



About Vodafone Group Plc

March 2020



We connect people all over the world

24

countries in which we
have mobile operations

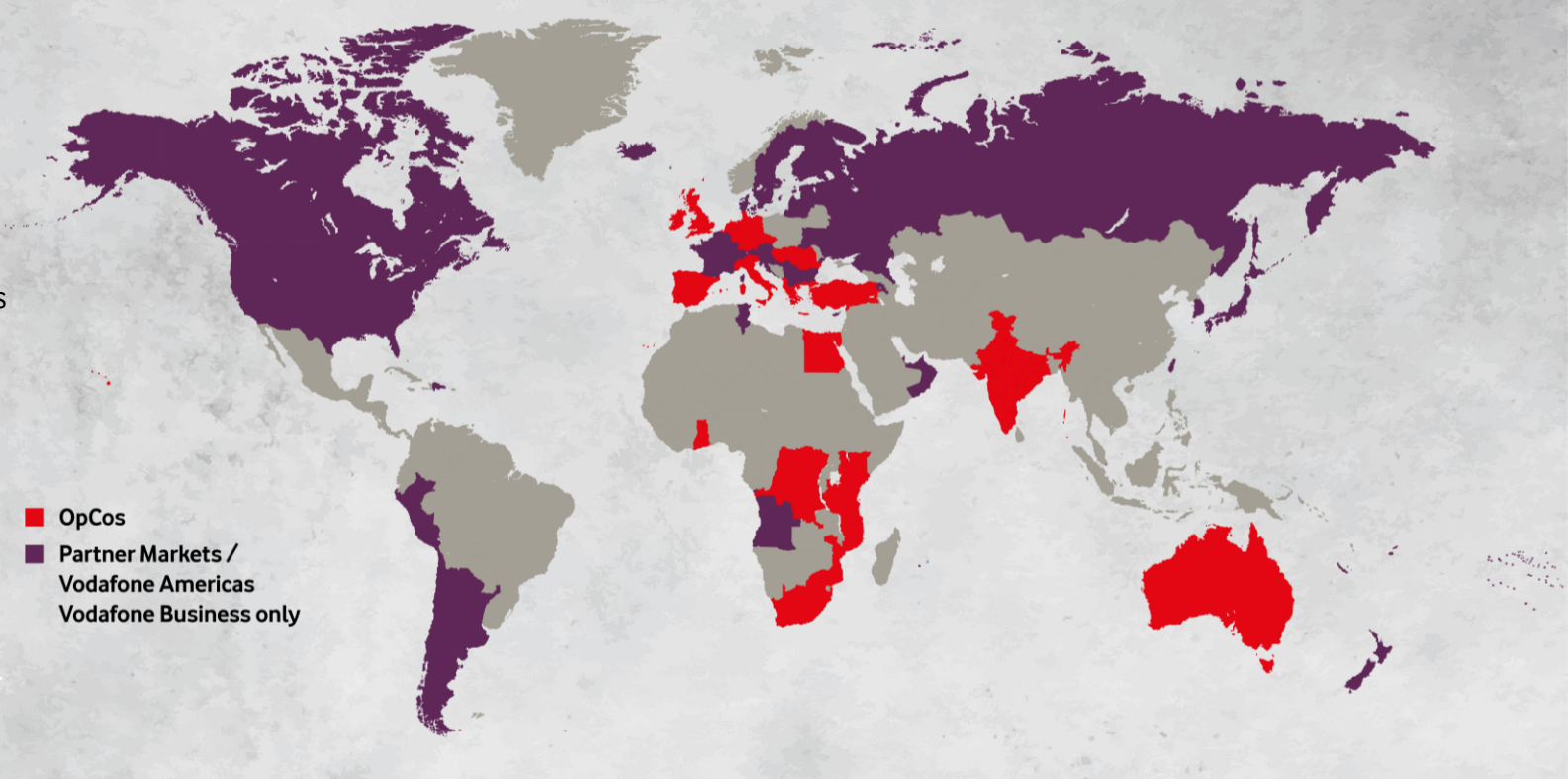
19

countries in which we
have fixed operations

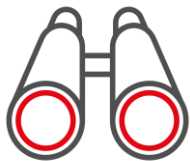
43

Partner Markets

- OpCos
- Partner Markets /
Vodafone Americas
Vodafone Business only



We build a digital future 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



Inclusion

Leaving no one behind, expanding access where it doesn't exist, doing our part for a sustainable planet

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



Investment

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 **7.4bn minutes** of mobile calls
- stream the equivalent of **18.8bn songs** on their smartphones
- watch the equivalent of **2.3bn 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 with roaming
- 5G markets
- 5G trials

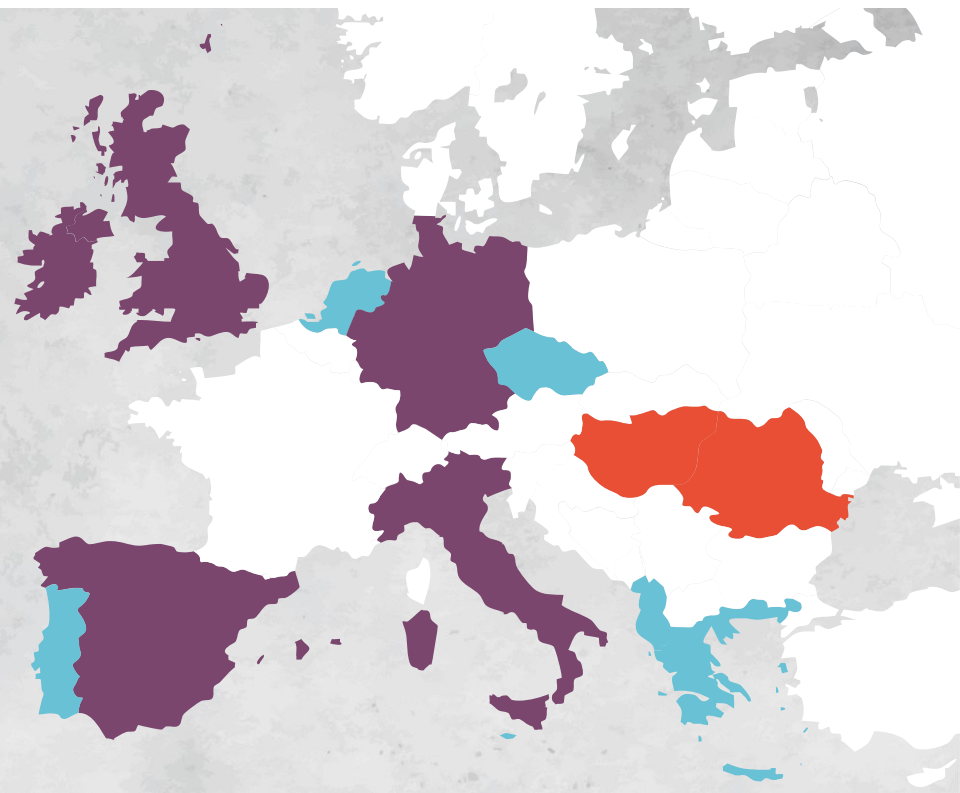
Commercial services in **7** markets

Roaming available in **5** markets

Services live in **63** major cities

1000+ 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

133m

households, 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

42m

active customers

Available in

7 countries



World leading IoT platform



99m

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
Chief Executive Officer



Margherita della Valle
Chief Financial Officer



Hannes Ametsreiter
CEO Vodafone Germany



Vivek Badrinath
CEO, Rest of the World



Aldo Bisio
CEO Vodafone Italy



António Coimbra
CEO Vodafone Spain



Ahmed Essam
Chief Commercial
Operations Officer



Nick Jeffery
CEO Vodafone UK



Vinod Kumar
CEO Vodafone Business



Rosemary Martin
Group General Counsel



Joakim Reiter
Group External Affairs
Director



Serpil Timuray
CEO Europe Cluster



Johan Wibergh
Chief Technology
Officer



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

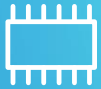


Our aims: Inclusion for All

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



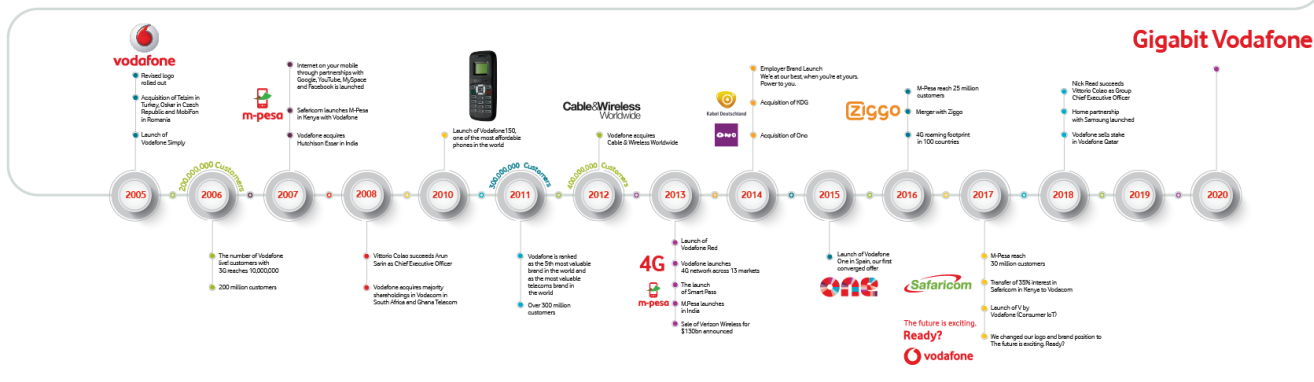
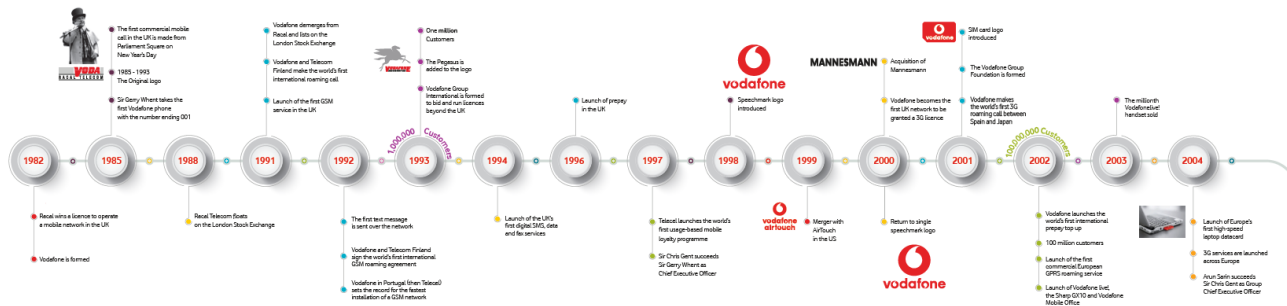
Greenhouse Gas Emissions
Reducing our greenhouse
gas emissions
by 50%



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



History of the Group





The future is exciting.

Ready?

