## Telefónica Móviles: DELIVERING ON THE EXECUTION

Antonio Viana-Baptista, Chairman & CEO













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Telefónica Móviles S.A. Investor Relations



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**9M05** Results: strong performance in every line

Execution capabilities: delivering synergies from BS's Latam assets integration

Economies of scale in the cellular business: the facts





## 9M05 Results: Very strong performance in every line with outstanding cash flow generation

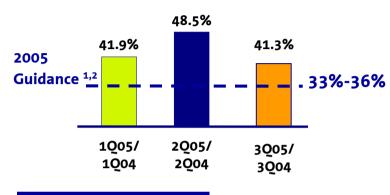
	9M05/9M04
Boost in managed customers to 89.1MM	+52%
Robust service revenue growth	+44%
Acceleration of OIBDA growth rate	+21%
Significant margin expansion vs. 2Q05 across most markets	
■ Strong bottom line: 1,543MM€	+9%
Solid OCF generation: 2,804MM€	+14%

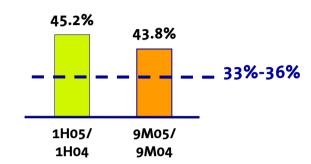




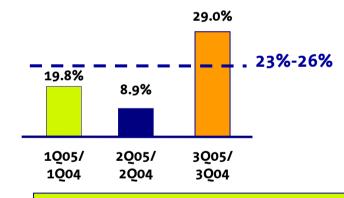
### On track to achieve Group growth guidance

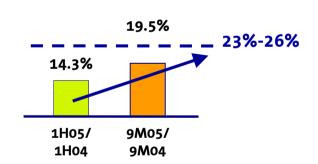
#### Revenues (y-o-y growth<sup>1,2</sup>)





#### OIBDA (y-o-y growth<sup>1,2</sup>)





#### October 2005's figures continue to support guidance

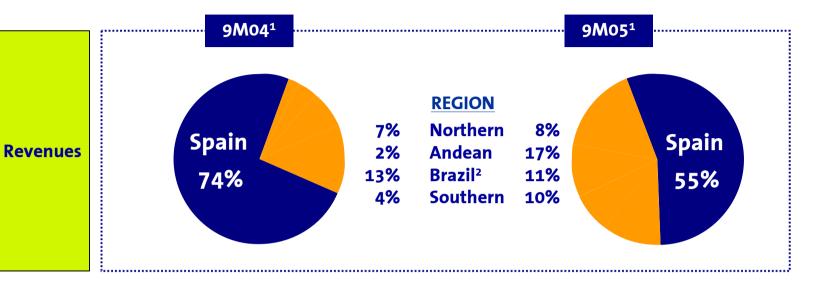


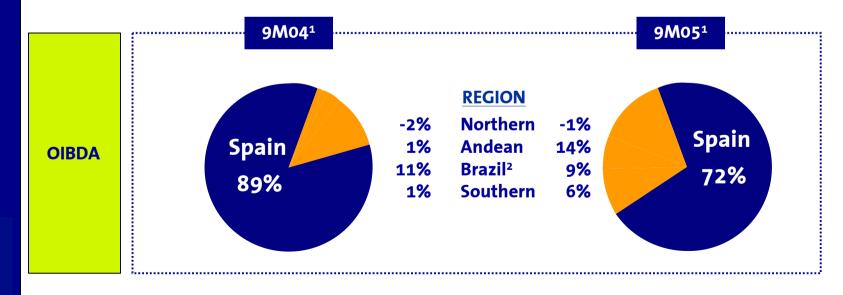
(2) 9M05 y-o-y growth rate does not include inflation adjustments in 2005.





### **Strong Group revenues & OIBDA diversification**







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### **SPAIN: Commercial initiatives are clearly paying off**

#### **New pricing plans**

"Mi Favorito": 1€ cent/minute



3MM customers

"Mis CInco": 3€ cent/minute



1.5MM customers

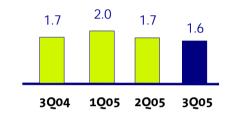
Summer campaign: "Talk 100 minutes & pay 1"



>2.3MM signed in

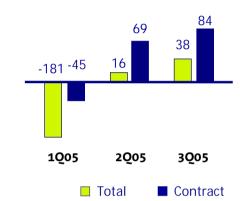
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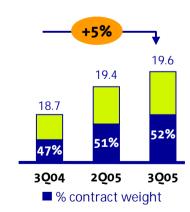


■ Contract churn <1% in 3Q05

#### Number portability (000s)



#### **Total customers** (MM)

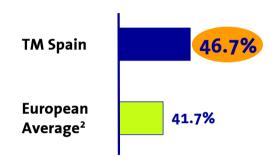






## ... leading to a solid operating profitability & top line growth ahead of peers

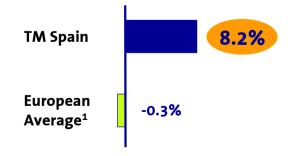
#### **OIBDA margin (9M05)**



+23% in commercial activity

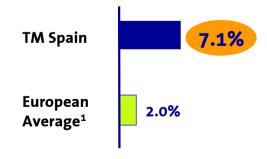
movistar brand launch: €40MM opex

#### Operating revenues growth (9M05/04)



### Service revenues growth

(9M05/04)





<sup>&</sup>lt;sup>1</sup> European average including TIM Italy, T-Mobile UK, T-Mobile Germany, Orange France, Orange UK, TMN & KPN-Mobile Netherlands. Source: Company press releases

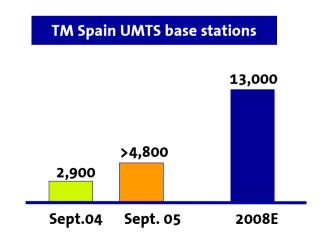
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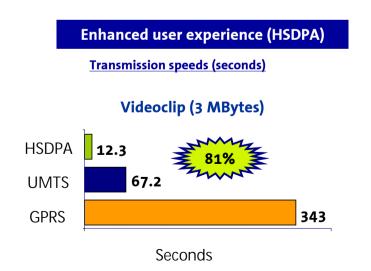
Telefónica Móviles, S.A. <sup>2</sup> European average including TIM Italy, T-Mobile UK, T-Mobile Germany, TMN & KPN-Mobile Netherlands. Source: Company press releases



## **SPAIN:** ongoing leadership on the UMTS rollout

- Focus on high quality coverage in key urban areas
- Coverage in areas in which 70% of population lives
- HSDPA successfully tested on our network
  - Commercial launch pending on handset availability
- ≈ 150,000 3G customers
  - Focus on PCMCIAs uptake (>50% 3Q05/2Q05)
  - Enhanced handset portfolio for Xmas campaign





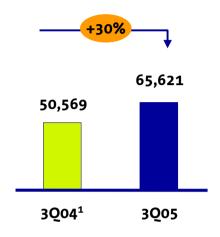


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### **LATIN AMERICA: Sound customer growth & margin recovery**

#### **Customers (000s)**

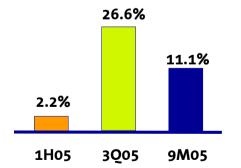


- +15.1MM customers (3Q05/3Q04)
- Increased contract weight in Latam total net adds:
  - 24% in 3Q05 vs. 15% in 2Q05

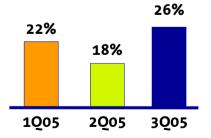
#### Revenues 9M05 y-o-y growth ex-forex<sup>1</sup>



#### OIBDA¹ y-o-y growth ex forex²



#### **Reported OIBDA margin**





<sup>&</sup>lt;sup>1</sup> 2004 figures including operations acquired to BellSouth from January 1st, 2004.

<sup>&</sup>lt;sup>2</sup> Exchange rate as of September 2004.



## LATIN AMERICA: Only operator with positive OpCF outside its home market



#### **9M05 Operating CF**

-185 MM€
<i>45 MM€</i>
130 MM€
279 MM€
61 MM€
286 MM€



**Self-sustained businesses in Latin America** 



#### **INDEX**

9M05 Results: strong performance in every line

O2 Execution capabilities: delivering synergies from BS's Latam assets integration

O3 Economies of scale in the cellular business: the facts





### **Record-time integration: 10 Companies in 10 months**







## Results from integration in overlapping operations already obtained in several areas

Project	Description	Status		
Commercial offer	Unified offer & commercial practices in all 4 countries			
Commercial network	<ul> <li>Contracts with 170 dealers renegotiated</li> </ul>			
	Rationalization/Unification of proprietary POS			
Call Centers	Unified Call Center with lower costs			
Handsets	Lower SAC from migration to GSM > 74% GSM gross adds in 3Q05	<b>1</b> ✓		
	Further benefits to be captured in Peru			
Rebranding	Higher brand recognition Top Of Mind: +6 p.p. In 6 months	✓		
Workforce	Voluntary redundancies/natural attrition <sup>⊕</sup> Close to 750 employees	s 🗸		
rationalisation & integration	Telefónica Móviles' culture in the 4 operators	✓		
Sites	152 sites co-located increasing coverage	✓		
Maintenance	<ul> <li>All maintenance contracts renegotiated</li> </ul>	✓		
Head quarters	Real Estate rationalisation			



<sup>1</sup>Including Argentina, Chile and Guatemala

Further synergies to flow in the near-term from integration of IT systems & platforms & closing of TDMA & CDMA networks in the 4 countries



## We are progressing faster than anticipated ...

Operations in	BS + TEM	BS + TEM
Operations in Argentina, Chile, Guatemala & Peru	$\Sigma$ "Stand Alones" 05	post -synergies_05E
Handset subsidies <sup>1</sup>	100	89
Commissions <sup>1</sup>	100	86
Advertising <sup>2</sup>	100	76
Network opex	100	94
Call Centers	100	80
Personnel	100	90
Others	100	94
OPEX	100	89
OPEX post integration	on costs 100	90
CAPEX	100	86



Marginal additional Capex to face TDMA/CDMA-GSM migrations



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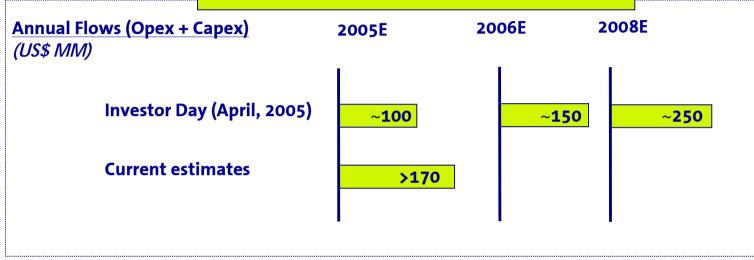
<sup>&</sup>lt;sup>1</sup> Net of commercial costs related with CDMA&TDMA to GSM migrations

 $<sup>^{2}\,\</sup>mbox{Advertising}$  is affected by rebranding non recurrent costs.



### ... with stronger results





Opex & capex synergies will clearly exceed initial estimates



Additional benefits from revenue synergies





#### **INDEX**

9M05 Results: strong performance in every line

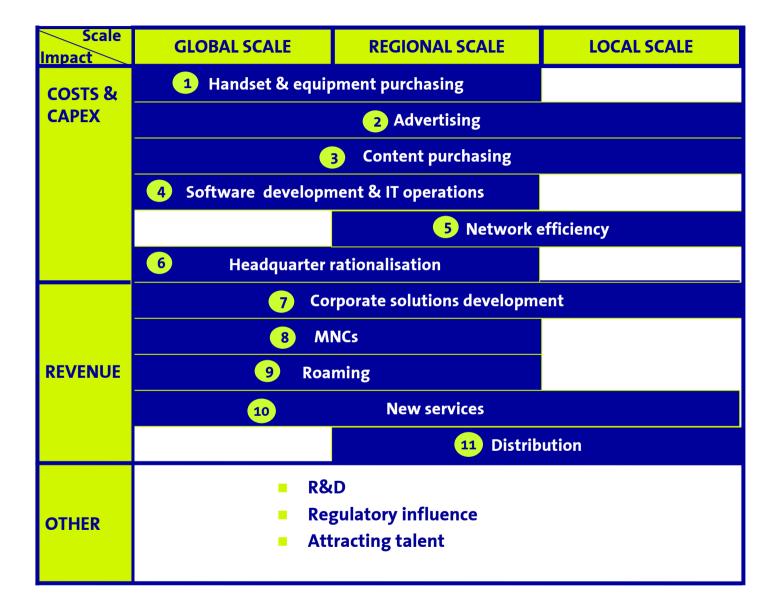
O2 Execution capabilities: delivering synergies from BS's Latam assets

O3 Economies of scale in the cellular business: the facts





### **Scale economies in the industry**



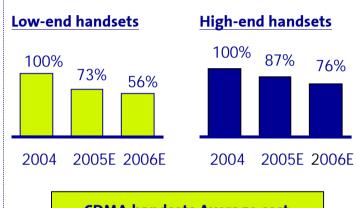




## 1 Handset purchasing

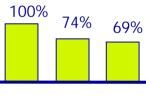
#### **GLOBAL SCALE**

**GSM** handsets average cost



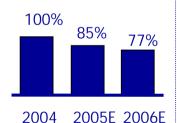
#### CDMA handsets Average cost







#### **High-end handsets**



- Time to market (exclusivity)
- Technical Specifications



#### **REGIONAL SCALE**

#### **TEM LATAM:**

- Unification of technical specifications for handsets and SIM cards
- Common approval process for handsets and SIM cards
- Personalization process
- Flexibility to rapidly enhance handsets portfolio



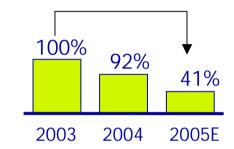


## Equipment purchasing



#### **GLOBAL SCALE**

Average cost per GSM base station (€)



- GSM networks in 13 countries:
  - Rollout in 5 new countries in 2005 (Colombia, Ecuador, Nicaragua, Panama, Uruguay)
- Global management & planning of capex
- Ongoing processes to reduce other equipment costs (towers, antennas...)
- Unification of technical specifications & standardization processes





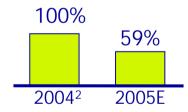
## 2 Advertising

### Costs & capex

#### **GLOBAL SCALE**

- Improved awareness & perception through global sponsorships
- 6%-10% of total marketing expenses managed globally

Cost of global sponsorships/ managed customer<sup>1</sup>



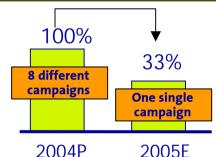




#### **REGIONAL SCALE**

Unified advertising campaigns, with higher quality and lower production costs:

Production cost of Xmas campaigns In Latam (8 countries)



- 5%-10% savings in media costs:
  - Pan-regional media (Cable TV)
  - Cross border campaigns (on flight magazines, International TV, internet...)
- Speaking markets:
  - One-off costs:€75MM
  - Annual savings: €50MM from 2006E





## 3 Content purchasing



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#### **GLOBAL SCALE**



















#### **Exclusivity agreements:**









## Software development, IT & network infrastructures GLOBAL SCALE – REGIONAL SCALE

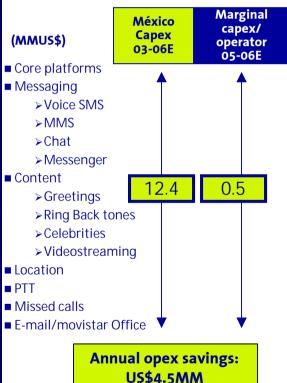


4 Software development & IT operations

5 Network infrastruct.

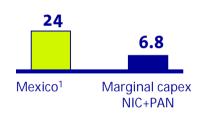
#### **Examples: Northern Region**

Deployment of common platforms for VAS in Latam:



Deployment of a common commercial system in Latam:

Capex (MMUS\$)



Annual opex savings: US\$1.3MM

- Marginal opex/capex
- Time to market
- Knowledge/expertise

Shared resources through regionalization:

## Example: Northern Region

Single equipment in Mexico supports operations in 5 countries

- ✓ Network operation center (NOC)
- **✓ HLR**
- ✓ GPRS nodes
- Reinforced relationship with equipment suppliers
- Shared resources with other Group business lines





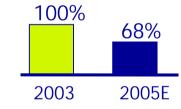
## 6 HQ rationalisation



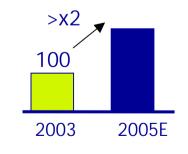
#### **GLOBAL SCALE - REGIONAL SCALE**

- Acquisition of 10 companies from BS in 4Q04-1Q05
- Integrated regional management of Latam operation

#### **HQ** costs/managed customer

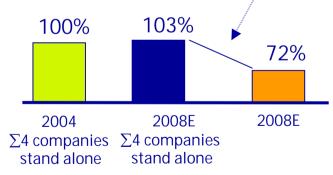


#### Managed customers/ HQ employee



#### **Workforce in Central America**









## Corporate solutions development, MNCs & roaming



#### **GLOBAL SCALE – REGIONAL SCALE**

- 7 Corporate solutions development
- TM Spain :
  - Movistar CORPORATIVO (VPN)
    - On-line costs control
    - Usage restrictions (personal & corporate)
  - Knowledge & expertise (vertical applications & tailor made solutions)
- Export of TM Spain's P&S portfolio to Latam:
  - Marginal opex/capex
  - Time to market
- Blackberry & Smartner agreements for our Latam operations

- Multinational Corporates (MNCs)
  - TM Spain + European partners:
    - Global Account Management
    - Central Reporting
    - Roaming prices
    - Fixed roaming price for BlackBerry
  - **TEM Latam:** 
    - New organizational structure to target this segment

- 9 ROAMING
- TM Spain + European partners:
  - Virtual Home Environment
  - iVPN
  - GPRS & MMS roaming
  - 3G roaming (in progress)

- **TEM:** 
  - 10 GSM operations in Latam
  - On-net pricings for MNCs





## New services: enhanced high QUALITY P&S portfolio



#### **GLOBAL SCALE - REGIONAL SCALE**

#### Regional management enhances competitive position

1H06 VAS offer	mov
Messaging	
> Voice SMS	<b>√</b>
> MMS	1
≻ Chat	_
> Messenger	<b>*</b>
VPN	✓
Content	
> Greetings	<b>√</b>
➤ Ring-Back tones	<b>√</b>
➤ Celebrities	<b>√</b>
> Videostreaming	<b>√</b>
Location based serv.	<b>√</b>
PTT	<b>√</b>
Missed calls	✓

Guatemala			El Salvador	
Competition			Competition	
<u>C1</u>	<u>C2</u>	<u>C1</u>	C2	<u>C3</u>
*	×	×	×	×
×	×	✓	×	×
×	×	×	×	<b>V</b>
×	×	×	$\checkmark$	×
✓	×	<b>√</b>	×	×
×	×	×	×	×
×	×	×	×	<b>√</b>
×	×	×	×	×
×	×	×	×	×
×	*	×	×	×
×	×	✓	×	×
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*	×	×	×	×



e-mail



## 11 Distribution channel

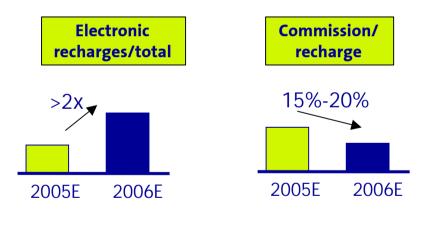


#### **REGIONAL SCALE**

#### **TEM Latam**

- Lower wholesale commissions for prepaid recharges
- Increased weight of electronic recharges

#### **Example: Southern Cone**



Total Savings in Latam in 2006E: €45MM





#### **Others: Attracting talent**



#### **GLOBAL SCALE**

- 95% of management teams in 10 companies acquired from BS continue to work for Telefónica Móviles
- 90% of our employees believe the Telefónica Group is a solid group which is moving ahead successfully
- Career opportunities: 12% of managers have moved to other Group companies or functions:
  - 46% in other countries
  - 20% in other companies within the same country



Expanded footprint of the Group increases company's attraction & career opportunities for our employees



#### **Conclusions:**

- Very strong results in every line & healthy cash-flow generation despite aggressive competition in our markets:
  - TM Spain continues to outperform its peers
  - Strong OCF results in Latam
  - On track to achieve 2005 demanding goals
- We deliver on synergies: We are progressing <u>faster and with</u> <u>stronger results</u> in the integration of BS Latam assets
- Scale is key in the cellular business
  - Already getting benefits from our scale (Spain + Latam)
  - Further benefits would be captured with an enhanced footprint in Europe



# Telefunica Móviles

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