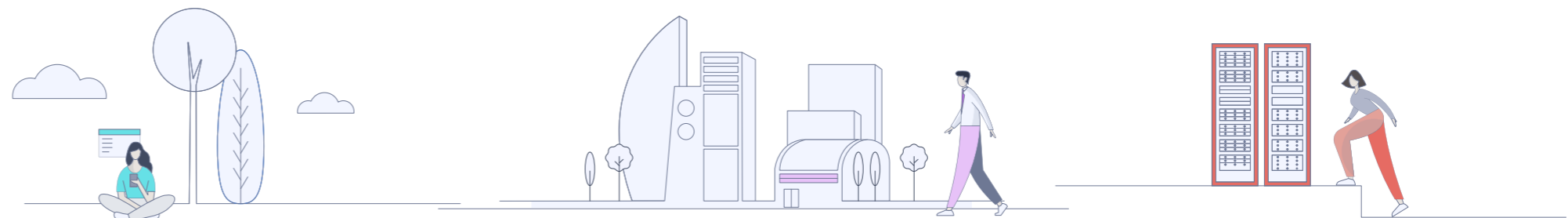


Consolidated Management Report 2021



Key data

369m customer accesses
22m (+46%) ultra broadband accesses

99% coverage LTE in Europe
81% 5G coverage in Spain
82% Latam

159m fibre footprint
+6% y-o-y

Nuestros servicios

- Privacy
- Cybersecurity
- Cloud
- IoT
- Big Data
- AI
- Health services, security, finance

Sustainability (ESG) is part of our strategy to:

Build a greener future (E)

We are working to achieve a world in which digital technology contributes to protecting the planet

Help society thrive (S)

We foster economic and social development based on digitalisation

Lead by example (G)

We are committed to be at the forefront of good corporate governance practices

> Building a greener future



Energy and climate change

↓ **70% CO₂** since 2015
 ↓ **86%** energy consumption per traffic unit since 2015
100% renewable electricity in Europe, Brazil and Peru
8 years as leaders



Net Zero in key markets: 2025
Hispan and value chain: 2040



Circular economy

98% recycling
4.7 million units of equipment reused (+19%)

Zero Waste in 2030



Digitalisation and Eco Smart services

8.7m tCO₂ saved for customers in 2021

-12m tCO₂ a year in 2025

> Helping society prosper



Human capital

+67% eNPS in 2021
5 years



33% executive women and adjusted pay gap +/-1% by 2024 (2050: gross zero)



Responsibility in P&S

Responsible Design model in operation

Target: 100% P&S with the model



Impact on communities

€48,900m contributed to GDP

Target: annual impact analysis



Digital inclusion

World leader

90-97% rural coverage (mobile broadband) in key markets by 2024



Human rights

Human rights risk assessment in all our operations

Target: 100% countries assessed each year

> Leading by example



Governance

33% women; **60%** independent directors on the Board
20% ESG in employee remuneration

Gender parity in highest governance bodies by 2030



Customers

↑ **4 p.** NPS
5 p. RepTrak Pulse®

Target: best perceived company



Ethics and compliance

85% employees trained in Responsible Business Principles

Target: 100%



Privacy and security

Sector leader

Target: top 5



Fiscal transparency

€9.134m in taxes:
€23.3 / 100 of turnover

Committed to transparency



Responsible supply chain

71% high-risk suppliers assessed on sustainability

Target: 100%

