

# Telefónica Latinoamericana (T. LATAM)

The leading player in the Latin American



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# T. Latam Highlights



I. T. Latam's market position in Latin America

II. Recent developments by operator

III. Consolidating leadership in Latin America



### T. Latam, the leading player in the Latin America

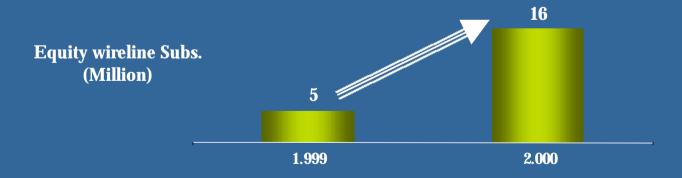
#### **Before 2000**

- TISA was Telefonica's subsidiary for **International Investments.**
- **Integrated** incumbent operators
- Country focused strategy

Latam's Tender Offers

#### **Present situation**

- Segregation of assets and launching of global business lines.
- Focus on wireline business and management of remaining integrated assets
- Search of synergies and economies of scale by business line



Telefonica

### **Macroeconomic highlights for Latin America**

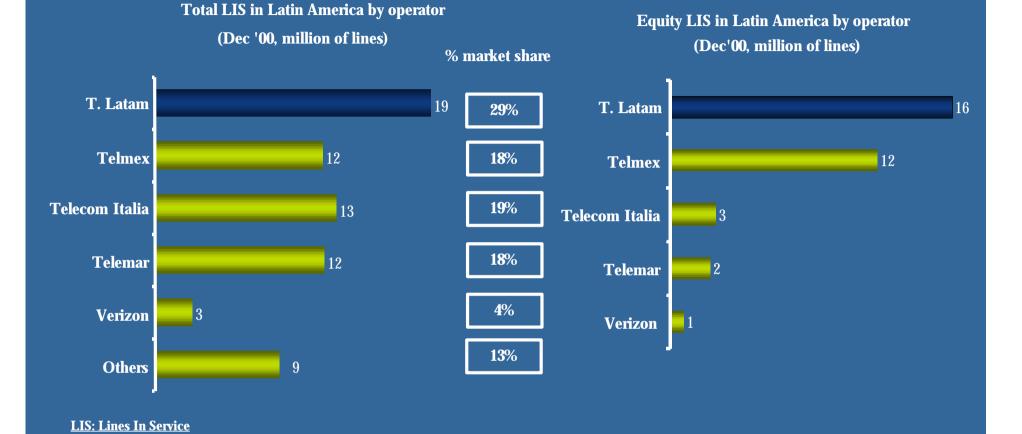
- Latin America is a fast growing market with a population of 508 Mill. (forecasted growth 2000-2005: 14.6%)
- Strong GDP growth
- Further progress on **price control** in Latin America.







### T.Latam is the leading wireline player

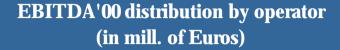


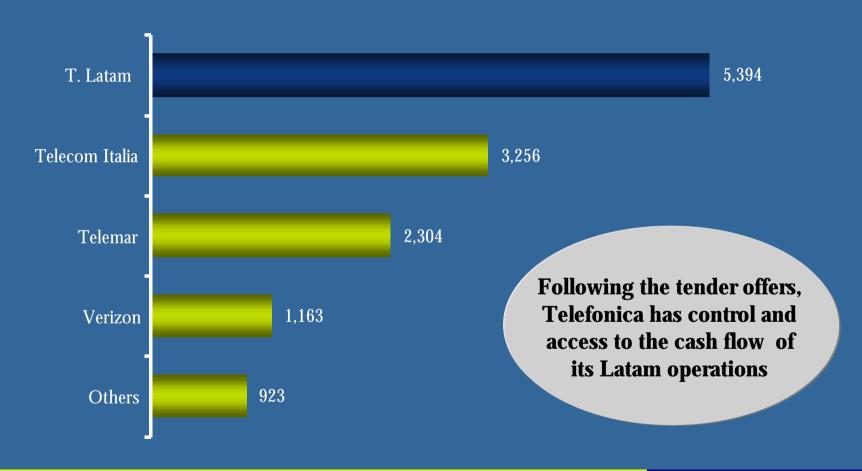
With 29% of the fixed line market share, T. Latam manages more than 19 million lines in the region with an **CAGR 00-04 between 5% - 9%.** 

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### T.Latam operation generates significant EBITDA for





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### T.LATAM's presence in the region







# What is T. Latam now?

#### **BASIC INDICATORS 2000**

	Lines in service ('000)	Penetration	LIS/employee	Monthly Revenues / LIS (euros)	Revenues'00 (Million Euros)	% EBITDA margin
Telesp	10,596	30%	790	33	3,696	66%
TASA	4,259	23%	469	62	3,055	61%
T. CTC Chile	2,701	21%	582	33	1,039	44%
TdP	1,717	7%	516	54	1,044	<b>63</b> %





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# Macroeconomics highlights in Brazil

Population (million)
Real GDP growth (%)
GDP per capita (\$USA)
Consumer Price (%)

2000	2001	2002
168.0	170.1	172.5
3.9%	4.2%	4.2%
3,474	3,468	3,642
6.0%	4.6%	4.0%

#### Brazil is the strongest economy in the region

- strong growth
- low inflation



#### A view of Sao Paulo

- 36 Mill. pops- similar to Spain
- GDP per cápita (5.025 \$USA) higher than Mexico or Chile
- 80% of the top 250 largest Brazilian companies have their headquarters in Sao Paulo



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# **TELESP:** A spectacular growth story

#### **Main Indicators**

19%

1998

% change **00/98** 

Penetration (%)

LIS (\*000)

Average LIS (\*000)

Waiting list (Million)

LIS per employee

Revenues (Mill. reales\*)

EBITDA before M. Fee (Mill. reales\*)

EBITDA margin

19%	24%	30%
6,409	8,251	10,596
5,997	7,330	9,423
7.4	5.3	2.5
339	566	790
4,092	4,631	6, 294
2,402	2,835	4,127
<b>59</b> %	61%	66%

1999

2000

11 p.p
65%
57%
-67%
133%
54%
72%
7 p.p

(\*) Includes fixed and data business line.





# Telesp: 2000 performance (\*)

Revenues Ebitda Ebitda margin Net income Operating cash flow	€3.7 bn €2.4 bn 66% €0.9 bn €2.1 bn	
Lines in service (million) Gross adds (million) Net adds (million) Waiting list (million) LIS per employee DLD Market Share	10.6 2.6 2.3 2.5 790 83%	28% 38% 27% (53%) 40% (9 p.p.)

(\*) 2000 Pro-forma



### **TELESP: Outlook for 2001**

...Anticipating regulatory requirements from '03 to '01



...Added services, broadband expansion and an increase in LIS will boost revenues



...Cost control will lead to EBITDA improvement

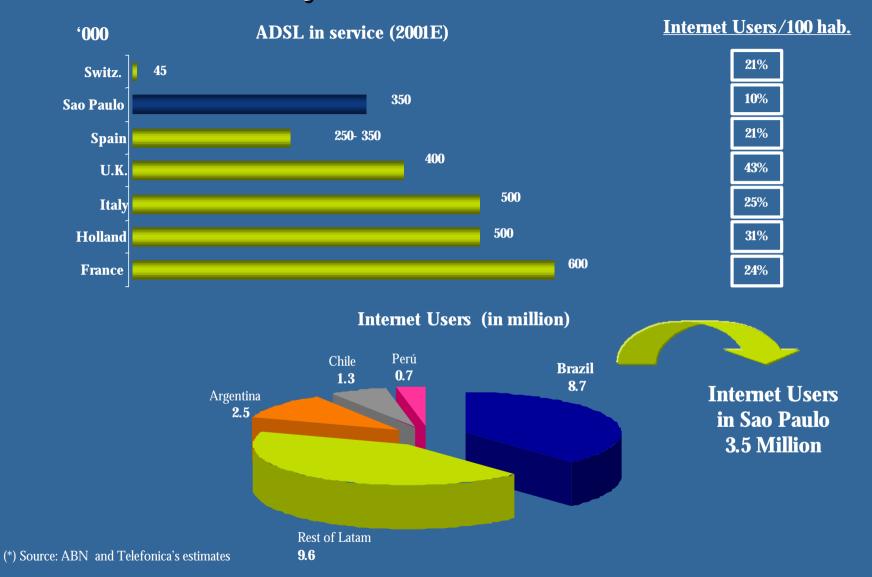




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# Sao Paulo - The City of BroadBand



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# **Telesp - Future outlook**

**Anticipation** of regulatory requirements in Brazil, from Dec '03 to first half of 2001 qualifies Telesp to provide services outside Sao Paulo

Figures in Mill. Euros

2000 Pro-forma

**CAGR 00-04** 

Revenues **EBITDA** EBITDA margin (%) Capex Operating cash-flows

3.696 2.445 66.1% 2,269 2.068

2000

6% - 10% 6% - 10% (20%) - (25%)6%-10%

**CAGR 00-04** 

Strong growth in LIS.

Leadership in **broadband services** 

Strengthened competitive position in to launch LD services in 2002

Lines in service ('000) LIS per employee Traffic/line/day DLD market share DLD traffic (million of min)

10,596 4% - 8% 790 3% - 7% 16 2% - 5% 82.7% (3%) - (7%)6,643

# T.LATAM's presence in Argentina







# Macroeconomics highlights in Argentina

	2000	2001	2002
Population (million)	37.0	37.5	37.9
Real GDP growth (%)	0.8%	3.0%	4.0%
GDP per capita (\$USA)	7,776	8,042	8,413
Consumer Price (%)	-0.2%	0.9%	1.7%

- IMF's support plays a major role in maintaining confidence in the economy's performance
- Coming months will be critical to prove Argentina's recovery



## TASA- 2000 highlights

- Significant increase of 7% in lines in service
- Productivity improvement of 12% in 2000 (469 LIS/employee)
- EBITDA levels maintained despite increasing competition increase since November '99
- Better performance than its main competitor



# TASA: 2000 performance (\*)

Revenues Ebitda Ebitda margin Net income Operating cash flow	€3.1 bn €1.9 bn 61% €0.5 bn €0.9 bn	
Lines in service (million) Gross adds ('000) LIS per employee Local Traffic/line/day (min) DLD Market Share ILD Market Share	4.3 156 469 16 41% 47%	7% (5%) 12% 13% (3 p.p.) (3 p.p.)

(\*) 2000 Pro-forma



# TASA vs TECO (\*)

(million US\$)	2000 Fiscal year TASA TECO		% difference	1999 Fiscal year TASA TECO		% difference
Revenue	3,613	3,226	12.0	3,399	3,183	6.8
EBITDA	1,716	1,464	17.2	1,763	1,509	16.8
EBITDA Margin	47%	45%	2.0	52%	47%	5.0
Net Income	343	271	26.6	456	358	27.4
LIS ('000)	4,259	3,713	14.7	3,934	3,423	14.9
LIS / employee	427	378	13.0	386	369	4.6
Local Minutes (million)	14,975	13,457	11.3	14,358	14,302	0.4
NLD Minutes (million)	2,254	2,240	0.6	2,195	2,287	(4.0)
ILD Minutes (million)	239	198	20.7	203	185	9.7

(\*) Consolidated figures, including mobile business



### **TASA- Regulatory Framework**

- Market deregulation since Nov'00
- Unique licenses with low capex requirements
- Interconnection tariff reduction of 50%
- Dial-up multicarrier for long distance from Nov'00/ March'01 (\*)
- Unbundling of the local loop (\*)
- Number portability (\*)

(\*) Conditions to be negotiated



#### **TASA- Future outlook**

•	Aggressive penetration in the
	<b>north</b> of the country

Development of **bandwidth** services

Minimize impact on revenues due to competition

Focus on **bad debt control** 

Figures in Mill.	Euros

**EBITDA EBITDA margin (%)** Capex

Revenues **Operating Cash Flow** 

#### 2000

**CAGR 00-04** 

3,055	0% - 2 %
1,877	0% - 2 %
61.4%	0рр - 2рр
685	(8%) - (12%)
872	1% - 2%

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**CAGR 00-04** 

Lines in service ('000)
LIS per employee
Fraffic/line/day
DLD traffic (million of min)
LD traffic (million of min)

4,259
469
14
2,944
225



# T.LATAM's presence in Chile





# Macroeconomics highlights in Chile

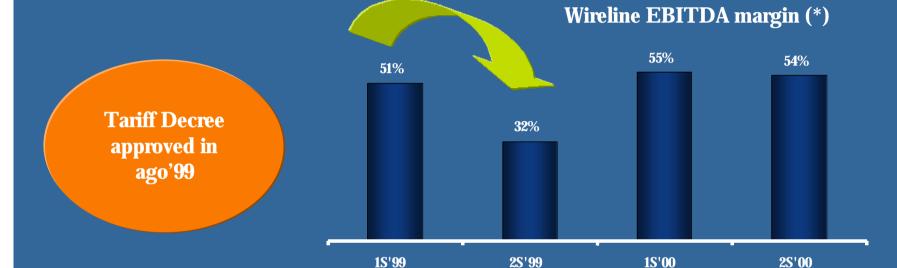
	2000	2001	2002
Population (million)	15.2	15.4	15.6
Real GDP growth (%)	5.6%	5.2%	6.3%
GDP per capita (\$USA)	4,656	4,812	5,205
Consumer Price (%)	4.5%	3.7%	3.5%

Relaunching internal demand in Chile will be a critical factor for 2001- 2002



### Tel CTC Chile: 2000 highlights

• Despite the adverse regulatory conditions, CTC has adapted successfully to the new scenary through cost reduction



- Significant increase of 27% in productivity ratio (582 LIS/employee)
- Effort in maintaining LD market share
- Adoption of debt management policy of Telefonica Group in 2000

(\*) Extraordinary effects not included



# Telefónica CTC Chile: 2000 performance (\*)

Revenues Ebitda Ebitda margin (**) Net income Operating cash flow	€0.: 44 €(0.:	1 bn 5 bn 1% 1) bn 4 bn
Lines in service (million) Gross adds ('000) LIS per employee Local Traffic/line/day (min) DLD Market Share ILD Market Share	2.7 288 582 20 37% 29%	4% (9%) 27% 2% 0 p.p. 1 p.p.

<sup>(\*) 2000</sup> Pro-forma



<sup>(\*\*)</sup> Extraordinary effects included

#### **Telefonica CTC Chile - Future outlook**

- **Continue improving EBITDA** margins after significant cost reduction in 2000.(\*)
- High growth potential in broadband services
- Increase long distance traffic due to the of the flat rate

Figures in Mill. Euros

Revenues **EBITDA EBITDA margin (%) Capex Operating Cash-Flow**  2000

**CAGR 00-04** 

1,039 460 44.2% 204 379

2% -5% 9% - 13% 1pp - 3pp (1%) - (3%) 10% - 15%

2000

**CAGR 00-04** 

Lines in service ('000) LIS per employee Traffic/line/day DLD traffic (million of min) ILD traffic (million of min)

2,701 582

> 20 722 57

**2**% - **6**% 3% - 7% 2% - 4%

3% -6% **5%** - **8%** 

(\*) Excluding the impact of changing the accounting policy for bad debt.





# T.LATAM's presence in Peru





# **Macroeconomics highlights in Peru**

**Population (million)** 

Real GDP growth (%)

GDP per capita (\$USA)

**Consumer Price (%)** 

2000	2001	2002
25.7	26.1	26.5
4.0%	2.5%	2.0%
2,100	2,143	2,201
4.0%	5.5%	6.0%

Political instability in the 1st quarter would impact in a lower GDP growth for 2001.



# TdP- 2000 highlights

Significant cost control has allowed the maintenance of

• Productivity ratio reached 516 lines in service / employee

• Low impact of new competitors in DLD in 2000 (96% DLD market share)

Launching of new products oriented to low income



# TDP: 2000 performance (\*)

Revenues Ebitda Ebitda margin Net income Operating cash flow	€1.0 bn €0.7 bn 63% €0.1 bn €0.4 bn
Lines in service (million) LIS/employee Local revenue/line (€) Local Traffic/line/day (min) DLD Market Share ILD Market Share	1.7       2%         516       1%         16       12%         20       12%         96%       (4 p.p.)         85%       (12 p.p.)

(\*) 2000 Pro-forma



# **TDP - Regulatory Framework**

- New regulatory environment taking place
  - reduction of interconnection charges
  - new local tariff system (price cap)
- Dial-up multicarrier for long distance at the end of 2001.



#### **TDP - Future outlook**

- Expected stabilization of political environment
- Market segmentation and tailor made products
- Adapting to further competition

**CAGR 00-04** 2000 Figures in Mill. Euros 0% - 2% 1,044 Revenues **EBITDA** 655 2% - 5% **EBITDA margin (%)** 62.7% 1pp - 3pp Capex 220 (2%) - (5%) **Operating cash-flow** 423 4% - 7%

**CAGR 00-04** 2000 1% - 5% Lines in service ('000) 1,717 LIS per employee 516 3% - 5% Local traffic/line/day 20 **6% - 9% DLD** traffic (million of min) 567 2% - 5% ILD traffic (million of min) 93 0% - 2%



## **New opportunities for T. Latam**

(Million Euros)

2000 Pro-forma

Revenues

**Operating expenses** 

**EBITDA** 

**EBITDA** margin

**Net Income** 

9,548

(4,154)

5,394

56.5%

930

T. Latam constitutes a very strong basis for growth

Strong synergies opportunities:

New opportunities for growth





## T. Latam manages companies with high levels of profitability and productivity... still opportunities to

**2001 TARGET:** 

6% cost/LIS

reduction

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•

•

lower interest rate expenses

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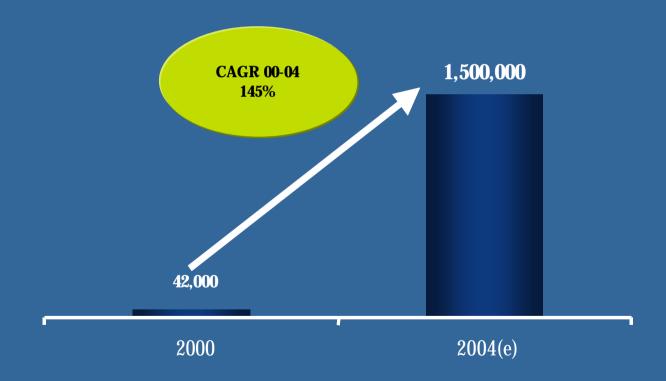
## Strategic guidelines: New Opportunities for Growth

Strong growth of internet traffic to be captured development of broadband products.



Selective deployment of broadband access

**Total ADSL in service (T. Latam)** 



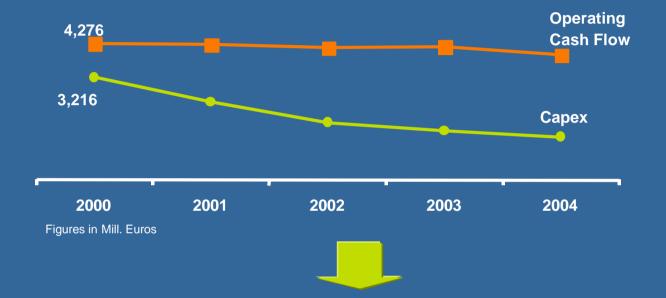




## Strategic guidelines: New Opportunities for Growth

strong cash flow.





**Strong FCF generation gives way to investments in new markets and** 



## Strategic guidelines: New opportunity for growth

**New Opportunities** 

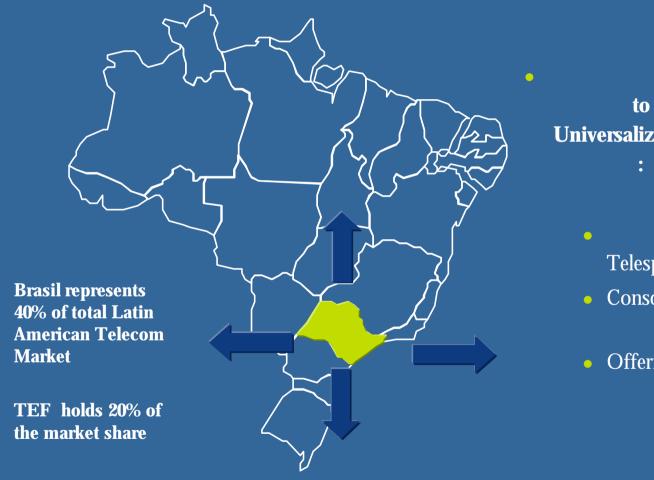


**Expanding to the rest of Brazil after 2001** 



## New Opportunity: Expanding to the rest of Brazil

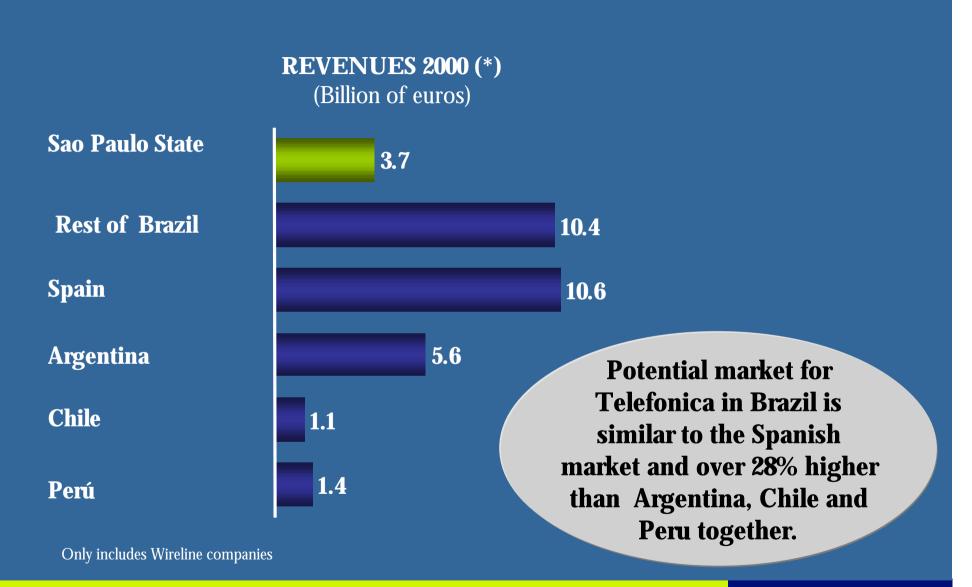
The anticipation of regulatory requirements will open many opportunities for Telefonicas's Group from



to
Universalization Goals in

- to
  Telesp's customers
- Consolidation of our relationship
- Offering Long Distance Services





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## New Opportunity: Expanding to the rest of Brazil Telefonica Group's strategy in Brazil will increase the value of the

#### **Competitive Advantage**

Approximately 40% of long distance and international calls are generated from Sao Paulo

Telefonica has a market share of 83% in the market where competes with Embratel

Close to 30% of the traffic is originated in markets where Telefonica operates

largest Brazilian companies

have their headquarters in Sao are Telefonica's customers

Telesp is the leading company in broadband offering

Emergia will provide city to city connectivity

#### **Opportunities**

Creation of leading Long Distance Carrier

Developing Corporate busineses

Broadband

**Complete Brazilian broadband network** 

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## New opportunity: Expanding to the rest of Brazil

Brasil "2002": A highly attractive project

- Marginal investments when compared with the value of investments already done
- No need to pay any premium for the acquisition of licences or
- Positive cash flow generation starting in
- Start up of operations with strong growth potential



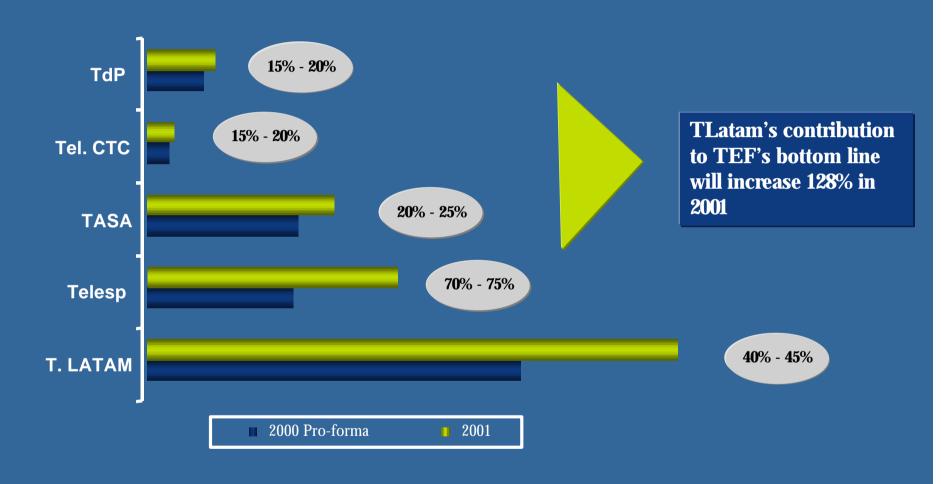
## Additional opportunities for being a

- International carrier (CTI)
  - Unified management of international long distance traffic
  - Capturing outgoing and incoming traffic from USA
- T. Latam's capilarity together with Emergia's network play a major role in providing best connectivity for Corporate clients.
- Development of **regional products.**



### T. Latam: Contribution to Telefonica

#### **EBITDA** contribution to Telefonica



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## **T.Latam Benchmark Comparables**

#### **TELMEX 2000**

#### T. LATAM 2000

POPS (mm)
GDP per capita (*)
LIS 2000 (mm)
REVENUES (mm US\$)
REV/LIS (US\$)
EBITDA (mm US\$)
EBITDA Margin
EBITDA / LIS

101.3
5,010
12.1
10,844
896
5,995
<b>55.3</b> %
495

112.9
5,190
19.3
8,784
455
4,962
<b>56.5</b> %
257

MARKET CAP 02/15/01 (mm US\$)	23,648
FINANCIAL DEBT (mm US\$)	7,878
Enterprise Value (EV, mm US\$)	31,526
EV/REVENUES	2.9
EV/EBITDA	5.3
EV/LIS	2,605

T.Latam's implicit value (mm US\$)

25,537

26,093

25,537 (\*\*)

(\*) T. : compounded average of countries with presence



# Telefonica