

Solid foundations

Increased relevance and loyalty from...

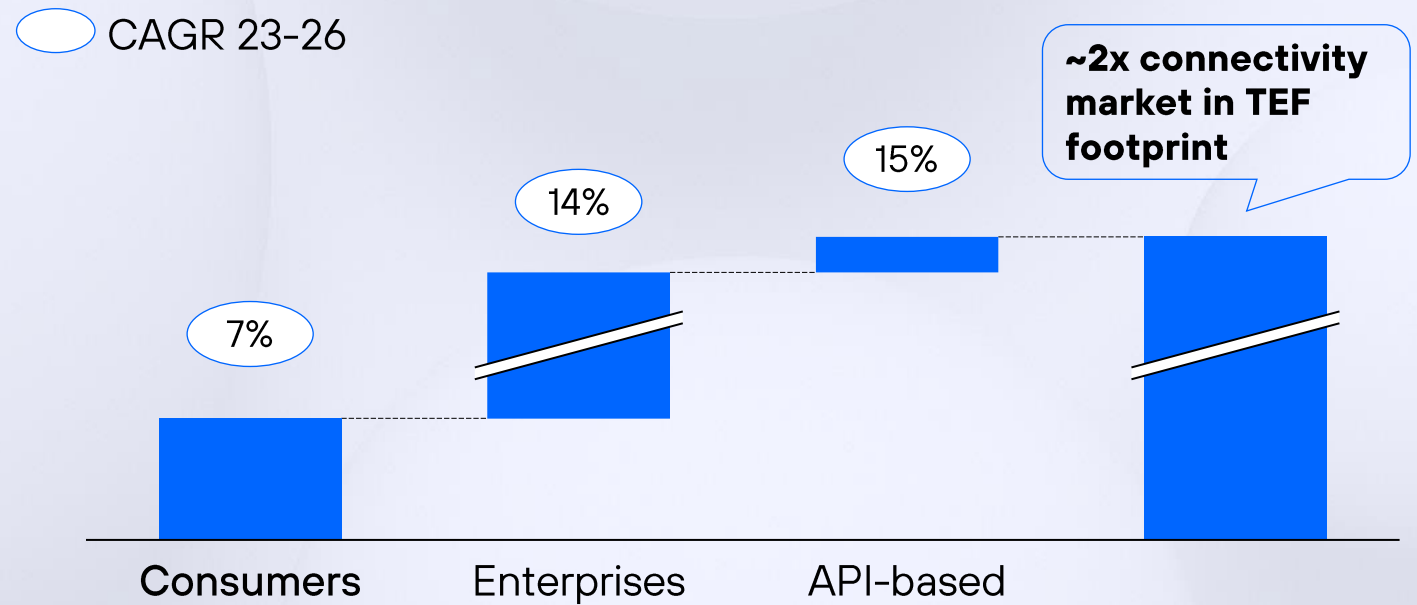
- Consumers
- Enterprises
- Partners

Unique capabilities



Enlarging addressable market

Market opportunity beyond connectivity, €bn, 2026, TEF footprint¹



#1 in GlobalData's "Telecom Services Sector Scorecard Q3 2023"

