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 connections

• make **32m financial transactions** using M-Pesa

• are reunited with **3** missing cars thanks to Vodafone Automotive

1. Europe only
Europe’s largest 5G network

- 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 customers\(^1\)

**Fixed**
Fully converged networks across Europe
27m customers\(^2\)

**TV**
Europe’s second largest TV platform
22m customers\(^2\)

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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 broadband

127m when wholesale agreements are taken into account

1. Includes VodafoneZiggo
Delivering content for customers across Europe

22m
TV customers in 10 markets

Cloud-based IPTV platform powered by AI

Voice activated TV available in Portugal and rolling out across Europe
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

We connect for a better future

Improving 1bn lives and halving our environmental impact by 2025

Digital Society
Investing in our Gigabit networks

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

Planet
Lowering our environmental impact
Our aims: Digital Society

- **IoT Innovation**: Connecting over 150m vehicles to make travel smarter
- **Gigabit Networks**: Connecting over 350m people and businesses to make life better
- **Financial Services**: Connecting 50m mobile money users to banking
Our aims: Inclusion for All

Connected She Can
Connecting 50m additional women in developing markets

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

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

Inclusion for all
Our aims: Planet

- **Greenhouse Gas Emissions**: Reducing our greenhouse gas emissions by 50%
- **Renewable Electricity**: Purchasing 100% renewable electricity
- **Tackling e-Waste**: Re-using, reselling or recycling 100% of our network waste
History of the Group
The future is exciting.

Ready?