



Investor Day

May 27th / 2026

Daniel Hajj



25 years of creating lasting value

2001



We have invested through every cycle; now the work of building the foundation is largely behind us



Geographic Expansion

Early 2000s

Completed our Footprint in the Americas

From analog to digital



Convergence

2010

Merged Telmex and Telmex Internacional to create a convergent platform

From voice to data



Expansion to Europe

2012-2014

Acquired control of Telekom Austria — scale + diversification + advanced capabilities

From telco to Global IT Service Provider

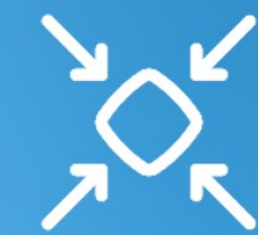
Our operating strategy and financial discipline have proven successful in a rapidly evolving industry



We see macro, market opportunities, technology and internal capability to drive the next phase of growth



Our Region



Market Consolidation



Mass Market



B2B/Ai Wave



Potential Acquisitions

In a constructive regional setup, we can convert tailwinds into operating performance



**Economy and
Geopolitics**



**Positive Political
Direction and
Regulation**



**Demographic
Tailwinds**

The structural reset of our industry is happening at the moment when our networks are at their best – making us stronger

AMX+410M
Access Lines

+377M in LATAM

- **Consolidated**
Argentina, Colombia
- **Sold to Millicom**
Ecuador, Uruguay, Chile
- **Sold to others**
Mexico, Peru



**Customers run their personal lives through their phones,
they need an operator they can trust...**



5G Accesses By 2030

LATAM:
+32%*

Central and Eastern Europe:
+13%*

Mobile Data per Smartphone

LATAM:
+14%*

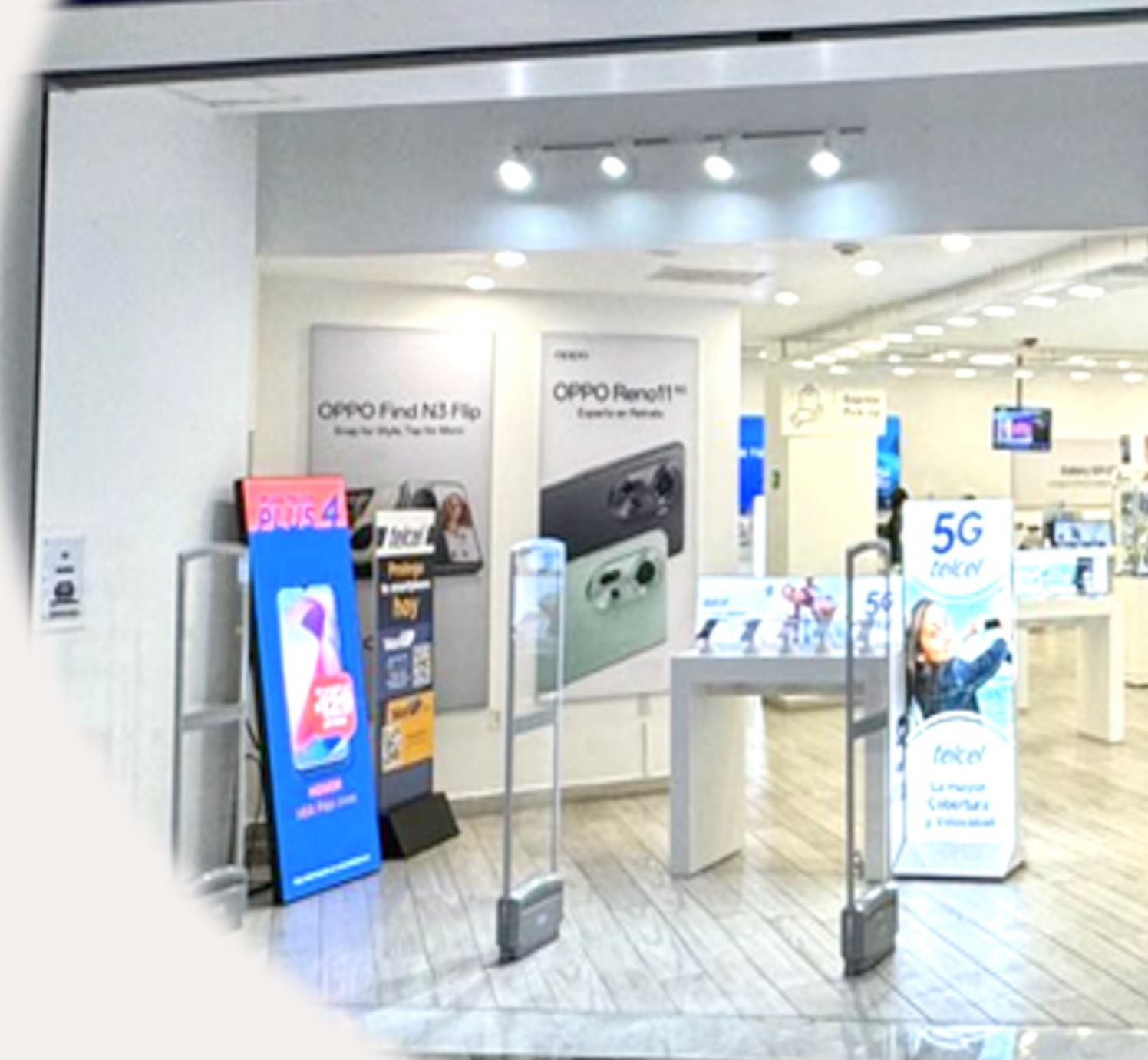
Central and Eastern Europe:
+13%*

***CAGR
2025-2030**


...and personalized value offerings delivered through a frictionless experience

Focus on Brand NPS

- Handset Financing and Insurance
- Personalized Plans and Promotions
- Bundles & Add-ons
- Online Customer Experience
- Largest Physical Retail + Customer Care Network

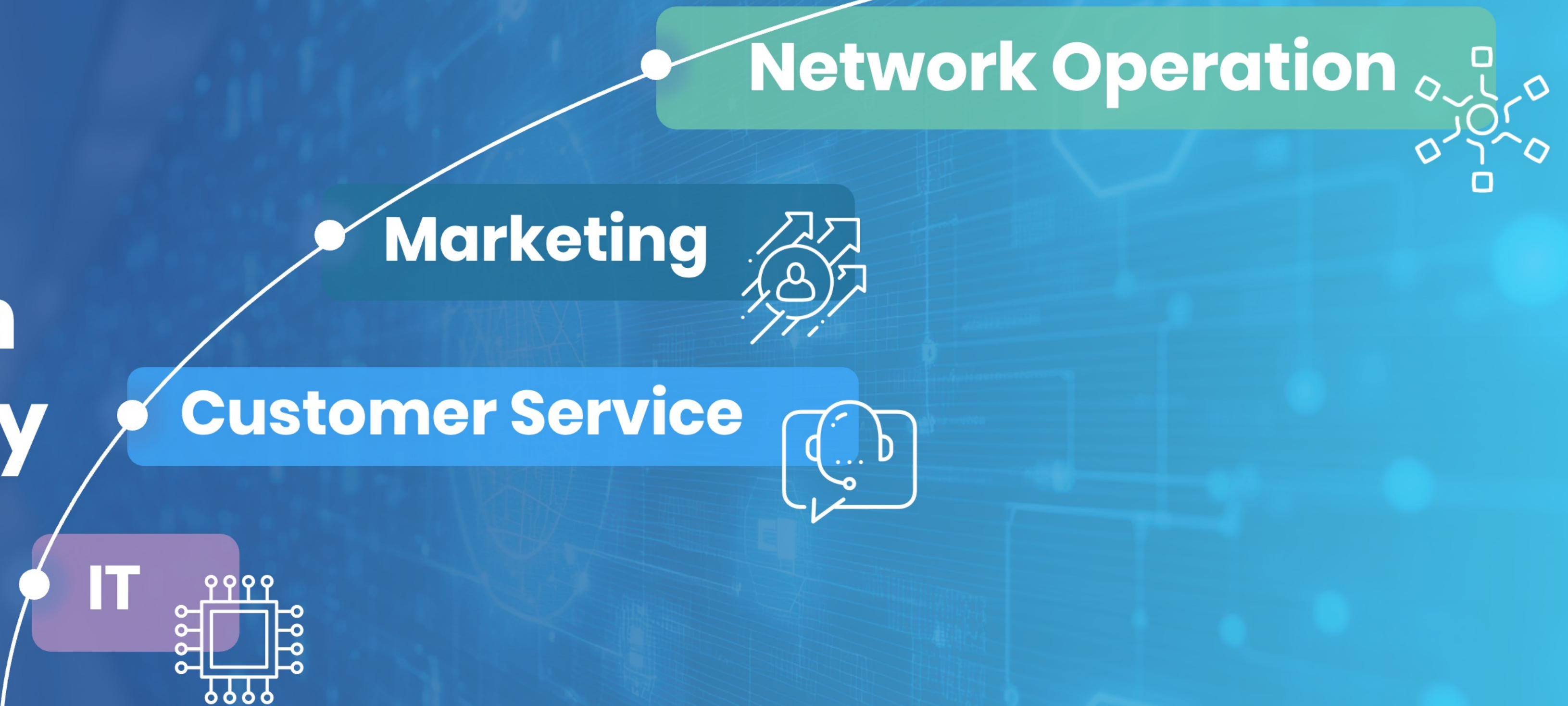
The Telcel logo is displayed in a stylized, italicized white font on a dark blue background, which is part of a curved sign above the store entrance.

We can offer end-to-end solutions to support our corporate client's digital transformation

- **Best Regional Network**
1.5 M Km of Fiber Optic + Submarine Cable System
 - **Data center + Cloud Edge Footprint**
43 Datacenters
 - **Business Solution**
 - **Cybersecurity at Scale**
 - **Global Experience**
- 
- A blurred background image of a call center agent wearing a headset, looking towards the left. The image is overlaid with a blue tint.

AI already in production across multiple parts of the business: continued margin expansion

AI
translates to
revenue growth
and structurally
lower costs



**We will pursue acquisitions with discipline
when opportunities arise**



**Right
Footprint**



**Operationally
Clean**



**Right
Price**



Unique Combination of Growth & Scale

- Scale
 - Modernized Networks
 - Global Enterprise Capability
 - Financial Discipline
 - Proven Operating Model
-
- 25 years of operating experience through cycles



**Capacity
to invest**

+ return

+ acquire

All at the same time