

Closing Remarks

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Telefonica

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Telefónica, best positioned to capture growth opportunities in our industry...

The right asset base

- Unique combination of global and local scale
- High-class diversification with unmatched exposure to Latin America

The right capabilities

- Innovation fostered by P&S Global Units and OTT companies
- Strong execution skills and highly committed team

The right strategy

- Capturing the digital growth fostering mobile data and new services
- Accelerating transformation to enable growth and sustain benchmark efficiency

... maintaining a shareholder-oriented mindset

Best in class shareholder remuneration

- € 1.6 DPS for FY 2011E
- € 1.75 DPS minimum target for FY 2012E
- € 1.75 minimum annual shareholder remuneration beyond 2012

Investing for future growth

- Cumulative CapEx 2011-13E < €27 bn¹
- Predictable M&A policy:
 - Spectrum in current markets
 - P&S innovation

Keeping solid financial position

- Net debt + cash commitments within the range 2.0 to 2.5x OIBDA

A growth Company in a growing industry

1. Spectrum not included

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