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COO
Telefónica Group

Cheuvreux 2001 Spanish Equities Conference
Madrid, March 6th 2001

Telefonica

A value growth company

A VALUE GROWTH COMPANY

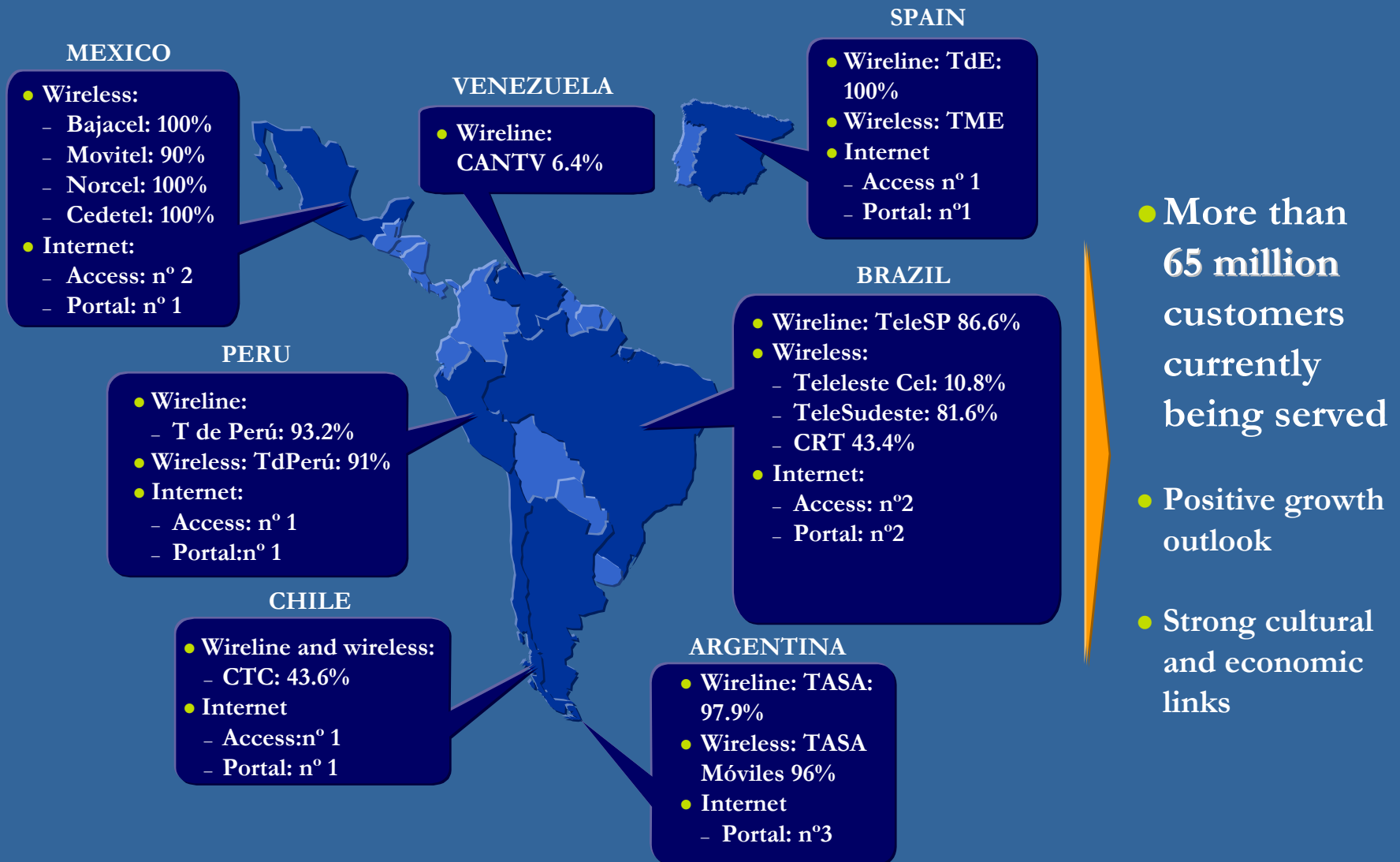
Solid value based on fundamentals: large client base, strong operational skills, unmatched intangibles, balanced and flexible business structure

Superior EBITDA and strong financial position

Addressing major open issues: UMTS, Regulation, Acquisitions

Management priorities that translate into superior earnings growth

A MARKET WITH MORE THAN 500 MILLION POTENTIAL CUSTOMERS...



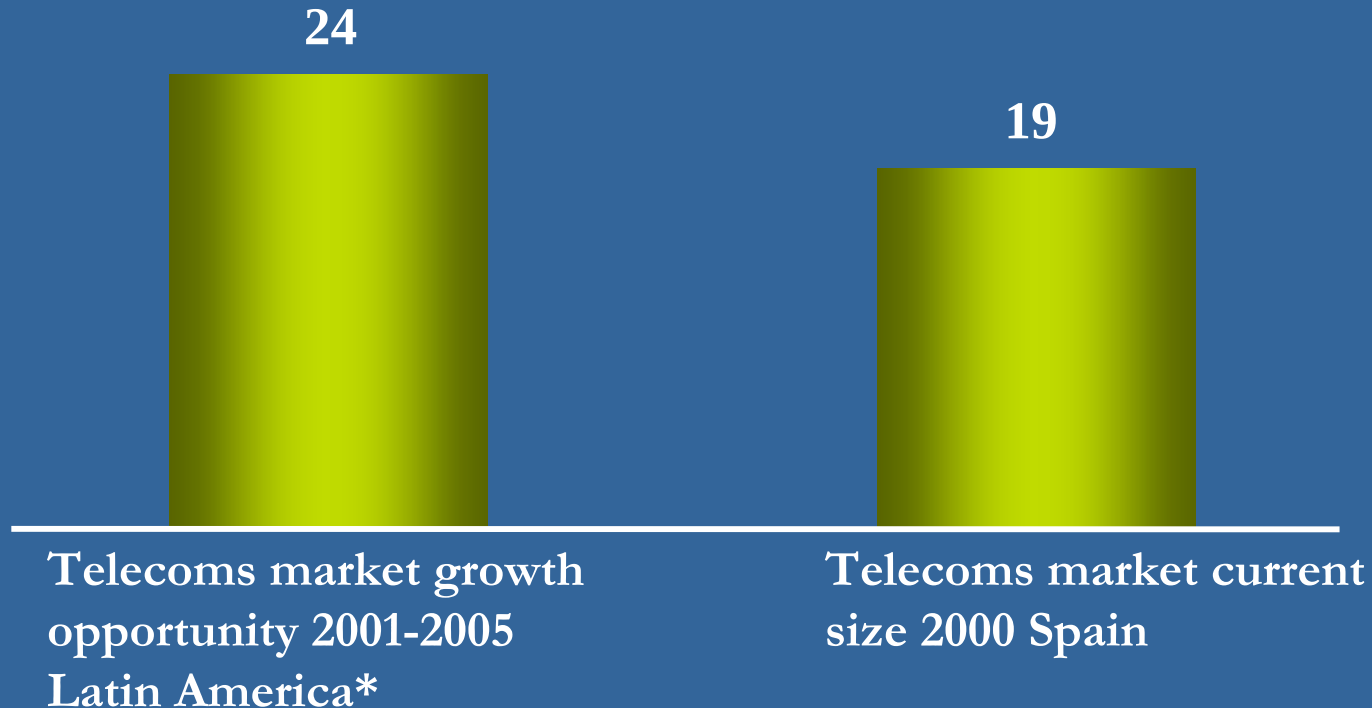
...WITH GROWTH POTENTIAL

	GDP Growth (%)		
	2000	2001	Average 2002-2004
USA	4.9	2.0	3.0
EURO	3.4	2.9	3.2
Spain	4.1	3.2	3.4
Brazil	4.2	4.2	4.4
Argentina	-0.2	2.9	4.5
Mexico	6.9	4.5	5.2
Chile	5.4	5.2	6.2
Peru	4.0	2.5	4.7

Source: Telefónica estimates; OVUM; Pyramid; Forrester; IDC; US Census Bureau

LATIN AMERICA REMAINS A LARGE GROWTH OPPORTUNITY

USD billion



* Current GDP Latam aprox. 1,790 USD billion x 34% GDP growth in 5 years x 4% of GDP in telecoms

Source: IDC; Dataquest; WEFA-WMM

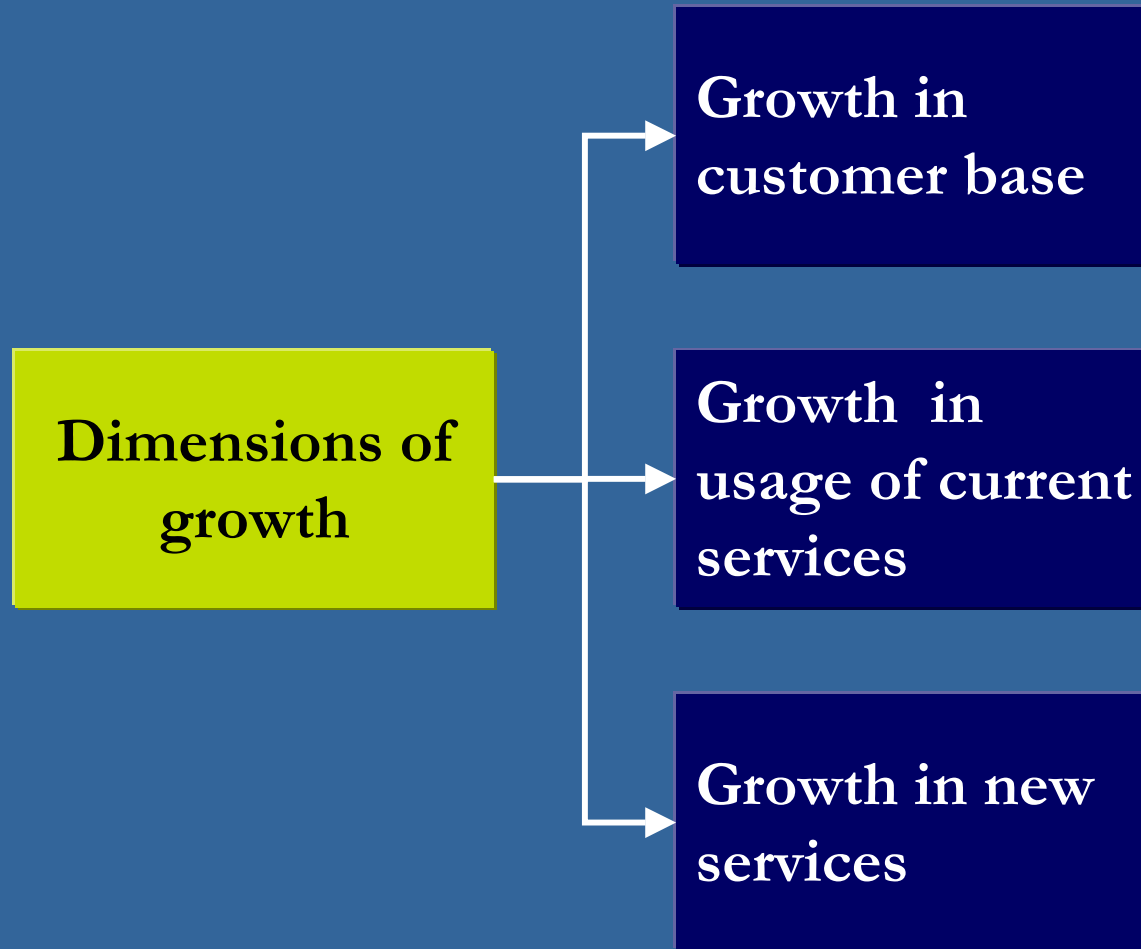
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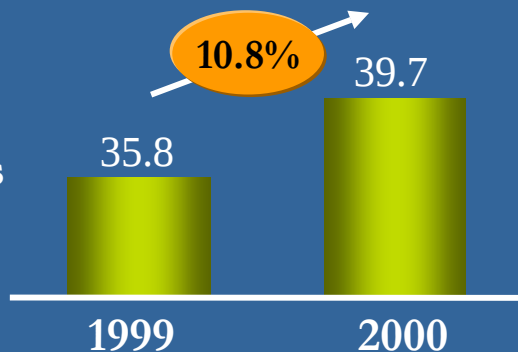
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EVERY GROWTH PROJECT MUST BE BASED ON CLIENTS...

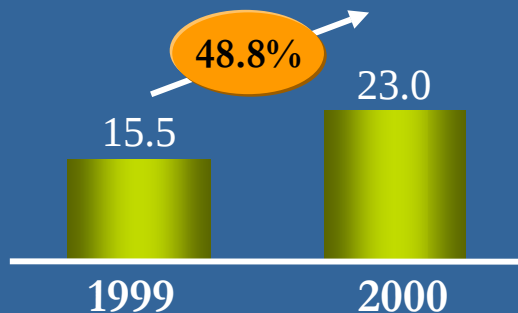


...AND TELEFONICA IS UNIQUELY POSITIONED: STRONG GROWTH IN OUR CUSTOMER BASE AND EXCELLENT PROSPECTS

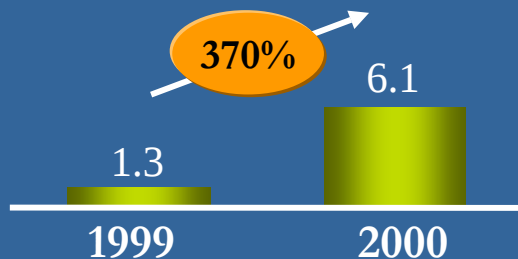
Managed
fixed clients
(millions)



Managed
cellular
clients
(millions)



Internet
access
clients
(millions)



Wireline
penetration

Wireless
penetration

Internet
penetration

2000 penetration

	LatAm	USA	Europe
Wireline penetration	13%	68%	61%
Wireless penetration	13%	41%	63%
Internet penetration	3%	50%	23%

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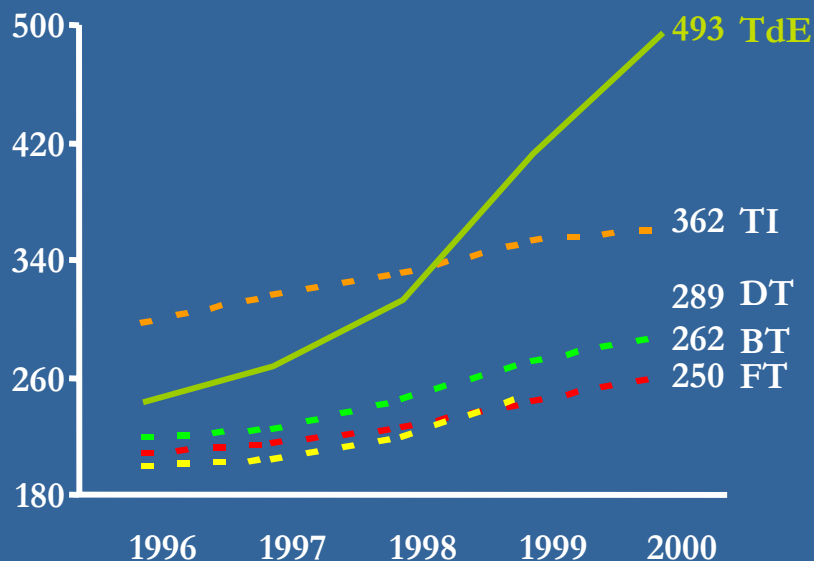
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WE HAVE ACHIEVED STRONG OPERATIONAL SKILLS...

Productivity

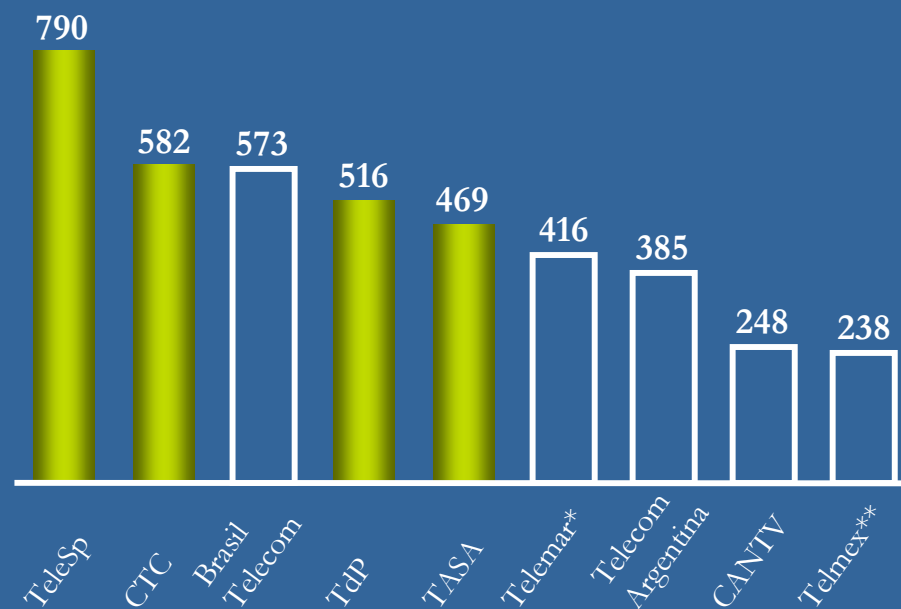
Europe

Lines/employee



Latam

Lines/employee (year 2000)



* As of June 2000

** As of July 2000

Source: Telefónica

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...AND A STRONG COMPETITIVE POSITION

93.7% combined market share in wireline operations

50.4% combined market share in wireless operations

90% total market share of corporate customers where we operate as incumbents

A SUCCESSFUL TRACK RECORD OF “TURN AROUNDS”

		From date of acquisition	To date
TeleSP (acquired Aug. 98)	• LIS ('000)	6,407	10,596
	• Number of lines/employee	338	790
	• EBITDA/revenues	58%	66%
TASA (acquired Nov. 90)	• LIS ('000)	1,696	4,327
	• Number of lines/employee	78	408
	• EBITDA/revenues	38%	60%

UNMATCHED INTANGIBLES

Knowledge

- Market knowledge
- Operational knowledge
- Successfully applied in different geographies

Brand

- Strong image, high awareness everywhere
- One umbrella brand in natural markets

Reputation

- Credibility
- Recognized execution capabilities

Relationships

- Government, regulatory bodies, administrations
- Corporate distribution, suppliers

Talent

- Competent, experienced and action oriented management team

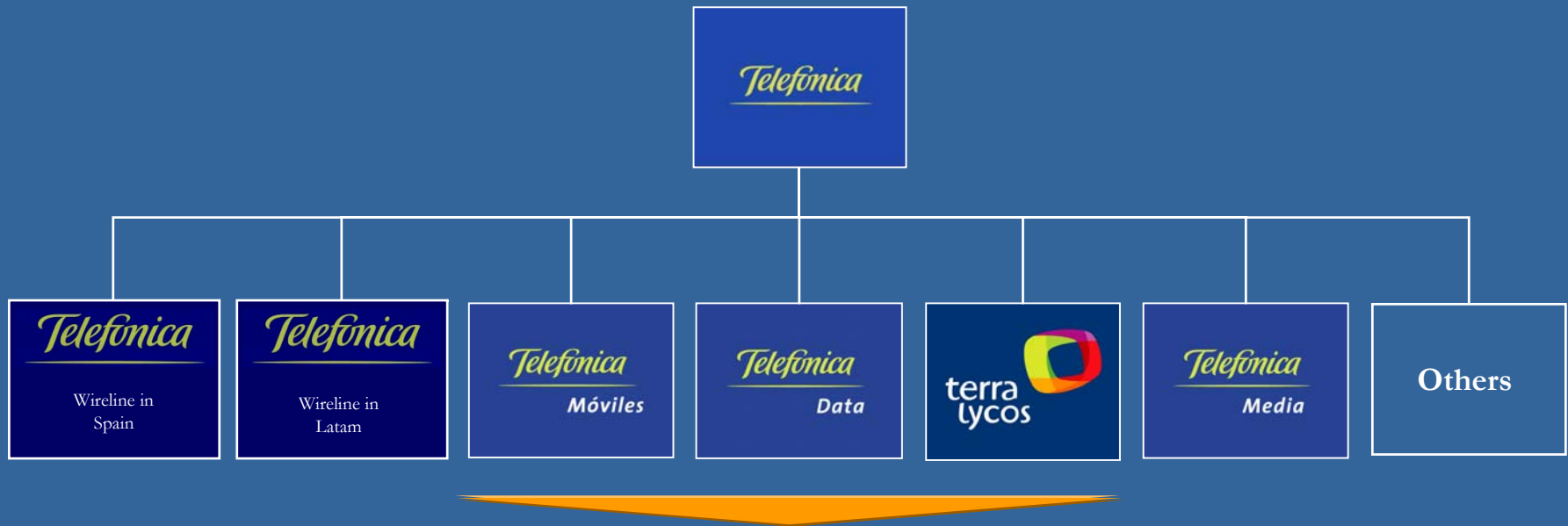
TELEFONICA HAS A BALANCED BUSINESS STRUCTURE...

BUSINESS TELEFÓNICA'S POSITION

Basic service					
Mobility					
Broadband					
Internet					
Content					

- Large, addressable client base: >500 M in our core markets + 300M elsewhere
- Broad offering provides flexibility to better serve customer demands

... AND A FLEXIBLE ORGANIZATION



- Natural owner of the businesses
- Operating flexibility to better serve customer demands
- Increased management accountability
- High potential for capturing synergies
- Not considering pure spin-offs
- Further IPO's based on strategic opportunities to unlock value

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TELEFONICA ACHIEVED STRONG PERFORMANCE IN YEAR 2000...

2000 Financial Highlights

Million	2000	% Change
Revenues (euro)	28,485.5	24.1
EBITDA (euro)	11,918.8	9.5
Net income (euro)	2,504.8	38.8
EPS (euro)	0.67	18.5
Wireline customers	42.3	10.1
Wireless customers	24.9	48.9
Internet access customers	6.1	370.0

BEST FINANCIAL BALANCE AMONG PEERS...

euro 12 Bn. EBITDA
2000

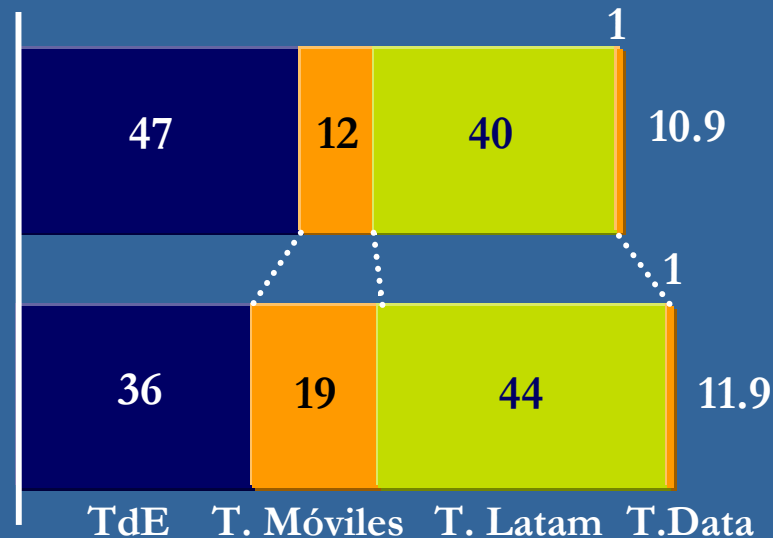
euro 26.9 Bn. Net debt
12/2000

euro 87 Bn. Market Cap.
5/03/2001

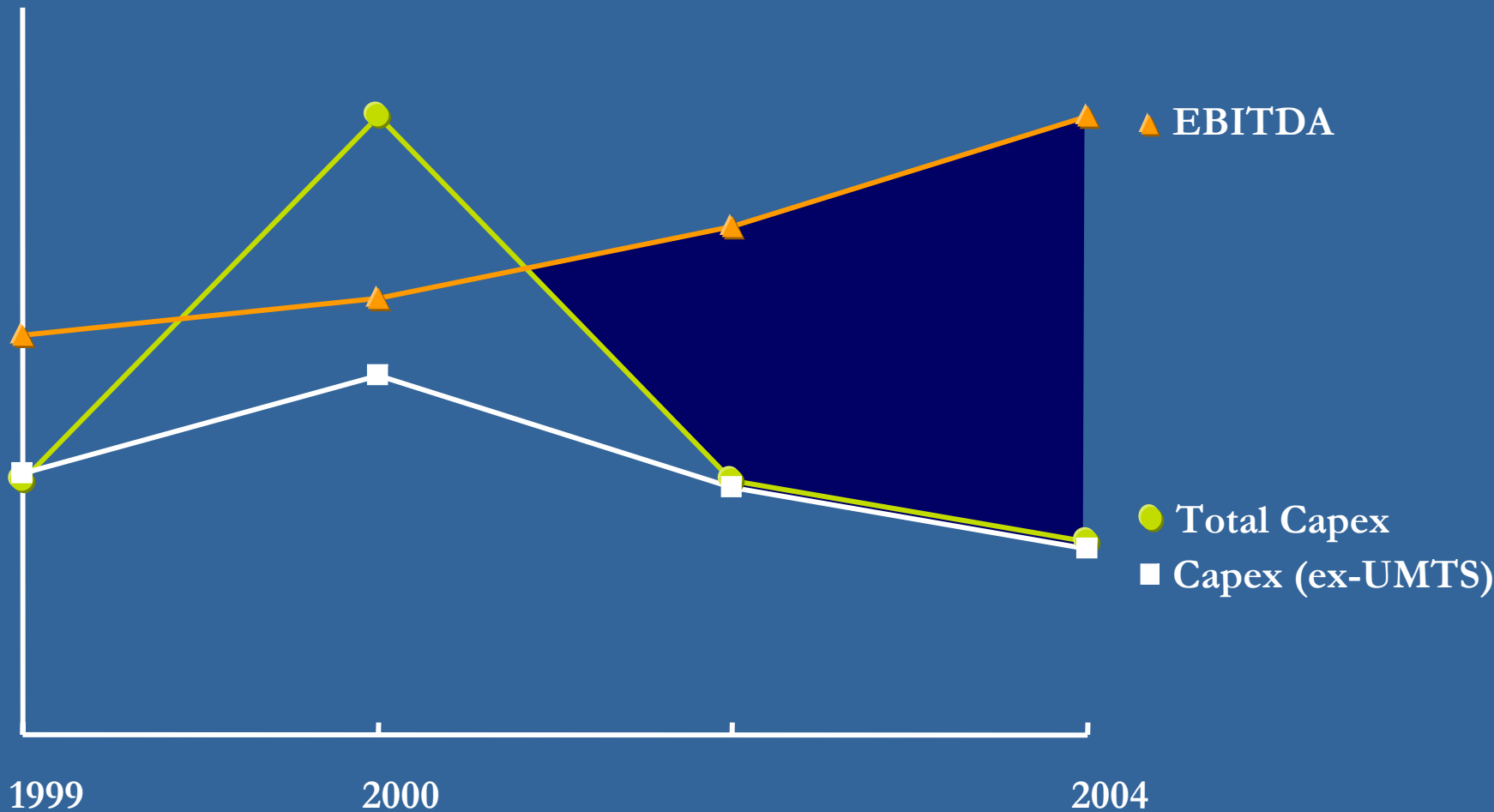
... with full control and access to the highest diversified cash flow in the industry

**1999 EBITDA
breakdown**

**2000 EBITDA
breakdown**

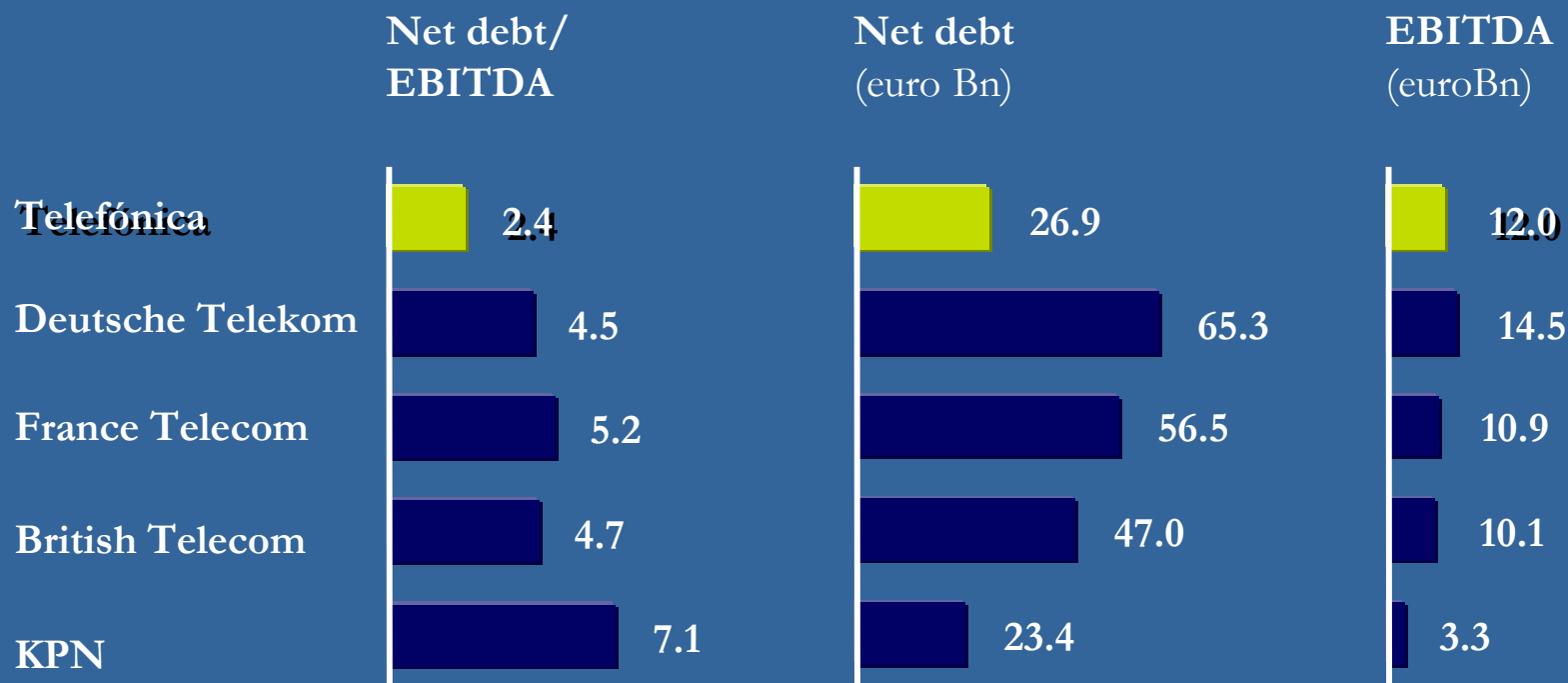


EBITDA WILL CLEARLY EXCEED CAPEX REQUIRED FOR ORGANIC GROWTH



WE HAVE FOLLOWED A RATIONAL AND CONSERVATIVE FINANCIAL POLICY

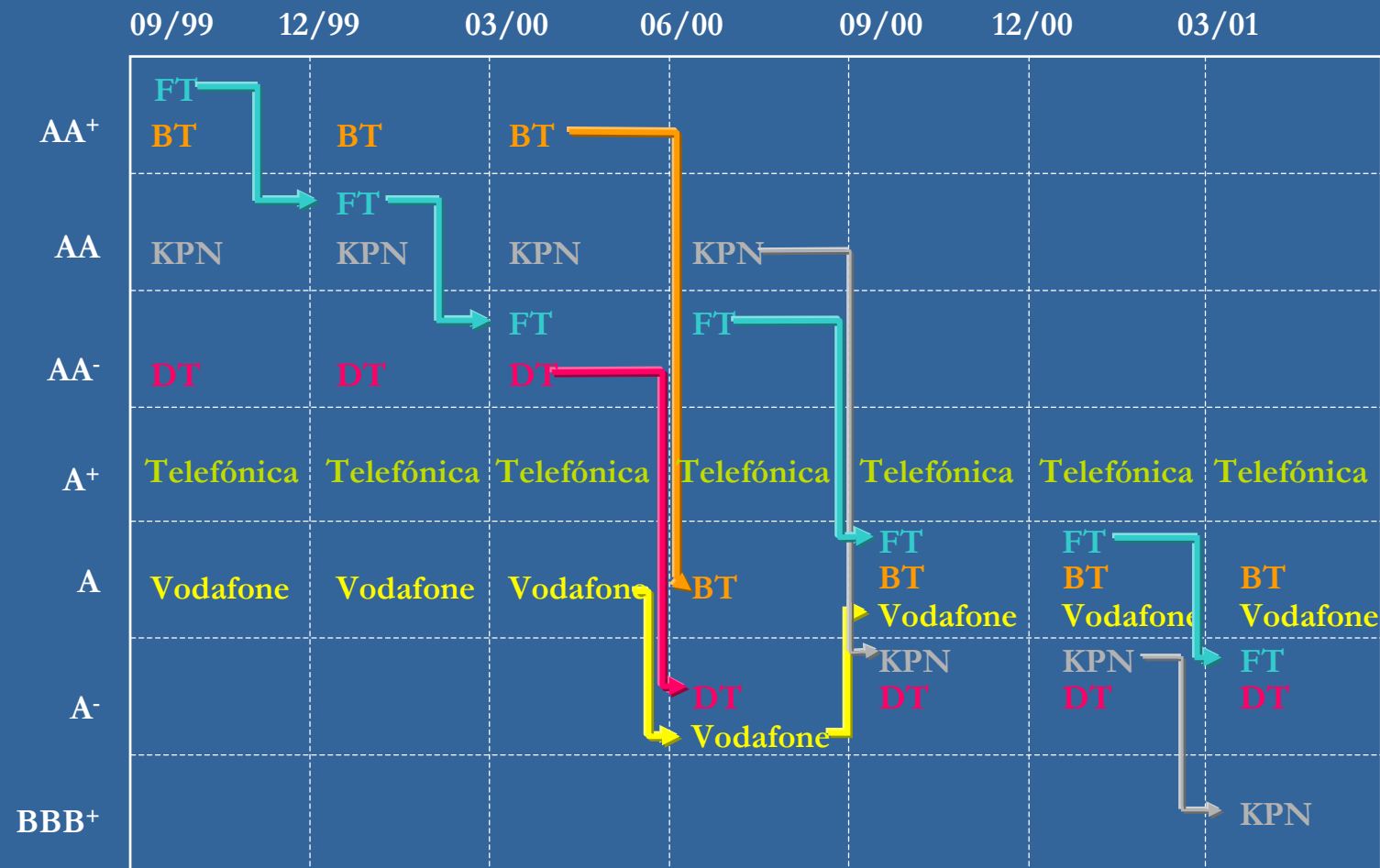
- Equity-funded acquisitions (euro30.4 bn in 2000)
- New organization optimizes cost of capital



Analysts consensus estimates

A SOLID FINANCIAL POSITION

Evolution of ratings (S&P)



Pursue an upgrade in rating from current levels of A+

OUR STRONG FUNDAMENTALS AND SOLID STRATEGIC POSITION PUT US IN A SUPERIOR SITUATION TO CAPTURE PROFITABILITY AND GROWTH

Strong fundamentals

Large client base
Strong operational skills
Unmatched intangibles
Balanced and flexible business structure



Strong strategic position along growth engines

Internet
Broadband
Mobility
Content



Telefónica is in a good position to simultaneously capture profitability and growth

Current market environment forces management more than ever to focus on key metrics and on delivery of results

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UMTS IN GERMANY

To date, we have not earned investors' credibility

We are working hard to deliver

1. **Customers from day 1**
 - We are emphasizing the commercial front: negotiating with potential partners, exploring options
2. **An efficient network**
 - Negotiating shared infrastructure arrangements and roaming and interconnection agreements
3. **An effective organization**
 - CEO and management team appointed. Remaining ramp-up process on track

- We remain confident that there is an opportunity for value creation in Germany, the market with the largest growth potential in Europe
- We commit to update you on our progress

OUR REGULATORY APPROACH

- First objective: maintain open communication and active dialog with regulators in every country where we operate
- Spain:
 - Wireline: last building blocks of regulatory model settled (unbundling of local loop and price cap) and tariff rebalancing will follow
 - Wireless: likely review of unsustainable spectrum fee in light of industrywide implications
- Brazil: accelerated compliance with ANATEL objectives as a mean to capture other growth opportunities
- Argentina and Chile: We have weathered major regulatory crises. We learned the lessons and we are committed at the highest level to manage situation (ULL, number portability)

ACQUISITIONS AND VENTURES

Selective

Complementing our competitive position

JV with Portugal Telecom in Brazilian mobile market

Accretive

Increasing EBITDA

Acquisition of Motorola's wireless assets in Mexico

Consolidation at parent level

No to “merger of equals”

Consolidation at Business Line level

Receptive, if strategically complementary

Will not turn our backs to opportunities to absorb underperforming complementary assets

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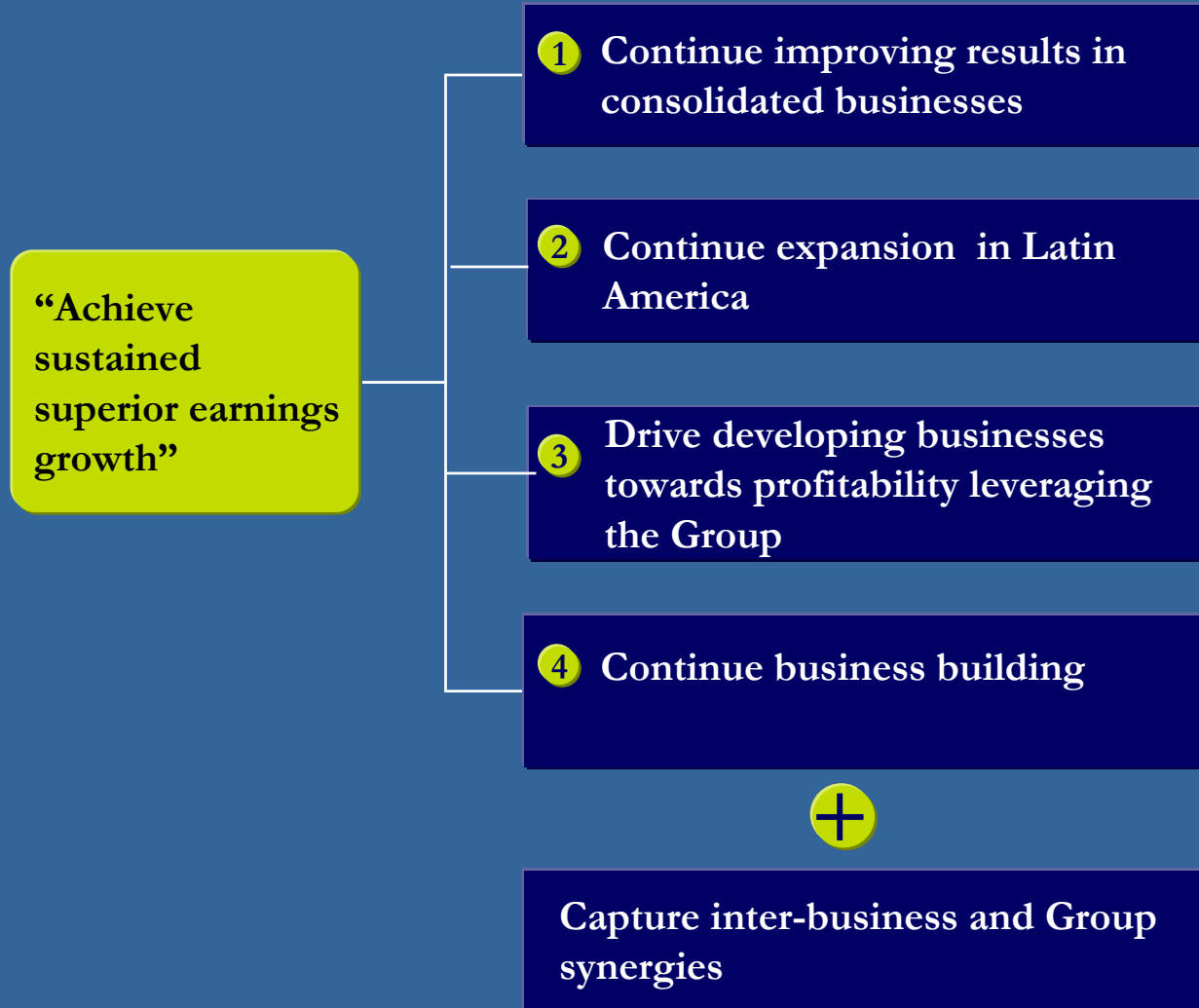
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MANAGEMENT PRIORITIES



MANAGEMENT PRIORITIES

“Achieve sustained superior earnings growth”

① Continue improving results in consolidated businesses

- Telefónica de España
- Telefónica Móviles España
- TeleSP and other Latam wireline operators

Leverage existing client bases and maximize cash generation short and long term: we cannot fail

② Continue the expansion in Latin America

- Brazil
- Mexico
- Argentina
- Rest of Latam

Profit from a natural extension of our leadership

③ Drive developing businesses towards profitability leveraging the Group

- Terra Lycos
- Telefónica Data
- Telefónica Media
- Europa UMTS

Anticipate break-even leveraging the overall group position

④ Continue business building

- Atento
- Katalyx
- Develop related businesses leveraging our franchise

Push current businesses under development and open new options



Capture inter-business and Group synergies

*Manage across businesses
Assist to and demand strong business performance
Achieve functional articulation for effectiveness and efficiency
Shape the development of the group*

ESTIMATED FORECAST

CAGR

€ billion, in constant exchange rates. Current business perimeter

Focus on key aspects

- Manage customer profitability and market share
- Marketing effectiveness to enhance usage
- Cross-selling

Leverage client base

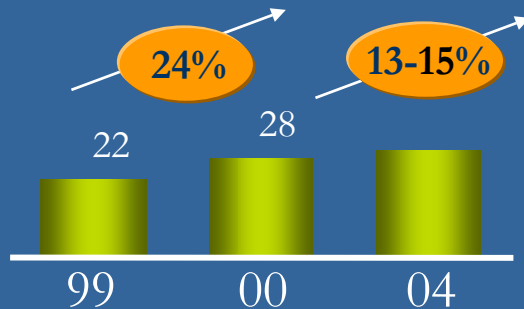
- Cost efficiency
- Operational leverage
- Quality

Operational excellence

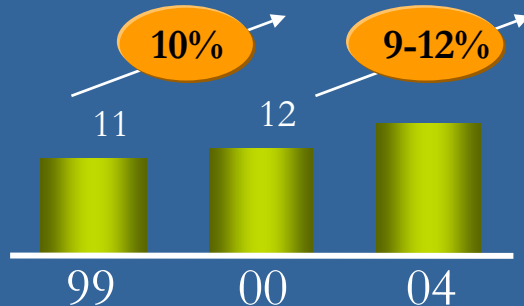
- Asset turnover
- Capex allocation and control
- Reducing asset base

Focus on ROCE

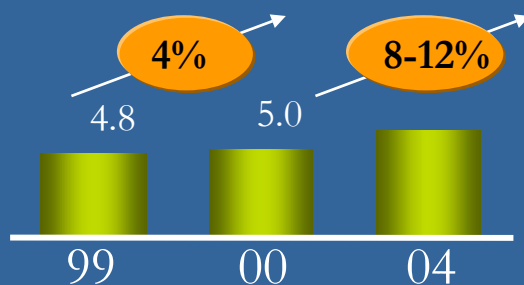
TOP
LINE



EBITDA



EBIT*



* Calculated exc. goodwill

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WHAT WE'VE SAID SO FAR

- Telefónica's performance is based on solid, lasting business fundamentals
- These fundamentals underpin our financial results
- Building on our fundamentals and our solid financial position, we are confident that we will deliver on profitability and growth
- We focus on four management priorities to crystallize our value
- Our group model is a key enabler that puts us at an advantage to deliver value and growth

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