

A woman with long dark hair, wearing a red knitted sweater, is looking down at a smartphone held in her hands. She has a slight smile. A large, hand-drawn red speech bubble graphic is positioned around the text 'About Vodafone Group Plc'. The background is blurred, showing what appears to be a festive indoor setting with warm lights.

## About Vodafone Group Plc

December 2020



# We connect people all over the world

21

countries in which we have  
mobile and fixed networks

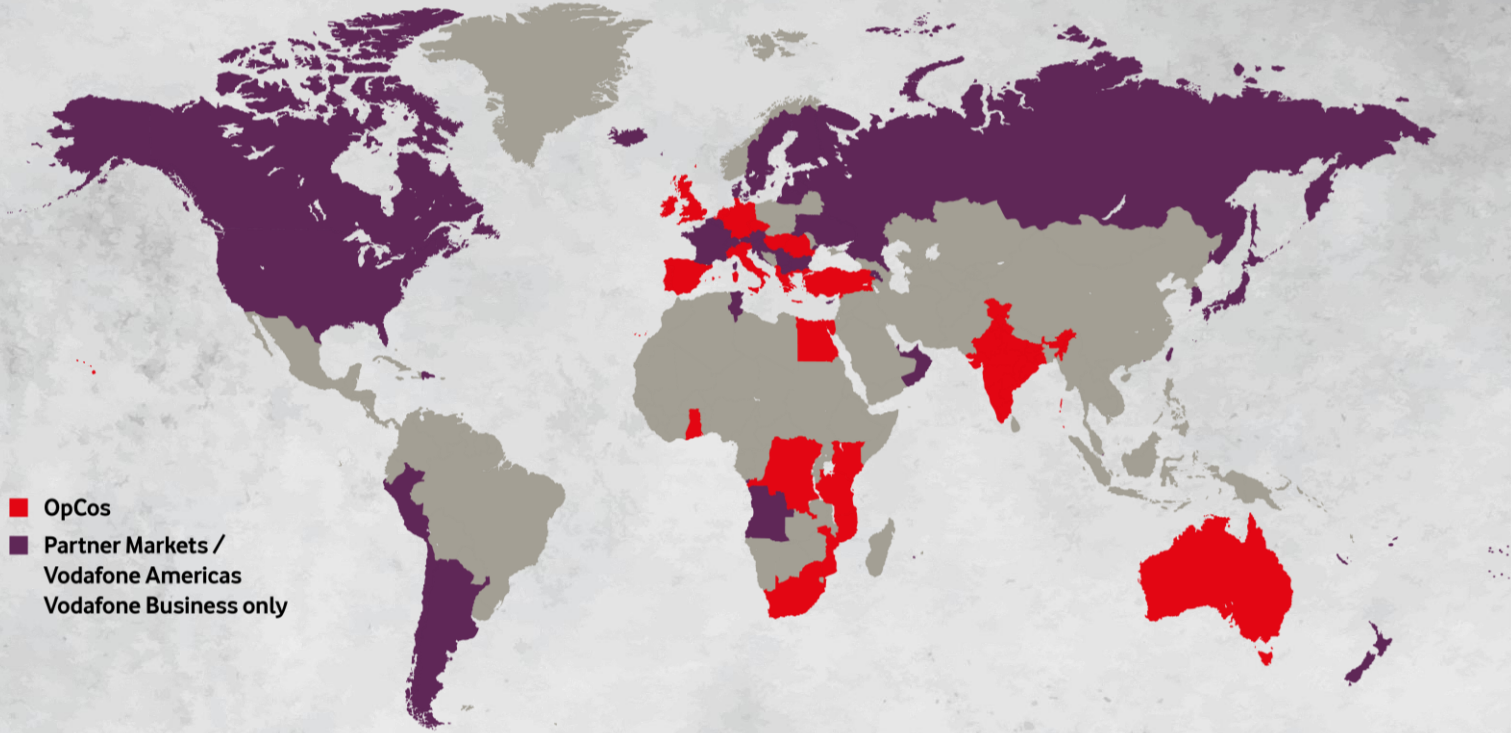
17

countries in which we  
have fixed operations

48

Partner Markets

- OpCos
- Partner Markets /  
Vodafone Americas  
Vodafone Business only



# One of the world's leading converged operators

## Mobile

One of the world's largest  
mobile networks

**300m+ customers**

## Fixed

Our NGN network  
is Europe's largest

**27m+ customers<sup>1</sup>**

## TV

Europe's second largest  
TV platform

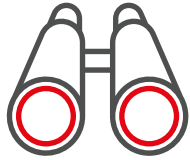
**22m customers<sup>1</sup>**

1. Includes Vodafone Ziggo





# 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



# Europe's largest 5G network

- 5G markets with roaming
- 5G markets
- 5G trials

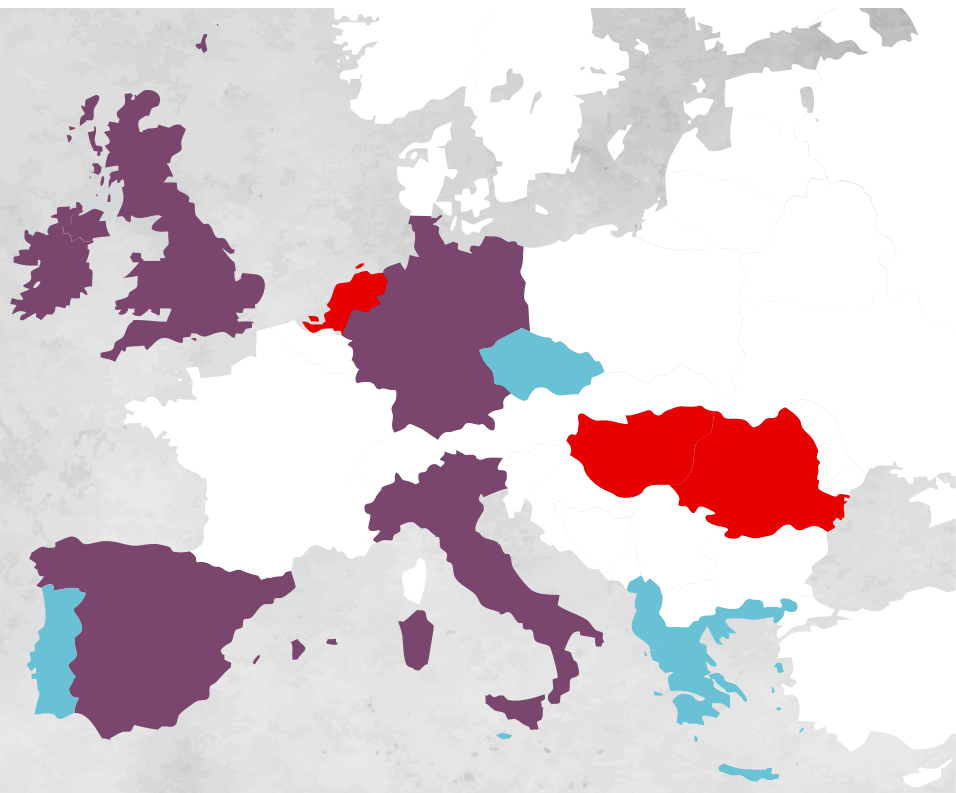
Commercial services in **9** European markets

Roaming available in **5** markets

Services live in **127** major cities

**4100** 5G cell sites

**7** 5G-compatible handsets available



# Europe's fastest growing superfast network

32m

households can access Vodafone's  
superfast Gigabit broadband<sup>1</sup>

139m

households, when wholesale  
agreements are taken into account<sup>1</sup>

1. Includes VodafoneZiggo





# Delivering content for customers across Europe

## 22m

TV customers in 11 markets<sup>1</sup>

Cloud-based IPTV platform  
powered by AI

Voice-activated TV  
rolling out across Europe

1. Includes VodafoneZiggo



# Connecting millions across Africa

## Mobile

>170 million customers  
across 8 countries

## Data customers

84.5 million

## 4G data penetration

22% of our African data  
customers use **4G today**

## Digital lifestyle

40 million purchases from  
VideoPlay streaming service  
in South Africa in 2019





# M-Pesa: Africa's largest payments platform

Launched in Kenya, now available in

**7 countries**

**432,000**

Agents employed

**42m**

active customers

**13bn**

Transactions per annum





# Africa's FinTech leader

**M-Shwari and KCB M-Pesa** – savings and loan accounts (Kenya)

**Fuliza/Songesha** – overdraft facilities (Kenya/Tanzania)

**Halal-Pesa** – Sharia-compliant savings account for religious and social activities (Tanzania)

**M-Koba** – save money, access loans and share earnings with groups like family and friends (Tanzania)

**Digifarm** – financial, credit services and information for farmers (Kenya)

**M-Pawa** – savings, loans and commercial services for entrepreneurs (Tanzania)

**M-Tiba** – an inclusive platform to save for healthcare costs and manage insurance (Kenya)

**Super-app** – single platform to manage money and pay for services. Launching in 2021 (South Africa)



# World leading IoT platform

112m

connected SIMs

8

'V by Vodafone'  
consumer IoT markets

39

countries covered by our  
IoT platform<sup>1</sup>

1. Includes partners and commercial agreements





# Vodafone Business



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



Sector expertise includes : energy  
and utilities, logistics and transport,  
insurance, automotive, retail  
and manufacturing.



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

Helping businesses succeed in a **digital world**



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



# VANTAGE TOWERS

## Europe's largest tower business

- Separate entity from Vodafone since March 2020
- Leading in scale and positioning
- 68,000 macro sites across 9 countries with #1 or #2 tower market position in 8 of these markets
- Dedicated management team to drive business efficiently and maximise monetisation of assets
- Realise value for Vodafone shareholders through targeted portfolio action

V  
T





# Our Executive Team



**Nick Read**  
Chief Executive Officer



**Margherita della Valle**  
Chief Financial Officer



**Hannes Ametsreiter**  
CEO  
Vodafone Germany



**Aldo Bisio**  
CEO  
Vodafone Italy



**Colman Deegan**  
CEO  
Vodafone Spain



**Ahmed Essam**  
Chief Commercial  
Operations Officer



**Nick Jeffery**  
CEO  
Vodafone UK



**Shameel Joosub**  
CEO  
Vodacom Group



**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



**Vivek Badrinath**  
CEO,  
Vantage Towers





# Group financial summary

12 months to 31 March 2020

**€37.9bn**

Revenue

**9c**

Dividend per share

**€4.09bn**

Operating profit

**€14.9bn**

Adjusted EBITDA

**£35bn**

Market capitalisation  
(29 May 2020)



# 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 millions  
of lives and halving  
our environmental  
impact by 2025



**Planet**  
Lowering our  
environmental  
impact



# Our aims: Digital Society

5G

**Gigabit Networks**  
Connecting over  
350m people and  
businesses to make  
life better



**SMEs**

More than 500,000  
small and medium  
enterprises  
supported with  
connectivity

A central graphic of a globe composed of numerous small, brightly lit city buildings and streets at night, creating a vibrant, multi-colored sphere. The words "Digital Society" are overlaid in large white text.

# Digital Society



**IoT Innovation**  
Connecting over  
150m vehicles to  
make travel smarter



**m-pesa**

**Financial Services**  
Connecting 50m  
mobile money users  
to banking



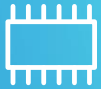


# Our aims: Inclusion for All

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



# COVID-19: Social Contract 5-point plan in Phase 1 proved very successful

## - Vodafone's contribution in Europe has been considerable

1 

5G in 127 cities  
€400m additional investment  
Net Zero announcement  
Green Gigabit Network

2 

1.5m healthcare workers supported  
€6m in donations (devices/funds) to hospitals/health  
15m people supported through zero rating health sites  
250m SMS sent

3 

5.2m students helped  
18.4k devices donated for education  
5.6m consumers helped

4 

4.3m business customers helped

5 

€600k+ in mobility insights donated to track the virus (Europe)  
  
Removal of transaction fees for mobile money ~€4.8m (Africa)

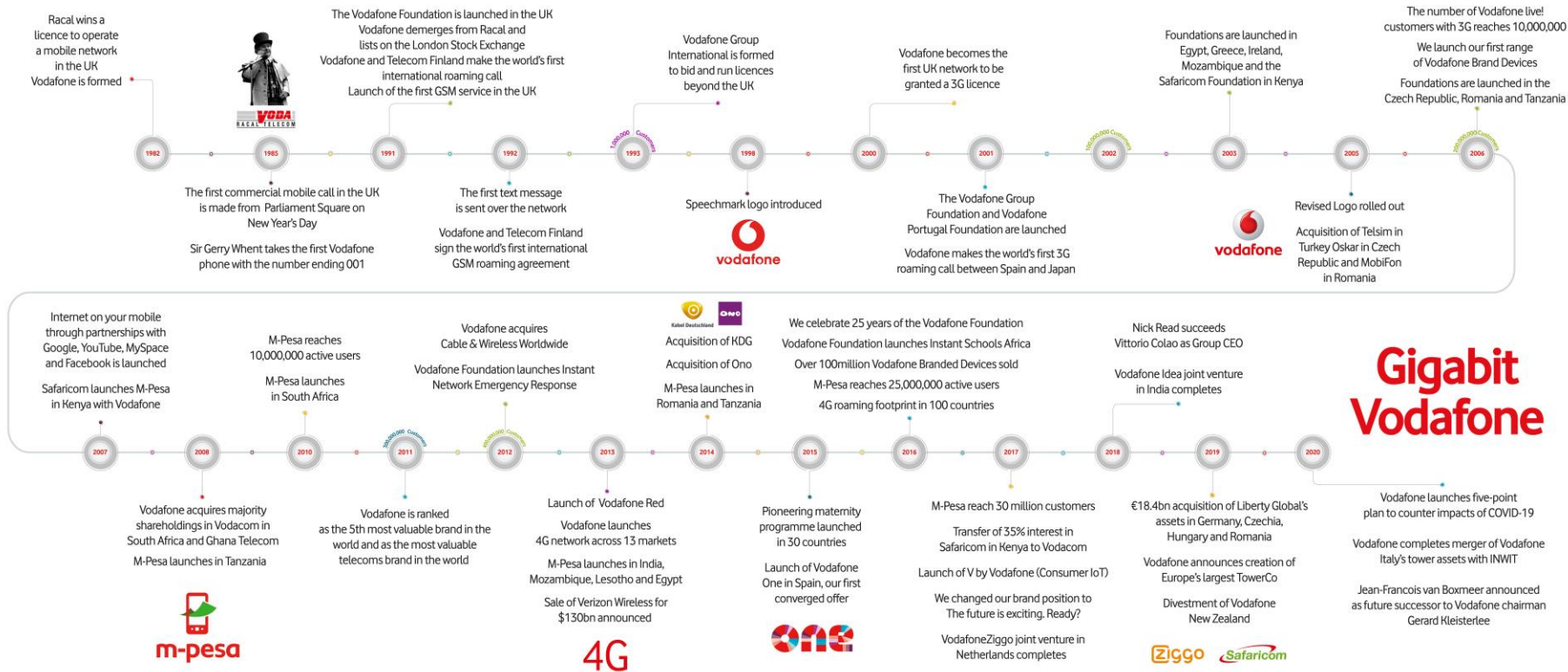
**Helped over 100m people, and made over €150m contributions in kind**

Values are estimates based on information from local markets





# History of Vodafone Group



## Gigabit Vodafone





The future is exciting.

**Ready?**

