



About Vodafone Group Plc

January 2020



We connect people all over the world

24

countries in which we
have mobile operations

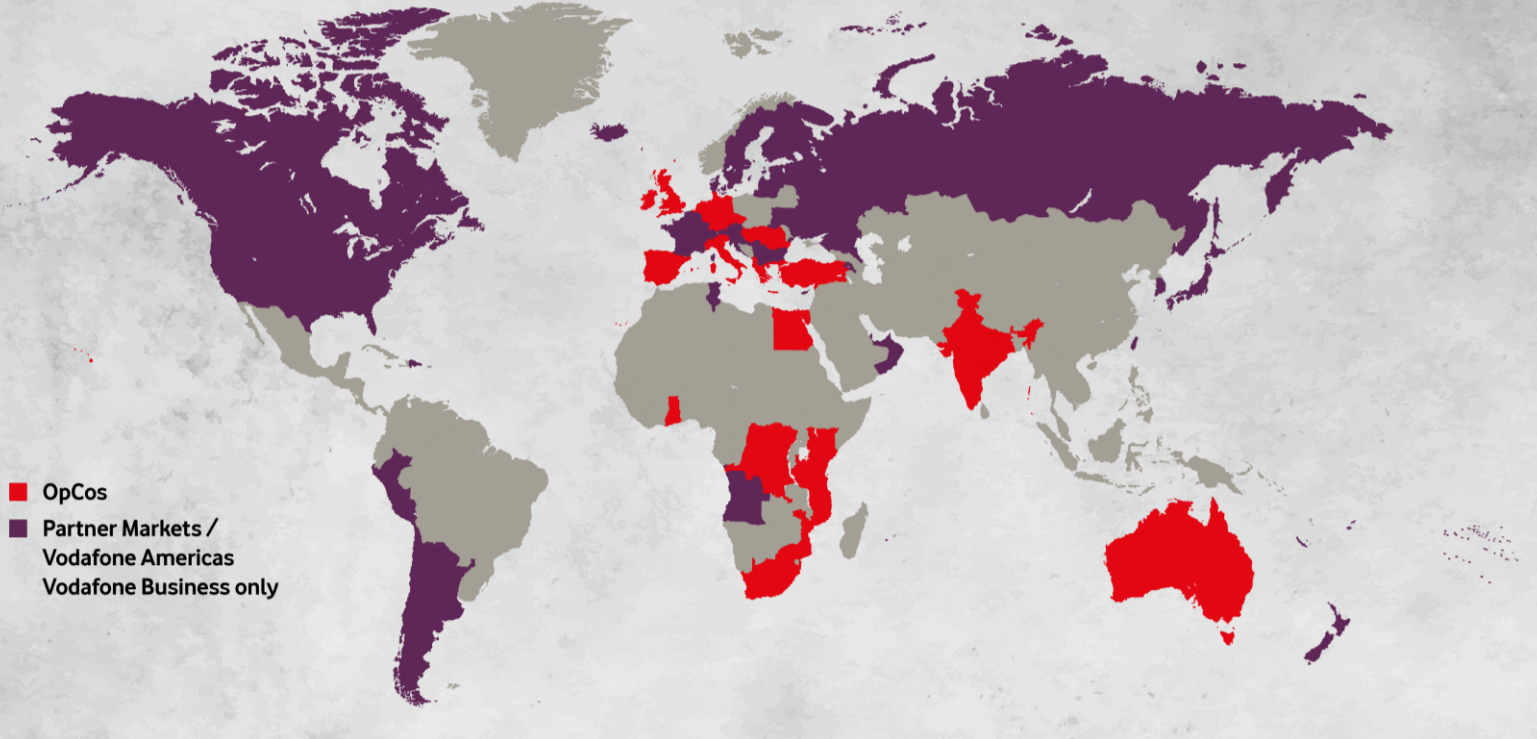
19

countries in which we
have fixed operations

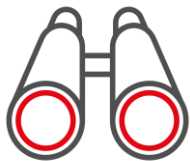
41

Partner Markets

- OpCos
- Partner Markets /
Vodafone Americas
Vodafone Business only



Working hard to build a digital future that works for everyone



Vision

We believe in the power of new communications networks and technology to transform our lives and our societies



Innovation

We make technology work for people, families, businesses and communities; we're excited by the possibilities of the future and always learning



Inclusion

We understand the risks that technology can create and try hard to address them transparently and sustainably.

We believe in a present and a future that includes everyone and we're working hard to build it



Investment and infrastructure

We're working in partnership with leading technology innovators, governments, and other businesses to meet the challenge of building the infrastructure on which our digital future depends



Every 24 hours, Vodafone customers:

- make **7.6bn minutes** of mobile calls
- stream the equivalent of **17.7bn songs** on their smartphones
- watch the equivalent of **2bn 3 minute HD videos** over their fixed broadband connections¹
- make **32m financial transactions** using M-Pesa
- are reunited with **3** missing cars thanks to Vodafone Automotive



Europe's largest 5G network

- 5G markets and roaming
- 5G markets
- 5G trials

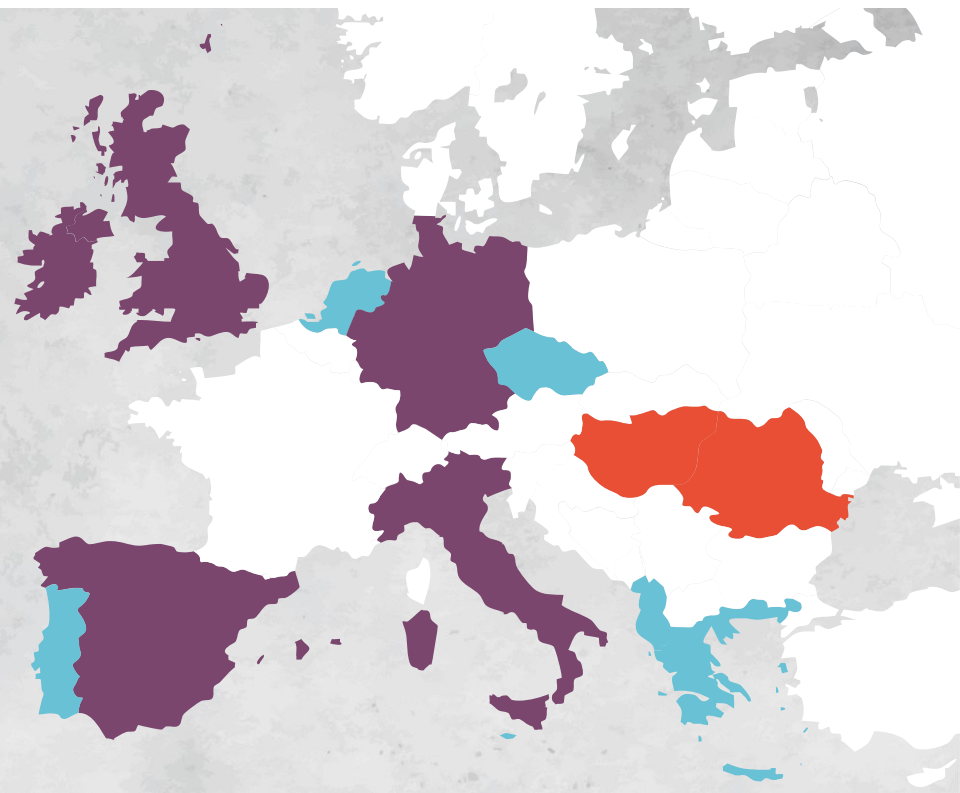
Commercial services in **7** markets

Roaming available in **5** markets

Services live in **100+** towns and cities

800+ 5G cell sites

7 5G-compatible handsets available



One of the world's leading converged operators

Mobile

The world's 2nd largest
mobile network

625m customers¹

Fixed

Fully converged networks
across Europe

27m customers²

TV

Europe's second largest
TV platform

22m customers²

1. Includes Vodafone Idea and other joint ventures

2. Includes Vodafone Ziggo



Europe's fastest growing
superfast network

54m

households can access
Vodafone's superfast broadband¹

127m

when wholesale agreements are
taken into account¹

¹ Includes VodafoneZiggo

C2 General



Delivering content for customers across Europe

22m

TV customers in 10 markets¹

Cloud-based IPTV platform
powered by AI

Voice activated TV available
in **Portugal** and rolling out
across Europe

¹ Includes VodafoneZiggo
C2 General



M-Pesa provides financial freedom to millions of people in Africa

Launched in Kenya in

2007

396,000

agents

39m

active customers

Available in

7 countries



World leading IoT platform



94m

connected SIMs

8

'V by Vodafone'
consumer IoT markets

36

countries covered by our
IoT platform¹

2.9 tonnes

CO₂e saved per tonne generated
by Vodafone IoT customers

¹. Includes partners and commercial agreements



Vodafone Business



Trusted by more than **10m**
organisations around the world



Sector expertise includes energy,
agriculture, healthcare, retail, banking,
insurance, manufacturing, automotive



Global reach – fixed network points of
presence in **74** countries

Helping businesses succeed in a **digital world...**



...by connecting **people, places** and **things**



Our Exec Team



Nick Read
CEO



Margherita della Valle
CFO



Vivek Badrinath
CEO, Rest of the World



Ahmed Essam
Chief Commercial
Operations Officer



Vinod Kumar
CEO, Vodafone Business



Rosemary Martin
Group General Counsel



Joakim Reiter
Group External
Affairs Director



Serpil Timuray
CEO, Europe Cluster



Johan Wibergh
CTO



Leanne Wood
Chief Human
Resources Officer



Group financial summary

Six months to 30 September 2019

€21.9bn

Revenue

4.50c

Dividend per share

€577m

Operating profit

€7.1bn

Adjusted EBITDA

£40bn

Market capitalisation
(15 Nov 2019)



Our Purpose



Digital Society
Investing in our
Gigabit networks



Inclusion for All
Embracing everyone
on our journey to a
digital society

**We connect
for a better future**

Improving 1bn lives
and halving our
environmental
impact by 2025



Planet
Lowering our
environmental
impact



Our aims: Digital Society



Digital Society

5G

Gigabit Networks

Connecting over 350m people and businesses to make life better



IoT Innovation

Connecting over 150m vehicles to make travel smarter



m-pesa

Financial Services

Connecting 50m mobile money users to banking



Our aims: Inclusion for All

Connected

**She
Can**

Connected She Can
Connecting 50m
additional women
in developing
markets



Digital Skills
Connecting 10m young
people to digital skills
and upskilling the
next generation



Inclusion for all



**Best Employer
for Women**
Connecting thousands of
skilled women to new
opportunities



Our aims: Planet

Planet



Renewable Electricity
Purchasing 100%
renewable
electricity



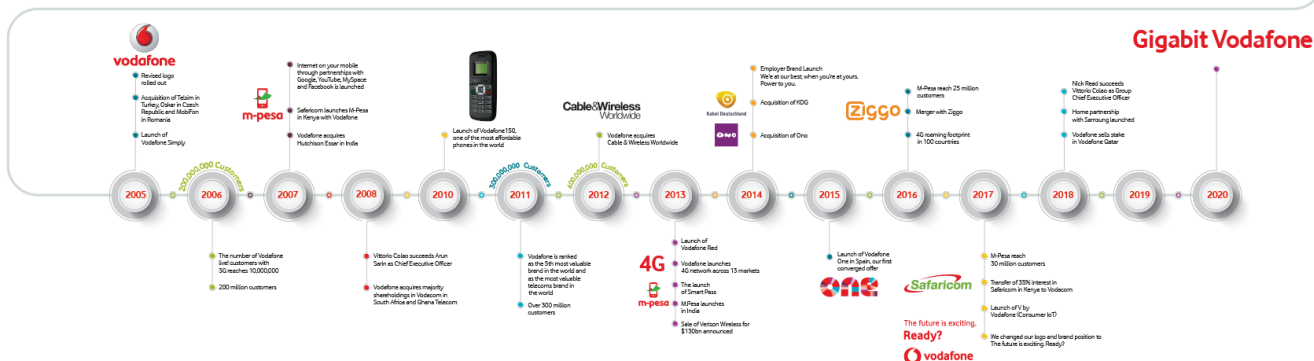
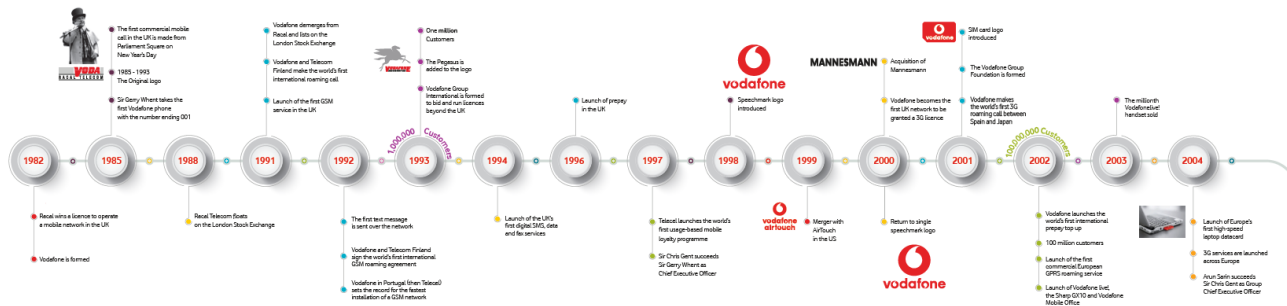
Greenhouse Gas Emissions
Reducing our greenhouse
gas emissions
by 50%



Tackling e-Waste
Re-using, reselling
or recycling 100%
of our network
waste



History of the Group





The future is exciting.

Ready?

