

**Deutschland** 

# Telefónica Deutschland Investor Presentation

January 2017



Telefónica Deutschland Investor Relations

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# Shaping the leading digital 'onlife' telco in Germany



Drive momentum in an attractive & dynamic telecoms market



Shaping the digital transformation for an exceptional customer experience







Lean & efficient operations to drive growth in profitability and FCF



4

Attractive shareholder return & financial flexibility on strong fundamentals



# Strategy 2016: Moving the focus from integration to transformation



Keep the Momentum



Integrate quickly



Transform the company

Best high-speed access

Superior customer experience

Operational excellence



Golden grid & continued LTE roll-out



Synergies & lean operating model



Multi-channel & digital first





# Telefonica Deutschland is well positioned to lead the most attractive telco market in Europe

Rational and balanced market structure<sup>1</sup>

Telefonica

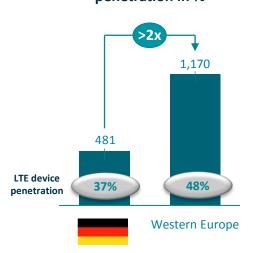
Deutschland

30%

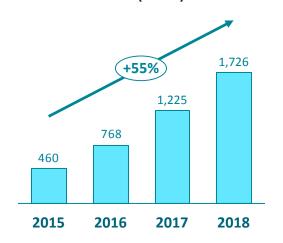
Data monetisation opportunity intact

Steady adoption of a digital lifestyle

Average data usage in MB and LTE device penetration in %<sup>2</sup>



3G/4G total cellular traffic in Germany in PB<sup>3</sup> (CAGR)



Rational market following 4to3 consolidation

33%

vodafone

 Tiered mobile data portfolios enabling data monetisation

- Germany still a European laggard in terms of customer data usage
- Further opportunities from growing LTE adoption

- Music & video streaming as usage drivers
- Trend to ~1.5 Gb/month for LTE customers

37%





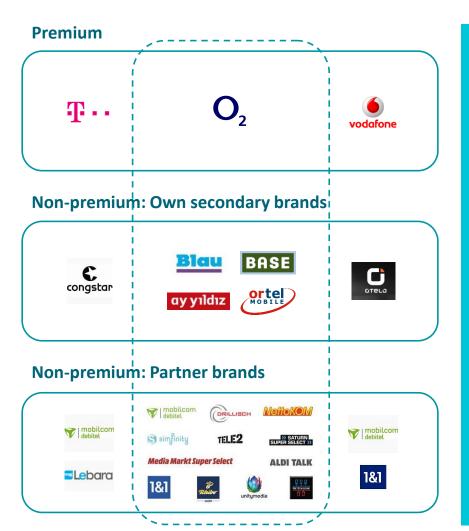
<sup>&</sup>lt;sup>1</sup> Market share of MSR based on reported financials by MNOs for Q2 2016

<sup>&</sup>lt;sup>2</sup> Source: Analysys Mason Report; Telekom Market Matrix Q1 2016, Germany /Western Europe; 4G connections in % of smartphone connections

<sup>&</sup>lt;sup>3</sup> Source: Analysys Mason Report; Total cellular data traffic generated by 3G&4G handset connections in PB

# 1

# Commercial update: Focus on data growth and strong partnerships





### **Premium: Establishing More4more**

- Focus on stimulating data growth with value-added content
- Expansion of O<sub>2</sub> TV & Video app



### Non-premium: Slight improvements

- Slight improvement in promotional activity
- Presence via own brands and partners
- Continued multi-distribution channel approach





# Market environment: Customer base focus drives momentum

Telefónica Deutschland brands

**Premium** 

**Non-Premium** 

Own brands and partner brands



O<sub>2</sub> brand development and new shop concept



O<sub>2</sub> Free

**Digital lifestyle** 



**Driving data usage** 

O<sub>2</sub> Blue One Mobilfunk und DSL in einem

Cross & up-sell opportunities









**Recognition for network** & service quality







**Network integration** 

Higher

speeds in

more

places

Telefonica Deutschland

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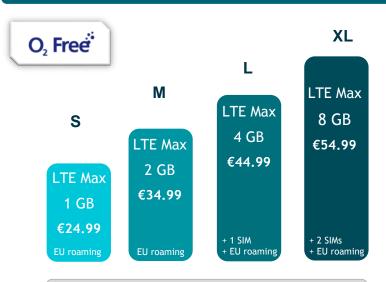


# Premium segment: Successful launch of new O<sub>2</sub>



## O<sub>2</sub> Free portfolio (offline)

Free portfolio



3G flat – throttle to 1 Mbps

after consumption of high-speed volume



### Strategic objective



#### More4More

- More content for higher price points
- Differentiate from competition
- Monetise data growth & network asset



#### Stimulate demand

- · Removal of data 'ceiling'
- Ubiquitous access via 1 Mbps throttle
- Portfolio structure & premium content provide upselling opportunity

#### **Customer feedback**



## **Encouraging response from customers**

- Access and bandwidth options
- 3G flat as a differentiator

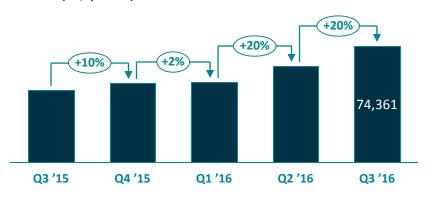




# Continued growth in data traffic and LTE customer base

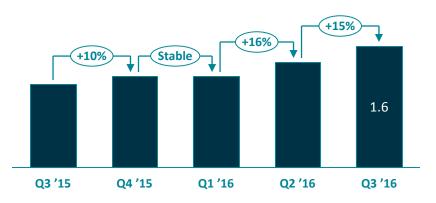
### Data traffic growth continues strong

Traffic (TB/quarter)



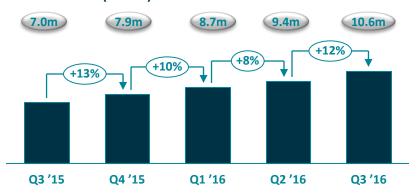
## LTE usage driven by music and video streaming

Average data usage for O<sub>2</sub> consumer LTE customers<sup>1</sup> (GB)



## Significant growth in LTE customer base

LTE customers (million)



- Data traffic up 20% q-o-q driven by music and video streaming
- Average data usage for LTE customers up 15% q-o-q to 1.6 GB
- LTE customer base grows to 10.6m, up 12% qo-q and >50% y-o-y





# Network update: Successful start of 4G consolidation

### **Network consolidation: Update**





### Status quo: 3 networks

- Legacy E+ network
- Legacy O<sub>2</sub> network
- Consolidated regions



- Connect 'Netzwetter' test
  - Highest combined 3G/4G availability for LTE smartphone users
  - Best signal strength

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Excellent drop call rate

- Focus on consolidation & roll-out
- Phase 1 completed, now entering phase 2
- Steady network quality gains
- Consolidation will drive synergy generation in 2017/8

• Region-by-region approach

Public - Nicht vertraulich

- Initial focus on metropolitan areas
  - > Consolidation of defined regions within a week
  - > Conversion of sites within hours to limit disruption for customer





# Right fixed infrastructure model to complement 2 our mobile network for best high speed experience

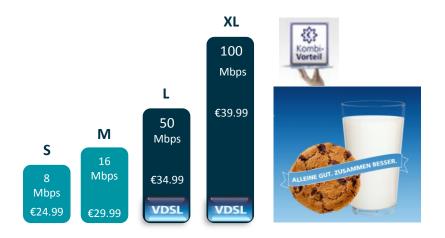
#### Access to best available fixed NGA<sup>1</sup> network

#### **NGA** coverage targets Maximum speed (% of covered households, YE) (Up- & Download, Mbps.) Download Upload 80% Super Vectoring c. 60% 50 Mbit/s 50 40 100 10 Mbit/s O3 2016 2018 **VDSL VDSL Vectoring** ambition

- Nationwide access to DT's NGA network
- DT is currently upgrading larger cities to VDSL vectoring and 100 Mbit/s

### With a competitive bundled offer

O<sub>2</sub> DSL all-in (Download speed, Mbps)



- O<sub>2</sub> Blue One offers flexible combination of fixed & mobile offers with progressive value-based discounts
- Active cross-selling of fixed & mobile propositions



# IoT and ADA - Business concepts & opportunities beyond connectivity

### **Internet of Things (IoT)**

## Digitalisation key to ecosystems of the future

- Future Now
  - Programme to drive digital transformation and innovation
- Telefónica Digital Innovation Day
  - SME forum for connectivity



- IoT Platform
  - Cloud-hosted platform for companies developing IoT solutions for their clients
- SensorCloud
  - o Acceleration of product development
  - Reference case to trial sensor cloud applications:
     Alpha testing & proof of concept

### **Advanced Data Analytics (ADA)**

# Big data to drive business solutions of the future

- Digital Collaboration Centre: Real-time data to drive operational decision-making processes
- Data anonymisation platform certified by TÜV Saarland



- Smart data analytics to support traffic planning
   & pollution prevention
  - Cooperation with Fraunhofer Institute Stuttgart: Mobile data for traffic planning
  - Pilot project Nuremberg: Mobile data to prevent air pollution

Innovation and transformation as core principles for the leading digital onlife telco

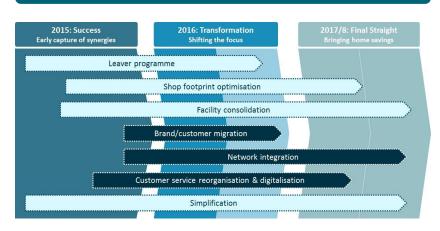




# Synergies: On track to achieve full-year outlook and total target, focus shift to transformation

## Integration





- Postpaid customer migration now completed
- Second wave of leaver programme finalised
- Progress on infrastructure optimisation
- Incremental synergies in H2 2016

Total 5-year target:

EUR 800m
OpCF savings

## **Strategic transformation**



## **Simplification & Automatisation**

- Standardisation of CRM & HR systems
- Future-proof back office structure
- Cross-departmental efficiencies

## Digitalisation

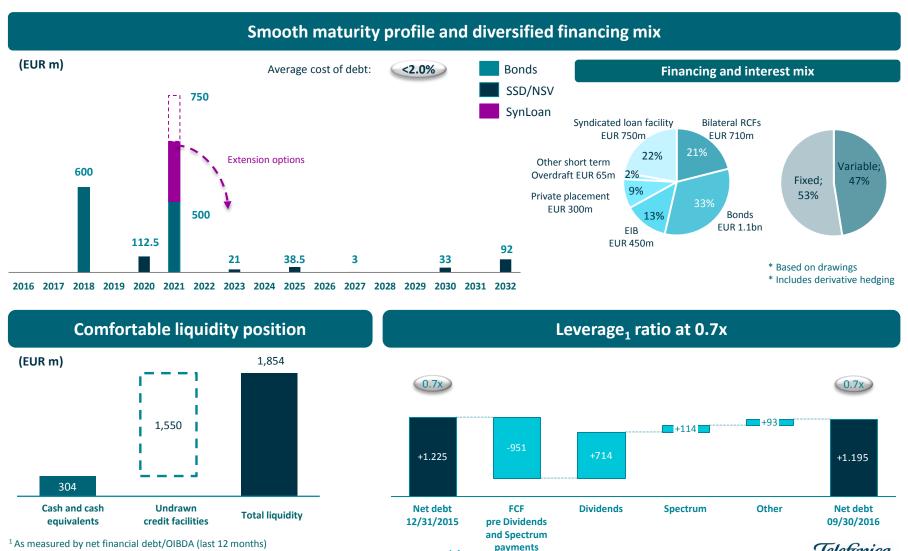
- E2E digitalisation of customer journey
- Insight-driven, real-time decision-making
- Focus on cloud and all-IP for infrastructure

#### New business areas

- · Opportunities beyond connectivity
- IoT: Sensor cloud Proof-of-concept phase
- ADA: Mobility insights DA capabilities

Deutschland

# Comfortable liquidity position per 30.9.2016 and conservative financing policy



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# 4

# We will maintain an attractive shareholder remuneration policy

## Shareholder remuneration policy - Main guidelines<sup>1</sup>

Maintain high payout in relation to FCF

Consider expected future synergy generation in dividend proposals

Keep leverage ratio at or below 1.0x over the medium term; target will be continually reviewed

Annual dividend growth over 3 years, starting with of EUR 0.25 per share 2016<sup>2</sup>



<sup>&</sup>lt;sup>2</sup> Proposal to AGM 2017







<sup>&</sup>lt;sup>1</sup> Refer to the Telefónica Deutschland website for full dividend policy (www.telefonica.de)

# Main takeaways

1

Drive momentum in an attractive and dynamic telecoms market

- Attractive and dynamic telco market
- Significant data monetisation opportunity
- Excellent competitive position

2

Shaping the digital transformation for an exceptional customer experience

- Multi-brand, multi-channel go-to-market strategy
- Successful up- and cross-selling mechanisms
- Digitalisation of customer relationships: Offering choice and value

3

Lean & efficient operations to drive growth in profitability and FCF

- Simplified and lean operating model
- 4G network integration in full swing
- Ambitious synergy target: EUR 800m OpCF savings in year 5

4

Attractive shareholder return & financial flexibility on strong fundamentals

- Commitment to attractive dividend policy
- Conservative financing policy
- High financial flexibility



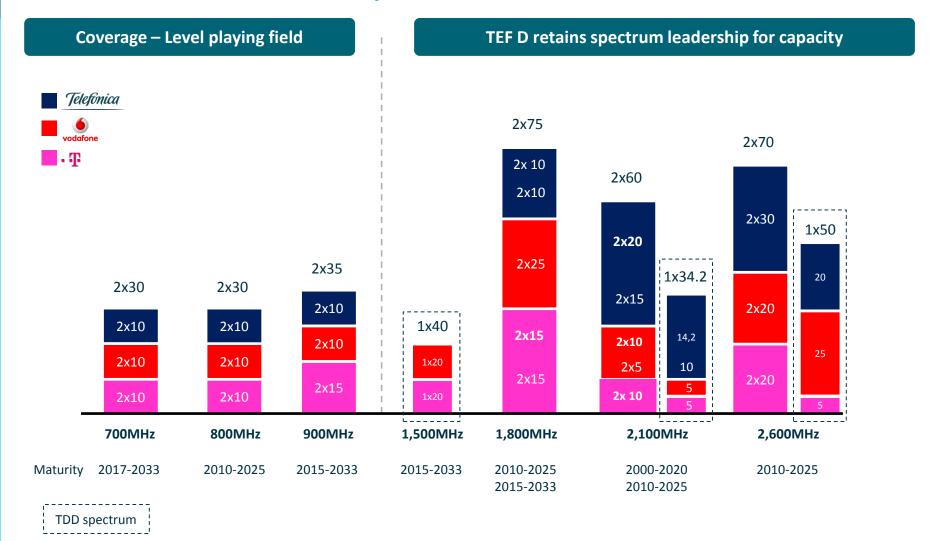


# Back-up





# Strong spectrum post auction enables realisation of best network experience









# O<sub>2</sub> Free portfolio – available since 5 October 2016

O₂ Freë					
		S	M	L	XL
	Highspeed-Daten- volumen nach Wahl	<b>1 GB Turbo</b> (LTE Max.) <sup>2</sup>	<b>2 GB Turbo</b> (LTE Max.) <sup>2</sup>	<b>4 GB Turbo</b> (LTE Max.) <sup>2</sup>	8 GB Turbo (LTE Max.) <sup>2</sup>
ш	Unendlich surfen mit bis zu 1 MBit/s	/	<b>/</b>	✓·	1
INKLUSIVE	Minuten in alle dt. Netze³	/			
3	SMS in alle dt. Netze	/			
ž	Extra-Festnetznummer⁴	/			
	EU Roaming Flat⁵	/			
	Multicard <sup>6</sup>	+ 4,99 mtl.	+ 4,99 mtl.	1 Multicard inklusive	2 Multicards inklusive
Ko Vo	Mtl. Grundgebühr onteil reduziert für O₂ Kunden <sup>7</sup>	19,99	29,99	34,99	44,99
	Mtl. Grundgebühr (bei 24 Monaten Mindestvertragslaufzeit)	<b>24,</b> <sup>99</sup>	34,99	<b>44,</b> <sup>99</sup>	<b>54,</b> 99

Einmaliger Anschlusspreis beträgt 29,99 €.

#### Preise in € inkl. MwSt.

1 Mit o2 Free kann nach Verbrauch des Highspeed-Datenvolumens im o2 2G/GSM- und 3G/UMTS-Netz mit bis zu 1.000 KBit/s (im Durchschnitt 1994 KBit/s) weitergesurft werden (HD-Video-Streaming und Internetanwendungen mit ähnlich hohen oder höheren Bandbreitenanforderungen nicht uneingeschränkt möglich: Upload bis zu 1.000 KBit/s, im Durchschnitt 195 KBit/s). Z Bis zu 225 MBit/s (im Durchschnitt 13,0 MBit/s; Upload bis zu 50 MBit/s), im Durchschnitt 18,6 MBit/s) im dt. o2 Mobilfunknetz 3 Git nur im Inland. Ausgenommen sind Verbindungen zu Sonderufnummen und Ruffumleitungen, Taktung 60/G6. 4 Festheratunmer für eingehende Gespräche aus Deutschland zu Festherktonditionen. 5 EU Roaming Flatz 24 Mon. Mitchtungen, Taktung 60/G6. 4 Festheratunmer für eingehende Gespräche, die innerhalb der 28 EU Mitgliedstaaten sowie Island, Monaco, Norwegen, Schweiz, Liechtenstein, Andorra, Isle of Man, Gibraltar, San Marino, Vatikanstadt, Jersey, Französisch-Guayana, Guernsey, Guadeloupe, La Réunion, Martinique (Innerhalb einer Seighthtt u. angenommen werden, sowie alle abgehenden Gespräche de Deutschland u. alle Gespräche innerhalb einer Siener Feinehmertalneder) gerührt u. angenommen werden, sowie alle abgehenden Gespräche auf Deutschland u. alle Gespräche innerhalb einer Siener Feinehmertalneder (Beprächt und 1985 auch in den Teilnehmertalneder genutzt werden. 6 Du kannst deinen jeweiligen oz Free - Tariff mit bis zu 3 SIM-Karten ("Multicards") gleichzeitig nutzen. Du zahlst für die 2, und 3. SIM-Karte jeweilis einmallig 29,99 € und jeweilis monatitich 4,99 €. Kunden in den Tariffen oz Free L und XI., erhalten eine (gilt für oz Free VL) zusätzliche SIM-Karten ("Multicards") gleichzeitig nutzen. Du zahlst für die 2, und 3. SIM-Karte jeweilis einmallig 29,99 € und jeweilis monatitich en SIM-Karten ("Multicards") verlichzen SIM-Karten ("Multicards") verlichzen SIM-Karten ("Multicards") verli





# O<sub>2</sub> DSL All-in portfolio

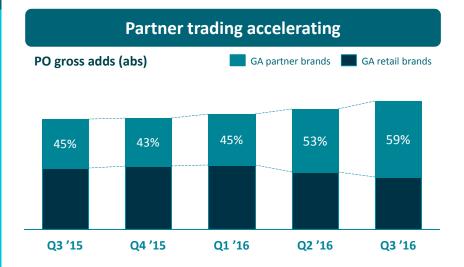
				TIPP	17. **		
		A II	Young <sup>™</sup>	All-in L <sup>17</sup>	All-in XL		
	O₂ DSL	All-in M <sup>"</sup>					
Allnet-Flat: -	Minuten ins dt. Festnetz <sup>18</sup>	FLATRATE	22 ct/Min.	FLATRATE	FLATRATE		
Aimet-riat.	Minuten in alle dt. Mobilfunknetze <sup>18</sup>	FLATRATE	22 ct/Min.	FLATRATE	FLATRATE		
	Unbegrenzt surfen (mit bis zu 2 Mit/s)	/		/	/		
Maximale Surf-Geschwindigkeit <sup>14</sup>		bis zu 16 MBit/s (Upload: bis zu 2.4 MBit/s)	VDSL bis zu 50 MBit/s (Upload: bis zu 10 MBit/s)	VDSL bis zu 50 MBit/s (Upload: bis zu 10 MBit/s)	VDSL bis zu 100 MBit/s (Upload: bis zu 40 MBit/s)		
Maximale	Surf-Geschwindigkeit bis <sup>14</sup> (Inklusiv-Volumen)	300 GB <sup>14</sup>	300 GB <sup>14</sup>	300 GB <sup>14</sup>	500 GB <sup>14</sup>		
Fair-Use-Mechanik <sup>19</sup> HomeBox 2/AVM FRITZ!Box 7490 <sup>20</sup> Anschlusspreis		/		/			
		0,00/29,00	0,00/29,00	0,00/29,00	0,00/29,00		
		0,00 (anstatt 49,99)	0,00 (anstatt 49,99)	0,00 (anstatt 49,99)	0,00 (anstatt 49,99)		
€} Kombi- Vorteil	Mtl. Grundgebühr reduziert für O₂ Kunden*	ab 4,99 (ab 7. Monat ab 19,99)	ab 4,99 (ab 7. Monat ab 19,99)	ab 4,99 (ab 7. Monat ab 24,99)	ab 4,99 (ab 7. Monat ab 29,99)		
Mtl. Grundgebühr (bei 24 Monaten Mindestvertragslaufzeit)		(ab 7. Monat 29,99)	(ab 7. Monat 29,99)	(ab 7. Monat 34,99)	(ab 7. Monat 39,99)		





-IDA

# Trading: Partner trading accelerates on competitive dynamics



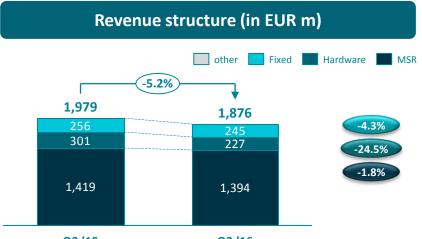


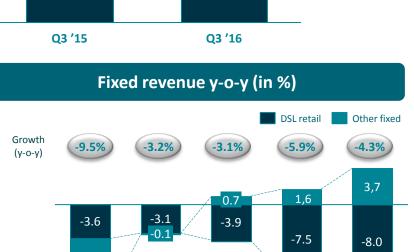


- Continued competition in non-premium drives partner gross add share to 59%
- Premium retail churn continues to fall due to successful retention efforts
- Retail broadband stable on continued good traction of VDSL



# Revenue development: Underlying MSR performance improving vs prior quarter

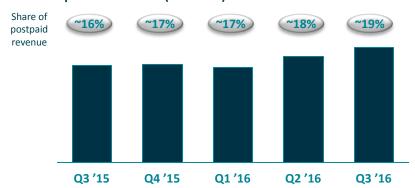




Q1 '16

### Partner share of postpaid MSR only slightly higher





- MSR stabilising year-on-year with continued headwinds plus roaming impact
- Partner share of postpaid MSR only slightly higher at ~19%
- Hardware revenues impacted by longer handset renewal cycles
- Phasing of promotional effects affecting DSL retail revenue



Q3 '16

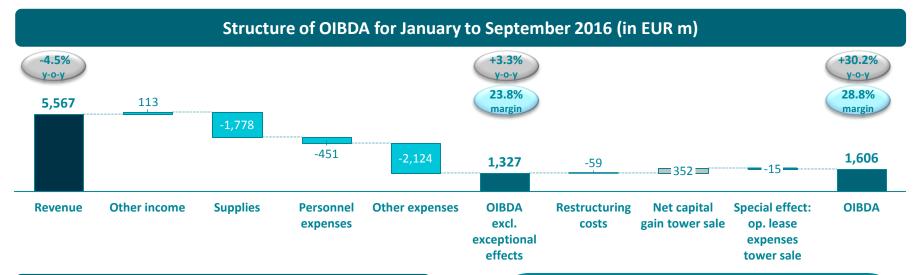
Q2 '16

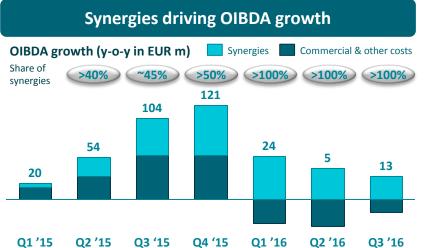
-5.8

Q3 '15

Q4 '15

# OIBDA driven by successful synergy capture; incremental synergies in third quarter





- OIBDA growth YTD driven by synergy savings
- Margin improvement to 23.8% (+1.8 pp yearon year)
- Offsetting other Opex impact lessening after completion of postpaid migration
- Tower effects: EUR 352m net capital gain with EUR 15m Opex effect (May to Sep)



# Expected synergies to exceed EUR 5bn (NPV<sup>1</sup>) OpCash Flow synergies of ca. EUR 800m in year 5

Distribution & customer service

- Leverage and scale effects of broad distribution network and customer service organisations
- Optimisation of retail footprint resulting in reduction of rent and overhead
- Focus on digital customer touch points for sales and service initiatives



In EUR bn

Network

SG&A

**OpEx** 

CapEx

**Integration Costs** 

NPV of oper. **Synergies** 

Revenue & Other

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**Distribution &** 

**Customer Service** 

1.1

1.7

1.9





- Improved quality & capacity in 4G with reduced CapEx requirement
- Consolidation of 2G/3G access networks, backbone and backhaul



- Leverage scalable cooperation with Deutsche Telekom regarding fixed line services
- Overall improved network perception





- Elimination of duplications in organisation
- Transformation towards lean and digital
- Focused advertising & marketing spend





- Additional cross and upselling opportunities in consumer and SMF
- Cross-selling opportunity for fixed BB
- Upside potential from strong wholesale component







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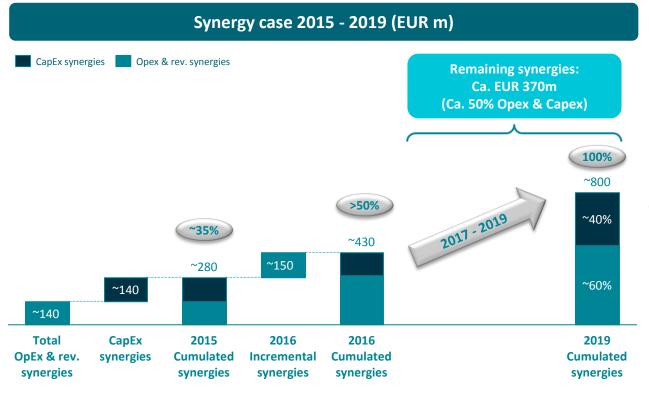
% of

operating

synergies



# Update synergy case: Postpaid customer migration completed



- Successfully executing on all initiatives: PO customer migration now completed
- Total target of EUR 800m OpCF synergies by 2019 unchanged
- Expecting to reach >50% of total target or ~EUR 430m by year-end 2016

#### Larger initiatives in 2016

**Network** integration

**Brand & customer** migration IT transformation

### **Ongoing workstreams from 2015**

Leaver programme Total target ~1,600 FTEs

Shop footprint Total target ~600 shops (-30%)

Facilities consolidation Total target ~100k sqm (-50%)

> **Customer Service** reorganisation & digitalisation

> > Simplification





# Guidance update in second quarter 2016

	Baseline 2014 <sup>1</sup> (EUR m)	Actual 2015 <sup>2</sup> (EUR m / y-o-y pct. growth)	Outlook 2016 NEW <sup>2</sup> (y-o-y pct. growth)	Reiterating
MSR	5,528	5,532 / +0.1%	Slightly negative	outlook
OIBDA	1,461	1,760 / +20.5%	Low to mid single-digit % growth	Reiterating outlook
СарЕх	1,161	1,032 / -11.1%	Mid to high single-digit % growth	Updating outlook

- Reiterating MSR outlook but narrowing range from 'slightly negative to broadly stable' to 'slightly negative'
- Reiterating OIBDA outlook
- Adjusting Capex from '% growth in the low tens' to 'mid to high single-digit % growth' on more efficient Capex spend and LTE roll-out phasing
- Improving OpCF; strong FCF growth potential

>50% of total target of EUR 800m to be achieved in 2016: ~EUR 430m<sup>2</sup>

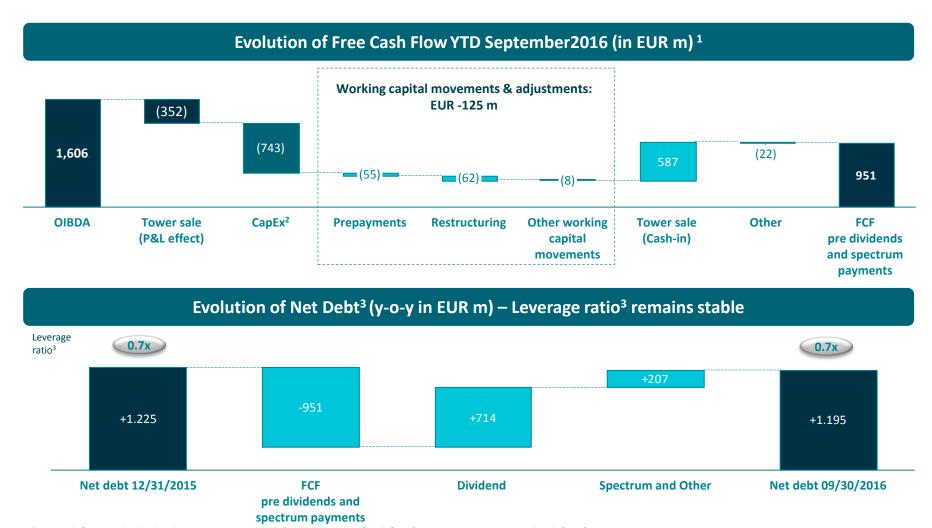
## Annual dividend growth over next 3 years, starting with proposal of EUR 0.25 in 2016

<sup>2</sup> Expected regulatory effects (e.g. MTR cuts) are included in the outlook. Restructuring costs from the integration of E-Plus Group are excluded from OIBDA and CapEx excludes investments in spectrum.



<sup>&</sup>lt;sup>1</sup> Baseline figures for 2014 are approximate and the result of the aggregation and then consolidation of Telefónica Deutschland and E-Plus Group financials according to Telefónica Deutschland Group accounting policies. Figures are further adjusted by exceptional effects, such as capital gains or restructuring costs based on estimates made by Telefónica management and resulting in combined figures we believe are more meaningful as a comparable basis. For details refer to additional materials published on our website <a href="https://www.telefonica.de/investor-relations-en.html">https://www.telefonica.de/investor-relations-en.html</a>

# FCF driven by tower sale cash



<sup>&</sup>lt;sup>1</sup> Free cash flow pre dividend and spectrum payment is defined as the sum of cash flow from operating activities and cash flow from investing activities





<sup>&</sup>lt;sup>2</sup> Excluding capitalised costs on borrowed capital in the first nine months of 2016 for investments in spectrum in June 2015

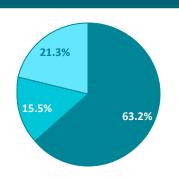
<sup>&</sup>lt;sup>3</sup> For definition of net debt & leverage ratio please refer to Q3 2016 earnings release

# O2D - Factsheet



### Shareholder structure as of 30.09.2016<sup>1</sup>

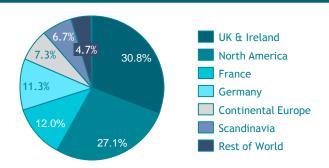




## Telefónica Deutschland at a glance

Market segment	Prime Standard
Industry	Telecommunications
Shares outstanding	2,974,554,993 shares
Share capital	EUR 2,974.6 m
Market cap (as of 30.09.)	EUR 10,651.7 m
Share price (as of 30.09.)	EUR 3.581

## Regional split of shareholder structure



<sup>&</sup>lt;sup>2</sup> Telefónica Germany Holdings Limited is an indirect wholly owned subsidiary of Telefónica S.A







<sup>&</sup>lt;sup>1</sup> According to shareholders register as of 30 September 2016

# Quarterly detail of relevant financial and operating data for Telefónica Deutschland

(Euros in millions)	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Revenues	1,901	1,949	1,979	2,059	7,888	1,858	1,834	1,876
Mobile service revenues	1,354	1,382	1,419	1,378	5,532	1,336	1,358	1,394
OIBDA post Group fees, pre exceptionals and	378	453	454	476	1,760	401	459	467
special effects <sup>1</sup>					_,,			
СарЕх	221	242	241	328	1,032	218	212	314
Accesses			2014				2016	
(EoP in k)	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Total Accesses	47,658	48,041	48,645	48,363	48,363	48,252	48,605	49,196
o/w Mobile	42,179	42,617	43,289	43,063	43,063	43,008	43,417	44,074
Prepay	23,264	23,501	24,004	23,979	23,979	23,744	23,814	23,873
Postpay	18,915	19,116	19,285	19,083	19,083	19,264	19,603	20,201

<sup>&</sup>lt;sup>1</sup> Exceptional & special effects are excluded from our full-year guidance and thus also excluded from this OIBDA consensus. Exceptional & special effects in the third quarter of 2016 include potential restructuring expenses as well as the impact from higher operating lease expenses related with the sale of passive tower infrastructure in Q2 2016.

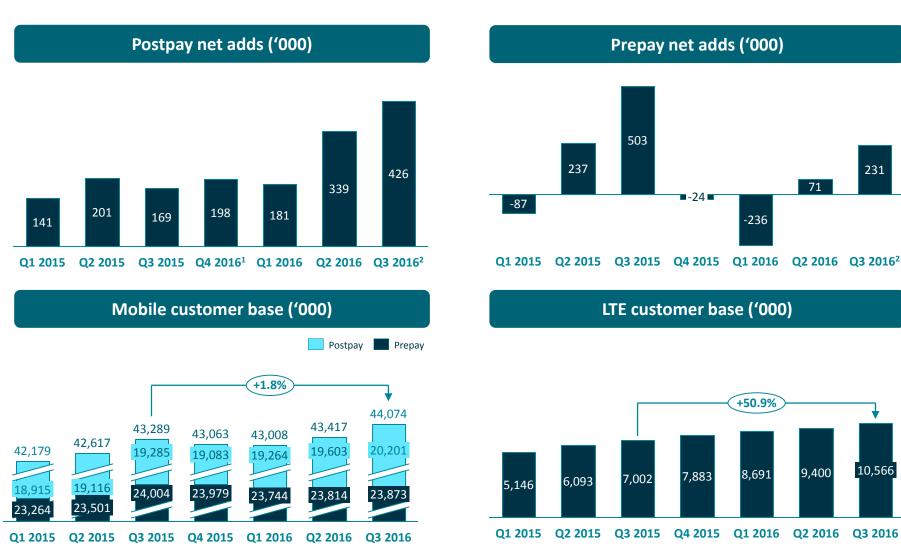


# **Key Performance Indicators**





# Mobile KPIs



<sup>&</sup>lt;sup>1</sup> Excluding an impact from a business customer base harmonisation at the E-Plus Group respective negative 202 thousand in reported terms





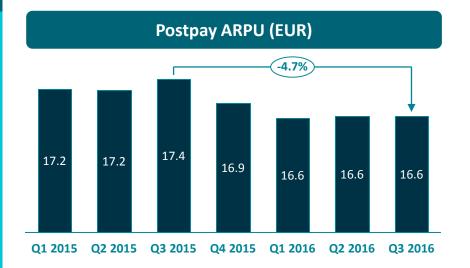
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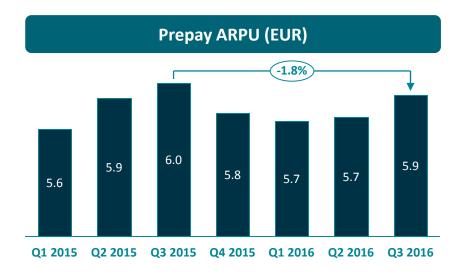


10,566

231

# Mobile KPIs

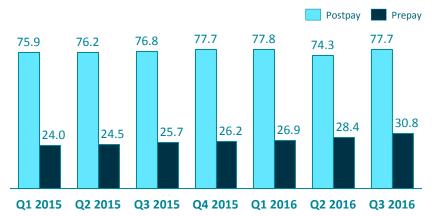




## Smartphone penetration (%)1



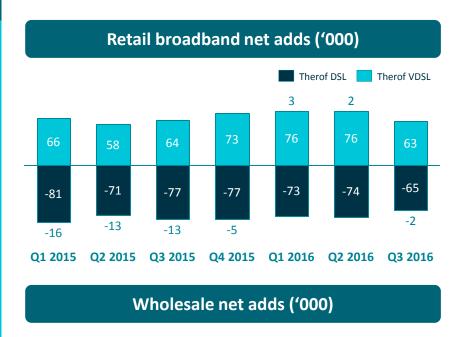
## Smartphone penetration O<sub>2</sub> consumer (%)

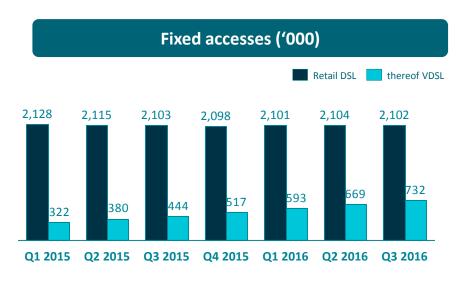


<sup>1</sup> Smartphone penetration is based on the number of customers with a smallscreen tariff (e.g., for smartphones) divided by the total mobile customer base less M2M, less customers with a bigscreen tariff Telefónica

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# Fixed-line KPIs





### Wholesale accesses ('000)1

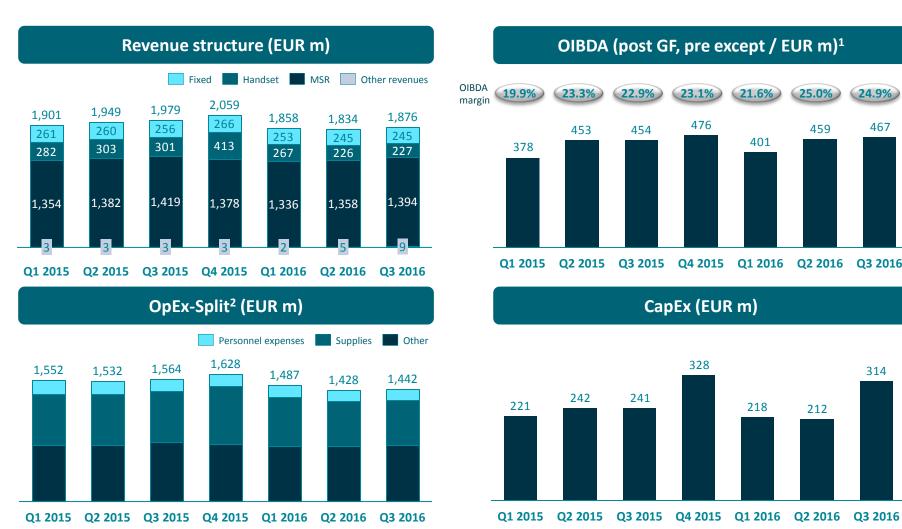




1 Wholesale accesses incorporate unbundled lines offered to 3rd party operators, including wirelines telephony and high-speed Internet access







<sup>&</sup>lt;sup>1</sup> For the period January to September 2016 exceptional effects include restructuring expenses amounting to EUR 59 million (EUR 66 million in the same period of 2015) and the net capital gain from the sale of passive tower infrastructure to Telxius amounting to EUR 352 million, while in the same period of 2015 a one-off gain from the sale of yourfone GmbH was registered. For the period January to September 2016 special effects consist of the impact of the Telxius deal on OIBDA (EUR -15 million in the first nine months of 2016) resulting primarily from higher operating lease expenses starting in May 2016.





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25.0%

459

212

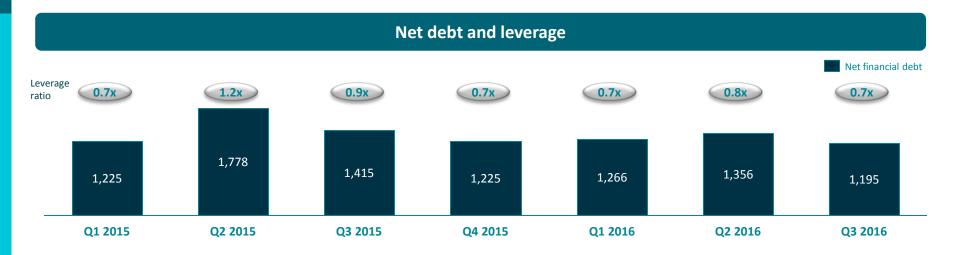
Q2 2016 Q3 2016

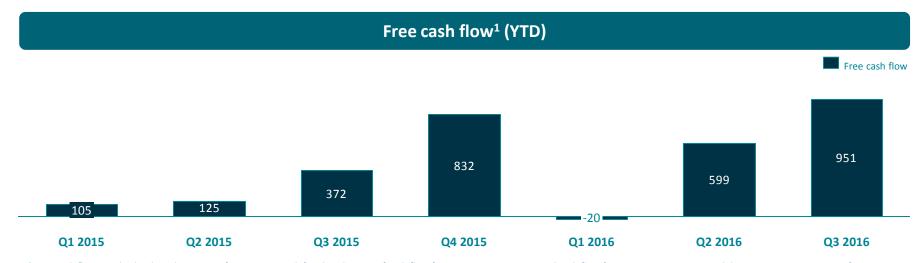
314

24.9%

467

# **Financials**





<sup>&</sup>lt;sup>1</sup> Free cash flow pre dividends and payments for spectrum is defined as the sum of cash flow from operating activities and cash flow from investing activities and does not contain payments for investments in spectrum in June 2015 as well as related interest payments. Telefonica

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Deutschland



