Arun Sarin
Chief Executive
Vodafone Group Plc
This presentation is being made only to, and is directed at (a) persons who have professional experience in matters relating to investments falling within Article 19(1) of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2001 and (b) persons to whom it may otherwise lawfully be communicated (together "relevant persons") Any person who is not a relevant person should not act or rely on this presentation or any of its contents.

This presentation contains forward looking statements which are subject to risks and uncertainties because they relate to future events. Some of the facts which may cause actual results to differ from these forward looking statements are discussed in the final slide to this presentation and others can be found by referring to our Interim Results release for the six month period ended 30 September 2003 and the “Risk Factors” in our Annual Report & Accounts and Form 20-F for the year ended 31 March 2003.
Agenda

- Overview and Highlights
  - Arun Sarin

- Results and Financial Position
  - Ken Hydon

- Operational Performance
  - Julian Horn-Smith

- Outlook and Q&A
  - Arun Sarin
Industry Leading Results

- Solid performance in challenging competitive and regulatory environment
  - Over 125m customers
  - Strong double digit turnover & EBITDA growth
  - Significant cash flow growth
  - Continued improvement in capital efficiency

- Increasing returns to shareholders
  - 20% increase in interim dividend
  - Introduction of share buy-back programme
    - £2.5bn allocation
Statutory Highlights

Turnover

<table>
<thead>
<tr>
<th>Period</th>
<th>Amount</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 02/03</td>
<td>£14.9bn</td>
<td></td>
</tr>
<tr>
<td>H1 03/04</td>
<td>£16.9bn</td>
<td>13%</td>
</tr>
</tbody>
</table>

Operating Profit*

<table>
<thead>
<tr>
<th>Period</th>
<th>Amount</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 02/03</td>
<td>£4.6bn</td>
<td></td>
</tr>
<tr>
<td>H1 03/04</td>
<td>£5.7bn</td>
<td>23%</td>
</tr>
</tbody>
</table>

Earnings per Share*

<table>
<thead>
<tr>
<th>Period</th>
<th>Amount</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 02/03</td>
<td>3.28p</td>
<td>46%</td>
</tr>
<tr>
<td>H1 03/04</td>
<td>4.78p</td>
<td></td>
</tr>
</tbody>
</table>

* Before goodwill, amortisation and exceptional items
Proportionate Highlights

Turnover

<table>
<thead>
<tr>
<th>Quarter</th>
<th>H1 02/03</th>
<th>H1 03/04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>£16.5bn</td>
<td>£19.7bn</td>
</tr>
<tr>
<td>Increase</td>
<td>19%</td>
<td></td>
</tr>
</tbody>
</table>

EBITDA*

<table>
<thead>
<tr>
<th>Quarter</th>
<th>H1 02/03</th>
<th>H1 03/04</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>£6.2bn</td>
<td>£7.8bn</td>
</tr>
<tr>
<td>Increase</td>
<td>26%</td>
<td></td>
</tr>
</tbody>
</table>

Group EBITDA Margin*

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Sep-02</th>
<th>Sep-03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margin</td>
<td>37.6%</td>
<td>39.6%</td>
</tr>
<tr>
<td>Increase</td>
<td>2 pp</td>
<td></td>
</tr>
</tbody>
</table>

Customers

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Sep-02</th>
<th>Sep-03</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>107.5</td>
<td>125.3</td>
</tr>
<tr>
<td>Increase</td>
<td>16%</td>
<td></td>
</tr>
</tbody>
</table>

* Before exceptional items
Outstanding Cash Flow Growth

Free Cash Flow

- Capital expenditure of £2.2bn
- Improved mobile capital efficiency to 12.7%
- Reduction in net debt to £10.9bn
Strong Growth in Mobile Revenues

H1 02/03
- £13.4bn
- H1 02/03 Total Mobile Revenue
- Exchange Rate Effect

H1 03/04
- £15.6bn
- 16% Organic Mobile Growth

16% Exchange Rate Effect

10% Organic Mobile Growth
Better Churn Leads to Strong Net Additions

6 Month Annualised Customer Churn*

- H1 02/03
- H2 02/03
- H1 03/04

- Total
- Contract
- Prepaid

Customer Growth*

- Sept-02
- Sept-03

- UK & Ireland
- Northern Europe
- Southern Europe & MEA
- Asia Pacific

* All subsidiaries
Underlying ARPU

ARPU on a Constant Currency Basis*

- MOU increased to 126 min / customer
- Termination rate cuts in UK, Italy, Ireland and Portugal

* Annualised 6 months rolling ARPU. All subsidiaries
Strong Data Growth

Total Data Revenue*

- H1 02/03: £1.7bn
- H1 03/04: £2.2bn (29% increase)

12 Month Rolling Data % of Service Revenue*

- Sep-02: 13.2%
- Mar-03: 14.6%
- Sep-03: 15.5%

* All subsidiaries
Vodafone live! Gaining Momentum

Over 3 million customers

Incremental ARPU*

7+%*

*Based on a European sample
Increasing Controlled Mobile EBITDA and Margin

- Small improvement in acquisition and retention costs
- Efficiency in network operating costs
Committed Investment in 3G

Cumulative 3G Spend - Approx £4bn

- Over £800m in first half
- Major 3G push planned for middle of next fiscal year
Power of 3G

Drive more mobile minutes
Power of 3G

Improved high quality content
Power of 3G
Greater productivity and mobilising applications

- Drive more mobile minutes
- Improved high quality content

Many times faster
Great Opportunity
The Journey has Begun…

- Disposal of non core fixed business
- Acquisition of service providers
- Extended Partner Network reach to 10 countries
Ken Hydon
Group Financial Director
Vodafone Group Plc
Statutory Results

Turnover

- £16.9bn
- Up 13% (£2.0bn)
- Mobile organic growth
  - Total: +10%
  - Data: +23%
  - Voice: +8%
Statutory Results

Group Operating Profit*

- £5.7bn
- 23% increase
- Depreciation
  - £2.2bn
  - £0.2bn in Japan Telecom

Analysis of Operating Profit* Growth

- 16% Organic growth
- 6% M&A
- 1% FX

*Before amortisation of goodwill and exceptional items as detailed in notes 3 & 4 of the Interim Announcement dated 18 November 2003
## Statutory Results

### 6 months to 30 September

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
<th>Increase</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>£16,899</td>
<td>£14,898</td>
<td>£2,001</td>
<td>13</td>
</tr>
<tr>
<td>Group operating profit*</td>
<td>£5,722</td>
<td>£4,640</td>
<td>£1,082</td>
<td>23</td>
</tr>
<tr>
<td>Net interest payable</td>
<td>(£356)</td>
<td>(£390)</td>
<td>£34</td>
<td>(9)</td>
</tr>
<tr>
<td>Profit before tax*</td>
<td>£5,366</td>
<td>£4,250</td>
<td>£1,116</td>
<td>26</td>
</tr>
<tr>
<td>Tax</td>
<td>(£1,792)</td>
<td>(£1,602)</td>
<td>(£190)</td>
<td></td>
</tr>
<tr>
<td>Goodwill amortisation</td>
<td>(£7,651)</td>
<td>(£6,837)</td>
<td>(£814)</td>
<td></td>
</tr>
<tr>
<td>Exceptional items</td>
<td>£293</td>
<td>£267</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minority interests</td>
<td>(£470)</td>
<td>(£414)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss for the period</td>
<td>(£4,254)</td>
<td>(£4,336)</td>
<td>£82</td>
<td></td>
</tr>
<tr>
<td>Basic loss per share</td>
<td>(£6.24p)</td>
<td>(£6.36p)</td>
<td>0.12p</td>
<td></td>
</tr>
<tr>
<td>Adjusted earnings per share*</td>
<td>4.78p</td>
<td>3.28p</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Before amortisation of goodwill and exceptional items as detailed in notes 3 & 4 of the Interim Announcement dated 18 November 2003*
Shareholder Returns

• Interim dividend
  – Up 20% on 2002/3
  – 0.9535p per share
  – £650m

• Share buyback programme
  – Allocation of £2.5bn

**Dividend Growth and Yield (2000-4)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividend Growth</th>
<th>Dividend Yield</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2001</td>
<td>5%</td>
<td>0.2%</td>
</tr>
<tr>
<td>2002</td>
<td>5%</td>
<td>0.4%</td>
</tr>
<tr>
<td>2003</td>
<td>15%</td>
<td>0.6%</td>
</tr>
<tr>
<td>2004</td>
<td>20%</td>
<td>0.8%</td>
</tr>
</tbody>
</table>
## Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>2003 £m</th>
<th>2002 £m</th>
<th>Increase £m</th>
<th>Increase %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cash flow</td>
<td>6,081</td>
<td>5,676</td>
<td>405</td>
<td>7</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>(2,202)</td>
<td>(2,670)</td>
<td>(468)</td>
<td>(18)</td>
</tr>
<tr>
<td>Licences</td>
<td>(2)</td>
<td>(59)</td>
<td>(57)</td>
<td>(97)</td>
</tr>
<tr>
<td>Operating free cash flow</td>
<td>3,877</td>
<td>2,947</td>
<td>930</td>
<td>32</td>
</tr>
<tr>
<td>Tax paid</td>
<td>(283)</td>
<td>(154)</td>
<td>129</td>
<td>84</td>
</tr>
<tr>
<td>Net interest received/(paid)</td>
<td>256</td>
<td>(211)</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Dividends received &amp; other</td>
<td>791</td>
<td>296</td>
<td>495</td>
<td>167</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>4,641</td>
<td>2,878</td>
<td>1,763</td>
<td>61</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>(1,075)</td>
<td>(1,600)</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Disposals</td>
<td>105</td>
<td>686</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Group dividends</td>
<td>(612)</td>
<td>(511)</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>(126)</td>
<td>(116)</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Net debt decrease</td>
<td>2,933</td>
<td>1,337</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Opening net debt</td>
<td>(13,839)</td>
<td>(12,034)</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Closing net debt</td>
<td>(10,906)</td>
<td>(10,697)</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

### Analysis of Operating Cash Flow

- **Germany**: 20%
- **Italy**: 23%
- **United Kingdom**: 11%
- **Japan**: 18%
- **Other Europe**: 20%
- **Other Mobile**: 3%
- **Other 5%**: 5%

Net debt decrease: 2,933 £m
Opening net debt: (13,839) £m
Closing net debt: (10,906) £m
Tangible Fixed Assets

**September 2003**
- £2.1bn additions
  - 40% on 3G
  - Mobile capital efficiency
    - 9/03: 12.7% (9/02: 13.4%)

**March 2004**
- Around £5bn
  - 40% on 3G

**March 2005**
- Around £5bn
Net Debt

• September 2003
  - Gross debt: (15.5) £bn
  - Cash & investments: 4.6 £bn
  - Net debt: (10.9) £bn

• Solid credit profile
Summary

• Growth
  – Turnover
  – Operating profit*
  – Adjusted earnings per share*
  – Free cash flow

• Increasing returns to shareholders

• Healthy financial position

*Before amortisation of goodwill and exceptional items as detailed in notes 3 & 4 of the Interim Announcement dated 18 November 2003
Julian Horn-Smith
Group Chief Operating Officer
Vodafone Group Plc
Delivering on our objectives

Vodafone live!
- Today in 15 markets
- Over 3m customers
- Attracting new customers
- Increasing usage
- Higher customer satisfaction
- Higher ARPU

Better investment in customers
Vodafone Japan

- The Group’s largest business by revenue
- Rebranded to Vodafone Japan (1st October)
- Seamless services - GSM roaming
Vodafone Japan

- Competitive market
- Stable market share over 18%
Vodafone Japan

Customer Base Costs

- Acquisition and retention costs reducing as a % service revenue

EBITDA

- Increase in operating expenses due to additional network maintenance costs for 3G resulting in flat margins
Vodafone Japan

ARPU & Data*

- Decrease in ARPU due to increasing penetration levels, but Data % still improving

* 12 month rolling Data% of Service Revenue
Vodafone Japan – Strategy for Growth

• New pricing plans
  – Packet Discount
  – 2 year Contract Discount
  – Vodafone Happy Time

• New commercial pricing
  – Rebalance retention and acquisition costs

• Improve services and handsets
Vodafone Germany

- Strong customer growth
- Contract % increasing
- Maintaining market share
Vodafone Germany

Churn & Upgrade %

- Higher volume of upgrades and successful loyalty scheme helped reduce churn
Vodafone Germany

ARPU & Data*

- ARPU is stabilising and Data % of Service Revenue increasing

* 12 month rolling Data% of Service Revenue
Vodafone Germany

**Customer Base Costs**

- SAC/SRC % of Service Revenue higher than last year due to accelerated market growth.

**EBITDA**

- EBITDA margin almost 47%
Vodafone Italy

- Penetration almost 100%
- Declining Churn
Vodafone Italy

ARPU & Data*

Year on Year Growth

- Increase in both ARPU and Data % of Service Revenue

* 12 month rolling Data% of Service Revenue
Vodafone Italy

**Customer Base Costs**

- SAC/SRC % of Service Revenue reducing…

**EBITDA**

- …impacting directly on the EBITDA Margin
Vodafone UK – Market Leader

Customer Share (September 03) ¹

- T-Mobile: 23.9%
- Vodafone: 26.0%
- Orange: 25.8%
- O2: 24.3%

¹ Company Data
² OFTEL figures
Vodafone UK

Positive Net additions
Contract % stable

Prepaid Net Additions
Contract Net Additions

Contract % of Total base

Total Customer Base (000)

- Positive Net additions
- Contract % stable
Vodafone UK

**ARPU & Data**

- Increasing ARPU

**Year on Year Growth**

* 12 month rolling Data % of Service Revenue
Vodafone UK

Customer Base Costs

<table>
<thead>
<tr>
<th>Quarter</th>
<th>SRC</th>
<th>SAC</th>
</tr>
</thead>
<tbody>
<tr>
<td>H2 01/02</td>
<td>12.5%</td>
<td></td>
</tr>
<tr>
<td>H1 02/03</td>
<td>11.8%</td>
<td></td>
</tr>
<tr>
<td>H2 02/03</td>
<td>12.0%</td>
<td></td>
</tr>
<tr>
<td>H1 03/04</td>
<td>13.1%</td>
<td></td>
</tr>
</tbody>
</table>

EBITDA

<table>
<thead>
<tr>
<th>Quarter</th>
<th>EBITDA (£ millions)</th>
<th>EBITDA Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>H2 01/02</td>
<td>720</td>
<td>37.2%</td>
</tr>
<tr>
<td>H1 02/03</td>
<td>740</td>
<td>37.0%</td>
</tr>
<tr>
<td>H2 02/03</td>
<td>800</td>
<td>39.6%</td>
</tr>
<tr>
<td>H1 03/04</td>
<td>820</td>
<td>36.7%</td>
</tr>
</tbody>
</table>
Verizon Wireless

Total Customer Base (m)

- Positive net additions
- Extension of market leadership
Verizon Wireless

- Increasing MOU and ARPU
- Increasing EBITDA margin
Collaboration with Verizon Wireless

- Multinational accounts
- Integrated data card for PC’s
- Roaming
- SMS service interoperability
- Content purchasing
The power of 3G
3G-Powered Services Timeline

- Vodafone developing attractive portfolio with manufacturers to underpin service offering
- Initial handset costs to be higher than 2.5G models
- Longer term – 3G handset costs to come down
Partner Networks

The offering

- **Vodafone offers**
  - Global product portfolio
  - Vodafone Brand
  - Global service footprint
  - International Account Management
  - Economies of scale

- **Partner offers**
  - Additional footprint
  - Additional roaming customers
  - Increased Vodafone Brand value
  - Royalty fee
Enriching our proposition

Connect Card

Content
Organisational Structure

Group Marketing

- Provide leadership and co-ordination across the full range of marketing and commercial activities

Group Technology and Business Integration

- Lead the implementation of a standardised architecture for business processes, information technology and network systems

Revenue growth

Cost efficiency
Conclusion

• Excellent operating performance

• Best propositions and the right platforms for the year ahead

• Focus on delighting our customers
# Outlook for FY 03/04

<table>
<thead>
<tr>
<th></th>
<th>May 2003</th>
<th>November 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Customer Growth*</td>
<td>&gt; 10%</td>
<td>&gt; 10% on organic basis</td>
</tr>
<tr>
<td>Revenue Growth*</td>
<td>&gt; 10%</td>
<td>&gt; 10% on organic mobile basis</td>
</tr>
<tr>
<td>EBITDA Margin*</td>
<td>Slightly higher</td>
<td>Mobile margin slightly higher</td>
</tr>
<tr>
<td>Capex</td>
<td>Around £5bn</td>
<td>Around £5bn</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>&gt; £5.2bn</td>
<td>&gt; £7bn</td>
</tr>
</tbody>
</table>

* Proportionate Basis
### Outlook for FY 04/05

<table>
<thead>
<tr>
<th>Metric</th>
<th>FY 2004/2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Organic Customer Growth*</td>
<td>High single digit</td>
</tr>
<tr>
<td>Organic Mobile Revenue Growth*</td>
<td>High single digit</td>
</tr>
<tr>
<td>Organic Mobile EBITDA Margin*</td>
<td>Flat to modestly ahead</td>
</tr>
<tr>
<td>Organic Mobile EBITDA Growth*</td>
<td>Approaching 10%</td>
</tr>
<tr>
<td>Capex</td>
<td>Around £5bn</td>
</tr>
</tbody>
</table>

* Proportionate Basis
Key Strategic Goals

Delight our customers

Leverage global scale and scope

Build the best workforce

Extend our core business

Be a responsible corporate citizenship

Deliver superior returns

60,000 people globally focused on delivering
Forward-Looking Statements

This presentation contains “forward-looking statements” within the meaning of the US Private Securities Litigation Reform Act of 1995 with respect to the Group’s financial condition, results of operations and businesses and certain of the Group’s plans and objectives. In particular, such forward-looking statements include the statements with respect to Vodafone’s expectations for the year ending 31 March 2004 as to average proportionate mobile customer growth, full year proportionate mobile revenue organic growth, proportionate mobile EBITDA margins, capitalised fixed asset additions, mobile capital efficiency, free cash flow and tax payments; statements with respect to Vodafone’s expectations for the year ending 31 March 2005 as to organic growth in average proportionate mobile customers and proportionate mobile revenues, proportionate mobile EBITDA margins and organic growth in proportionate mobile EBITDA and capitalised fixed asset additions; the statements with respect to the expected amount for additional depreciation and amortisation; and the statements with respect to the expected effective tax rates. These forward-looking statements are made on the basis of certain assumptions which Vodafone believes to be reasonable in light of Vodafone’s operating experience in recent years. The principal assumptions on which these statements are based relate to exchange rates, customer numbers, usage and pricing, take-up of new services, termination rates, customer acquisition and retention costs and the availability of handsets.

No assurance can be given that the forward-looking statements in this document will be realised. Neither Vodafone nor any of its affiliates intends to update these forward-looking statements.