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The presentation contains forward-looking statements which are subject to risks and uncertainties because they relate to future events. Some of the factors which may cause actual results to differ from these forward-looking statements are discussed in the last slide of the presentation and others can be found by referring to the information contained under the heading “Risk Factors” in our Annual Report and Form 20-F for the year ended 31 March 2004. The presentation slides and our Annual Report can be found on our website (www.vodafone.com).

Vodafone, Vodafone live!, Vodafone Mobile Connect, Vodafone Passport and Vodafone Simply are trademarks of the Vodafone Group. Other product and company names mentioned herein may be the trademarks of their respective owners.
Agenda

• Full Year Highlights  Arun Sarin  Chief Executive
• Financial Review  Ken Hydon  Financial Director
• Operational Highlights  Andy Halford  Financial Director Designate
• Update on Japan  Bill Morrow  President Vodafone K.K.
• Q&A  Arun Sarin  Chief Executive
**Key Highlights**

- **Strong operational and financial performance**
  - Robust customer and revenue growth
  - Out-performance versus peer group

- **Creating platform for future growth**
  - 2.4 million 3G users on our networks
  - One Vodafone embedded into the business

- **Building and deepening the customer franchise**
  - Differentiated customer propositions
  - Vodafone Simply, Vodafone Passport

- **Increasing shareholder returns**
  - 100% increase in dividends
  - £4 billion buy back programme completed
  - £4.5 billion buy back target for 2005/06
## Mobile Results Highlights

<table>
<thead>
<tr>
<th>Category</th>
<th>2004/5</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportionate Customers</td>
<td>154.8m</td>
<td>+12%</td>
</tr>
<tr>
<td>Proportionate Turnover</td>
<td>£42.8bn</td>
<td>+9%</td>
</tr>
<tr>
<td>Proportionate EBITDA*</td>
<td>£16.5bn</td>
<td>+10%</td>
</tr>
<tr>
<td>Proportionate EBITDA Margin*</td>
<td>39.0%</td>
<td>+0.1%</td>
</tr>
<tr>
<td>Operating Cash Flow**</td>
<td>£12.7bn</td>
<td>+5%</td>
</tr>
<tr>
<td>Free Cash Flow**</td>
<td>£7.8bn</td>
<td>+1%</td>
</tr>
<tr>
<td>Adjusted EPS</td>
<td>10.41p</td>
<td>+14%</td>
</tr>
</tbody>
</table>

* Before exceptional items; EBITDA margin on a like-for-like basis
** excludes effects of Japan Telecom fixed line and one-off hedging gains in 2003/4
Growing Customer Share

12% Proportionate Organic Customer Growth

- Germany: +9%
- Italy: +6%
- Japan: +1%
- Spain: +18%
- UK: +9%
- US: +17%
- Other: +17%

Increase In Customer Market Share Relative To Principal Competitors*

- Germany: 2.1%
- Italy: 2.8%
- Japan: (2.3%)
- Spain: 6.2%
- UK: 2.2%
- US: 0.9%

* Company estimates

2004/05 vs 2003/04
Growing Revenue Market Share

9% Proportionate Organic Turnover Growth

£42.8bn

- Germany: +5%
- Italy: +7%
- Japan: -2%
- Spain: +24%
- UK: +1%
- US: +23%
- Other: +12%

Increase In Revenue Market Share Relative To Principal Competitors*

- Germany: 1.6%
- Italy: 1.5%
- Japan: 1.1%
- Spain: 5.0%
- UK: 1.6%
- US: 3.3%

Note: *Company estimates

2004/05 vs 2003/04
Increasing Share of Market EBITDA

10% Proportionate Organic EBITDA* Growth

<table>
<thead>
<tr>
<th>Country</th>
<th>Margin</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>46.4%</td>
<td>+8%</td>
</tr>
<tr>
<td>Italy</td>
<td>53.2%</td>
<td>+8%</td>
</tr>
<tr>
<td>Japan</td>
<td>26.7%</td>
<td>-8%</td>
</tr>
<tr>
<td>Spain</td>
<td>34.7%</td>
<td>+18%</td>
</tr>
<tr>
<td>UK</td>
<td>33.8%</td>
<td>+6%</td>
</tr>
<tr>
<td>US</td>
<td>37.3%</td>
<td>+28%</td>
</tr>
<tr>
<td>Other</td>
<td>38.9%</td>
<td>+10%</td>
</tr>
</tbody>
</table>

2004/5

Increase In EBITDA* Market Share Relative To Principal Competitors**

<table>
<thead>
<tr>
<th>Country</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>3.7%</td>
</tr>
<tr>
<td>Italy</td>
<td>2.2%</td>
</tr>
<tr>
<td>Japan</td>
<td>0.0%</td>
</tr>
<tr>
<td>Spain</td>
<td>3.4%</td>
</tr>
<tr>
<td>UK</td>
<td>(0.5%)</td>
</tr>
<tr>
<td>US</td>
<td>6.4%</td>
</tr>
</tbody>
</table>

* Before exceptional items
** Company estimates (excludes 3 Italy and UK)
Drivers of Outperformance

• Global scale and scope
  – Global design – multiple delivery
  – Roaming
  – Purchasing
  – One Vodafone

• Local execution

• Sharing best practice
3G – Key Performance Indicators

2.4 Million 3G devices

- Mobile Connect Cards
- 0.3
- 2.1

3G consumer devices

Targeting 10 million 3G consumer devices by March 2006

Analysis of Controlled Base* ARPU

- 2G
- 2.5G Vodafone live!
- Vodafone live! with 3G

- +52%
- +61%

Mobile Connect Card* ARPU

- GPRS
- 3G

- +90%

* Total base for March 2005 only
3G Starting to Gain Momentum

Key country breakdown

Total 3G devices at end of March (000)

<table>
<thead>
<tr>
<th>Country</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>GERMANY</td>
<td>358</td>
</tr>
<tr>
<td>ITALY</td>
<td>665</td>
</tr>
<tr>
<td>SPAIN</td>
<td>88</td>
</tr>
<tr>
<td>JAPAN</td>
<td>798</td>
</tr>
<tr>
<td>UK</td>
<td>190</td>
</tr>
<tr>
<td>OTHER</td>
<td>253</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,352</strong></td>
</tr>
</tbody>
</table>
3G – A Platform for Growth

- **Richer content**
  - Music, games, mobile TV, video

- **New Handsets**
  - Increased portfolio; increased functionality; lower cost

- **Extend Capacity**
  - 60% coverage in Europe; quality improvements in Japan

- **More Value for Money**
  - Bigger bundles; greater transparency
One Vodafone
Progressing well and on track

FY 2004/5:
• Establish objectives
• Detailed plans

2004/5

2005/6

FY 2005/6:
• Implement plans
• Deliver improvements
• Limited benefits

2006/7

FY 2006/7:
• Deliver improvements
• Significant benefits

2007/8 +

FY 2007/8:
• Deliver annual targets
• £2.5bn pre tax cash flow
One Vodafone
£2.5bn annual pre tax cash flow* benefits from 2007/8

Service Platforms
Networks
IT Delivery
Customer Management
Roaming
Terminals

Capex, Opex & Handsets
£1.4 bn

Revenue
£1.1 bn

* EBITDA adjusted for exceptional items and working capital movements (excluding intercompany) less cash capital expenditure.
Consumer & Business Propositions

Vodafone Simply

Vodafone Travel Promise

Blackberry® from Vodafone

Vodafone Push E-mail

Vodafone Mobile Connect 3G/GPRS data card
Japan Update

Vodafone K.K. recovery path

- Bill Morrow joins
- greater range of handsets
- coverage strengthened
- distribution realigned
- improved products
- local innovation focus

- 3G launched
- Shiro Tsuda joins
- Continued 9-to-1 progress

2004/05 | 2005/06 | future

Customer numbers

24 Months

global scale benefits
local market focus
greater product innovation
continued investment in network
Increasing Returns to Shareholders

### Dividends Per Share (Pence)

- **FY 00/01**: 1.40
- **FY 01/02**: 1.47
- **FY 02/03**: 1.69
- **FY 03/04**: 2.03
- **FY 04/05**: 4.07

### Cash Returns to Shareholders (£ Billions)

<table>
<thead>
<tr>
<th>% of FCF payment</th>
<th>FY03/04</th>
<th>FY04/05</th>
<th>FY05/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>27%</td>
<td></td>
<td>2.0</td>
<td></td>
</tr>
<tr>
<td>77%</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>~100%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Share Purchases (£ Billions)

- **FY03/04**: 1.1
- **FY04/05**: 4.0
- **FY05/06**: 4.5

*Commitment by March 2006
- **Purchased to date**

*Includes prior year’s final and stated year’s interim dividends paid*

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Source: Vodafone
## Outlook for FY 05/06 under IFRS

<table>
<thead>
<tr>
<th>Category</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic Mobile Revenue Growth*</td>
<td>6 – 9%</td>
</tr>
<tr>
<td>Mobile EBITDA Margin*</td>
<td>0 – 1% lower</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>£6.5 – 7.0 billion</td>
</tr>
<tr>
<td>Fixed Asset Additions</td>
<td>Around £5.0 billion</td>
</tr>
</tbody>
</table>

* Proportionate Basis
Six Strategic Goals

- Provide superior shareholder returns
- Delight our customers
- Leverage scale and scope
- Expand market boundaries
- Build the best team
- Be a responsible business
Ken Hydon
Financial Director
Vodafone Group Plc
© Vodafone Group 2005
## Statutory Results

<table>
<thead>
<tr>
<th></th>
<th>Year ended 31 March</th>
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<th></th>
<th></th>
</tr>
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<td></td>
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<td></td>
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<td>(15,207)</td>
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<td></td>
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<td>+14%</td>
<td></td>
</tr>
</tbody>
</table>

### Analysis of Turnover Growth

- **Mobile Growth (Organic)**: 1.6
- **Non-Mobile Growth (Organic)**: 0.2
- **Acquisitions & Disposals**: (0.5)
- **Foreign Currency**: (0.7)

* Before amortisation of goodwill and exceptional items as detailed in notes 3 & 4 to the Preliminary Announcement of Results dated 24 May 2005

** Before exceptional items
## Statutory Results
### Mobile Trading Results

<table>
<thead>
<tr>
<th>Year ended 31 March</th>
<th>2005 £m</th>
<th>2004 £m</th>
<th>Increase £m</th>
<th>Increase %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>33,184</td>
<td>31,915</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Service revenue</td>
<td>29,322</td>
<td>28,249</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Net other revenue</td>
<td>557</td>
<td>512</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td><strong>Net costs</strong>*</td>
<td>(17,035)</td>
<td>(16,494)</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>EBITDA**</td>
<td>12,844</td>
<td>12,267</td>
<td></td>
<td>5</td>
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<tr>
<td>Associates</td>
<td>3,002</td>
<td>2,659</td>
<td></td>
<td>13</td>
</tr>
<tr>
<td>Depreciation***</td>
<td>(4,971)</td>
<td>(4,197)</td>
<td></td>
<td>18</td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>10,875</td>
<td>10,729</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td><strong>EBITDA Margin</strong></td>
<td>38.7%</td>
<td>38.4%</td>
<td>+0.3pp</td>
<td></td>
</tr>
</tbody>
</table>

* Before exceptional items and net of equipment revenues and connection fees
** Before amortisation of goodwill and exceptional items
*** Includes amortisation of 2G and 3G licences

---

### Direct Costs and Operating Expenses*

<table>
<thead>
<tr>
<th>Year ended 31 March</th>
<th>2003/4 £17.0 bn</th>
<th>2004/5 £16.5 bn</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acquisition &amp; Retention Costs</strong></td>
<td>3.9</td>
<td>3.5</td>
</tr>
<tr>
<td><strong>Interconnect &amp; Other Direct Costs</strong></td>
<td>6.3</td>
<td>6.2</td>
</tr>
<tr>
<td><strong>Payroll &amp; Other Operating Expenses</strong></td>
<td>6.8</td>
<td>6.8</td>
</tr>
</tbody>
</table>
## Statutory Results

### Year ended 31 March

<table>
<thead>
<tr>
<th></th>
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<td>9.10p</td>
<td>+14%</td>
</tr>
</tbody>
</table>

### Effective Tax Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>Tax Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>00/01</td>
<td>37.5%</td>
</tr>
<tr>
<td>01/02</td>
<td>35.7%</td>
</tr>
<tr>
<td>02/03</td>
<td>35.5%</td>
</tr>
<tr>
<td>03/04</td>
<td>30.4%</td>
</tr>
<tr>
<td>04/05</td>
<td>27.5%</td>
</tr>
</tbody>
</table>

* Before amortisation of goodwill and exceptional items as detailed in notes 3 & 4 to the Preliminary Announcement of Results dated 24 May 2005

** Before exceptional items
**Statutory Results**

<table>
<thead>
<tr>
<th></th>
<th>Year ended 31 March</th>
<th>£m</th>
<th>£m</th>
<th>Increase %</th>
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</thead>
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<tr>
<td></td>
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** Before exceptional items

- **Vodafone Sweden:**
  - £315m impairment
  - **Unique combination of factors:**
    - Fierce tariff reductions
    - Onerous 3G obligations
    - Sub-optimal market share
    - Negative free cash flows
## Statutory Results

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** Before exceptional items
Tangible Fixed Assets
March 2005

- £5.1 bn additions

**Geographic Analysis**
- Other Mobile: 25%
- Spain: 10%
- Japan: 17%
- Italy: 14%
- Germany: 16%
- United Kingdom: 16%
- Other Operations: 2%

March 2006 (IFRS Basis*)

- Additions around £5 billion

**Category Analysis**
- 3G Network: 36%
- Other Mobile: 31%
- Transmission: 19%
- Other Operations: 2%
- 2G Network: 12%

---

* Includes the aggregate of capitalised property, plant and equipment additions and capitalised software costs.
## Cash Flow

<table>
<thead>
<tr>
<th>Year ended 31 March</th>
<th>2005 £m</th>
<th>2004 £m</th>
<th>Increase £m</th>
<th>Increase %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cash flow</td>
<td>12,713</td>
<td>12,317</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Tangible capital expenditure</td>
<td>(4,820)</td>
<td>(4,350)</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Intangible capital expenditure</td>
<td>(59)</td>
<td>(21)</td>
<td>181</td>
<td></td>
</tr>
<tr>
<td>Operating free cash flow</td>
<td>7,834</td>
<td>7,946</td>
<td>(1)</td>
<td></td>
</tr>
<tr>
<td>Tax paid</td>
<td>(1,616)</td>
<td>(1,182)</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Net interest paid</td>
<td>(391)</td>
<td>(44)</td>
<td>789</td>
<td></td>
</tr>
<tr>
<td>Dividends received &amp; other</td>
<td>2,020</td>
<td>1,801</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Free cash flow</td>
<td>7,847</td>
<td>8,521</td>
<td>(8)</td>
<td></td>
</tr>
<tr>
<td>Acquisitions</td>
<td>(2,480)</td>
<td>(2,083)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disposals</td>
<td>466</td>
<td>1,123</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group dividends</td>
<td>(1,991)</td>
<td>(1,258)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share purchases</td>
<td>(4,053)</td>
<td>(1,032)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>360</td>
<td>80</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net debt decrease</td>
<td>149</td>
<td>5,351</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening net debt</td>
<td>(8,488)</td>
<td>(13,839)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Closing net debt</td>
<td>(8,339)</td>
<td>(8,488)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Analysis of Free Cash Flow

- **JT FCF Pre-disposal**: £8.5bn
- **+1%**
- **£7.8bn**

- **Hedge Closures**: £0.2bn

- **Net debt decrease**: £0.6bn
Net Debt

- March 2005:
  - Gross debt: (11.9) £bn
  - Cash & investments: 3.6
  - Net Debt: (8.3)

- Committed to credit profile

Gross Debt Maturity Profile

Total = £11.9 billion
International Financial Reporting (IFRS)

• Effective for 2005/06

• 2005/6 Outlook:
  – IFRS basis
  – No material difference to UK GAAP proportionate guidance
  – No further significant differences to those already identified

• July 2005:
  – FY 2004/5 results on an IFRS basis
## Cash Flow Outlook for FY 05/06

### Impact of IFRS

<table>
<thead>
<tr>
<th>Free Cash Flow</th>
<th>Net Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Proportionate consolidation</td>
<td>• Proportionate consolidation</td>
</tr>
<tr>
<td></td>
<td>• US$1.6 bn Preference shares</td>
</tr>
<tr>
<td></td>
<td>• Financial Instruments (IAS 39)</td>
</tr>
</tbody>
</table>

### Outlook for FY 05/06

<table>
<thead>
<tr>
<th>Free Cash Flow</th>
<th>Net Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>• VZW dividend c.£0.7bn lower</td>
<td></td>
</tr>
<tr>
<td>• Higher tax payments</td>
<td></td>
</tr>
<tr>
<td>• Higher fixed asset</td>
<td></td>
</tr>
</tbody>
</table>

- £6.5 - £7.0 billion

- Increasing net debt
Summary

• Robust set of results

• Strong financial position

• Increased returns to shareholders
Germany
Strong Customer Growth

• Market leading share of new customers

• Further reducing T-Mobile market lead

• Slightly lower churn at 18.3%

• Successful 3G launch

• New “At Home” product launched

* Company estimates
Germany
Further Increasing Turnover

• Driven by increased customer base

• Termination rate reductions

• Data revenues up 85%

• Overall ARPU down 3.5%

• Market revenue share up 1.6% versus principal competitor
Germany
Increasing EBITDA

- Equally strong focus on profitability
- Improved operating efficiency
- Aggregate customer costs stable
- 1.4% margin improvement
- Largest EBITDA share
Italy
Continued Customer Growth

- Aggressive competition
- Focus on innovative promotions
- Targeted retention
- Churn relatively stable at 17.2%
- 1.4 million total net additions

* Company estimates
Italy
Increasing Turnover

- Driven by growth in customers
- 4% increase in voice usage per customer
- Messaging revenue up 14%
- Data revenue up 85%
- Overall ARPU stable at €359
- 665,000 total 3G devices
Italy
Increasing EBITDA

- Increase in acquisition and retention costs from low base
- Tight control of operating costs
- Promotions driving more on-network traffic
- Further improvement in margin

* Before exceptional items
Spain
Exceptional Customer Growth

- Very strong performance
- Focus on high value customers
- Contract mix up from 43% to 47%
- Churn down from 23.6% to 21.9%
- Reputation for innovation
- Increased market share of 3%

* Company estimates
Spain
Driving Up Turnover

- Very strong performance despite termination rate reductions
- Successful promotional activities
- Increased voice usage
- ARPU up 10%
- Non-voice revenues up 46%
- Increased revenue market share

Turnover

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003/4</td>
<td>€3.9bn</td>
</tr>
<tr>
<td>2004/5</td>
<td>€4.8bn</td>
</tr>
</tbody>
</table>

+24%

Service Revenue Growth (Year-On-Year)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 FY05</td>
<td>21%</td>
</tr>
<tr>
<td>Q2 FY05</td>
<td>21%</td>
</tr>
<tr>
<td>Q3 FY05</td>
<td>22%</td>
</tr>
<tr>
<td>Q4 FY05</td>
<td>23%</td>
</tr>
</tbody>
</table>
Spain
Investment In Growth

• Strong profit performance

• Additional investment in:
  – Customer acquisition
  – Customer retention

• 18% increase in EBITDA
UK

Continued Customer Growth

- Intensely competitive

- Churn stable at 29.7%

- New tariffs introduced:
  - Corporates & Business
  - Consumer

- Increased market share versus principal competitors

* Company estimates
UK

Increased Turnover Impacted By Regulation

- Termination rate –4% impact
- Messaging revenue up 15%
- Data revenue up 81%
- Overall ARPU down 1%
UK
Operational Efficiencies

• Solid performance

• Operational efficiencies delivered

• Additional investment in:
  – Customer acquisition
  – Customer retention

• Further EBITDA improvement

* Before exceptional items
Verizon Wireless
Strong Customer Growth

- Fast changing competitive environment
- Penetration still only 63%
- Consistent focus on execution
- Market leading net adds share again
- Record low churn of 17.2%
- 24% customer market share
Verizon Wireless
Excellent Revenue Performance

- ARPU up 4%
- Significant increase in voice usage
- V CAST and BroadbandAccess performing strongly
- Non-voice revenues up 131%
Verizon Wireless
Record Financial Results

- Leveraging scale
- Increased investment in customer retention
- Tight operating cost control
- Record margin
- Largest EBITDA in industry
Other Operations

• 48.7 million proportionate customers
  – 11 Controlled businesses
  – 8 Associates & 1 Investment

• Strong growth:
  – Proportionate turnover +12%
  – Proportionate EBITDA +10%

• Intense competition: Sweden

• Strong performances: Egypt, Greece, Hungary, Ireland, Portugal
Operating Results
Key Takeaways

• Continued strong customer growth

• Revenues per customer generally stable

• Cost control maintaining margins

• Generally outperforming established competitors

• 3G services starting to gain momentum
One Vodafone

Networks and Supply Chain

- Largest cost opportunity
- Integrated network plan and team of 280 established
- Accelerated leased line replacement

Service Platforms

- Hosting centres now running in Germany and Italy
- Dedicated team of 380 people
- 8 businesses migrating over next year
One Vodafone

IT Delivery

- Consolidation of billing and CRM systems
- Agreeing target platform and migration path
- Initial focus on customer facing systems

Customer Management

- Sharing best practice
- Segment based customer management
- Support to MNC and roaming propositions
One Vodafone

Terminals
- Focus on exclusivity and customisation
- Significantly increased global sourcing
- Balance local needs vs. global scale

Roaming
- Tariff simplification
- New voice roaming proposition
- Increase capture rates
One Vodafone - Summary

- Focus now on execution
- Largest benefits in network area
- IT has upside but on longer time horizons

- £11.7bn 2007/8 target being embedded in business targets
- Focus on 1% market revenue share gain versus established competitors
- 10% mobile capex to sales by 2007/08
Key takeaways from the first 2 months

• Many challenges, but original innovative spirit and solid foundation still present

• 15 million customers; revenue of £5.6 billion and EBITDA of £2.0 billion

• Implication of migration and structural changes from 2G to 3G

• Increased emphasis on:
  – Handset range and quality
  – Contents and services
  – Network
  – Simplicity and clarity
Financial Review

- Challenging market conditions
- Weak customer additions
- Loss of high value customers
- ARPU reduced by 9%

- Reduced operating expenses
- Lower customer acquisition volumes
- Increased investment in retention
- Reduced profitability

* Before exceptional items
Transformation plan recap 2004/05

• 9-1 integration
  – Integration of key business systems complete
    ▪ East Japan call centres (FY03)
    ▪ Network operations (FY04)
    ▪ Consolidated logistics network (FY04)
    ▪ ERP systems (FY04)
    ▪ Shop operation support (FY04)
    ▪ Sales incentive and commission related processes (FY04)
    ▪ Agency invoice management system (FY04)
  – Billing integration in progress, long term project

• Improved cost structure
  – Effective utilisation of dark fibre
  – General overhead expense reduced
Milestones for Recovery

<table>
<thead>
<tr>
<th>Turnaround</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2004/05</td>
<td>FY2006/07</td>
</tr>
<tr>
<td>FY2005/06</td>
<td>FY2007/08</td>
</tr>
</tbody>
</table>

- **Handsets**
- **Services**
- **Pricing**
- **Network**
- **Customer**
Milestones for Recovery (1): Handsets

- Close gap with competitors with enhanced 3G offerings

**Turnaround**
- FY2004/05: Initial launch of WCDMA handsets
- FY2005/06: Improve 3G handset functionality, add features
- FY2006/07: Wider range of 3G handsets
- FY2007/08: Greater range of competitive 3G handsets (incl. Japan-specific)

**Growth**
- FY2004/05: Initial launch of WCDMA handsets
- FY2005/06: Improve 3G handset functionality, add features
- FY2006/07: Wider range of 3G handsets
- FY2007/08: Greater range of competitive 3G handsets (incl. Japan-specific)

Handsets
## Milestones for Recovery (2): Services and pricing

### Turnaround

<table>
<thead>
<tr>
<th>FY2004/05</th>
<th>FY2005/06</th>
<th>FY2006/07</th>
<th>FY2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>Services</td>
<td>Services</td>
<td>Services</td>
</tr>
<tr>
<td>Chaku-Uta long version</td>
<td>Improve music contents offering</td>
<td>Innovative new services (e.g., Terrestrial digital TV, better streaming service, GPS etc)</td>
<td></td>
</tr>
<tr>
<td>Active spam measures</td>
<td>Vodafone live!BB</td>
<td>Felica</td>
<td></td>
</tr>
<tr>
<td>Broadband trial started</td>
<td>Improve e-mail / SMS usability</td>
<td>Broadband services commercial launch</td>
<td></td>
</tr>
<tr>
<td>Happy Bonus Happy Packet Packet Flat-rate for 3G</td>
<td>Encourage usage with compelling price plans</td>
<td>focus on transparency and simplicity for customers in price plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dual Packet Flat-rate</td>
<td>Family Call Flat-rate</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mail Flat-rate</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Vodafone K.K. to regain reputation for innovation
Milestones for Recovery (3): 3G network

- Coverage issues substantially improved until MNP – with ongoing capacity investment thereafter
Milestones for Recovery (4): Customers

- Regain positive momentum by May 06
Summary

- Recognise the current challenges
- Detailed plan with measurable milestones
- Bring in the right local people
- Regain reputation for innovation
- Confident that we will become competitive
Arun Sarin
Chief Executive
Vodafone Group Plc
© Vodafone Group 2005
Summary

Differentiated customer propositions

Outperformance versus competition

Growing shareholder returns

Building Vodafone for the future
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 regarding returns to shareholders, free cash flow, expectations regarding the Group’s competitive position, share purchases, dividends and dividend growth rates and business acquisitions; Vodafone’s expectations for the year ending 31 March 2006 as to organic growth in proportionate mobile revenue, proportionate mobile EBITDA margins, capitalised fixed asset additions, free cash flow, net debt, tax payments and expected adjusted effective tax rates; statements with respect to plans, products and services announced to improve Vodafone Japan’s performance and competitive position and the expected outcomes of these plans and product and service introductions; statements with respect to dividend payments and increases in the level of dividends; and statements regarding anticipated benefits in 2007 and 2008 to the Group of the One Vodafone programme, including statements related to, mobile capital and mobile operating expenditure, mobile capital intensity, free cash flow, cost savings, migration of service delivery platforms, revenue enhancements delivering pre-tax cash flow and revenue market share and the aggregate of mobile operating expenses and tangible fixed asset additions. 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 and interconnect rates, customer acquisition and retention costs, network opening and operating costs and the availability of handsets.

The presentation also contains other forward-looking statements including statements with respect to Vodafone’s expectations as to launch and roll-out dates for products and services, including, for example, 3G services and handsets, Vodafone Simply and Vodafone Passport and Vodafone’s business services; targets for 3G coverage and consumer numbers; intentions regarding the development of products and services; acquisitions and disposals; the Group’s adoption and implementation of IFRS; maintenance of credit ratings and overall market trends. Forward-looking statements are sometimes, but not always, identified by their use of a date in the future or such words as “anticipates”, “aims”, “could”, “may”, “should”, “expects”, “believes”, “intends”, “plans” or “targets”. By their nature, forward-looking statements are inherently predictive, speculative and involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. There are a number of factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements. These factors include, but are not limited to, the following: changes in economic or political conditions in markets served by operations of the Group that would adversely affect the level of demand for mobile services; greater than anticipated competitive activity requiring changes in pricing models and/or new product offerings or resulting in higher costs of acquiring new customers or providing new services; the impact on capital spending from investment in network capacity and the deployment of new technologies, or the rapid obsolescence of existing technology; slower customer growth or reduced customer retention; the possibility that technologies, including mobile internet platforms, and services, including 3G services, will not perform according to expectations or that vendors’ performance will not meet the Group’s requirements; changes in the projected growth rates of the mobile telecommunications industry; the Group’s ability to realise expected synergies and benefits associated with 3G technologies and the integration of our operations and those of acquired companies; future revenue contributions of both voice and non-voice services offered by the Group; lower than expected impact of GPRS, 3G and Vodafone live! and other new or existing products, services or technologies on the Group’s future revenue, cost structure and capital expenditure outlays; the ability of the Group to harmonise mobile platforms and any delays, impediments or other problems associated with the roll-out and scope of 3G technology and services and Vodafone live! and other new or existing products, services or technologies in new markets; the ability of the Group to offer new services and secure the timely delivery of high-quality, reliable GPRS and 3G handsets, network equipment and other key products from suppliers; greater than anticipated prices of new mobile handsets; the ability to realise benefits from entering into partnerships for developing data and internet services and entering into service franchising and brand licensing; the possibility that the pursuit of new, unexpected strategic opportunities may have a negative impact on one or more of the measurements of our financial performance and may affect the level of dividends; any unfavourable conditions, regulatory or otherwise, imposed in connection with pending or future acquisitions or dispositions; changes in the regulatory framework in which the Group operates, including possible action by regulators in markets in which the Group operates or by the European Commission regulating rates the Group is permitted to charge; the Group’s ability to develop competitive data content and services which will attract new customers and increase average usage; the impact of legal or other proceedings against the Group or other companies in the mobile telecommunications industry; the possibility that new marketing campaigns or efforts are not an effective expenditure; the possibility that the Group’s integration efforts do not increase the speed-to-market of new products or improve the Group’s cost position; changes in exchange rates, including particularly the exchange rate of pounds sterling to the euro, US dollar and the Japanese yen; the risk that, upon obtaining control of certain investments, the Group discovers additional information relating to the businesses of that investment leading to restructuring charges or write-offs or with other negative implications; changes in statutory tax rates and profit mix which would impact the weighted average tax rate; changes in tax legislation in the jurisdictions in which the Group operates; final resolution of open issues which might impact the effective tax rate; timing of any tax payments relating to the resolution of open issues; and loss of suppliers or disruption of supply chains.

Furthermore, a review of the reasons why actual results and developments may differ materially from the expectations disclosed or implied within forward-looking statements can be found under “Risk Factors” contained in our Annual Report with respect to the financial year ended 31 March 2004 and in our Annual Report with respect to the financial year ended 31 March 2005 which will be available on www.vodafone.com from 8 June 2005. All subsequent written or oral forward-looking statements attributable to the Company or any member of the Group or any persons acting on their behalf are expressly qualified in their entirety by the factors referred to above.

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