DATASTREAM

CONCLUSIONS

OUR STRENGTH

OPTIONALITY

- ✓ The only telco with all options open
- ✓ Our future returns are not jeopardized by short term debt repayment
- ✓ Strategic flexibility: currencies, horizontal organization, diversification

OUR COMMITMENT

FINANCIAL DISCIPLINE

- ✓ Monitoring additions to Invested Capital
- ✓ Capital allocation based on profitability
- ✓ Keep a balance between average Debt maturity and time to pay back debt with FCF

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