



*A place called  
Telefónica Tech*

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WELCOME

# *A Place Called Telefónica Tech*

With a highly diversified team of more than **6,000 exceptionally skilled professionals** of more than 60 nationalities, Telefónica Tech believes that technology can do great things: from extracting all the value of data in order to make the best business decisions, to ensuring the resilience of every organization in order to build a more sustainable future.

Telefónica Tech is a leading NextGen Tech solutions provider that has built a **differential customer journey** based on the migration from traditional Comms & IT services to NextGen IT solutions. **Our strong sustainable portfolio**, combined with high value professional and managed services, allows Telefónica Tech to accompany our customers on their traditional communications and IT transformation path, towards achieving fully cyber-secured and cloudified comms and IT, and to optimizing their business processes thanks to Artificial Intelligence and IoT Solutions.

In 2022 the Company significantly increased its scale thanks to strategic value-accretive acquisitions and to an outstanding organic performance. In 2022, Telefónica Tech generated **€1.5 billion in revenues**.

**TELEFONICATECH.COM**












# 5.5M

## Telefónica Group B2B customer base

Telefónica Tech is able to provide its services to a broad range of Telefónica Group B2B customers, regardless of size, including Corporate & Public Administration, as well as Small Enterprises & SOHO.





























# ~6,000

## Diversified highly skilled professionals

Telefónica Tech people have expertise in areas such as cloud computing, data analytics, cyber security, artificial intelligence algorithms, etc. Their goal is to design and deliver innovative technology solutions that help their customers to transform and grow their businesses.








# €1.5Bn

## 57.1% YOY GROWTH (~27% YoY in constant perimeter)



Telefónica Tech is a growth story: in 2022, it maintained strong growth momentum while increasing its scale.





## Strong service portfolio and strong delivery capabilities

Telefónica Tech has a wide range of services and integrated technological solutions in Cyber Security, Cloud, IoT, Big Data, Artificial Intelligence and Blockchain. Telefónica Tech has a specialized Digital Operations Center in Spain that strengthens our global network of 12 SOC's to monitor, protect and resolve security incidents in the digital world.










# 58%

## of Telefónica Tech portfolio verified with Eco Smart<sup>1</sup>

The majority of Tech services provided to our customers aim to optimize resource consumption, enhance traffic planning and city quality, decrease CO<sub>2</sub> emissions, and encourage a circular economy.

<sup>1</sup> Verified by AENOR.




OUTSTANDING CAPABILITIES TO UNLOCK THE POWER OF TECHNOLOGY

# Telefónica Tech, the Leading NextGen Solutions Provider

Since its creation in 2019, Telefónica Tech has successfully executed its strategy to consolidate its leading position as a NextGen Solutions Provider. In 2022, the company significantly increased its capabilities and scale thanks to strategic value-accretive acquisitions and to an outstanding organic performance.

With **worldwide presence and strategic hubs in Spain, Brazil, the UK, Germany, and Hispam**, Telefónica Tech capabilities can reach more than 5.5 million Telefónica B2B customers in 175 countries every day.

**Telefónica Tech provides a differential customer journey based on the migration from traditional Comms & IT services to NextGen IT solutions.** Our strong sustainable portfolio, which leverages a wide partner ecosystem, combined with our high value professional and managed services, allows Telefónica Tech to accompany our customers on their path to achieve fully cyber-secured and cloudified comms and IT, and to optimize their business processes thanks to Artificial Intelligence and IoT Solutions. Telefónica Tech 's strong portfolio also contributes to meeting the ESG (Environmental, Social & Governance) objectives of our B2B customers.

A highly skilled diversified team of ~6k professionals (>60 nationalities, >3,5k certifications in third parties' technologies), located close to customers (~80% in Europe), bring their experience to develop, integrate, implement, support and optimize all solutions required by customers.

**Telefónica Tech is the partner of choice for businesses of all sizes and nature**, bringing together a unique combination of the best people, the best tech and the best platforms. We do this in a simplified manner to facilitate our customer' **digital transformation as the path to build more sustainable and resilient businesses.**



NextGen  
Solutions  
Provider

*Our proven track record, commercial reach, and leadership capabilities, make Telefónica Tech a strategic partner for leading technology players.*



**Continuous training and professional learning is key** to provide the best services to our customers. In 2022, we heavily invested in the development of our talent and experts. Telefónica Tech spent 65k hours in training in 2022 and our people currently hold +3,500 certifications in third party technologies.

Telefónica Tech aims to support our customers in their digital transformation through a range of technology-driven solutions. Telefónica Tech has strong and established long-term relationships with leading suppliers as well as hyperscalers based on recognized customer experience and deep technical skills. **Telefónica Tech has a strong reputation for being the preeminent partner of choice for most customers to address their digitalization strategy.**

In 2022, Telefónica Tech expanded and reinforced its geographical presence, especially in European markets. Telefónica Tech acquired Incremental in March'22, a large Microsoft Dynamics partner, complementing the acquisition of Telefónica Tech UK&I in Aug'21 (CANCOM UK&I prior to the acquisition). In June'22, Telefónica Tech also acquired BE-terna one of the top five Cloud Microsoft Dynamics partners in Europe with presence across 3 regions (DACH, Nordics, and Adriatics).



**57,1%**

TELEFÓNICA TECH REVENUES  
GROWTH IN 2022  
(~27 IN CONSTANT PERIMETER)

**€1.5Bn**

REVENUES IN 2022  
VS €944M IN 2021

**1 DOC**

DIGITAL OPERATIONS CENTER

**12 SOCs<sup>2</sup>**

SECURITY OPERATIONS CENTERS

**>85%**

REVENUES FROM  
HARD CURRENCIES  
MARKETS

**~6,000**

PROFESSIONALS

FROM

**+60**

NATIONALITIES

***Inorganic Acquisitions  
2020-2022***

**Altostratus**  
Part of Telefónica Tech

**Incremental**  
Part of Telefónica Tech

**Geprom**  
Part of Telefónica Tech

Telefónica Tech UK&I<sup>3</sup>

**GOVERTIS**  
Part of Telefónica Tech

**BEterna**  
Part of Telefónica Tech

**>3,500**

CERTIFICATIONS  
IN THIRD PARTY  
TECHNOLOGY

<sup>2</sup> This includes 2 Affiliate SOCs.

<sup>3</sup> Prior to the acquisition, CANCOM UK&I.

OUTSTANDING CAPABILITIES

JOSÉ CERDÁN

# Letter from the CEO

*"2022 was an intense and exciting year for all of us who are part of  
Telefónica Tech.*

***It has been a year full of opportunities for our business, despite the social  
and economic impacts of global geopolitical tension and rising inflation.***

*With a clear vision and mission and working cohesively as one company across  
the footprint where we operate, we accomplished great achievements in 2022.  
We continue to act as one of the main growth engines within the Telefónica  
Group, being a catalyst for the B2B segment. We have shifted our credentials  
to a higher level. Our customers have recognized us as a leader in digital  
transformation and as a company that helps them meet their ESG objectives. As  
a result, we have earned our place in the top league of companies that provide  
advanced IT professional and managed services.*

*Industry analysts acknowledge our leadership across the multiple digital  
practices we deliver to the market. Moreover, we continue to strengthen our  
relationship with our strategic technology partners and develop innovative and  
unique collaboration models with them.*

*We are very grateful to the new companies that have joined Telefónica Tech  
during these last two years. Since becoming part of the Telefónica Tech team,  
I've come to realize that they not only provide us with new capabilities, but they  
also inspire us to approach things differently.*

*We believe our people, our team is our greatest asset, and our focus has long  
been on fostering a Company that embraces diversity and inclusion, open  
communication, learning and professional development. During 2023, we will  
continue to prioritize caring for our people and caring for their physical and  
mental well-being. This inspired us to create our Telefónica Tech New People  
Model program.*

*We achieved this because of our shared mission: to have an impact that matters.  
Our purpose is to become a leading Next Generation Technology Services  
provider, inspiring us to continue harnessing our collective energies to change  
our B2B customers' lives, build stronger and more differentiating solutions, and  
shape the future.*

*As we move forward, we will maintain our purpose during these unprecedented  
times and work together to achieve positive outcomes for our people, customers,  
and partners. I encourage all of you to take the initiative and make the most of  
2023.*

*Thanks".*



**José Cerdán**  
CEO, Telefónica Tech.

DIRECTORS

# Executive Committee



**José Cerdán**  
CEO,  
Telefónica Tech.

“*In Telefónica Tech,  
we all believe that Technology  
can do great things.*”



**Pablo Eguirón**  
CFO,  
Telefónica Tech.



**María Jesús Almazor**  
CEO,  
Telefónica Tech  
Cyber Security & Cloud.



**Gonzalo Martín-Villa**  
CEO,  
Telefónica Tech  
IoT & Big Data.



**Mario Silva**  
Strategy Director,  
Telefónica Tech.



**Luis Prendes**  
Chief Legal Officer and  
Digital Transformation,  
Telefónica.



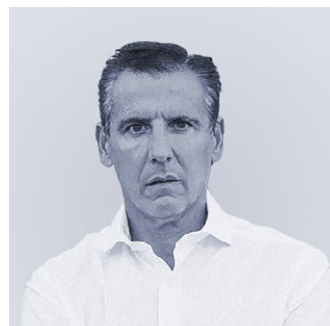
**Javier Llamas**  
People Director,  
Telefónica Tech.



**María Díaz**  
Head of Marketing &  
Communications,  
Telefónica Tech.

TO SECURE THE BEST CAPABILITIES AND KEEP GROWING

# Advisory Board



## CHAIRMAN

**José Cerdán**

CEO, Telefónica Tech.



## SECRETARY

**Luis Prendes**

Chief Legal Officer and Digital Transformation, Telefónica.

In 2022, Telefónica Tech established an Advisory Board to enhance the company's growth. This council provides support to the governing and management bodies of the commercial companies, to accelerate growth, improve competitiveness, present trends, shape value propositions, provide innovative ideas, enrich strategic debates, and contribute to continuous improvements in reputation. Additionally,

the Advisory Board generates debates on topics including the sustainable and profitable transformation of the commercial companies.

The advisory body, chaired by José Cerdán (CEO of Telefónica Tech), is made up of fourteen professionals of recognised prestige and experience in the field of technology.

*The Advisory Board supports us to define the best strategy for providing a differential transformation journey for our customers.*



**Ángel Vilá**

COO, Telefónica.



**María Jesús Almazor**

CEO, Telefónica Tech Cyber Security & Cloud.



**Gonzalo Martín-Villa**

CEO, Telefónica Tech IoT & Big Data.



**Jaime Bergel**

Director, H.I.G. Capital Spain.



**María García-Legaz**

Chief of Staff, Telefónica.



**Chema Alonso**

Chief Digital Officer, Telefónica.



**Eva Fernández**

Global Communications Director, Telefónica.



**Verónica Pascual**

Member of the Board of Directors, Telefónica.



**Alejandro Romero**

Chief Operations Officer, Constella Intelligence.



**Marisa de Urquía Martí**

Director of Transformation Projects and European Funds, Telefónica Spain.



**Juan Ignacio Cirac**

Director, Max Planck Institute for Quantum Optics.



**Isabel Fernández**

Rector, University Alfonso X El Sabio.



**Claudia Sender**

Member of the Board of Directors, Telefónica.

ADVISORY  
BOARD  
MEMBERS

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# Macrotrends

Cross-industry technology trends that could reshape the future of markets over the next decades.

In this demanding environment, companies and organizations are facing great challenges (i.e. geopolitical instability, inflation, climate change, supply chain crisis, technology skills gaps, etc.). In this context, technology represents a path to assure the resilience of their activities. At Telefónica Tech, we believe that technology has become an essential element in maintaining operational competitiveness whilst driving the development of new business models and innovative practices across various industry sectors.

> 1.1 MACROTRENDS

- 1.2 VALUE PROPOSITION
- 1.3 OUR RESOURCES
- 1.4 DIFFERENTIAL CUSTOMER JOURNEY & COMMERCIAL APPROACH
- 1.5 SCALED EUROPEAN CHAMPION IN TECH SERVICES

# Trusted & Secured Architecture

Implementing a Trusted and Secured Architecture is an ongoing process, as the threat landscape changes, and new technologies emerge. Organizations must continuously monitor and update their systems to ensure they remain secure as they evolve.

In current evolving IT architectures, organizations and governments will follow a **Zero Trust Security** approach to improve security, reduce the attack surface, comply with industry regulations, as well as increase efficiency and cost savings.

Zero Trust Security is not a product or a single technology, but rather an architecture and a set of principles that can be implemented with

different technologies and tools. As part of these technologies, the usage of **blockchain for cyber security** is being proposed for some scenarios as its decentralized and immutable nature could provide a high level of security and trust.

Blockchain is a distributed ledger technology that will be implanted in increasing numbers of use cases in terms of treatment and storage of information. In 2027, 10% of global GDP could be associated with **blockchain technology**<sup>4</sup>. Blockchain architectures will have multiple advantages in terms of security due to its ability to provide data immutability (very useful to store sensitive data) and it also enables decentralized trust to avoid single points of failures.



# Process Automation and Virtualization

The rapid development of, and increasing synergies between different technologies, such as robotics, process automation, industrial Internet of Things (IIoT), 3D printing, 4D printing, digital twins, and other related fields, will transform how industries operate. 50% of today's work activities could be automated by 2025<sup>4</sup>.

In terms of process automation, self-learning, reconfigurable **robots** will drive the automation of physical processes beyond routine activities to include less predictable ones, leading to

fewer people working in these activities and a reconfiguration of the workforce. **Industrial IoT** also allows for greater automation since it enables machines and devices to communicate with each other and with people in real-time, allowing for the collection and analysis of large amounts of data.

Advanced simulations using **digital twins and 3D/4D printing** will virtualize and dematerialize processes, shortening development cycles.



<sup>4</sup> "The Top Trends in Tech" McKinsey 2022.

# Distributed Infrastructure & Metacloud

**Cloud adoption will keep growing.** Gartner forecasts global spending on cloud services to reach nearly \$600Bn in 2023 (up from \$412Bn in 2021). By 2025, > 75% of enterprise generated data will be processed by Edge or Cloud Computing according to McKinsey & Co.

Large enterprise CXOs are looking for ways to leverage the operational advantages of managing multiple cloud instances as they try to battle the complexity of having business-critical applications multi-distributed in hybrid cloud environments.

A **Metacloud** approach implies the creation of an abstraction layer to provide access to common services such as storage and computing, AI or databases. This abstraction layer is placed on top of a company's various cloud platforms and leverages the native APIs of cloud reference providers to ensure consistent operation with centralized control. Metacloud is comparable to a computer's operating system, managing cloud resources and exposing APIs to applications.

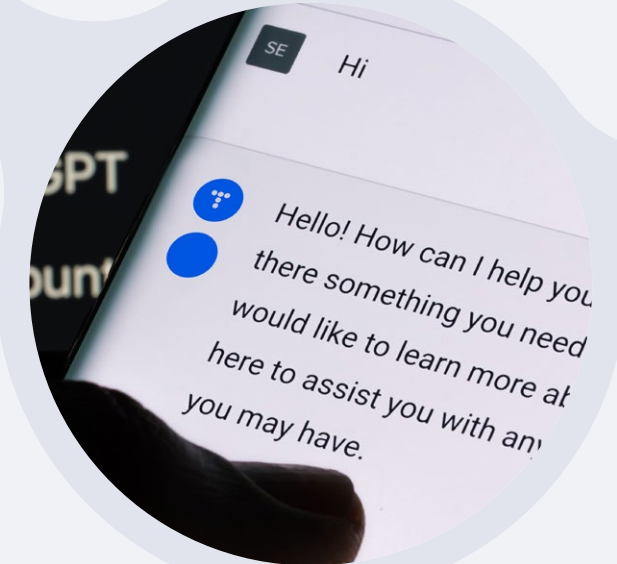


# Artificial Intelligence (AI)

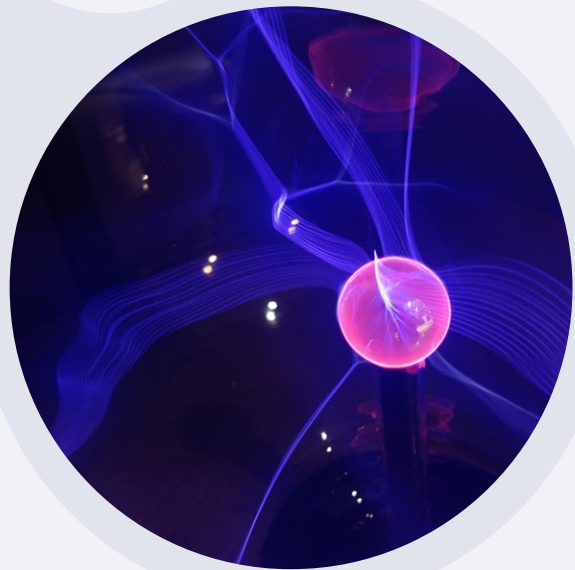
**Applied AI is gaining scale** in fields like computer vision, natural-language processing and speech technology. This is enabling new services (i.e. image or music generation), and the elimination of repetitive tasks (i.e. voice interaction in call centers). It is expected that applied AI will improve the usability of >75% of all digital services touch points according to Deloitte.

The value of AI is undoubted, the question that arises in the market is how to best use it. And that often comes down to how much workers and end users trust AI tools. As companies deploy AI on

traditional operating systems, a new trend is arising: **generative AI**. We are already seeing new tools such as Dall-E 2 for image generation, ChatGPT for text from OpenAI, and Jukebox, a new generative model for music. These content generators are becoming increasingly sophisticated, and it is getting more and more difficult to distinguish between content created with Artificial Intelligence from content created by humans. This will require an intelligent approach from organizations to adopt these tools to support their people.



## Quantum Computing



Quantum Computing uses subatomic particles to create new ways to process and store information. This technology will bring us computers capable of operating a trillion times faster than the fastest traditional processors available today.

**High computational capabilities** will allow multiple use cases, such as molecule-level simulations that could disrupt industries like materials, chemicals and pharmaceuticals. It could also allow the faster diffusion of self-driving vehicles. Furthermore, it could become a danger since it could make current encryption and information protection practices ineffective, so any organization developing quantum computing at scale, could break the encryption of other governments, companies, security systems, etc.

## Future of Connectivity

Widespread adoption of **IoT and 5G** technologies will spur economic activity. Up to 80% of the global population could be reached by 5G by 2030<sup>4</sup>.

Enhanced network availability and connectivity will enable new services (i.e. remote patient monitoring), new business models (i.e. connected services) and next generation customer experiences (i.e. live Virtual Reality events).



## Sustainability

Given the current global context, society is increasing the pressure on companies and governments to meet long-term sustainability goals. Overall, organizations are expected to consider the impact of their operations on the environment and society, and to take steps to reduce that impact and promote sustainability in all aspects of their operations.



One important aspect of sustainability is compliance with environmental regulations. This includes regulations related to air and water quality, waste management, and other environmental impacts.

Another important aspect of sustainability for organizations is **responsible resource management**. This includes the efficient use of energy, water, and other resources, as well as efforts to reduce waste and pollution. Many organizations have set goals and targets related to resource management, such as reducing energy consumption or increasing recycling rates.

## Future of Programming

A revolution in coding is expected, and has been dubbed **Software 2.0**. Machine Learning (ML) and AI tools will become intelligent enough to write code and create new software.



The working time required for software development will be reduced by nearly 30 times<sup>4</sup>.

<sup>4</sup> "The Top Trends in Tech" McKinsey 2022.

1.1 MACROTRENDS

> 1.2 **VALUE PROPOSITION**

1.3 OUR RESOURCES

1.4 DIFFERENTIAL CUSTOMER JOURNEY & COMMERCIAL APPROACH

1.5 SCALED EUROPEAN CHAMPION IN TECH SERVICES

01. OUR ACHIEVEMENTS

# *Value Proposition*

CYBER SECURITY & CLOUD | IOT & BIG DATA

# Cyber Security & Cloud

## Cyber Security & Cloud

Telefónica Tech Cyber Security & Cloud provides a fully integrated and simplified value proposition to our customers that combines the potential of cyber security and cloud as key elements to support businesses on their digital transformation journeys and reach their full potential.

**Telefónica Tech aims to support our customers in their digital transformation through a range of technology-driven solutions.** In Cloud, we have a differential and complete value proposition leveraging best of breed technology providers. We

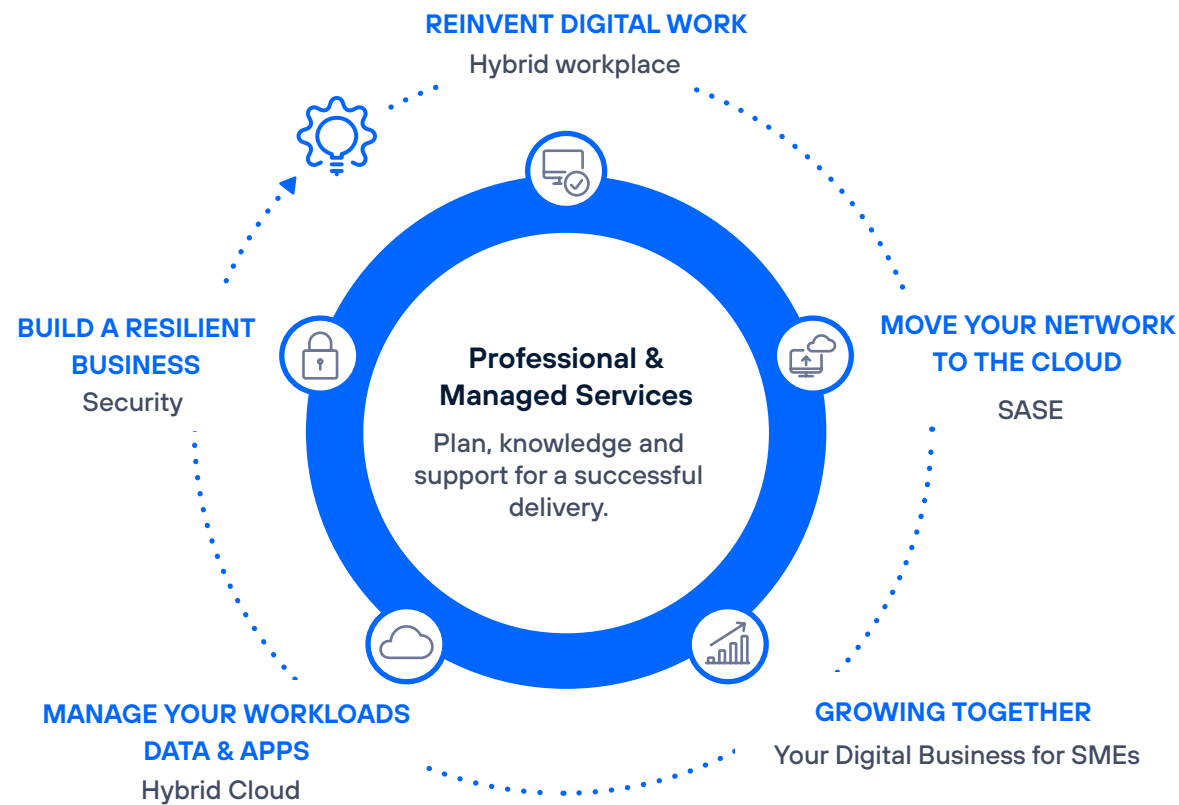
combine our expertise with the world's leading technologies- across infrastructure (housing & hosting and IaaS), cloud communications, cloud networking, applications (SaaS), and security. As companies contemplate longer-term hybrid work scenarios, changes in their IT infrastructure, and operational challenges (i.e. supply chains and security teams with resources through IT), they look to external support to close security gaps.

**We have a broad service offering** comprising project-based business (advisory, design and implementation capabilities), high value recurring business (providing secure Managed Services for customers' critical multicloud environments and IT infrastructure), and entry level Managed Services with support services and VAR capabilities (hardware & software solutions). Our Cloud and Cyber Security experts work on a global solution, simplifying the process and strengthening it through the synergies and know-how generated by working in the same team.

We focus on the following **5 key service verticals combined with our Professional and Managed Services built on top of our delivery platforms with a solution-centric approach.** All our operations are provided through our intelligent Digital Operations Center that provides an E2E view for the Customer.

[cybersecuritycloud.telefonicatech.com](https://cybersecuritycloud.telefonicatech.com)





# 5V+1

1

## *Hybrid Cloud to manage our customers' workloads, data & apps.*

Management of IT workloads, data & applications: from on-premise data centers to VDC (Virtual Data Center), Public Cloud, or hybrid solutions.

2

## *Security to build a resilient business.*

This allows our customers to be prepared to deal with new cyber security threats and unpredictable events: secure business continuity and protect what is valuable for their customers and stakeholders.

3

## *Hybrid Workplace to reinvent digital work.*

While work-from-home and office work become the new normal, the secure digitalization of our customers' workforce is a must.

4

## *Cloud Networking & SASE to move the network to the cloud.*

The network is an integral part of the cloud journey: increase the performance and security of your business connectivity. SASE (Secure Access Service Edge) combines networking and security in the cloud to deliver seamless, secure access to applications, anywhere users work.

5

## *Digital Business for SMBs.*

We provide easy-to-use solutions and dedicated support to ensure success: helping small and medium enterprises to grow and become digital.



# IoT & Big Data

## IoT & Big Data

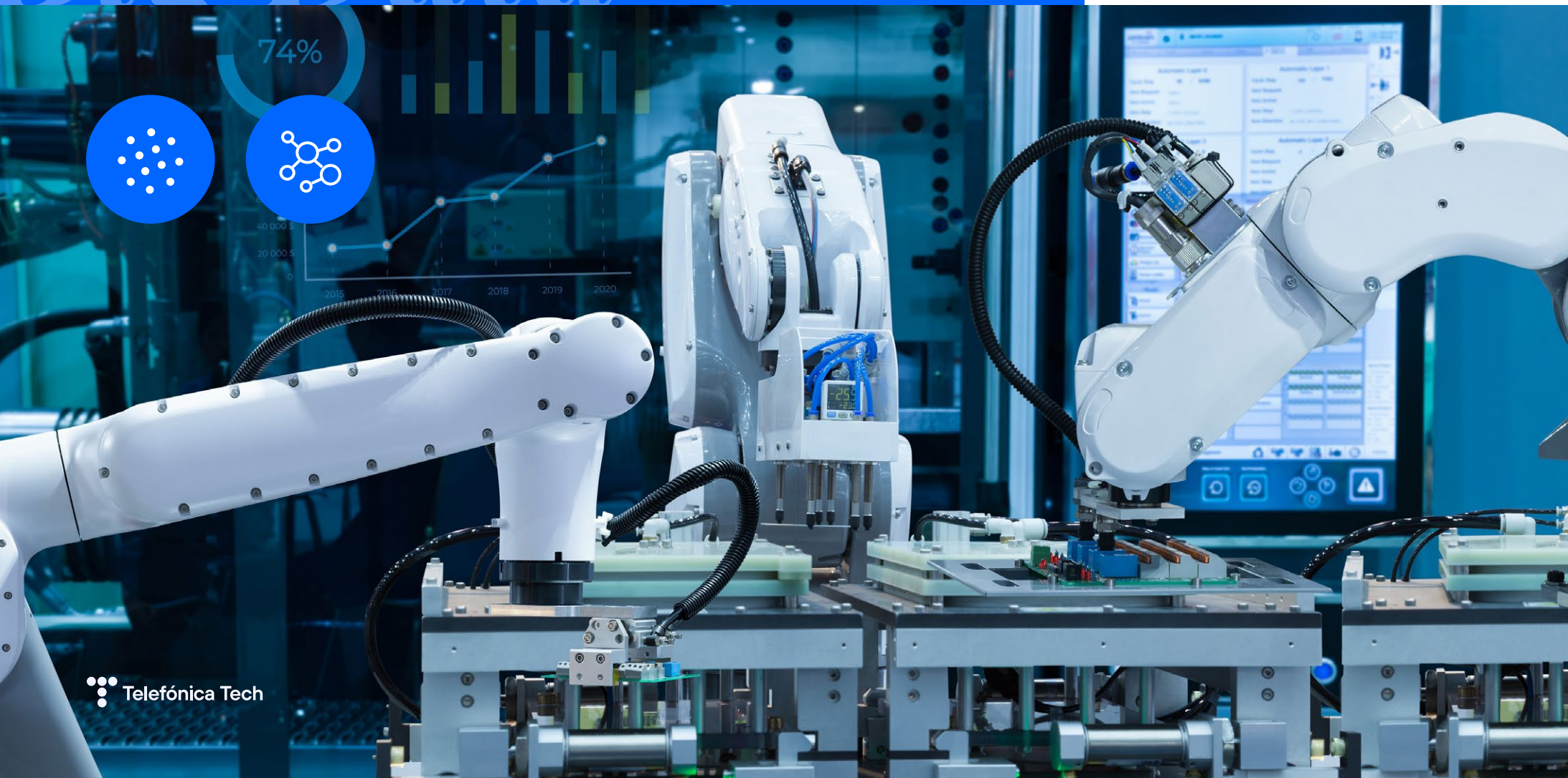
In IoT & Big Data, we enable our customers to harness the power of technology in a hyperconnected world. We bring together the capabilities of IoT and Artificial Intelligence to deliver technology that further connects things with people. In our **"Intelligence of Things"** vision our unique value proposition unifies IoT & Big Data capabilities, allowing us to extract all the value of each data source from a connected ecosystem with a level of detail and depth unknown until now.

Thanks to our IoT capabilities we can digitalize the physical world by connecting millions of objects, and with our Big Data and Artificial Intelligence capabilities, we transform the information into knowledge to facilitate business decision making.

**IoT & Big Data offers an end-to-end comprehensive portfolio that transforms data into valuable information for different sectors** such as retail, utilities, transport, media, industry 4.0, among others.

Our set of products and services is a combination of in-house built products where we can be differential, together with best-of-breed partnerships in each category.

[aiofthings.telefonicatech.com](https://aiofthings.telefonicatech.com)





1.

**DATA SOURCES**

Collect and digest data from multiple different sources to generate value.

2.

**CONNECTIVITY**

Ability to capture the data and connect devices regardless of technology: 4G, 5G, NB-IoT, LTE-M.

3.

**SERVICE PLATFORMS**

Proprietary world class service platforms recognised by industry analysts, including Kite, Smart Steps and Spotdyna, which enable the data to be visualised, managed and analysed.

4.

**AI & BUSINESS INSIGHTS**

Best in class AI capabilities to enable our customers to make the best business decisions and to generate intelligent management models.

5.

**PROFESSIONAL SERVICES**

To support the customer throughout the whole digital transformation process and to provide differential value.

AI OF THINGS

**Built in-house Products where we are differential:**
**Kite**

IoT Managed  
Connectivity  
platform.

**Smart Steps  
Smart Digits**

Big Data platforms  
to extract insights  
from Telco network  
information.

**Spotdyna**

Digital signage  
management  
platform.

**TrustOS**

Blockchain  
platform.

- 1.1 MACROTRENDS
- 1.2 VALUE PROPOSITION
- > 1.3 OUR RESOURCES
- 1.4 DIFFERENTIAL CUSTOMER JOURNEY & COMMERCIAL APPROACH
- 1.5 SCALED EUROPEAN CHAMPION IN TECH SERVICES

# *Our Resources*

PEOPLE  
*People*

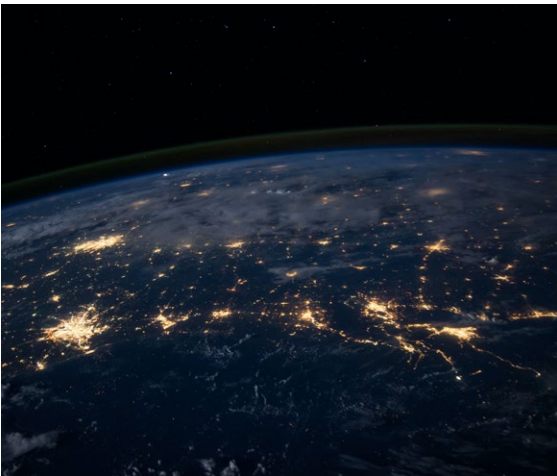
PORTFOLIO  
*Comprehensive Portfolio*

CAPABILITIES  
*Delivery Capabilities*

- **~6,000** PROFESSIONALS.
- **>60** NATIONALITIES.
- **~80%** RESOURCES LOCATED IN EUROPE.
- **>3,500** CERTIFICATIONS IN 3<sup>RD</sup> PARTY TECHNOLOGIES.

- **+100** PRODUCTS & SERVICES.
- **58%** OF THEM CERTIFIED AS SUSTAINABLE WITH ECOSMART SEAL.
- STRONG **PARTNER ECOSYSTEM.**

- INTELLIGENT **DIGITAL OPERATIONS CENTER (DOC)** WITH AN END-TO-END VIEW FOR THE CUSTOMER.
- **12 SECURITY OPERATIONS CENTERS (SOCS)** ACROSS THE WORLD.
- **KITE IOT PLATFORM.**
- **THETHINX** (AI OF THINGS LAB).



# DOC

## *Our Digital Operations Center*

*“A comprehensive, global service for the supervision and operation of Cyber Security & Cloud Services”.*

At the DOC (Digital Operations Center), we integrate the most agile levels of 24x7 monitoring and care as well as the specialisation of each of the competency centers, in cyber security and cloud services and solutions, at the highest level.

Thanks to the DOC capabilities and services, we can adapt to our customers' needs: we can offer industrialised services and we can also provide a customized service to our customers.



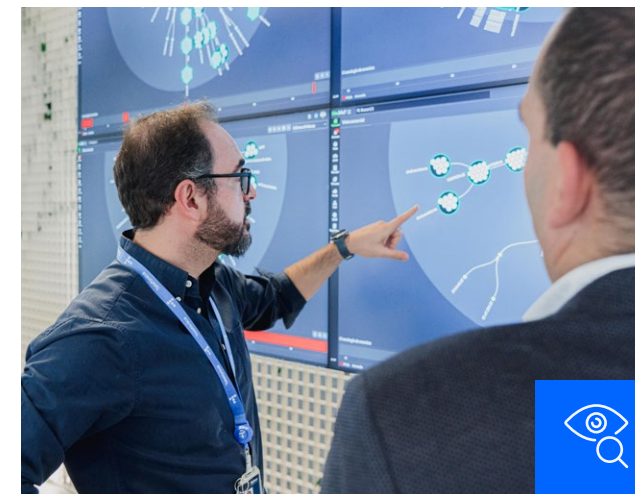
### GLOBAL MANAGEMENT AND RESOLUTION FOR CRITICAL SERVICES

Thanks to the governance and control model all capabilities are made available to maximise the customer experience.



### MADE UP OF MANAGERS AND EXPERTS FOR EACH TYPE OF CUSTOMER AND/OR SERVICE

They oversee all processes and actions, as well as specialised and multidisciplinary staff.



### MONITORING

Monitoring of Security and Cloud services in the customer's infrastructure.



### 24/7 AVAILABILITY

Round the clock availability to ensure that the service is provided reliably and safely.

EUROPE

*We integrate the management and operation of more than 2,000 professionals. Our team is located in our DOC and in our 12 SOC's.*

- **+5M** workplaces monitored.
- **+30K** hours of pentesting & red team.
- **~2K** cyber security professionals.
- **+100M** events monitored annually.
- **+300K** agents deployed.
- **+16.5K** critical devices monitored.



“At the DOC, we integrate the most agile levels of 24x7 monitoring and care as well as the specialisation of each of the competency centers, in cyber security, cloud services and solutions, at the highest level.”

**Joaquín Cidoncha**  
Director of Cyber Security Operations, Telefónica Tech.

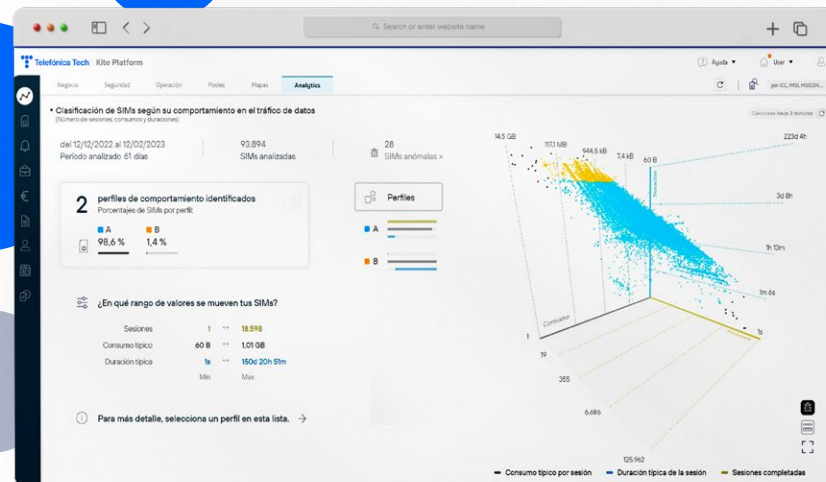


# Kite | AI of Things Platform

*“Kite Platform is a differential managed connectivity solution developed in-house by Telefónica Tech”.*

The Kite Platform solution is a combination of a dedicated Mobile Core network and a software platform. Our dedicated Mobile Core is integrated with the operators we work with and managed by cloud-hosted software that allows access via a web portal or a set of APIs from anywhere in the world. The Kite Software Platform is the core engine where all business logic is built.

The Kite Platform goes beyond IoT connectivity management and provides multi-dimensional benefits across all IoT environments, from the devices to the products and platforms, thus constituting the foundational component of Telefónica Tech's IoT portfolio. It supports a wide range of SIM cards, offers an end-to-end service and is capable of handling not only traditional cellular connectivity, but also all the new IoT network connectivity technologies, such as broadband IoT (NB-IoT) and LTE-M.



## KITE IS A STRATEGIC ASSET WITH MULTIPLE BENEFITS FOR OUR CUSTOMERS

*“Kite is a self-developed platform that is the core of our IoT&BigData value proposition, deployed across all our operations and managing connectivity to millions of IoT devices worldwide. A leading platform recognized in the sector by industry analysts, on which our customers enjoy advanced IoT solutions, including BigData and Machine Learning capabilities. Kite provides intelligence to IoT devices through connectivity.”*

**Carlos Carazo**  
Global IoT Platforms & Technology Director, Telefónica Tech.



## KITE KEY FIGURES:

**>30M**  
IoT lines.

**12**  
local mobile operators already integrated with Kite.

**>175**  
countries with managed IoT connections.

Recognised for the **NINTH TIME** as a Leader in the 2023 Gartner® Magic Quadrant™ for Managed IoT (Internet of Things) Connectivity Services, Worldwide.

# TheThinX

AI OF THINGS LAB

Telefónica Tech's value proposition for IoT bundles includes devices, connectivity, and remote management through our Kite Platform and support capabilities.

In order to meet our customers' requirements, we have a broad catalogue of IoT devices to address different industries and special projects, from dedicated smart meters for utilities to mobility trackers in logistics.

TheThinX is an open lab where customers, partners and institutions can simulate the real-world operation of any IoT project prior to mass deployment. It is one of the world's most advanced and best equipped IoT environments, featuring state-of-the-art radio access, such as LPWA technologies (NB-IoT, LTE-M, etc.).

In TheThinX, we provide technical and professional support throughout the testing process.

*“Pre-testing guarantees the quality of deliverables and optimizes the use of available resources. This speeds up and simplifies the prototyping process”.*



Resolution of communication incidents.	Support for engineering testing.	Access to lower-level consultancy services to optimise the IoT solution.
Specification of the connectivities supported by the Telefónica Group that are best suited to IoT use cases.	Support in the commissioning of communication integration modules.	Comprehensive set of test tools: coverage levels, environmental conditions and battery consumption.

# *Differential Customer Journey & Commercial Approach*

1.1 MACROTRENDS

1.2 VALUE PROPOSITION

1.3 OUR RESOURCES

**> 1.4 DIFFERENTIAL CUSTOMER JOURNEY & COMMERCIAL APPROACH**

1.5 SCALED EUROPEAN CHAMPION IN TECH SERVICES

# Differential Customer Journey

Telefónica Tech provides a differential customer journey based on the **migration from traditional comms & IT services to NextGen IT solutions**. Our strong sustainable portfolio combined with high value professional and managed services,

allow us to accompany our customers on their path to have fully cyber-secured and cloudified comms and IT, and to optimise their business processes thanks to Artificial Intelligence and IoT Solutions.



CUSTOMERS WITH TRADITIONAL COMMS & IT ON PREMISE	CUSTOMERS WITH PROOF OF CONCEPTS & FIRST MOVES TO THE CLOUD	CUSTOMERS WITH ADVANCED DIGITAL TRANSFORMATION	PURE DIGITAL CUSTOMERS
<ul style="list-style-type: none"><li>• Mobile Comms</li><li>• VPN/MPLS</li><li>• IoT Basic Connectivity</li><li>• Hosting &amp; Housing</li><li>• Data Center Management</li></ul>	<ul style="list-style-type: none"><li>• Cyber Secure Comms &amp; IT</li><li>• Cloud Comms &amp; Networking</li><li>• IoT Managed Connectivity</li><li>• IT Multicloud</li><li>• <b>Basic</b> Model of Professional &amp; Managed Services</li></ul>	<ul style="list-style-type: none"><li>• Critical Applications &amp; Services in the Cyber Secure Cloud</li><li>• E2E IoT Solutions</li><li>• <b>Advanced</b> Model of Professional &amp; Managed Services</li></ul>	<ul style="list-style-type: none"><li>• Fully Cyber Secured Services &amp; Cloudified Comms &amp; IT (including Business Applications)</li><li>• Business Process Optimization (based on BI, AI &amp; IoT solutions)</li><li>• <b>High Value</b> Model of Professional &amp; Managed Services</li></ul>
<div><div>-</div><div>CUSTOMER MATURITY &amp; DELIVERED VALUE</div><div>+</div></div>			

# Our Commercial Channel



We have a **global reach and scale, with a particularly strong presence in Europe and Americas**, which means that Telefónica Tech is there where our customers need us to be. This, coupled with our unrivalled depth of local knowledge, means that we can always provide the service that is required of us, regardless of the country where you might want to deploy the solution.

Telefónica Tech's go-to-market approach is two-fold: direct and indirect. The indirect channel leverages Telefónica Operations to address the global B2B customer base of the Telefónica Group. Telefónica Tech also provides its services directly to its customers in the UK & Ireland, and in the DACH region, the Nordics and the Adriatic countries, thanks to the acquired commercial capabilities of Telefónica Tech UK&I, Incremental and BE-terna.

Complementing the e2e models, and in order to achieve the greatest impact for the business, we rely on the different B2B Commercial Brands that we have in the different countries, in order to bring our products and services closer to our customers and meet their needs.

# *Scaled European Champion in Tech Services*

1.1 MACROTRENDS

1.2 VALUE PROPOSITION

1.3 OUR RESOURCES

1.4 DIFFERENTIAL CUSTOMER JOURNEY & COMMERCIAL APPROACH

> 1.5 **SCALED EUROPEAN CHAMPION IN TECH SERVICES**

# Scaled European Champion in Tech Services

Telefónica Tech was created as a dedicated vehicle to boost the growth of Tech services within the Telefónica Group. It started its operations with the carve-out of most Cyber Security, Cloud and IoT & Big Data businesses in Spain, Brazil, Germany, UK & Hispam.

Since the creation of Telefónica Tech, **we have expanded our scale and capabilities with acquisitions** focused on different aspects. On the one hand, we wanted to expand our service offering, and for this we acquired Govertis, Altostratus and Geprom. On the other hand, we wanted to expand and strengthen our geographical presence.



As a result of this evolution, Telefónica Tech is now a global next generation IT player with a strong growth track record. We have progressed in our objective of building a scaled European champion in Tech Services. Since its creation, Telefónica

Tech has invested more than €1Billion to reinforce its capabilities and extend its footprint. Now it is time to consolidate the growth of our various acquisitions and maximize the value of synergies.

**Telefónica Tech now has around 6,000 highly skilled people. We have significantly increased our scale (from €0.9Bn as reported in 2021 to €1.5Bn in 2022) and improved our revenue mix with a larger footprint & higher weight of our own platforms and managed & professional services.**

In line with this goal to strengthen our geographical presence, we have achieved the following growth in the European market:

In the UK and Ireland, we made 2 bold acquisitions: Telefónica Tech UK&I (formerly CANCOM UK&I) in August 2021 and Incremental in March 2022. Thanks to these acquisitions, we now have national coverage with Cloud, Cyber Security and Data capabilities, and c. 1,000 highly skilled professionals across 13 different locations. In addition, we have extensive accreditations and competencies in Microsoft solutions.

For the rest of Europe, we acquired BE-terna. Telefónica Tech enriched its geographical scale and Professional and Managed Services capabilities in DACH, Nordic and Adriatic countries. BE-terna has more than 1,000 highly qualified employees in 26 locations in Germany, Austria, Switzerland, Croatia, Serbia, Slovenia, the Netherlands, Denmark, Sweden, and Norway.



*Telefónica Tech has invested more than €1Bn to reinforce its capabilities and extend its footprint*



## BE-terna, Enabling Expansion across the DACH, Nordic & Adriatic Regions

### 1 Securing presence in Germany, Austria, Switzerland, the Adriatic region and the Nordics.

BE-terna is one of the top five Cloud Microsoft Dynamics partners in Europe. It specializes in driving digital transformation based mainly on Microsoft, but also works with Infor, UI Path and Qlik to optimise business processes for different industries.

Founded in 2005, BE-terna has a highly skilled team of more than 1,000 employees at 28 locations across Germany, Austria, Switzerland, the Adriatic region, and the Nordics, among other markets. With this new acquisition, Telefónica Tech significantly enriches its geographic scale and Professional and Managed Services capabilities across Europe.

BE-terna is among the top Microsoft Dynamics partners in Europe and has achieved a lot of prestigious partner awards, such as the Inner Circle award in 2022, and recently received Microsoft's Small and Midsize Management Advanced Specialization. In addition, BE-terna has multiple industry certifications and awards, including the status of Microsoft gold partner for eleven competencies, Qlik Elite Solution Provider, and Infor Gold Channel Partner multiple times.

### 2 Positioning the company as one of the top leading European Microsoft solutions providers.



- Acquired for up to **€350m.**
- **+1000** highly skilled professionals across **28** locations.
- One of the **top five** Cloud Microsoft Dynamics partners in Europe.
- Microsoft Business Applications Inner Circle member and Gold Partner for eleven competencies, Qlik Elite Solution Provider, and Infor Gold Channel Partner.

*BE-terna continues to be one of the leading European providers of cloud-based and industry-specific business application solutions and is a top 5 Microsoft Dynamics partner in Europe. As part of Telefónica Tech, we can now enhance our value proposition with powerful Cloud, Cyber Security and Modern Workplace services which enables us to truly meet the needs of our customers across the full ICT service stack. As businesses increasingly transition their workloads and enterprise applications to the cloud, the potential for creating differential value for our combined customers is truly significant.*

**Gerald Pichler** | CEO, BE-terna.

## Telefónica Tech UK&I and Incremental, Building a Leader in the UK Market for IT Services

### 1 Consolidating leading position in the UK market as one of the leading companies in digital transformation.

In August 2021, Telefónica Tech set the foundation in the UK and Ireland with Telefónica Tech UK&I (formerly CANCOM UK&I) acquisition. Telefónica Tech UK&I provides end-to-end advanced cloud and security services in the UK and Ireland. At this time, the team comprised of around 600 highly skilled professionals in Professional and Managed services. Telefónica Tech UK&I is a Cloud leader with strong competencies in Microsoft Azure (certified as Microsoft Gold Partner in 10 competencies) and strong partnerships with other leading technology vendors, including AWS.

In March 2022, Telefónica Tech acquired Incremental, a leading digital transformation and data analytics company and Microsoft partner. Launched in 2016, Incremental Group has two key

### 2 Increasing scale and offering of Microsoft technologies.

specialised business areas: it is one of the leading Microsoft Dynamics Partners in the UK and is also a major player in the Data and Analytics market. It has been a Microsoft Business Applications Inner Circle member for the past three years and is one of only two partners in EMEA on Microsoft's Global Advisory Board for Data Analytics.

With this new acquisition, Telefónica Tech significantly increased its scale and competencies in Microsoft technologies, making it one of Microsoft's largest partners in the UK, with 16 Gold Competencies and 5 Advanced Specialisations. With these capabilities, Telefónica Tech consolidated its leading position in the UK market, considered to be the largest and fastest growing IT services market in Europe.

- Invested up to €0.6Bn in the UK to acquire CANCOM UK&I (€0.4Bn) and Incremental (up to €0.2Bn).
- End-to-end Microsoft services provider, including digital transformation, Managed Services and Data Analytics.
- **+1000** highly skilled professionals.
- Microsoft partner with 16 gold competencies and 5 Advanced Specialisations, Azure Expert MSP and 2022/2023 Inner Circle for Microsoft Business Applications.

## Telefónica Tech UK&I



*“Telefónica Tech UK&I continues to go from strength to strength. We remain committed to enhancing our market leading Cloud and Cyber Security Professional and Managed Services, and following the acquisition of Incremental and Adatis, both with exceptional Data and Business Applications capabilities, we now have a truly differential service set which is designed to drive value creation for our customers. As we go forward we will further empower this with specific vertical sector expertise and services, as well as world-leading operational excellence.”*

**Mark Gordon** | CEO, Telefónica Tech UK&I.

## Altostratus, Leading the Journey to the Cloud

Following the strategic partnership announced with Google Cloud in 2020, Telefónica Tech acquired Altostratus in July 2021 to strengthen its Cloud capabilities by adding to its team their highly qualified professionals.

Altostratus Cloud Consulting specialises in multi-cloud services and is recognized as a Google Cloud Premier Partner for Southern Europe. Altostratus contributes to the Telefónica Tech portfolio with strong expertise in consulting skills, cloud architecture implementation, journey to the cloud migration processes and managing public cloud services. It covers different segments, from large corporations to SMEs, and offers tailor-made solutions in Big Data and Machine Learning technology and proprietary solutions.

*“Being part of Telefónica Tech completes a journey that began more than five years ago so that we could become the leader in Google Cloud services in Spain.”*

**Daniel Aldea** | CEO, Altostratus.



## Geprom, Reinforcing our Capabilities in Industry 4.0

Geprom is a technology-based engineering company headquartered in Spain, specialising in industrial automation and the digital transformation of existing factory production processes. It has over 40 professional experts in Industry and has a strong network of partners and top-tier customers that it accompanies in the development and integration of turnkey projects in the areas of planning, production, quality control, logistics and specialised maintenance.

Its business focuses on the implementation of end-to-end technological solutions in the factory, covering the entire value chain: from the sensor, the automation line operator, the strategic layers of factory control (MOM) and disruptive tools such as the digital twin, through to the design and robotisation of facilities, commissioning, development, and the interconnection between systems with a strong component of innovation.

This acquisition enhanced Telefónica Tech's positioning in the industrial sector to help companies become more efficient, competitive, and sustainable.

*“We have always believed that the success of the digital transformation of industry starts with focusing on the technological needs of the factory combined with the talent of the people. This acquisition will allow us to accompany customers towards the Smart Factory with more capabilities and services, by combining our expertise in Industry with Telefónica Tech's extensive value proposition and experience in this sector in areas such as connectivity, communications and infrastructure, key services to ensure the digital transformation of industry.”*

**Darío Cesena** | CEO, Geprom.



## Govertis, Reinforcing Cyber Security Consulting Capabilities

Telefónica Tech acquired Govertis in August 2020 to improve our consulting portfolio, unifying legal and technological expertise. With this acquisition, Telefónica Tech has incorporated advisory capabilities in GRC (IT Governance, Risk and Compliance) and IRM (Integrated Risk Management), including expert services in both individual projects and in services integrated in customers' processes. Our customers can be supported in their strategic planning and

management of Cyber Security, Privacy, Cyber-Resiliency, IT Governance, Operational Technologies and Industrial Systems, Risk Management and IT Compliance.

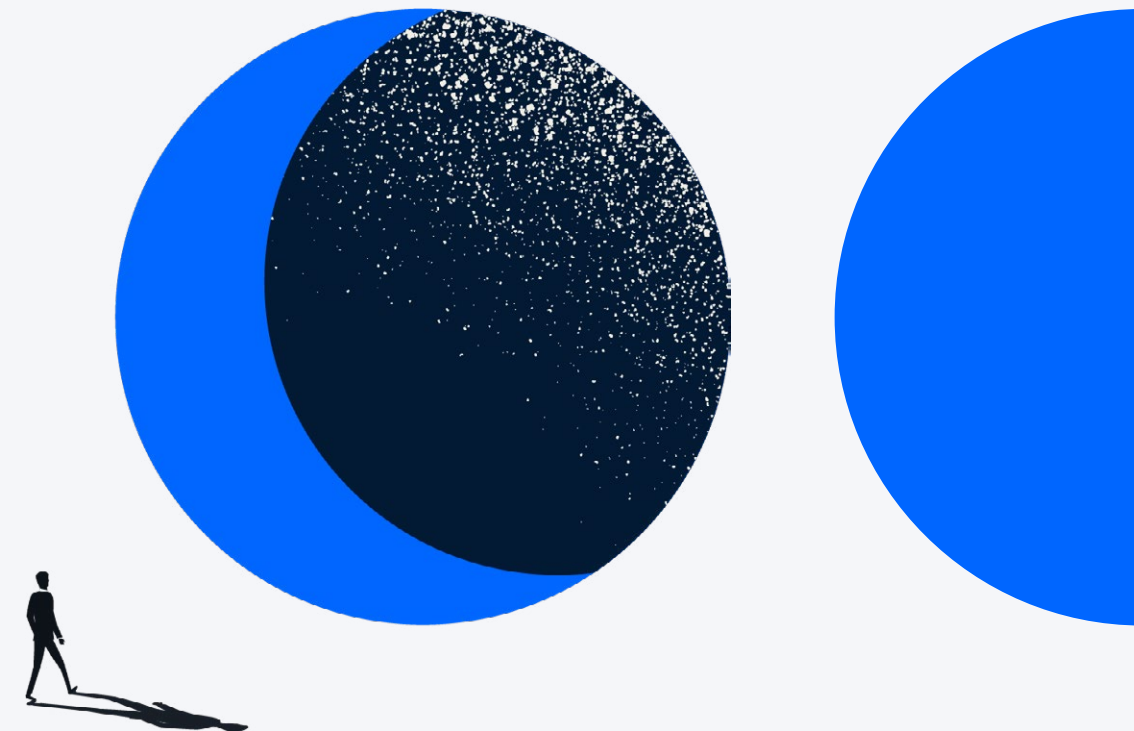
Govertis has expertise in multiple sectors such as finance, industry and manufacturing, services, logistics, technology and state and local government.



*“Govertis acquisition is the natural next step in a long-standing strategic relationship which, at this decisive moment of the digital transformation, when companies and the public sector need to be more resilient, is going to catapult us towards contributing to the growth of the GRC and IRM services and positioning Telefónica Tech as one of the most significant actors in cyber security, privacy and cyber-resilience strategy and management globally.”*

**Eduard Chaveli** | CEO, Govertis & **Óscar Bou** | COO, Govertis.

# SCALED EUROPEAN CHAMPION





# *Our People, Our Main Asset*

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## 2.1 Our People Highlights

Telefónica Tech is a talent and innovation led organization of more than 6,000 highly skilled people from more than 60 nationalities that believe that technology can do great things. **We are close to our customers with approximately 80% of our people in Europe, and 20% across the USA and Latin America.** Our average age is below 40 and women currently represent 28% of our workforce. Our team currently holds more than 3,500 certifications in 3rd party technologies.

Since its creation in 2019, Telefónica Tech has continuously increased its workforce. In 2022 alone, we hired 1,600 employees and our attrition rate is below our competitors. We are committed to talent development, which is demonstrated by the >65k hours that the team spent in training in 2022.

Telefónica Tech's talent is sourced from and balanced across its acquisitions, new hirings from the Tech market, and the people that were transferred from the Telefónica Group Business Units during the carve-outs in 2020.



**~6,000**  
HIGHLY SKILLED  
PROFESSIONALS

**>60**  
NATIONALITIES

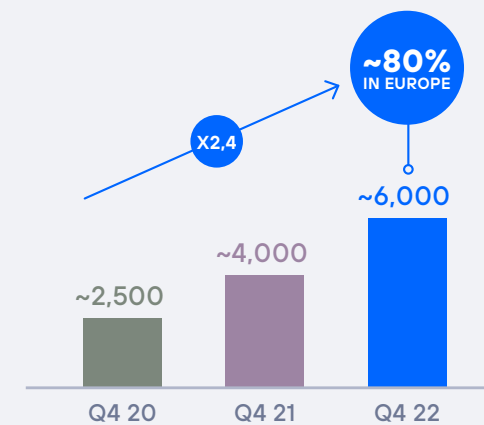
**>80%**  
OF OUR PEOPLE  
DEDICATED TO  
SALES AND PROJECT  
DELIVERY

**>3,500**  
CERTIFICATIONS  
IN 3<sup>RD</sup> PARTY  
TECHNOLOGIES

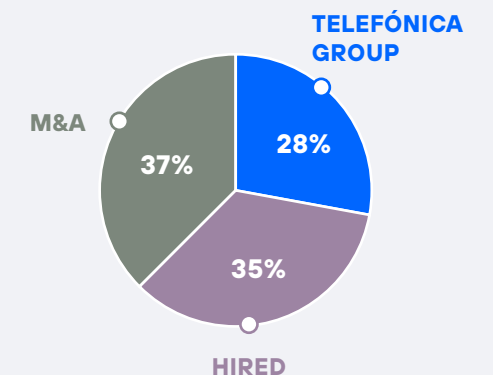


### EVOLUTION OF FTES

#### EVOLUTION OF OUR NUMBER OF PEOPLE



### TALENT SOURCE



## 2.2 Our Culture and Pillars

We are fostering a strong culture of innovation that enables us to attract, integrate, develop and retain world-class talent from all backgrounds, in order to deliver the best expertise to our customers.

Everything we do is driven by our commitment to ensure our customers' success, so that they can work faster, smarter and stay ahead of what's next.

### #WEAREBOLD

*because we go one step further than what you expect from us, innovating in order to offer you useful solutions.*

*You set our goals.*

### #WEAREOPEN

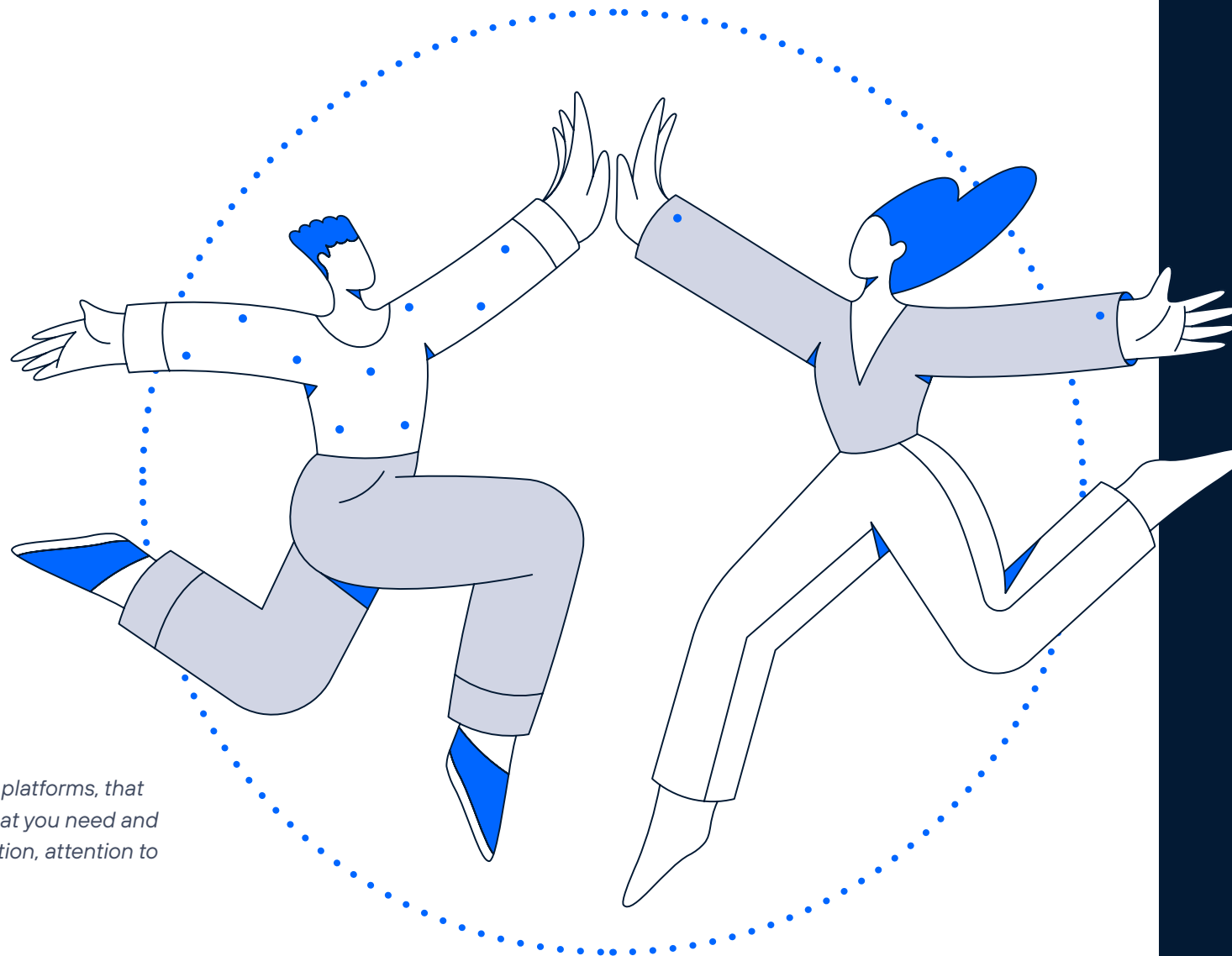
*because we work in a transparent and collaborative way, always with a personal and caring approach.*

*We're attentive and clear.*

### #WEARETRUSTED

*because we have the best the best people, tech and platforms, that enable us to offer the security and trustworthiness that you need and expect. Our commitment to you: excellence in execution, attention to detail, and the best quality.*

*If it's good for you, it's good for us.*



#### 1 LEADERSHIP

Leading change with our people, and with a high level of **personal commitment**.

#### 2 COURAGE

To be the company that **challenges the status quo**, going beyond our day-to-day work.

#### 3 TRANSPARENCY

To be fully **transparent** in the company's processes.

#### 4 EXCELLENCE

To be the **benchmark company** in the **four technologies** and to do so with the best and most qualified professionals.

#### 5 TEAM SPIRIT

To be a team rowing in the same direction, with the same goal, and with a strong sense of **belonging to the company**.

# 2.3 We are Committed to Talent

At Telefónica Tech, **the key to success is our people**. We build the future of digitalization thanks to the talent of our people, who are our main asset, and come together to make a diverse team of experts who are specialists in what they do.

From day one we have focused on enhancing our capabilities globally, constantly incorporating talent, ensuring a diverse and, above all, highly qualified

team made up of great specialists who have helped us to put special focus on professional and managed services.

To attract and retain the best talent, we focus on two main aspects: specialization and continuous training, as well as their well-being and professional development.



## • INNOVATIVE CAREER PATH

In 2022, we deployed a **new people model** to ensure the right talent promotion and professional development within Telefónica Tech, in order to attract, retain and motivate the best professionals. It has been designed following 4 key principles: Universal Scope, Motion of Progression, Consistency Across Telefónica Tech, and Customized Career Paths.

On this basis, we have developed an Enterprise Value Proposition focused on: Career Path, Performance, Compensation, Training & Professional Learning and Recruiting.

We have defined 6 career paths (sales, pre-sales, technology, product, service delivery & business support), with 15 different stages of development.

## • CARING FOR PEOPLE

One of our Leadership Essentials is that we care deeply for all our people. At Telefónica Tech, we offer to our more than 6,000 professionals a wide range of social benefits, while at the same time we are committed to flexible work, hybrid work models and conciliation, and we offer them the possibility of designing their own career through a transparent model. We therefore promote employee development and strive to build a healthy working environment that enhances physical and psychological well-being.

## • EQUAL PAY FOR EQUAL WORK

We are firmly committed to equal pay, and we are aligned with the Telefónica Group standards to ensure that our people are fairly rewarded.

## • CONTINUOUS LEARNING

Our Tech services rely on the most outstanding experts in Cyber Security, Cloud, Big Data, IoT and Blockchain, so the **continuous training and certification of our team is a priority for us**.

Telefónica Tech relies on a dedicated tool, **SkillsBank**, to promote professional development in an environment of continuous learning, as well as specialization and rotation between areas. It also anticipates new learning solutions to be able to select the most in-demand positions based on new professional skills. This tool allows us to know which skills are available in our organization and plan what is needed in the future.

In 2022, we carried out more than 820 training actions, to >70% of our people, with a total of **+65k hours of training** completed and 1,300 certifications awarded. At the end of 2022, we had more than 3,500 certifications.



## 2.4 We are Committed to Diversity

Diversity and inclusion are cross-cutting elements of our talent management processes in all the markets in which we operate. Only by managing diversity in an inclusive way will we be able to meet our customers' needs.

We follow the Diversity and Inclusion Policy developed and established throughout the whole Telefónica Group, which emanates from our Responsible Business Principles, and we express our firm commitment to equal opportunities and non-discriminatory treatment of people in all areas of our Company. Additionally, we take a categorical stance against any conduct or practice related to prejudice motivated by, among others, nationality, ethnic origin, skin colour, marital status, family responsibility, religion, age, disability, social status, political opinion, health status, gender, sex, sexual orientation, gender identity and expression.



### • TALENT HAS NO LABELS

In line with the Telefónica Group mission ("making our world more human by connecting people's lives"), we must ensure that no one is left behind, in order to make a better world, together. We seek to normalise disability, make diverse realities visible and highlight the potential of this talent, to move towards effective integration.

Currently, almost 2% of our people have some type of disability. Telefónica Tech is committed to continuing to progress in this area to achieve greater inclusion.

Telefónica Tech has been working with the "Goodjob Foundation" for years to promote the employability of people with disabilities in the field of cyber security. As part of the Include Programme, this initiative trains people with disabilities in different areas of interest, offering internships in different Group companies. Telefónica Tech received the **#include 2021 Award in the #includeR Company category**, highlighting our commitment to the real integration of all people with disabilities in society, and how the labour market is a key element in achieving this.



*"This recognition encourages us to continue collaborating with the Goodjob Foundation in the training and employability plan so that people with disabilities can join the labour market with equal opportunities. The programme offers results that support it, as more than 90% had no knowledge of cyber security before starting, and after completing the project, they are qualified professionals capable of working in Telefónica Tech's Digital Operations Center, as well as in other cyber security positions."*

**María Jesús Almazor** | CEO, Telefónica Tech Cyber Security & Cloud.

• GENDER EQUALITY

**Women represent 28% of our employees** at Telefónica Tech. We are actively pushing initiatives to increase the presence of women in our teams, especially in Operations and Delivery areas, where there is a higher presence of professionals with STEM careers.

For this reason, we collaborate with different programs to increase the presence of young women in technical careers, addressing head-on the problem we face in some of the countries in which we operate with a shortage of women in STEM careers or in the field of entrepreneurship. Similarly, we promote equality in our sector through many initiatives worldwide.



Throughout 2022 we carried out a series of actions, from articles and interviews to internal and external events, all dedicated to **promoting women in STEM**, and to encourage more women to pursue STEM careers and to see Telefónica Tech as a great place to work, with inspiring female experts and abassadors already paving the way for continued progress in this area.

- Telefónica Tech participates in events such as CyberWomanDay, Piscine Discovery Web Women's Edition, *#GirlsLoveTech* and more.
- Across our social networks, we share the stories of *#MujeresHacker* and *#LadyHacker* to promote the role of women in the technology sector across our network
- Our Tech experts also participate in Twitter Talks to highlight the importance of *#LadyHackers* for the future.
- In 2022 we held 2 editions of our "Girls Inspire Tech" event for the younger generations, as part of the *#LadyHacker* initiative.
- Cross-collaboration with "Aula 42" to promote women in Tech.
- Our internal initiatives include arranging visits to the DOC for employees' daughters, our *#SheInspiresMe* campaign aimed at recognising women in the business, and breakfasts led by María Jesús Almazor to promote networking among women at Telefónica Tech.



# MUJERESHACKER

*“To create a more diverse and inclusive tech world, we need to inspire and empower the next generation of female role models to pursue and develop their career in technology and become innovators, leaders and entrepreneurs. It’s a process and it’s not always straightforward. It takes time, action and support. Join us on a mission! Together we can make a difference”.*

Anna Radulovski | Founder & CEO, WomenTech Network.





# *Our Credentials*

**3.1** OUR CUSTOMERS, OUR BEST CREDENTIALS..... 86

**3.2** PARTNER ECOSYSTEM ..... 108

**3.3** INDUSTRY ANALYST RECOGNITION..... 118

# *Our Customers, Our best Credentials*

## > 3.1 OUR CUSTOMERS, OUR BEST CREDENTIALS

3.2 WE HOLD A SOLID AND EXTENSIVE PARTNER ECOSYSTEM

3.3 INDUSTRY ANALYST RECOGNITION

# 3.1 Our Customers, Our Best Credentials

ALPINA	BENJAMÍN DE PADARIA	BMI	CASTILLO DE CANENA
COBRA	DUFRY	FLAME	GESTAMP
GLOBAL OMNIUM	GOLD FIELDS	GRUPO CASABLANCA	IE UNIVERSITY
INE	JAKO	MARVINPAC	MUSEO REINA SOFÍA
NATIONAL HIGHWAYS	NH HOTEL GROUP	NHS UK	RENFE
	SACYR	SYSCOMED	



**WHO**  
**ALPINA:** Automobile manufacturing company specialising in two product areas: developing, manufacturing and selling exclusive automobiles on the basis of BMW models, and trading quality wines from renowned vintners.

**WHERE**  
Germany (BE-terna).

**CHALLENGE**  
Allow ALPINA to pursue the aim of mapping all business processes while significantly enhancing integration with partners and other internal systems.

**SERVICE SET**  
Microsoft D365 Business Central and the BE-Automotive industry ERP solution.

**OUTCOME**  
Efficiency gains in intra-logistics using mobile scanners and greater transparency in warehousing for vehicle manufacture. Data is collected immediately at the precise point where it is generated, making it available across the company without delay. Compliance is assured with OEM-specific requirements, and benefit from automatic and electronic processing. Building on the ERP system, follow-up projects have been defined in advance; these include the incorporation of business intelligence and an integrated document management system.  
As a result of the project, ALPINA has achieved better integration of partners, simplification of



internal, interdepartmental cooperation, faster availability of information and greater transparency in stockholding. It has also enabled the integration of business intelligence and an integrated document management system. All of this has led to obtaining important business benefits such as increased efficiency of intra-logistics, time saving through improved processes, and a reduction of complexity.

**BENJAMIN**  
*a padaria*


#### WHO

**BENJAMIN A PADARIA:** Bakery chain in Brazil.

#### WHERE

Brazil.

#### CHALLENGE

Provide important information obtained to Big Data and insights to make better decisions in its expansion strategy for a right selection of sales outlets.

#### SERVICE SET

Retail solution of Store Insights, Big Data, Consulting.

#### OUTCOME

The company needed to know the flow of people and the purchasing power of potential customers in some regions of the country where they were aiming to open their new shops. Telefónica Tech has collaborated with the Benjamin A Padaria chain to apply the Stores Insights solution and obtain more relevant insights to enable better decisions about where to open new sales outlets. Thanks to the services of Space Insights provided by Telefónica Tech, Benjamin a Padaria has better knowledge of the flow of people in each area in different time slots (how many people passed in front of the shop, and how many of those entered the bakery thanks to public advertising). The company now has a better understanding in order to identify the most suitable areas to open new shops as part of its strategic expansion plan, as well as enhanced knowledge of the sales conversion rate in relation to the attraction of shop window displays.


**BMI**


#### WHO

**BMI:** The largest manufacturer of flat and pitched roofing and waterproofing solutions throughout Europe.

#### WHERE

UK & Ireland.

#### CHALLENGE

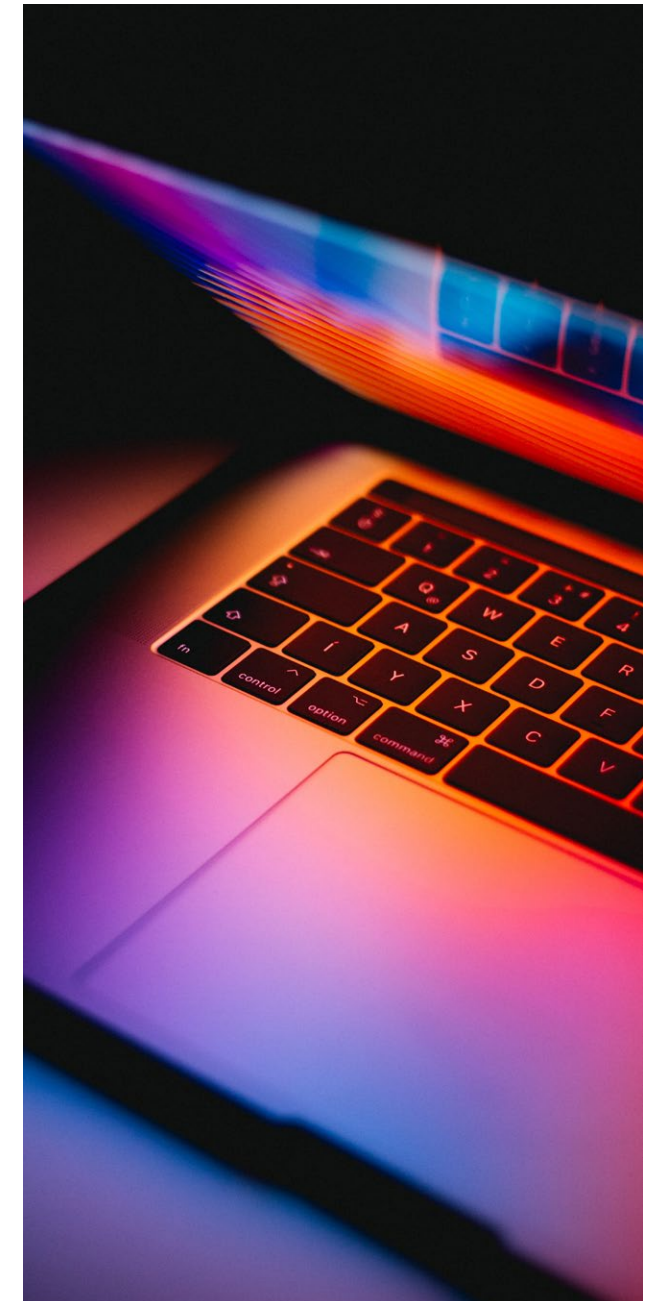
Tackling e-waste by reusing, recycling and reselling IT Assets, to find a suitable and sustainable solution for large quantities of decommissioned computers and electronic devices.

#### SERVICE SET

Recycling, reusing and reselling assets to drive the circular economy and the shift to more sustainable IT by reclassifying decommissioned assets for recycling, reuse and resale, carrying out GDPR-compliant secure data destruction and destroying unusable assets.

#### OUTCOME

Over the next two years, a total of 3,000 units will be processed and completely reconverted into new assets. As a result, 1M Kg of CO<sub>2</sub> will be saved through reused assets, eliminating the need for remanufacturing, 6K Kg not destined for landfill will be reduced through recycling, reuse and refurbishment of assets, 76M litres of water, 4.8M tons of unmined land will be saved, and emissions equivalent to driving 6.2M kilometers in an average family car will be saved<sup>6</sup>. In addition, as part of the business, the cost of processing is offset against the



value of the recycled assets, providing credit for future orders. Telefónica Tech is currently working closely with BMI on the development of its cloud-based desktop platform.

<sup>6</sup> Figures are based on 3,000 units processed over 24 months

**WHO**

**CASTILLO DE CANENA:** Spanish extra virgin olive oil producer from Jaén, Andalusia, which is currently among the most awarded olive oil companies in the world.

**WHERE**

Spain.

**CHALLENGE**

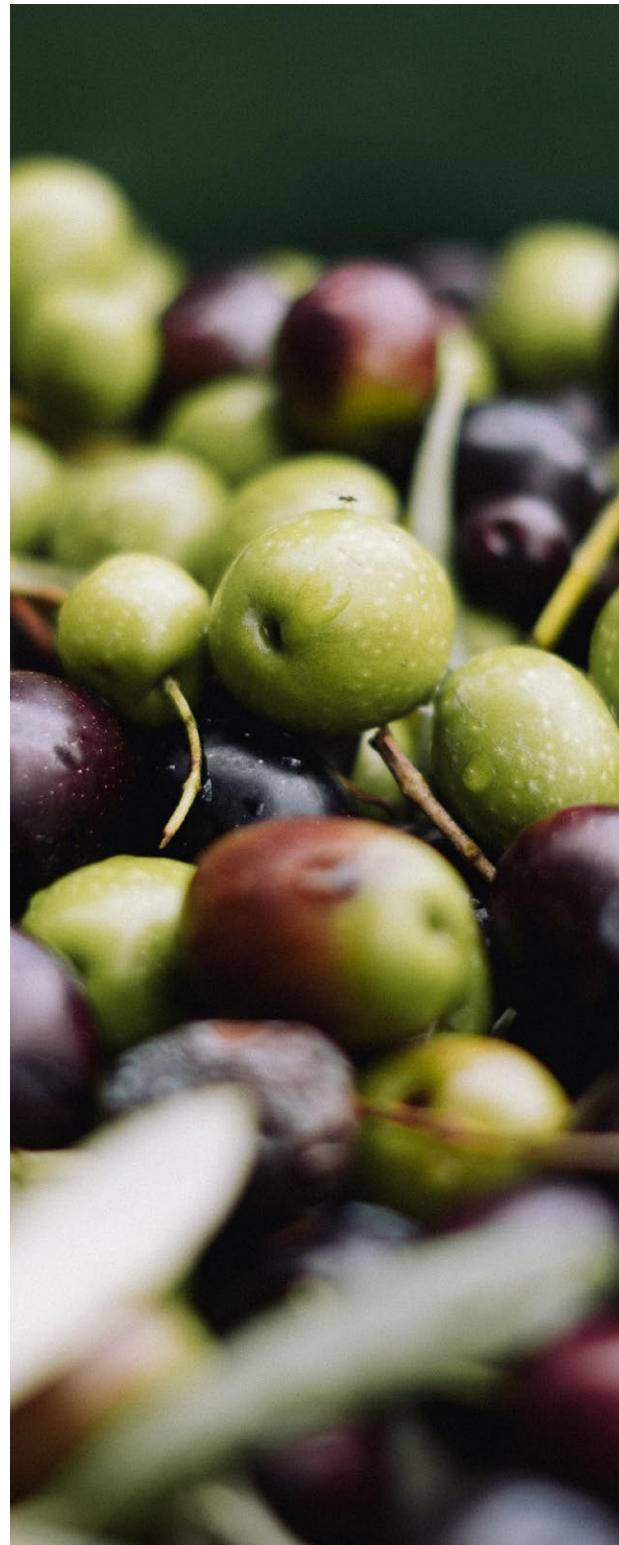
Guarantee the traceability and origin of Premium and Gourmet Olive Oil of the Castillo de Canena brand through Blockchain technology.

**SERVICE SET**

Blockchain applied to agriculture and livestock.

**OUTCOME**

Blockchain technology brings a great deal of value to industrial traceability in the world of agriculture. Thanks to Telefónica Tech's TrustOS platform, we have digitalised process assets including batches, bottles, and shipments. In addition, we have also captured and digitalised important events in processes such as harvesting, milling, filtering, and inserting. In this way, we have stored all the information related to these assets in the Blockchain with the direct consequence that the entire history remains immutable over time, and is publicly accessible and verifiable by anyone involved in its production or consumption, including the end customer.

**WHO**

**COBRA GROUP:** Chilean transportation and logistics company.

**WHERE**

Chile.

**CHALLENGE**

Economic integrated management of the fleet, through advanced telematics to manage the fleet of vehicles operationally in real time and gain greater strategic vision to facilitate decision-making.

**SERVICE SET**

Fleet Management and Logistics.

**OUTCOME**

Grupo Cobra previously only had a GPS positioning solution that the drivers themselves would disconnect, with no alerts raised, in order to avoid being tracked. This meant that Grupo Cobra had very had limited visibility and therefore control of its fleet that is providing technical services at home to the end customer. In order to overcome this challenge, Grupo Cobra worked with Telefónica Tech to implement our Fleet Management and Logistics solutions. This included installing the GO7 device, hidden in the OBD port, and training staff on tracking routes taken, entries and exits made outside the designated areas, and driving habits of the drivers. The project was further strengthened by the addition of the start-up cutter attachment to the fleet for more complex areas. Thanks to these solutions, Cobra Group has improved internal



employee safety, as the seat belt is now monitored and there has been a significant 97% reduction in logs. The fleet's overall economic efficiency has also improved through route optimization, which has led to a reduction in fuel consumption which in turn has reduced Cobra Group's carbon footprint, making it a more sustainable company.




#### WHO

**DUFRY:** A Swiss-based travel retailer that operates duty-free and duty-paid shops and convenience stores in airports, cruise lines, seaports, railway stations and central tourist areas.

#### WHERE

Multicountry.

#### CHALLENGE

Improve the customer shopping experience through the definition and implementation of a new total shop concept, focused on customers.

#### SERVICE SET

IoT Retail solution including Dynamic Marketing, Smart Corporate Spaces, Ambient Music.

#### OUTCOME

We are providing a total new shop concept. Delivering an interactive, dynamic and innovative customer shop experience, where thanks to the Internet of Things solutions, we can personalise the advertising displayed in-store based on the profile of those on their way to the airport gate. So we move from transforming the shop to transforming the shopping experience. Thanks to Telefónica Tech's Dynamic Marketing and Smart Corporate Spaces solutions, we provide an innovative Customer Shop Experience as well as increasing their revenues via average ticket value (revenue per sale) and brand advertisement management within their spaces.



*"Information is only valuable when it can be turned into a special experience for the customer, and that is where technology has been a great support".*

**Myriam Avello**

Head of Marketing Spain, Dufry.




#### WHO

**FLAME ANALYTICS:** Platform for the retail industry that combines Big Data and AI.

#### WHERE

Spain.

#### CHALLENGE

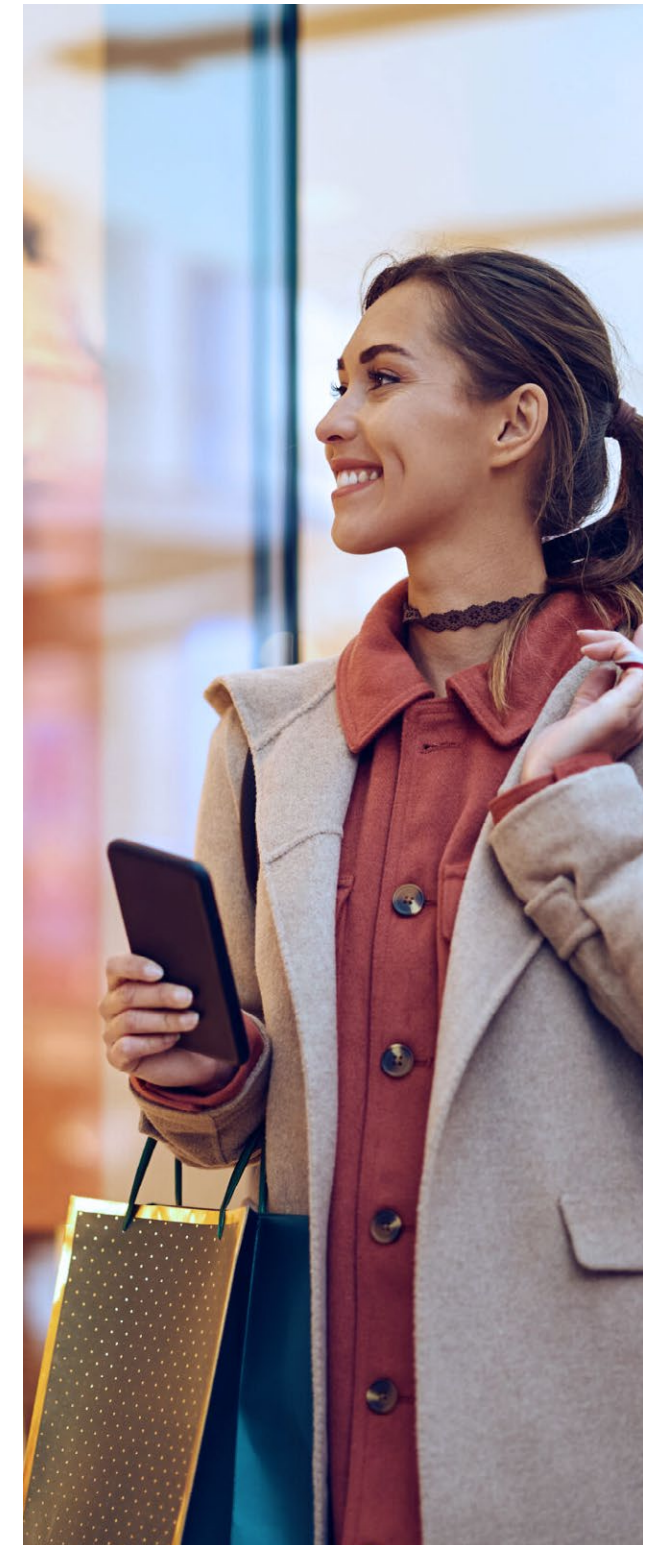
Helping retail businesses become more profitable and more relevant to their customers through tools such as Big Data and Analytics.

#### SERVICE SET

Improve customer engagement in the retail industry thanks to the deployment of AWS by acens.

#### OUTCOME

The acens solutions leveraging the AWS platform delivered a super-flexible and highly scalable service-oriented architecture. This has meant the customer can scale up and down as needed to meet their customers' demands. Furthermore, the costs scale proportionally, providing the customer with a flexible commercial model. In addition, by complying with all aspects related to privacy and thanks to proximity marketing, the customer has the tools that allow them to take advantage of "Big Data" to launch highly personalised campaigns in a way that is relevant to the end user and that is neither annoying nor intrusive.



**Gestamp**



#### WHO

**GESTAMP:** International group dedicated to the design, development and manufacture of metal components for cars.

#### WHERE

Spain.

#### CHALLENGE

Connect the Industry creating the smart factory based on the concept of the digital twin that allows the production process to be optimised, becoming a valuable decision-making tool.

#### SERVICE SET

Digital Factory - Industry 5.0 through 5G connectivity and Edge Computing capabilities.

#### OUTCOME

Telefónica Tech Industry 5.0 solution is a Digital Twin Concept with a virtual model of a real factory where we have connected the physical elements of the plant via 5G, to capture and process in real time the data produced by such industrial equipment during its operation, through the near computing made possible by Multi-Access Edge Computing (MEC). Thanks to this technology, the data collected from the different industrial devices is processed to generate a more intelligent model, so that the representation of reality is as faithful as possible and allows scenarios to be validated and appropriate decisions to be taken. Thanks to our Digital Factory of Industry 5.0 solutions, Gestamp can make better decisions in an agile and accurate



manner connecting the physical elements of the factory with virtual models residing on the network. Furthermore, thanks to the availability of the Digital Twin capabilities enabled on our Edge with full security and efficiency, we have been able to achieve very satisfactory 5G communications times from the factory.

**global omnium**



#### WHO

**GLOBAL OMNIUM:** A company in charge of managing the water network in more than 300 Spanish cities and in several countries in Africa, Asia and Latin America. Global Omnium is the major shareholder of the Aguas de Valencia Group.

#### WHERE

Spain.

#### CHALLENGE

To implement an extensive telemetry solution for water management across a vast network, to automatically collect, transmit and measure data from remote sources.

#### SERVICE SET

Energy and Utilities solutions with Smart Water Management service with NB-IoT technology.

#### OUTCOME

We are providing a telemetry solution for water management thanks to the deployment of Narrow Band-IoT technology. This solution overcame a huge and complex challenge, with its deployment requiring a high concentration of devices, and involving underground locations beneath wrought iron slabs surrounded by concrete. Additional requirements involved battery life to be extended by at least 12 years, and deliveries to enable 100% daylight readability. Thanks to Telefónica Tech's Smart Water Management solutions, Global Omnium now has more than 800,000 water meters that are read remotely, making it a national leader with one of the largest deployments in Europe.



**WHO**

**GOLD FIELDS:** One of the top 10 gold mining firms in the world with operations in South Africa, Australia, Peru and Chile.

**WHERE**

Peru.

**CHALLENGE**

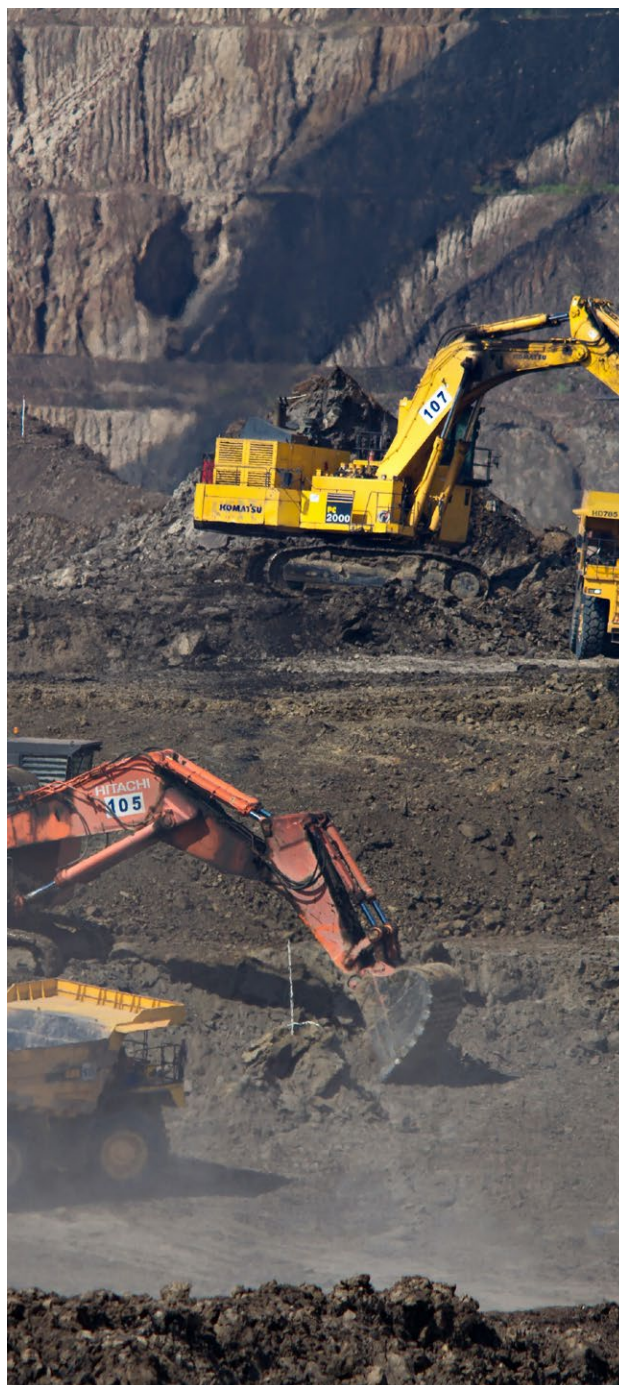
Digitalization of mining.

**SERVICE SET**

Integral communications, infrastructure, and information security outsourcing project.

**OUTCOME**

Outsourcing its entire Information and Communications Technology (ICT) infrastructure while maintaining the standard of management and operational excellence. An important part of these services was the security solutions managed through the Security Operations Center, both for IT and OT, with a significant deployment of Cisco technologies. With the services provided by Telefónica Tech, Gold Fields has hyperconnectivity in the mine through the implementation of a scalable broadband network with a high level of availability. This is bridging technology gap in areas such as networking and storage and server infrastructure. In addition, there is an opportunity for further integration of the value chain to contribute to the maintenance of the Mine's production plan, as well as operational continuity of the mine thanks to the optimization of Disaster Recovery and Business



Continuity plans. Finally, Gold Fiels benefits from a robust and mature cyber security architecture over both its IT and OT infrastructure.

**WHO**

**GRUPO CASABLANCA:** Group of gerontological centers in the Madrid region.

**WHERE**

Spain.

**CHALLENGE**

Migration of their technological infrastructure to the cloud.

**SERVICE SET**

Move to the cloud supported by Acens.

**OUTCOME**

Thanks to our service-oriented architecture, we helped Grupo Casablanca in their day-to-day management as well as provided them with security, back up systems and savings in equipment renewal, as their provider for Private Cloud, Cloud Back up, Housing and Office 365. Thanks to Machine Learning and Artificial Intelligence, we secured information that can be consumed so that these businesses can be more profitable and offer more relevant experiences. The occupational therapy area usually carries out internet connection days with customers to improve their skills in the use of electronic and digital devices, thus improving their quality of life.





**WHO**

**IE UNIVERSITY:** Private International University located in Segovia and Madrid (Spain), recognized among the best in the world.

**WHERE**

Spain.

**CHALLENGE**

Provide innovative experience in education with Edge Computing and 5G.

**SERVICE SET**

Comprehensive infrastructure-as-a-service solution built and managed by Telefónica Tech in a robust, secure, and personalised way.

**OUTCOME**

Provide an application based on Virtual Reality technology for the teaching and dissemination of the architecture of Segovia through online virtual seminars. Thanks to 5G technology and Edge Computing, combined with Virtual Reality, students can remotely connect to these seminars to interact with the teacher and the rest of the students, without having to be in the same physical classroom. With the services provided by Telefónica Tech, IE University is now more accessible from low-end Virtual Reality devices when combined with the learner's mobile phone, a 5G connection and an innovative tool for education. This tool has a very low latency which is essential to transfer the user's interactions to the virtual room immediately.



This enables a fluid and more realistic experience, and a more immersive and enjoyable space for the students to achieve a better performance. Furthermore, high performance graphics rendering is achieved due to the Edge Computing environment thus delivering a high quality of experience through Virtual Reality glasses, as well as access to new and innovative teaching resources such as a virtual blackboard, 360° videos or 3D spaces that can be walked through.



**WHO**

**INE:** Instituto Nacional de Estadística – (lit. National Statistics Institute of the Government of Spain), is the official agency in Spain that collects statistics about demography, economy, and Spanish society.

**WHERE**

Spain.

**CHALLENGE**

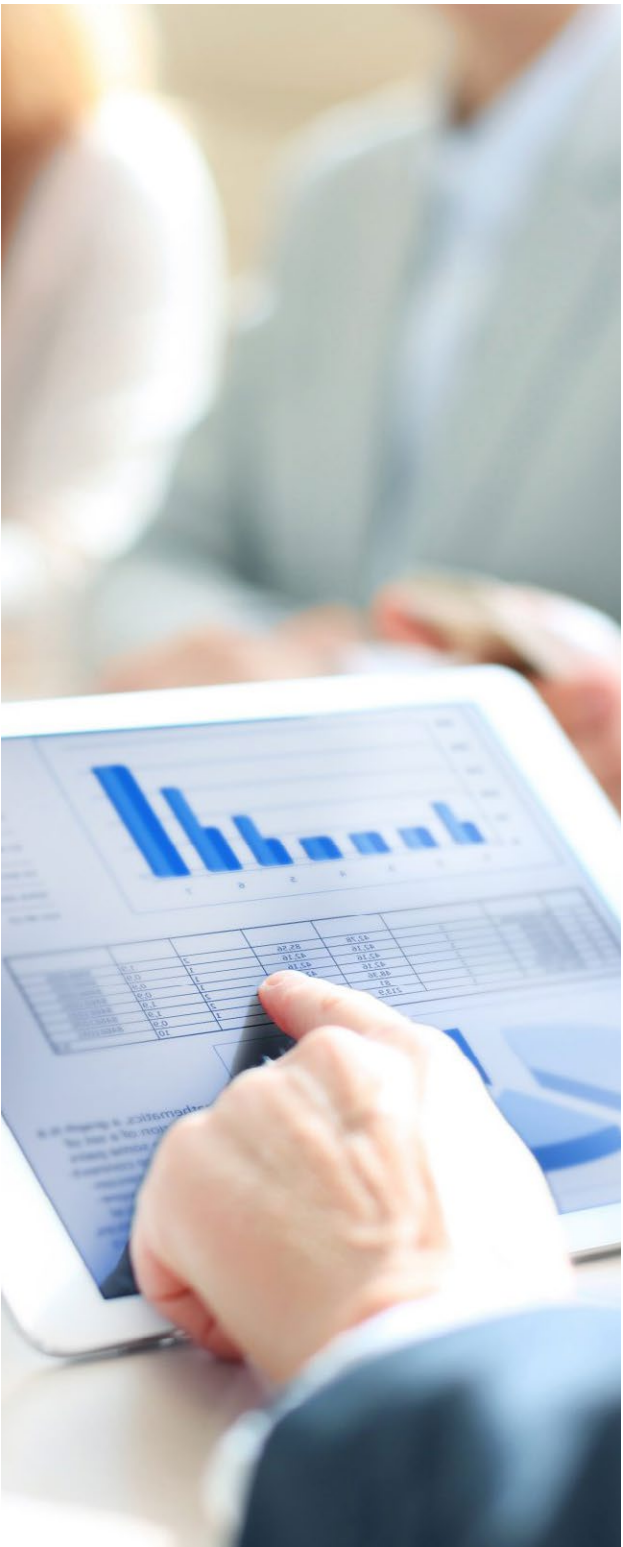
Create together with INE a new statistical model that combines traditional surveys with mobile telephony data to obtain more detailed, timely and frequent statistics.

**SERVICE SET**

Tourism Insights.

**OUTCOME**

The INE is working with Telefónica Tech on the transition from the traditional model based 100% on surveys to a hybrid model that combines these surveys with data obtained from Telefónica's mobile network, among other sources. This means, on the one hand, that the sample sizes are closer to the general "universe" and, on the other hand, that the updating frequency capacity of public statistics is much greater. Thanks to Telefónica Tech's Tourism Insights solution, with the new data sources, the INE can provide a greater amount of information that is more precise and reliable to society as a whole, while this information is available in a timely manner with much greater frequency and detail.



**WHO**

**JAKO AG:** A leading German team sports outfitter.

**WHERE**

Germany (BE-terna).

**CHALLENGE**

Introducing a new ERP system to form the basis for further digitalisation projects.

**SERVICE SET**

Implementation and set-up a new ERP system.

**OUTCOME**

Deploy Microsoft Dynamics 365 Business Central and the BE-terna Fashion industry solution, where JAKO has 350 users working within the system. The implementation created a stable foundation for growth, new processes, and further digitalisation projects. It was particularly important for JAKO to be able to lay stable foundations for further growth and various new processes.

*"From the very beginning, we were convinced that with BE-terna we would have a partner with great industry experience at our side who could provide us with optimum solution concepts and ideas for the special challenges in the textile trade that we are regularly confronted with".*

**Maik Weber**

Project Manager, JAKO AG.

**WHO**

**MARVINPAC GROUP:** A leading Swiss based cosmetics company active in Europe, in the USA and in People's Republic of China.

**WHERE**

Spain.

**CHALLENGE**

Increase digital protection and cyber resilience and offload the endpoint security burden from the company's staff and remove cyber threats from their network.

**SERVICE SET**

Advanced Managed Cyber Security services such as, Managed Detection and Response (MDR) and Digital Forensics & Incident Response (DFIR).

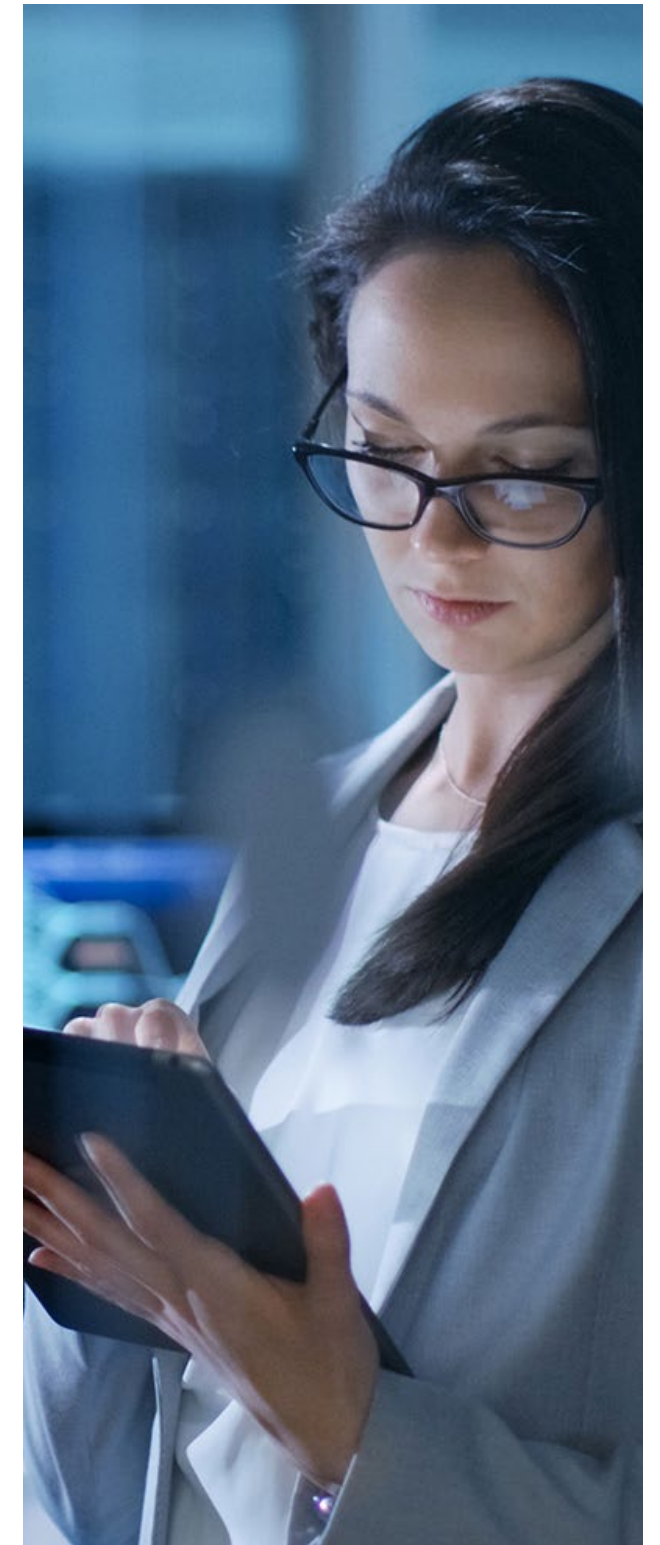
**OUTCOME**

Marvinpac, leveraging Telefónica Tech's expertise in Managed Detection and Response, has contracted services which include Threat Alert Monitoring & Breach Response, Threat Hunting, Health Monitoring and notification, Crisis Management, Forensic Analysis, and Incident Response plans.

*"We appreciated the responsiveness of Telefónica Tech during the whole project phase, as well as the offering combining detection probe, detection and response service in a simple per user subscription".*

**Olivier Boudry**

IT Director, Marvinpac Group.





#### WHO

**REINA SOFÍA MUSEUM:** The Museo Nacional Centro de Arte Reina Sofía, inaugurated in 1992 is a Spanish national museum mainly dedicated to Spanish art and includes excellent collections of Spain's two greatest 20th-century masters, Pablo Picasso and Salvador Dalí.

#### WHERE

Spain.

#### CHALLENGE

Understand the behaviour of visitors who attend the exhibitions.

#### SERVICE SET

Professional Services of Strategic Consultancy and Advanced Analytics based on Tourism and Leisure solution.

#### OUTCOME

The applicability of Big Data has translated into the possibility of exploiting the thousands of data points generated by visitors to the exhibitions. For the first Big Data study carried out in a Spanish museum, internal data from the five months that the exhibition ran and the use of external sources such as social listening, meteorological data, economic impact and mobility data were used to detect new behavioural patterns of visitors to the Museum. Thanks to Telefónica Tech's Professional Consultancy and Analytics services over the Tourism and Leisure solution, the Reina Sofía Museum was able to understand the behaviour of visitors who attended



the exhibitions and thanks to the insights gained from the analysis, the Museum's decision-making has been enriched to improve the experience of future visitors of other exhibitions and continue increasing the impact of the institution.



#### WHO

**NATIONAL HIGHWAYS:** A government-owned company charged with operating, maintaining, and improving motorways and major roads in England.

#### WHERE

UK.

#### CHALLENGE

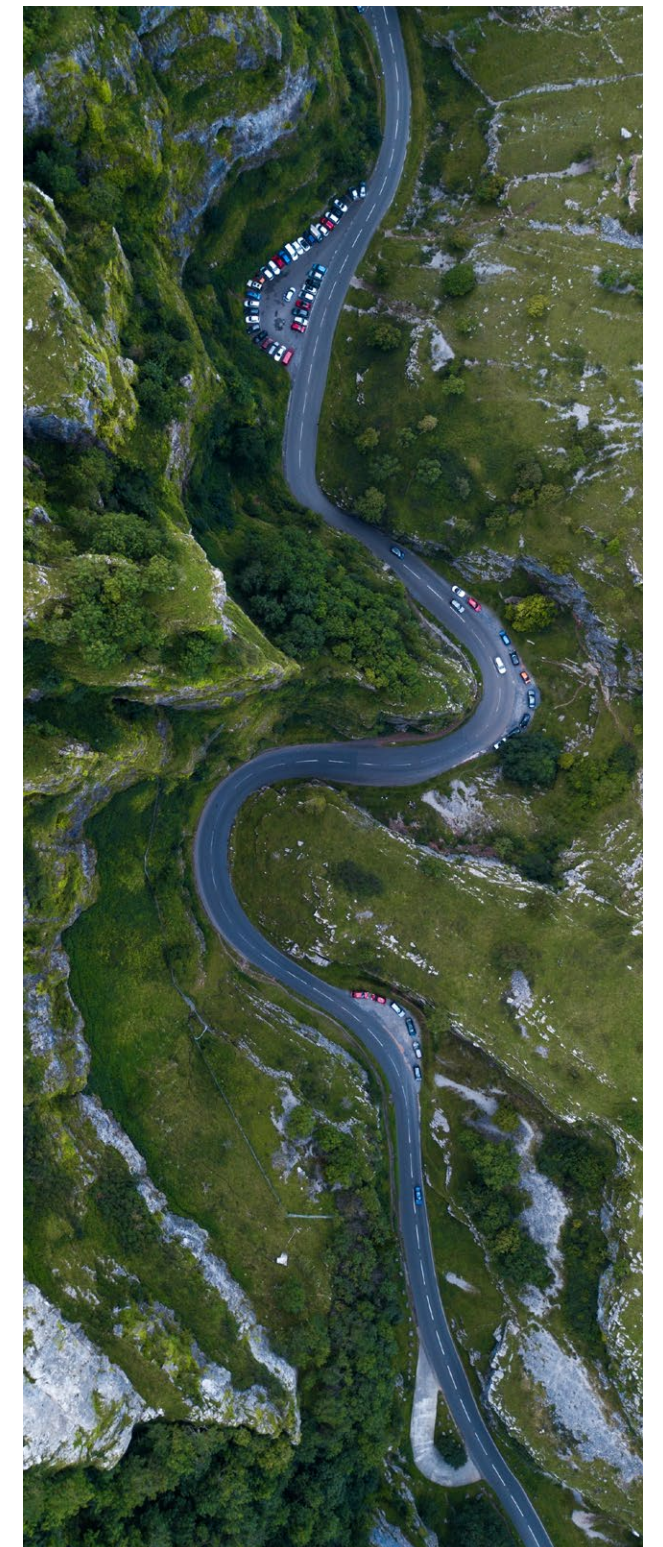
Optimisation of the transport plan.

#### SERVICE SET

Mobility Insights, which gives access to our anonymised database containing over 4 billion network events generated every day by O2 customers.

#### OUTCOME

The anonymised data, together with the data collected by the road operator, provides valuable insights for infrastructure modelling and planning and simplifies processes. National Highways has improved its efficiency and gets better decisions and better transport planning. It has also achieved annual cost savings of millions of pounds in data collection costs, and improved workforce productivity, since the time spent on data collection has been reduced from 6 months to 7 days, resulting in massive savings in people hours.



## NH | HOTEL GROUP



### WHO

**NH HOTELS:** Spanish multinational hotel company.

### WHERE

Spain.

### CHALLENGE

Provide a global communications space to connect its hotel chain.

### SERVICE SET

Comprehensive infrastructure-as-a-service solution built and managed by Telefónica Tech, built and managed by Telefónica Tech in a robust, secure and personalised way.

### OUTCOME

Thanks to Telefónica Tech and the connection of 250 hotels to the new MPLS network within only three months, NH Hotels is now able to manage its networks from a single central point with full platform security and is comfortably managing 7,000 IT users with 6,000 computers over 115 countries. In addition, NH Hotels can easily connect new hotel chains to its system as required. Main benefits: considerable cost efficiencies due to ICT systems simplification, reduced time required to connect new hotels chains and launch of new proactive communications strategy.



## NHS



### WHO

**OXFORD UNIVERSITY HOSPITALS:** world-renowned center of clinical excellence and one of the largest NHS teaching trusts in the UK.

### WHERE

UK & Ireland.

### CHALLENGE

To become the most digitally mature hospital in the world.

### SERVICE SET

Cloud and Data, PaaS, ITSM.

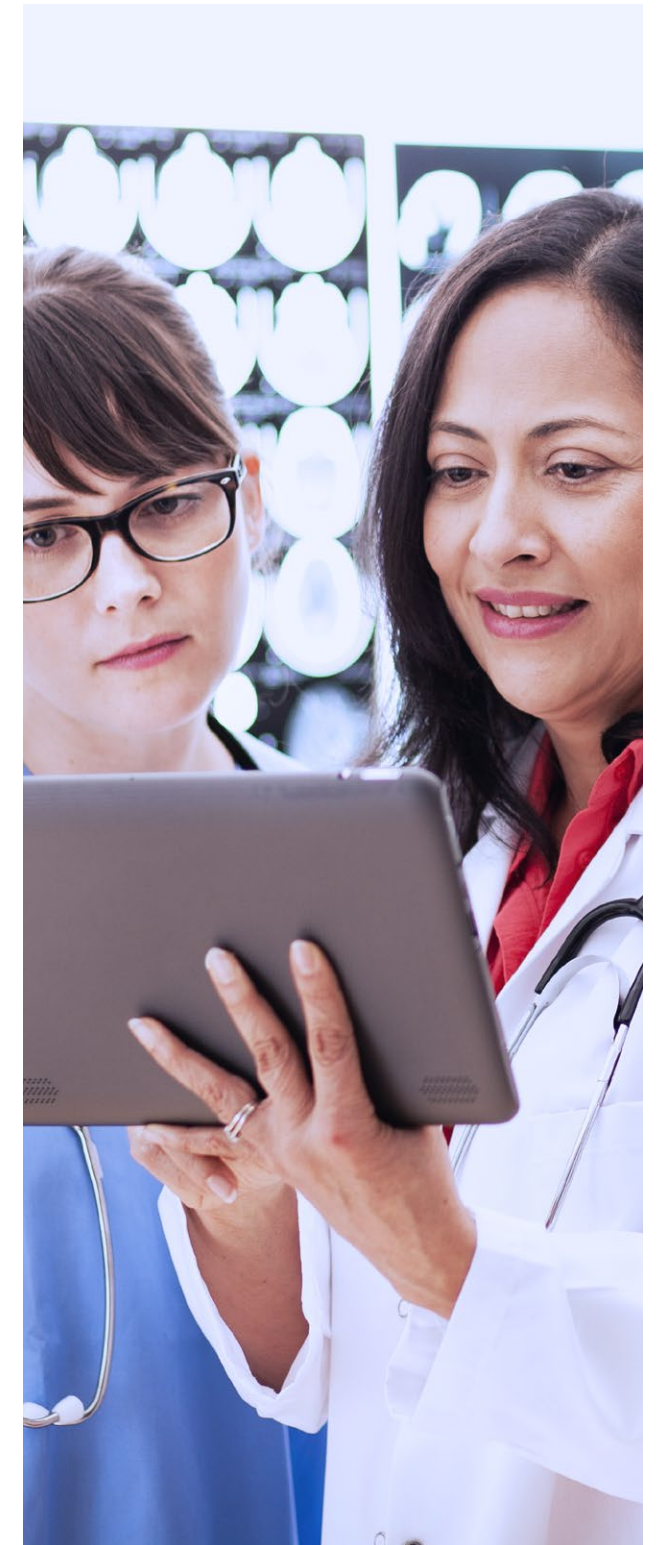
### OUTCOME

A transformative platform-as-a-service solution helped the trust free up clinicians' time to be able to spend more time with patients and maximize limited resources.

*"Telefónica Tech plays an intrinsic role in the delivery of our vision for healthcare, putting in the infrastructure that enables us to move forward as we change the way that we use technology. It's very much a partnership that we have with Telefónica Tech".*

### David Walliker

Chief Digital and Partnerships Officer, Oxford University Hospitals.



**renfe****WHO**

**RENFE:** The national passenger and freight railway company.

**WHERE**

Spain.

**CHALLENGE**

The creation of a Privacy Office.

**SERVICE SET**

Privacy, cyber security, IT governance and integrated risk management.

**OUTCOME**

Support Renfe to meet requirements from the complex regulatory environments such as privacy, cyber security, IT governance and integrated risk management, generating a positive impact on the perception of the business by its customers, suppliers and employees through the creation of a Privacy Office.

*"Telefónica's project arises from the award of a public tender with Telefónica providing the best bid both in the technical and economic aspects. We particularly valued how they responded to the requirements we had established, the personnel included within the service and of course the experience Telefónica has, in order to provide a guaranteed service".*

**Francisco Lázaro**

Data Protection Officer, Renfe.

**sacyr****WHO**

**SACYR:** A global leader in infrastructure development and services.

**WHERE**

Spain.

**CHALLENGE**

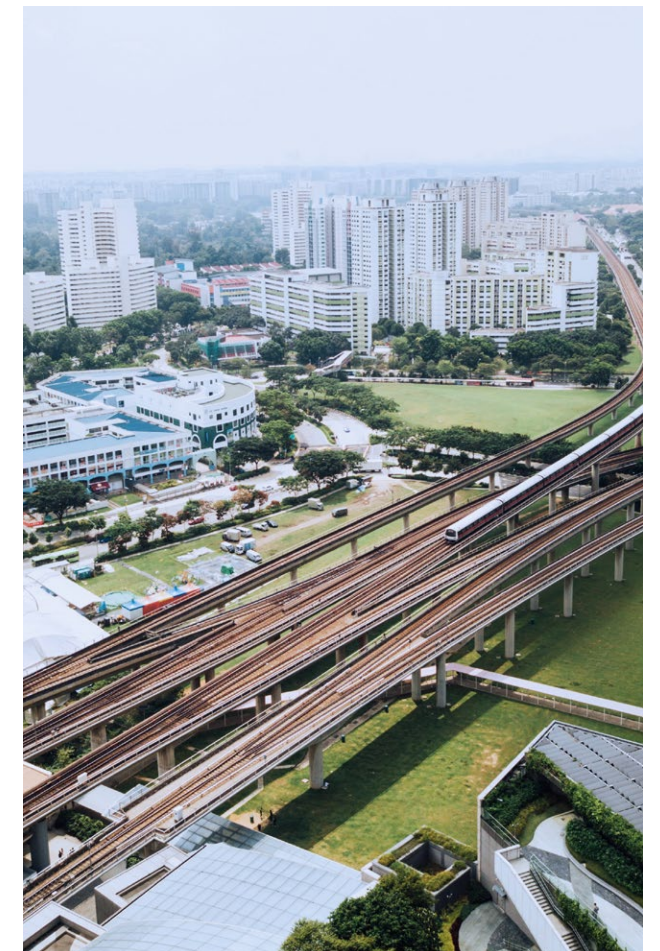
Management of its public cloud contracts with the three hyperscalers: AWS, Google Cloud and Microsoft Azure.

**SERVICE SET**

Multicloud environment contracts management.

**OUTCOME**

We are the unified provider of Sacyr for the three main hyperscalers, thanks to the alliances that we maintain with the hyperscalers and our capabilities developed in this field. This allows Sacyr to improve its technological infrastructures while reducing its carbon footprint (a key pillar in its strategic plan), accelerate its digitalization, optimize the management of its key data and achieve a more efficient implementation of advanced Artificial Intelligence solutions.



*"The efficient management of technological infrastructures is a key aspect of Sacyr's digital strategy in the coming years. [...] In addition, one of the pillars of Sacyr's strategic plan is sustainability and the public cloud guarantees the reduction of the carbon footprint by using more efficient technologies. Telefónica Tech's experience will be of great value, as it has the necessary skills, knowledge and resources to accelerate the implementation of these services from a multi-vendor perspective".*

**Francisco Gonzalo**

CIO, Sacyr.



**WHO**  
**SYSCOMED:** Technological consultancy company with a focus on Cloud and IoT solutions to offer customers productivity gains through digital transformation.

**WHERE**  
Spain.

**CHALLENGE**  
Provide AWS by acens, as well as other contracted services like Cloud Backup, Cloud Datacenter, Unlimited Hosting, Domains, etc.

**SERVICE SET**  
Move to the cloud supported by acens.

**OUTCOME**  
Telefónica Tech supports Syscomed to provide opportunities for its customers to increase productivity through digital transformation, particularly in the fields of IoT and Cloud, which represent their core services. This includes remote management of irrigation and maintenance, detection of monumental trees in the city of Murcia, as well as providing services based on AI and Blockchain technology, including the management and payment of a tramway in Murcia through a Wallet with Blockchain, and finally, an algorithm in AWS, with technology used in the latest generation of cars to avoid accidents and detect obstacles for autonomous driving.



# CUS TO MERS

## 03. OUR CREDENTIALS

# *We Hold a Solid and Extensive Partner Ecosystem*

3.1 OUR CUSTOMERS, OUR BEST CREDENTIALS

> 3.2 WE HOLD A SOLID AND EXTENSIVE PARTNER ECOSYSTEM

3.3 INDUSTRY ANALYST RECOGNITION

## 3.2 We Hold a Solid and Extensive Partner Ecosystem

### PARTNERSHIPS: THE KEY TO ADDING VALUE WITH A CUSTOMER-FIRST MINDSET

In Telefónica Tech we believe that **“together we are stronger”**. Partnerships and alliances are critical in the rapidly evolving Tech services market. No company alone can cope with the speed at which new technologies are developed.

At Telefónica Tech, we are leaders in Digital Transformation. We have built a complete commercial offer that helps customers during their “journey” of designing and building a tailored digital solution.

All of this is underpinned by an unparalleled network of technology partners. Working with the finest creative and technical minds in the world ensures we remain at the forefront of innovation, able to deliver solutions to tomorrow’s challenges, today.

Strong partners set a clear foundation for business relationships and nurture them. At Telefónica Tech, we are developing very focused and strategic global partner relationships: both of us willing to invest, to commit, and to collaborate in putting customers first.

Our longstanding partnership ecosystem with technology and business leaders demonstrates our mutual commitment to help customers meet their business goals and accelerate digital transformation.

In the short and long term, partnerships are evolving and companies that embrace this tend to see better results. Many companies can benefit from partnerships, especially when it comes to accelerating digital transformation.

**Telefónica Tech has strong and established long-term relationships with leading hardware & software suppliers, as well as hypersclaers, based on recognised customer experience and deep technical skills.**

# #TOGETHER WE ARE STRONGER

We have a reputation for being the **preeminent partner to migrate legacy workloads from traditional on-premise infrastructure into the public cloud** and the subsequent management of the infrastructure in an hybrid cloud environment.

In Cloud, we have a differential and complete value proposition leveraging best of breed technology providers. We combine our expertise with the world’s leading technologies- across infrastructure (housing & hosting and IaaS), cloud communications, cloud networking, applications (SaaS), and security. We have a proven record of advising customers based on their business challenges, designing solutions that scale, building and managing those solutions, and optimizing returns into the future.

As companies contemplate longer-term hybrid work scenarios, changes in their IT infrastructure, and operational challenges (i.e. supply chains and security team with resources through IT), they look to external support to close security gaps. Partnerships and alliances are also critical in the rapidly evolving cyber security market. Cyber security technologies are emerging and evolving at a rapid pace, demanding high levels of collaboration just to keep up. For this reason, at Telefónica Tech we have agreements with the main technology providers. **Building an ecosystem of partners is critical to providing high-quality services** to our customers and channel partners.

In the case of IoT & BD, the offer is composed of a set of technical capabilities, brought to life by a specialised team in the design and development of IoT solutions, complemented with a curated portfolio of world-class partners.



WE HAVE THE HIGHEST ACCREDITATIONS FROM THE BEST TECHNOLOGY PARTNERS

Accreditations are a cornerstone for commercial success, they are a key requirement for tenders since they certify our technical capability for each specific partner in specific areas



HPE Platinum Partner

**Status:** Platinum Hybrid IT Specialist, Gold Aruba, Gold Pointnext Services Specialist, Silver Service Provider, HPE Pointnext Services Delivery Partner, International Solution Provider.

**Areas:** Cloud Networking, Data Storage solutions, Computing, Hybrid Cloud, Digital Transformation, Servers, Hyperconverged and Converged Infrastructure, Data Protection, Virtualisation, Digital Hybrid Workplace, Remote Connectivity, Managed Cloud Services, Managed Security, Everything-as-a-Service (IT-as-a-Service), Intelligent Storage, Modern Data Centers, SMB Data Solutions, Asset Lifecycle and Upcycling, IT Support.



Dell Technologies Titanium Partner

**Status:** Dell Technologies Titanium Partner.

**Areas:** Server, storage, hyperconverged and Converged Infrastructure, Data Protection, End User Client, Dell's most certified deployment partner in Ireland.



VMware Partner

**Status:** VMware Advanced Technology Alliance.

**Areas:** Virtual Data Center, Device Management, Network virtualization, Desktop Virtualization, Hybrid Cloud, Cloud Comms & Networking, Cyber Security.



NetApp Platinum Partner

**Status:** NetApp Platinum Partner.

**Areas:** Storage, Hyperconverged, and Converged Infrastructure.



Microsoft Gold Partner

**Status:** globally attained 5 out of 6 Solutions Partner Designations for Infrastructure (Azure), AI&Data (Azure), Modern Work, Security, and App&Innovation (Azure). Legacy Gold Partner.

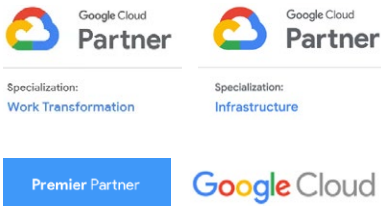
**Areas:** Azure, Cloud Services Provider, Software, Modern Workplace Change, and Adoption, Licensing.



Google Premier Partner

**Status:** Work Transformation Enterprise Specialization, Infrastructure Specialization.

**Areas:** Cloud Service Provider, Workspace, Software, Cyber Security.



CISCO Gold Partner

**Status:** Gold Integrator, Gold Provider, Advanced Collaboration Architecture Specialization, Advanced Data Center Architecture Specialization, Advanced Enterprise Networks Architecture Specialization, Advanced Security Architecture Specialization, Cisco Unified Contact Center Express Specialization.

**Areas:** Cloud Networking, SASE, UCaaS and Collaboration, Cyber Security, Data Center Infrastructure, Professional and managed services, Infrastructure support contract services, End-user devices, and Contact Center.

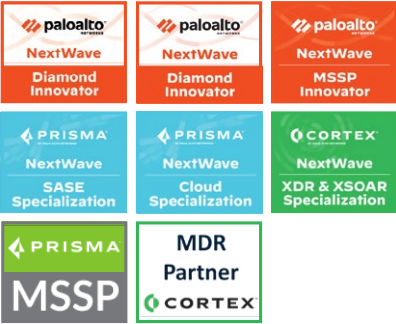




Palo Alto Diamond Innovator

**Status:** Diamond Innovator, MSSP Innovator, Prisma MSSP, MDR Partner, ASC Partner, CPSP Partner, Mejor Partner MDR 2022.

**Areas:** Cloud Security, Device Management, Network Security, NextDefense (Vulnerability Risk Management, Cyber Threat Intelligence, Managed Detection and Response).



CrowdStrike Elite Solution Provider

**Status:** Elite Solution Provider, Best South Europe Partner 2021.

**Areas:** NextDefense (Vulnerability Risk Management, Cyber Threat Intelligence, Managed Detection and Response), Device Management.



Nozomi Network Certified MSSP Elite Partner

**Status:** Strategic Global Alliance, Diamond Reseller, MSSP Elite.

**Areas:** IoT/OT Security.



Checkpoint Stars Partner

**Status:** 5 Star Reseller in Spain and 4Star Reseller in Latam, MSSP Partner, CloudGuard Specialized, Mobile Security Specialized.

**Areas:** Cloud Security, Device Management, Network Security.



Fortinet Integrator MSSP

**Status:** Regional Partner Advanced Integrator & MSSP Specialization on SD-WAN LAN Edge, SD-Branch & Operational Technology.

**Areas:** Device Management, Network Security and NextDefense (Vulnerability Risk Management, Cyber Threat Intelligence, Managed Detection and Response).



AWS Advanced Partner

**Status:** Advanced Partner, Security Competency, Direct Connect Specialization, Authority to Operate on AWS (ATO) in Spain for the public sector and acens became Telefónica Tech's AWS Center Of Expertise in Spain.

**Areas:** Cloud Services Provider, Security.



Oracle Partner Network

**Status:** 8 Oracle expertise: Exadata Database Machine, Zero Data Loss Recovery Appliance, Solaris, X86 Systems, Storage, Cloud Platform, Cloud Platform Data Management, Database Oracle Cloud. Oracle region in Madrid- Spain, with Telefónica.

**Areas:** Licenses & Hardware, Cloud Services Provider.



Netskope Global Platinum partner

**Status:** Netskope Service Delivery Specialization.

**Areas:** Security Service Edge, Cloud Firewall, Cloud Proxy.





## CrowdStrike

*"Telefónica has a proud history of offering the best solutions to their small to medium-sized enterprises and large account customers in particular; and we know many businesses around the world are actively looking to replace legacy antivirus (AV) solutions with Next-Generation technology to better secure their data and assets against cyber threats. Coupling CrowdStrike Falcon with Telefónica Tech's NextDefense offering, our joint customers now have trusted and proven NextGen endpoint protection and world-class services that shows immediate time-to-value and gives them confidence that they are protected from breaches".*

**Matthew Polly** | Vice President Channel and Alliances, CrowdStrike.



## Fortinet

*"We are proud to expand our collaboration with Telefónica Tech to combine its managed security services and intelligence operations carried out from SOC's with our secure SD-WAN and SASE products. We are dedicated to working with our partners to develop solutions based on security-driven networking principles to solve customer challenges and protect people, devices, and data everywhere".*

**John Maddison** | EVP of Products and CMO, Fortinet.



## Microsoft

*"At Microsoft we have long demonstrated our commitment to meeting and exceeding the data protection requirements of the European Union. This joint value proposition with Telefónica to provide confidential hybrid cloud solutions responds to the needs of digital sovereignty and demonstrates that we continue to make progress on this commitment".*

**Alberto Granados** | President, Microsoft Spain.



## Oracle

*"Our partnership with Telefónica also comes at a propitious moment for Spain, with the ongoing application of EU recovery funds to boost cloud adoption and business competitiveness in the country. This agreement reaffirms our commitment to providing Spanish businesses and public sector entities with a secure and scalable cloud services platform that helps accelerate the adoption of AI, machine learning and other new technologies in organizations of all sizes and sectors".*

**Albert Triola** | SVP Support Renewal Sales EMEA Country Leader Spain, Oracle.



## AWS

*"We are excited to work with Telefónica to bring our successful collaboration to the next level and build out customer-centric solutions on AWS, especially on 5G and edge computing. This collaboration means AWS can bring the highest level of cloud native expertise to an even wider audience with Telefónica, significantly accelerating the pace of innovation and cloud adoption".*

**Adolfo Hernández** | Vice President Global Telco Industry, AWS.



## Google

*"We're excited to be partnering with Telefónica to launch a new cloud region in Spain and help Spanish businesses, big and small, find new ways to innovate and contribute to the country's economic recovery".*

**Sundar Pichai** | CEO, Google and Alphabet.

## 03. OUR CREDENTIALS

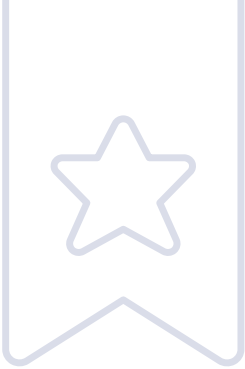
# *Industry Analyst Recognition*

**3.1** OUR CUSTOMERS, OUR BEST CREDENTIALS

**3.2** WE HOLD A SOLID AND EXTENSIVE PARTNER ECOSYSTEM

**> 3.3 INDUSTRY ANALYST RECOGNITION**

# 3.3 Industry Analyst Recognition



## IOT & BIG DATA

**LEADER**

Gartner Magic Quadrant Managed IoT Connectivity Services Worldwide (January 2023).

**LEADER**

Global Industrial IoT: Competitive Landscape Assessment (November 2022).

**LEADER**

IDC MarketScape IoT (February 2022).

## CYBER SECURITY & CLOUD

**STRONG PERFORMANCE**

The Forrester Wave: European Managed Security Services Providers (Q3 2022).

**VERY STRONG**

Managed Hybrid Cloud Services (December 2022).

**LEADER**

IDC MarketScape European Managed Security Services 2022 (January 2022).

**VERY STRONG**

Managed Security Services: Competitive Landscape Assessment (January 2023).

**VERY STRONG**

Collaboration and Contact Center Services (Global) Competitive Landscape (June 2022).

**LEADER**

Cyber Security Services 2022 RadarView (April 2022).

### Acquisitions, Partnerships & Alliances Critical Foundations for Telefónica Tech Success

Therefore, Strategy Analytics believes that while Telefónica Tech is well positioned to play a role in guiding SMEs and enterprises in domains like deploying private networks, end-to-end cyber security, IoT, and migrating horizontal business applications to the cloud, it also has a role as an ecosystem partner to larger traditional systems integrators involved in complex digital transformation projects. Telefónica Tech is being positioned as a technology solutions provider and systems integrator to capture a larger share (30%-40% or higher) of the rising spend from businesses engaging in business and technology transformation. [...] From a strategic perspective, Telefónica Tech is meeting Telefónica's objective to capture a growing share of revenue beyond connectivity".

Nitesh Patel | December 2022

**STRATEGYANALYTICS**  
Research, Experts, and Analytics





## Telefónica Tech Industry Analyst Day 2022: Robust Portfolio and Execution Assets to Accelerate the Market

“Telefónica Tech is a reference across the digital sector, where differentiation comes from strong set of execution assets, a best-of-breed ecosystem, and a focused portfolio. Telefónica Tech’s revenue growth is impressive. While other players are still setting up a clear strategy, Telefónica is in the acceleration phase; this will need to be the company’s focus in the coming years”.

**Chris Barnard, Alejandro Cadenas, Francesca Ciarletta, Chris Silberberg and Richard Thurston** | January 2023



## Managed Hybrid Cloud Services

“Telefónica has a strong managed hybrid cloud strategy that places emphasis on its one-stop-shop, within its overall Tech business unit, as it looks to integrate other growth areas such as cyber security and IoT alongside cloud. The Tech unit also covers other key areas such as blockchain, AI, big data, quantum computing, consultancy, professional services, integration, and management”.

**Beatriz Valle** | June 2022



## Global Industrial IoT Services

“Enterprises that place high importance on security and big data/ analytics should consider Telefónica as it offers strong integration of these capabilities with its IoT portfolio”.

**John Marcus** | December 2022



## Managed Security Services

“Telefónica Tech differentiates in its ability to integrate its proprietary threat intelligence into its MDR service.[...] Customers seeking a service provider that partners with its customers or that have a strong South American presence should choose Telefónica Tech”.

**Paul McKay** | August 2022



# *Environmental, Social and Governance*

<b>4.1</b> ESG IS AT TECH CORE.....	130
<b>4.2</b> BUILDING A GREENER FUTURE .....	132
<b>4.3</b> HELPING SOCIETY THRIVE .....	134
<b>4.4</b> LEADING BY EXAMPLE .....	135

## 4.1 ESG is at the Core

Every year, the call for increased sustainability—in everything from operations to products to the very people we do business with—grows louder. Stakeholders want transparency into what businesses are doing to increase their sustainability. Customers want it from their brands, as they look for shared values when making purchasing decisions. Partners and suppliers, too, look for demonstrable actions towards ESG (Environmental, Social and Governance) initiatives. And investors, knowing that customers and partners' evaluation of a company's sustainability holds real weight, want that transparency as well.

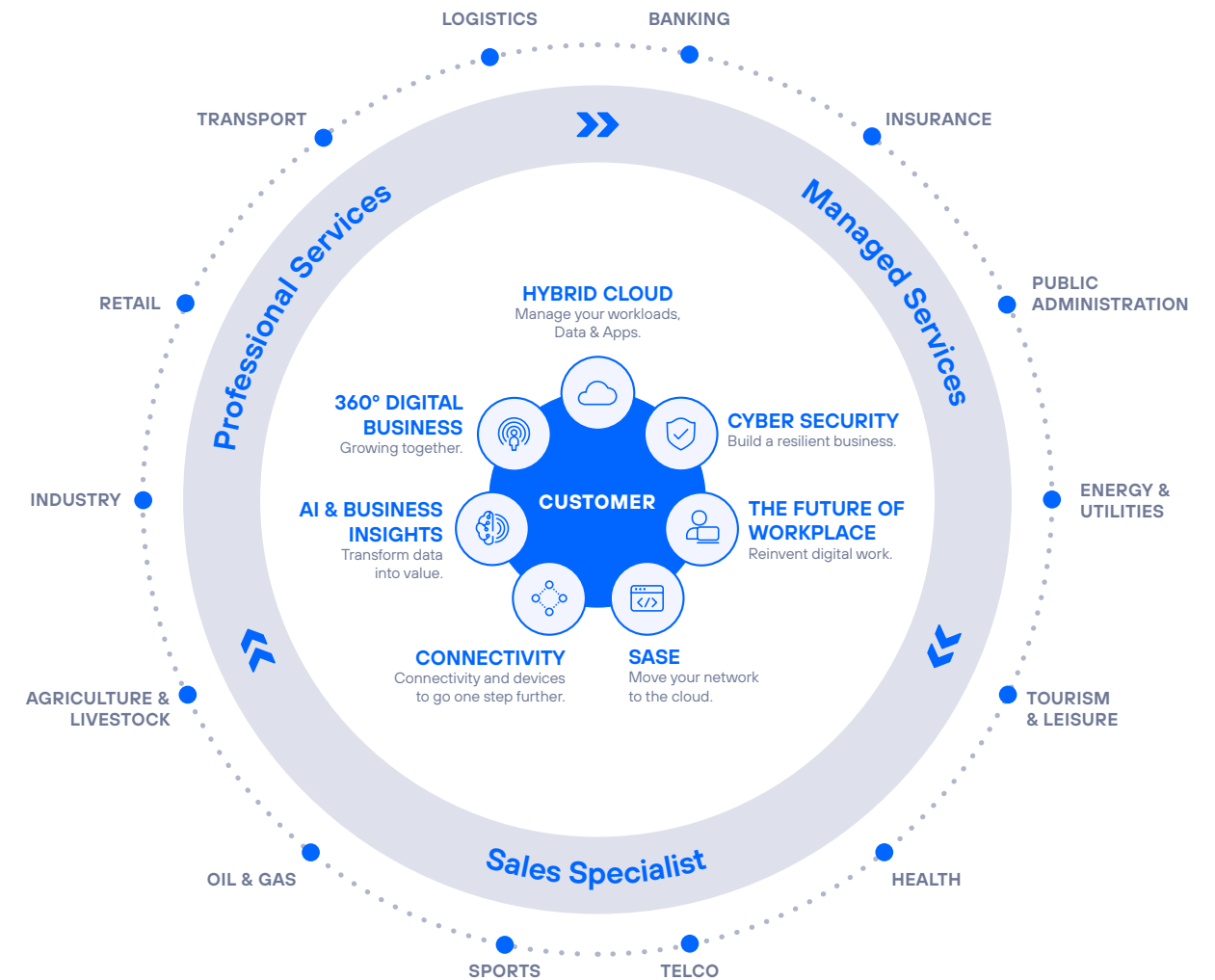
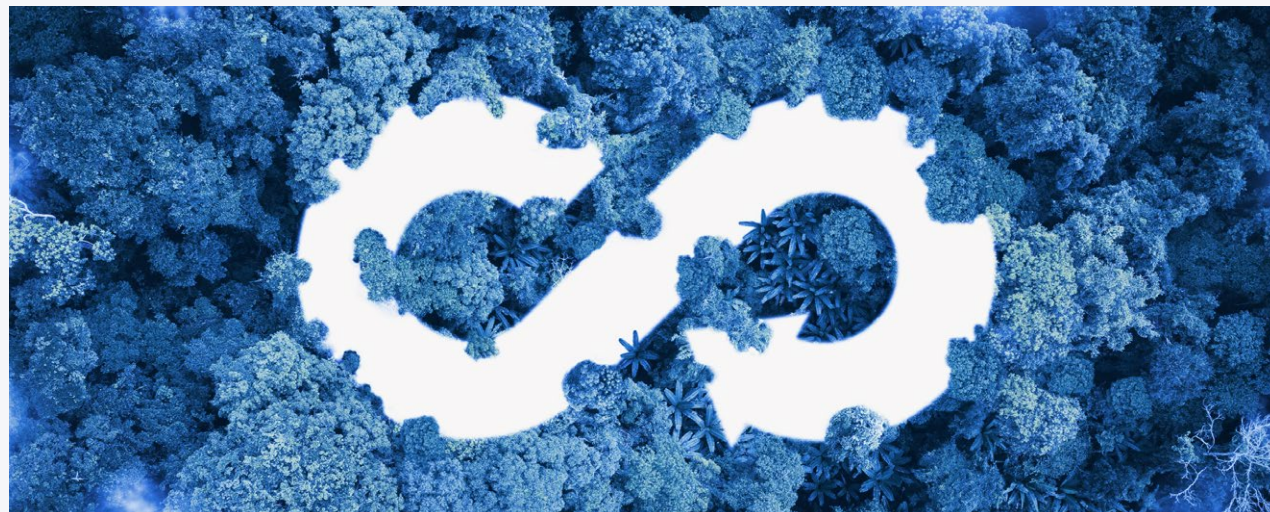
Beyond the most obvious reasons for organizations to pursue real sustainability, recent years have shown that prioritizing ESG can be a competitive differentiator. Those that ignore it, do so at their own peril.

**ESG is at the core of Telefónica Tech, both in what we do, and in how we do it.**

At Telefónica Tech, our strategy team coordinates the ESG strategy & initiatives across the company. The ESG area of Telefónica Tech is made up of those that coordinate the strategic priorities and that are in charge of designing the company's transformation initiatives; they are members of the Telefónica Tech Executive Committee themselves.

Our main goal is to become the trusted partner for our customers: **technology is at the core of every enterprise, and every enterprise needs to address ESG challenges.** Telefónica Tech's portfolio helps our customers to meet their ESG objectives.

Our Eco Smart portfolio contributes to a greener future by reducing the environmental footprint, while our cyber security capabilities constitute the key pillar to digitize any business managing secure personal information and the need to comply with regulatory, compliance & governance standards. In addition, we are fostering digitization and e-inclusion for SMEs, thanks to our dedicated technology suite for this segment.



**Cloud and IoT & Big Data Solutions** contribute to a greener future by **reducing the Environmental** footprint of customers.



**Best-in-class cyber security capabilities** help secure customers' personal information and **comply with regulatory compliance & Governance** standards.



**Our SMBs & Workplace solutions** enhance **Society** through **digital inclusion and work life balance**.



**ERP solutions to support our customers' ESG management.**

## 4.2 Building a Greener Future

The current global situation has revealed more than ever the importance of living in harmony with our planet. Despite externalities such as the war in Ukraine, the cost-of-living crisis and global supply chain collapse, threats to the climate remain the key long-term challenge.

For the past decade, the Telefónica Group has focused on reducing and minimizing its environmental impact - including achieving net-zero emissions, 100% renewables and zero waste, and maximizing our reach in providing products and services that decarbonize the economy.

In 2022, Telefónica Group has avoided 81.7 million tCO<sub>2</sub> emissions for customers via its connectivity and services. Telefónica Tech is contributing to this objective thanks to its Eco Smart verified portfolio.

Over the past year, we have made further progress and made our commitment to sustainability and decarbonization even more visible to our customers. Currently, **58% of Telefónica Tech products and services have an Eco Smart seal, verified by AENOR** (the Spanish Association for Standardization and Certification), which certifies that our digital solutions for companies achieve what they promise: optimise the consumption of resources such as energy and water, reduce CO<sub>2</sub> emissions and promote the circular economy.

Our portfolio of decarbonization solutions is already delivering tangible results to our customers and driving growth.

- Water telemetry reduces water losses and fuel consumption.
- Smart waste management reduces electricity consumption in buildings, reducing fuel consumption optimizing pick-up routes.
- Cloud services are based on highly efficient data centers that help customers avoid the emission of CO<sub>2</sub> to reduce their energy consumption and CO<sub>2</sub> emissions.
- Reducing travel can prevent the release of CO<sub>2</sub> per person per year into the atmosphere.

At Telefónica, we want our customers to board the train of sustainable digital revolution and travel hand-in-hand with a trusted technology partner that is committed to the environment and to sustainability.



### GLOBAL OMNIUM

*"Thanks to Telefónica Tech's water telemetry solution, we have managed to save more than 5 cubic hectometres of water, whilst still offering the same service, which is reflected in our reduction of emissions, totalling more than 1,400 tonnes of CO<sub>2</sub>".*

### BMI GROUP

*"With the help of Telefónica Tech's service to reuse, recycle and resell IT Assets, 600 decommissioned units have been reused and resold with a further 3,000 units set to be processed over the next two years. This initiative will reduce 1M Kg of CO<sub>2</sub> emissions and save 6K Kg of e-waste from being sent to landfill over the next 2 years".*

### TENDAM

*"Thanks to the implementation of Telefónica Tech's energy efficiency solution we achieved savings of more than 15% in energy consumption in stores and released 300 fewer tons of CO<sub>2</sub> into the atmosphere".*

## 4.3 Helping Society Thrive

Telefónica Tech has the purpose of fostering economic and social progress through digitalization and e-Inclusion, especially for SMBs.

**SMEs represent a significant part of the business** structure of our footprint, and we are committed to bringing technology closer to them. In recent years, we have developed a complete value proposition adapted to the segment, that allows us to deliver technology to the smallest businesses and strengthen the economic development of small and medium-sized enterprises.

We are also incorporating **responsibility by design** in new solutions and services. Our target is to evaluate 100% of new products & services in line with this by 2025. Responsibility by design is a process that allows us to incorporate ethical and sustainability criteria in the development of products and services, from their initial approach to their delivery to the customer.

At Telefónica Tech, we believe our people are our greatest asset. We aim to attract, develop and retain the best talent. We are committed to diversity and inclusion, learning and professional development. We invest in the continuous learning and professional development of our people and we also advancing several initiatives, such as bootcamps, to promote e-inclusion.



RESPONSIBILITY  
» BY DESIGN

This means that we are evaluating:

- Principles of responsibility to the customer (simplicity, transparency, integrity and reputational impact).
- Impact on the environment.
- Ethical principles applied to Artificial Intelligence and Data (fair, transparent, explainable, privacy & security from the design).
- Accessibility & Human Rights.

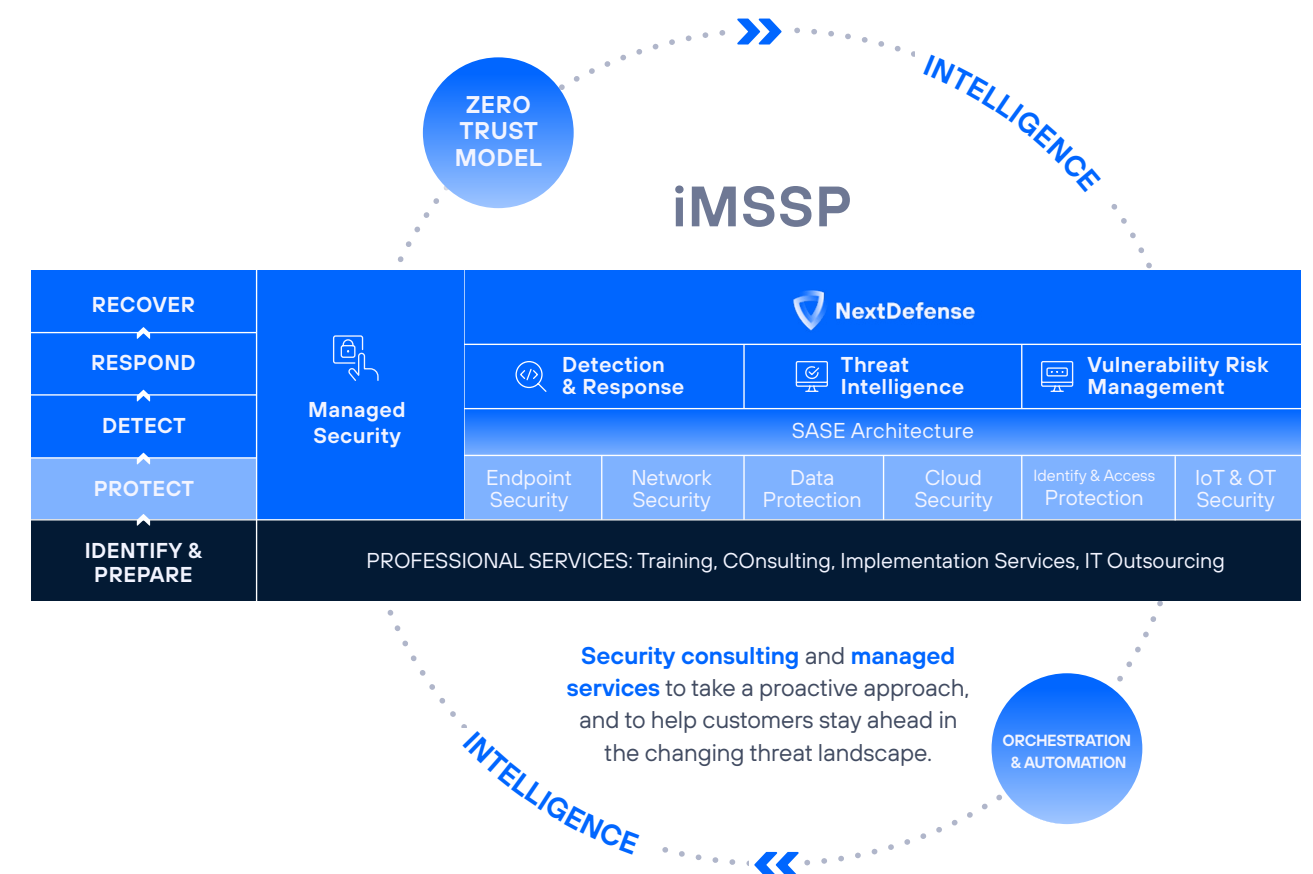
## 4.4 Leading by Example

We embed ESG across the business, including the value chain, with the highest ethical standards according to our responsible business principles. Since its creation, Telefónica Tech has been aligned with legal & regulatory requirements and Telefónica standards.

We have dedicated teams to define processes and ensure that we have the right certifications. We have an Internal Security area, and we hold several external accreditations. In 2022, we had 13 external security audits of our portfolio.

We also help our customers to meet their Governance requirements. Telefónica Tech is making security more human and building trust and confidence for our customers with our cyber security services. We ensure the security, privacy, and confidentiality of customer data with the highest security standards and processes.

*Telefónica Tech, the trusted partner for the best Cyber Security posture.*



Security consulting and managed services to take a proactive approach, and to help customers stay ahead in the changing threat landscape.

# *Financial & Operational Performance*

# Financial & Operational Performance

## CONTINUOUS MARKET OUTPERFORMANCE, INCREASED SCALE

In 2022, **Telefónica Tech** consolidated its position as a **leading NextGen solutions provider**, by achieving a revenue of €1,482m (+57.1% y-o-y). This was made possible by maintaining a consistent revenue performance at a constant perimeter of approx. +27% y-o-y. The company's capabilities and scale were also enhanced through strategic value-accretive acquisitions. Additionally, Telefónica Tech delivered impressive organic growth, which demonstrated our strong execution track record.

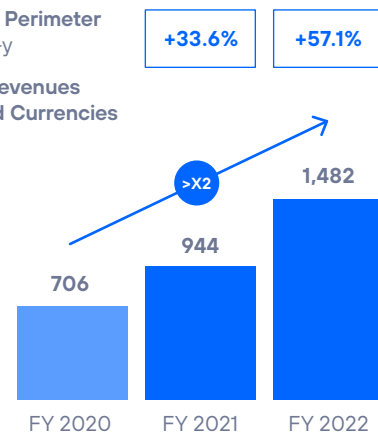
Since 2020, **Telefónica Tech has more than doubled its scale** and we have been

progressively transforming our revenue mix. This is reflected in the increased weight of our own platforms, professional & managed services, and the improvement in our geographic profile (>85% of revenues from hard currency countries).

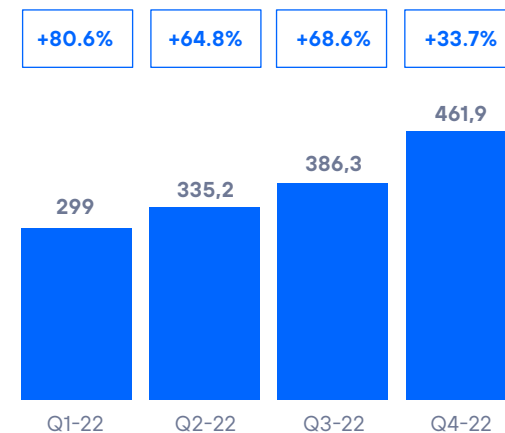
Telefónica Tech Cyber Security & Cloud, and Telefónica Tech IoT & Big Data both outperformed the market and reached in FY 22 €1,307m (+56.3% y-o-y) and €177m (+63.4% y-o-y), respectively. In both units, all business lines had a strong performance with y-o-y double digit growth.

### TELEFÓNICA TECH ANNUAL REVENUE SINCE ITS CREATION (€M; Y-O-Y)

- » Constant Perimeter ~27% y-o-y
- » >85% of revenues from Hard Currencies countries



### TELEFÓNICA TECH 2022 QUARTERLY REVENUES (€M; Y-O-Y)

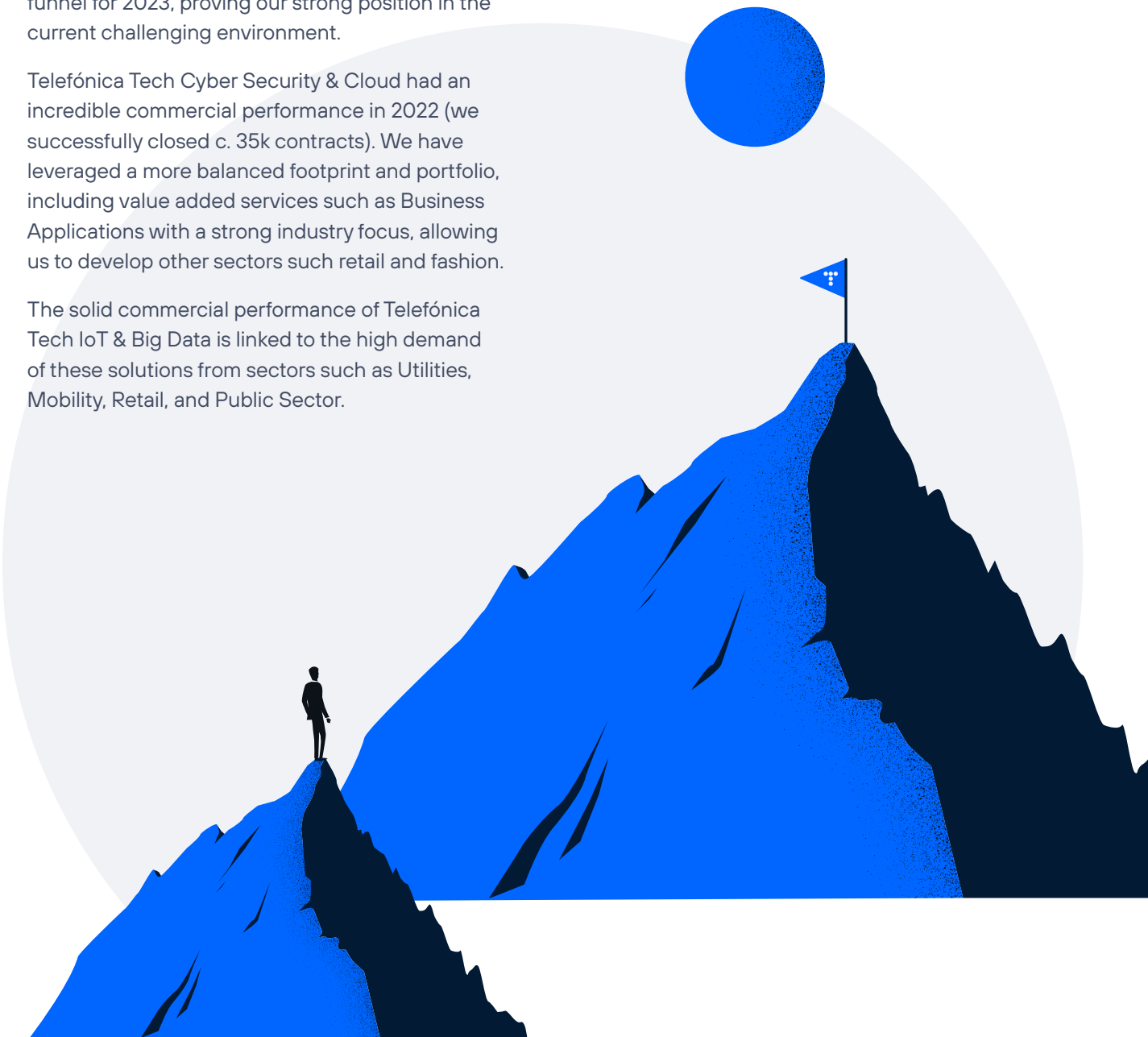


## OUTSTANDING COMMERCIAL PERFORMANCE IN 2022

Telefónica Tech also delivered a strong commercial performance in 2022 (bookings grew more than 50% y-o-y) and generated a solid commercial funnel for 2023, proving our strong position in the current challenging environment.

Telefónica Tech Cyber Security & Cloud had an incredible commercial performance in 2022 (we successfully closed c. 35k contracts). We have leveraged a more balanced footprint and portfolio, including value added services such as Business Applications with a strong industry focus, allowing us to develop other sectors such retail and fashion.

The solid commercial performance of Telefónica Tech IoT & Big Data is linked to the high demand of these solutions from sectors such as Utilities, Mobility, Retail, and Public Sector.



## CONSOLIDATED CAPABILITIES TO KEEP DELIVERING REVENUE GROWTH

### »» HIGHLY SKILLED DIVERSIFIED TEAM.

Our highly skilled diversified team of ~6,000 professionals (>60 nationalities, >3.5k certification in 3rd parties' technologies), located close to customers (~80% in Europe) bring their experience to develop, integrate, implement, support, and optimize all solutions required by customers.



### »» CREDENTIALS BY CUSTOMERS, PARTNERS, AND INDUSTRY ANALYSTS

Our capabilities are recognized by Customers, Partners and Industry Analysts, as shown in chapter 3 "Our credentials".



### »» STRONG DELIVERY CAPABILITIES

Telefónica Tech has very strong delivery capabilities, highlighting 1 Digital Operations Center and 12 Security Operations Centers, as well as "TheThinX", an Open Lab to simulate operations prior to real-world deployment.



### »» DIFFERENTIAL CUSTOMER JOURNEY

Telefónica Tech provides a differential customer journey (migration from traditional Comms & IT services to NextGen IT solutions). Our strong, sustainable portfolio leverages a wide partner ecosystem, and combines high value professional and managed services, allowing us to accompany our customers on their path to have fully cyber-secured & cloudified comms and IT, and to optimise their business processes thanks to Artificial Intelligence and IoT Solutions.

### »» SUSTAINABLE PORTFOLIO OF PRODUCTS AND SERVICES FOR THE BEST VALUE PROPOSITION

Our value proposition is composed of a wide portfolio of products and services that helps our customers to meet their ESG objectives. Our Eco Smart portfolio contributes to a greener future by reducing the environmental footprint, while our cyber security capabilities constitute the key pillar to digitize any business managing secure personal information and the need to comply with regulatory, compliance & governance standards. In addition, we are fostering digitization and e-inclusion for SMEs, thanks to our dedicated technology suite for this segment.



# *Looking Forward*

# Large & Rapidly Growing Market Opportunity

Few opportunities are as attractive as Tech services. In Telefónica's footprint, the Tech services addressable market was €144Bn in 2022 and it is expected to grow at 13.9% CAGR until 2025, reaching €213Bn.

## TELEFÓNICA TECH ADDRESSABLE MARKET



Based on Gartner forecast.

Since its creation in 2019, Telefónica Tech has been focused on growing, organically and inorganically. In just 3 years, Telefónica Tech has more than doubled its scale by keeping consistent growth above market rates and through strategic value-accretive acquisitions. Telefónica Tech is now a powerful NextGen Tech company, with a global footprint, and is recognised as a leading player in Europe.

Our vision for Telefónica Tech in 2025 is to consolidate our leadership as a NextGen Tech solutions provider, gaining scale and expanding profitability by leveraging inorganic acquisitions and any synergies. To progress along this strategic path, we have defined three priorities.

## 1. Continue growing above market rates while ensuring profitability

Telefónica Tech is a scaled company that aims to continue growing above market rates in the coming years, focusing on key growth levers:

- **Increasing wallet share** by selling Telefónica Tech services to Telefónica Group's +5.5M B2B customer base, replicating successful projects across the different sectors that we operate in.
- **Cross-selling** between our different customer bases and implementing new sales channels through our latest acquisitions.

- **Launching new business lines** across the different geographies that we operate in, by leveraging the capabilities that we have.

On this growth path, we will continue working to improve profitability, as we gain scale & higher value capabilities, capture synergies, and increase the weight of high value services.

We are not immune to the current climate and market pressures to attract Tech profiles. We will continue to carefully monitor both pricing and people attrition ratios in order to ensure profitability, whilst continuing to grow.

## 2. Taking Telefónica Tech's position in the market to the next level

We want to take Telefónica Tech's credentials to the next level by:

- **Retaining our position as a partner of reference for our customers** increasing relevance in Europe and engaging with our all customers, leveraging our differential journey.
- **Continuing to enhance our partner ecosystem** with world-class leaders in tech services, to gain recognition and collaborate and co-create with these partners in the technology space.
- **Being recognized by Industry Analysts** as a leading Global Player to reinforce and instill complete confidence with our customers in our portfolio of products and services.



## 3. Being a differential player in the markets where we compete

We can **continuously strengthen Telefónica Tech's value proposition** and capabilities by:

- **Creating Global Capabilities units** to concentrate the knowledge and allow the globalization of services by extrapolating service capability and delivery across all our business units and with local delivery units in each geography.
- **Reinforcing our capabilities** and value proposition by filling gaps where they exist, ensuring that we have the right capabilities and knowledge to implement all priority technologies first, as well as ensuring that we have the required capabilities in all local delivery units.
- **Expanding value from our recent acquisitions**, exporting the expertise to the rest of Telefónica Tech, and reaching agreements with Telefónica's operators to supply Telefónica's B2B customer base through indirect channels as in other geographies.

Additionally, we are focusing on **developing and attracting the best talent to Telefónica Tech** through:

- **Implementation of new ways to hire and retain talent.** We have designed and implemented a new people model that includes a professional career path, and we are using different recruitment channels to assure we reach the best talent.
- Configuration of a **High Skill Workforce** focused on products and services specialists, with a huge number of certified specialists. We have important internal programs for up-skilling and re-skilling, including a strong certifications program that is mandatory at all levels.
- **Optimal allocation of talent** to provide Telefónica Tech's products and services in the best and most efficient way.





# *Telefónica Tech*

*We unlock the power of integrated technology, bringing together a unique combination of the best people, with the best tech and the best platforms, supported by a dynamic partner ecosystem, to make a real difference to our customers, every day.*

[telefonicatech.com](https://telefonicatech.com)





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