

Results 2025



Delivered 2025 guidance and well positioned for 2026 and 2026-30 strategic plan

Spain

Best commercial year since 2018. Superior cash-conversion (adjusted OpCFaL +2.3% y-o-y)

Brazil

Accelerated revenue growth to +7.1% y-o-y. Access base at an all-time high

Germany

Robust own-brand customer trading momentum, B2P temporarily weighs

VMO2

Strong progress in FTTH and 5G deployment

T. Tech

Revenue +18.9% y-o-y, simplified operating model

T. Infra

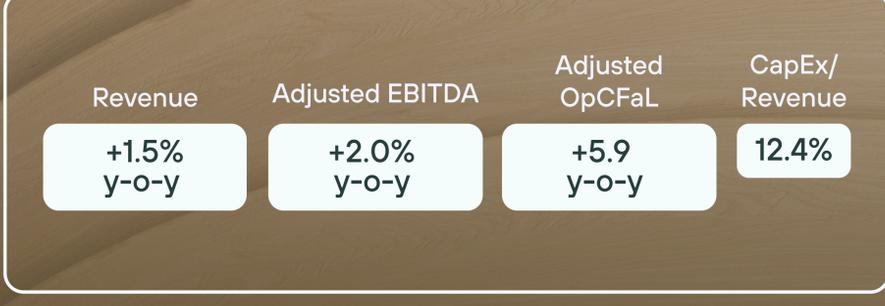
21.7m PPs with FTTH, binding agreement for AXA to acquire 40% in Fiberpass

T. HispAm

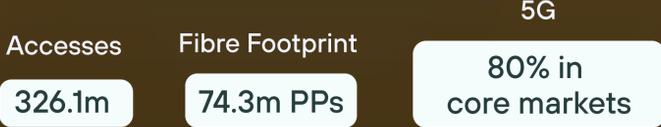
Sale of Argentina, Peru, Uruguay, Ecuador, Colombia and Chile

Highlights

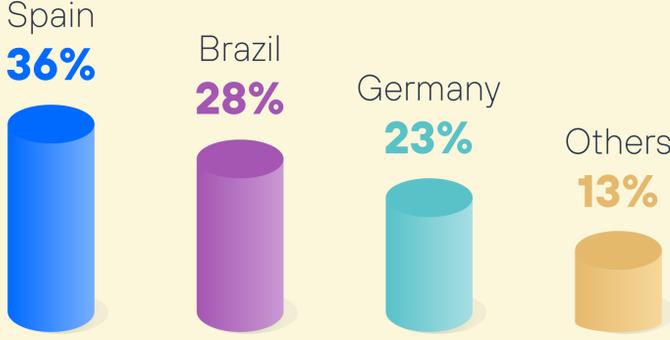
Delivered 2025 guidance



Reported



Our revenue breakdown by regions (FY constant)



Shareholder Remuneration



ESG

Environmental

49% reduction in CO₂ emissions across all scopes over the past 10 years

Social

92% rural MBB coverage in main markets

Governance

>17k Sustainability-related audits of the supply chain