

A woman with dark skin, wearing a vibrant red fur coat, is shown from the waist up. Her arms are raised in a 'V' shape, and she has a joyful expression with her mouth open as if laughing or shouting. The background is a solid, bright red. Overlaid on the image is a large, stylized red graphic that resembles a signal or a series of concentric arcs, with a thick red line forming a 'V' shape that mirrors the woman's pose.

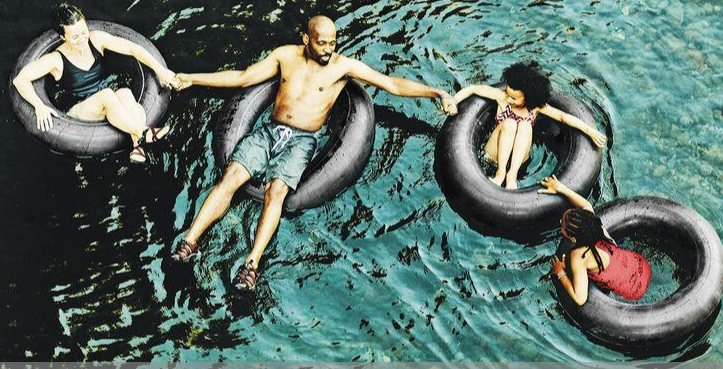
About Vodafone Group Plc

April 2021

C2 General



Together We Can



Vodafone is optimistic about how technology and connectivity can enhance the future and improve people's lives. Through our business, we aim to build a digital society that enhances socio-economic progress, embraces everyone and does not come at the cost of our planet.



We connect people all over the world

21

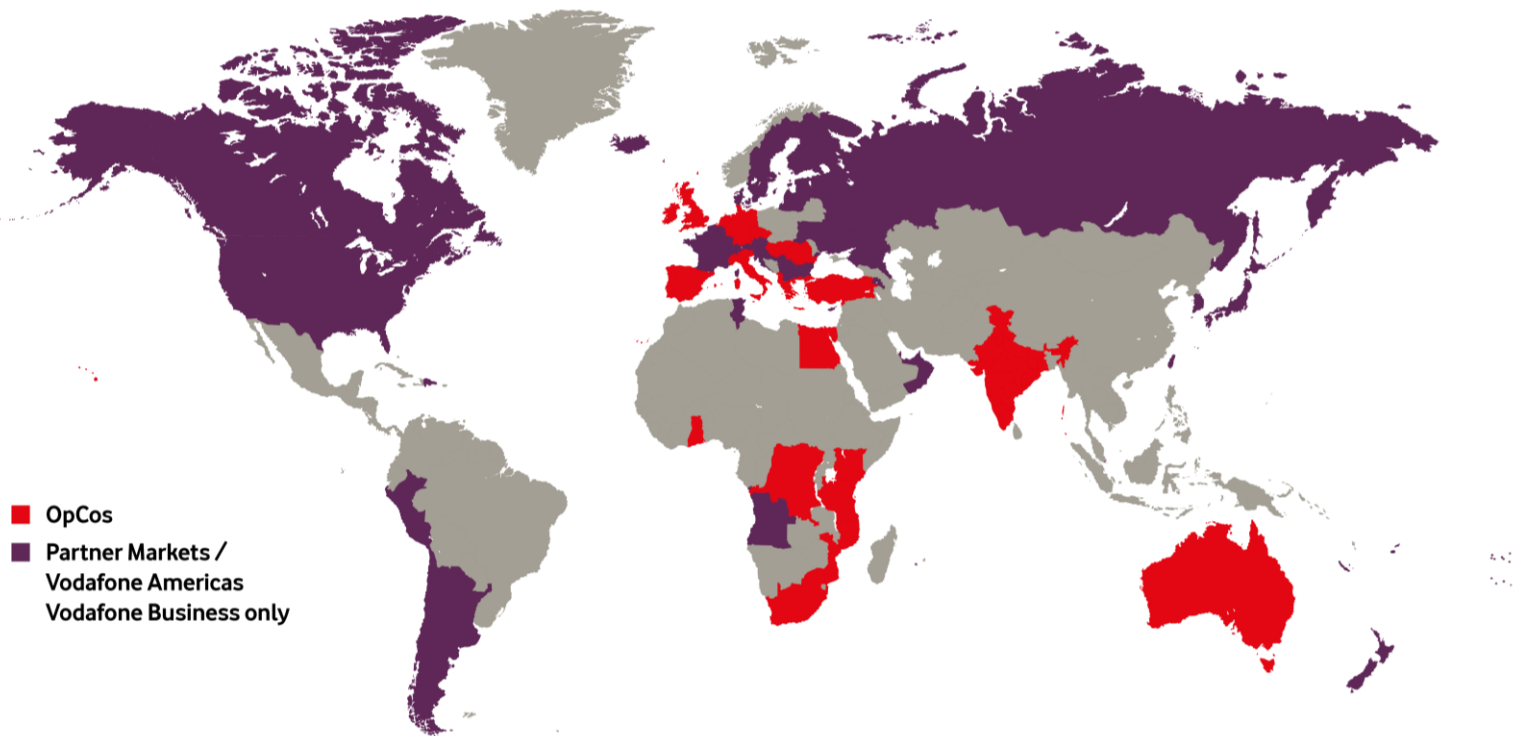
countries in which we have
mobile and fixed networks

17

countries in which we
have fixed operations

48

Partner Markets



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+ customers¹

TV

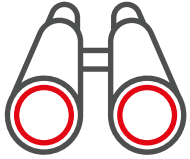
Europe's second largest
TV platform

22m customers¹

1. Includes Vodafone Ziggo

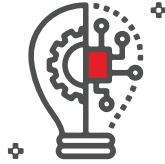


We build a digital future for everyone



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

Commercial services in
10 European markets

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



Europe's fastest growing superfast network

55m

households can access Vodafone's
superfast Gigabit broadband¹

140m

households, when wholesale
agreements are taken into account¹

1. Includes VodafoneZiggo



Delivering content for customers across Europe

22m

TV customers in 10 markets¹

Next-generation cloud-based
IPTV platform powered by AI

Voice activated TV
rolling out across Europe

1. Includes VodafoneZiggo



Connecting millions across Africa

Mobile

>228 million customers
across 8 countries

Data customers

82.6 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

12.2bn

Transactions per annum



World leading IoT platform

118m

Connected SIMs

8

'V by Vodafone'
consumer IoT markets

39

Countries covered by
our IoT platform

2.9 tonnes

CO₂ saved per tonne
generated by Vodafone
IoT customers



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, dedicated to becoming a 5G superhost and enabling a better-connected, digital Europe.
- 82,000 macro sites across 10 countries with #1 or #2 tower market position in 9 of these markets
- Commanding portfolio of assets matched by next-generation approach to network sharing.
- Asset utilisation and structural resilience driving growth and success for our own business, mobile network operators and mobile customers alike.

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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
CEO Vodafone UK



Alex Froment-Curtil
Chief Commercial
Operations Officer



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



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

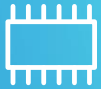


Our aims: Inclusion for All

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



Renewable Electricity
Purchasing 100% renewable electricity

Planet



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)

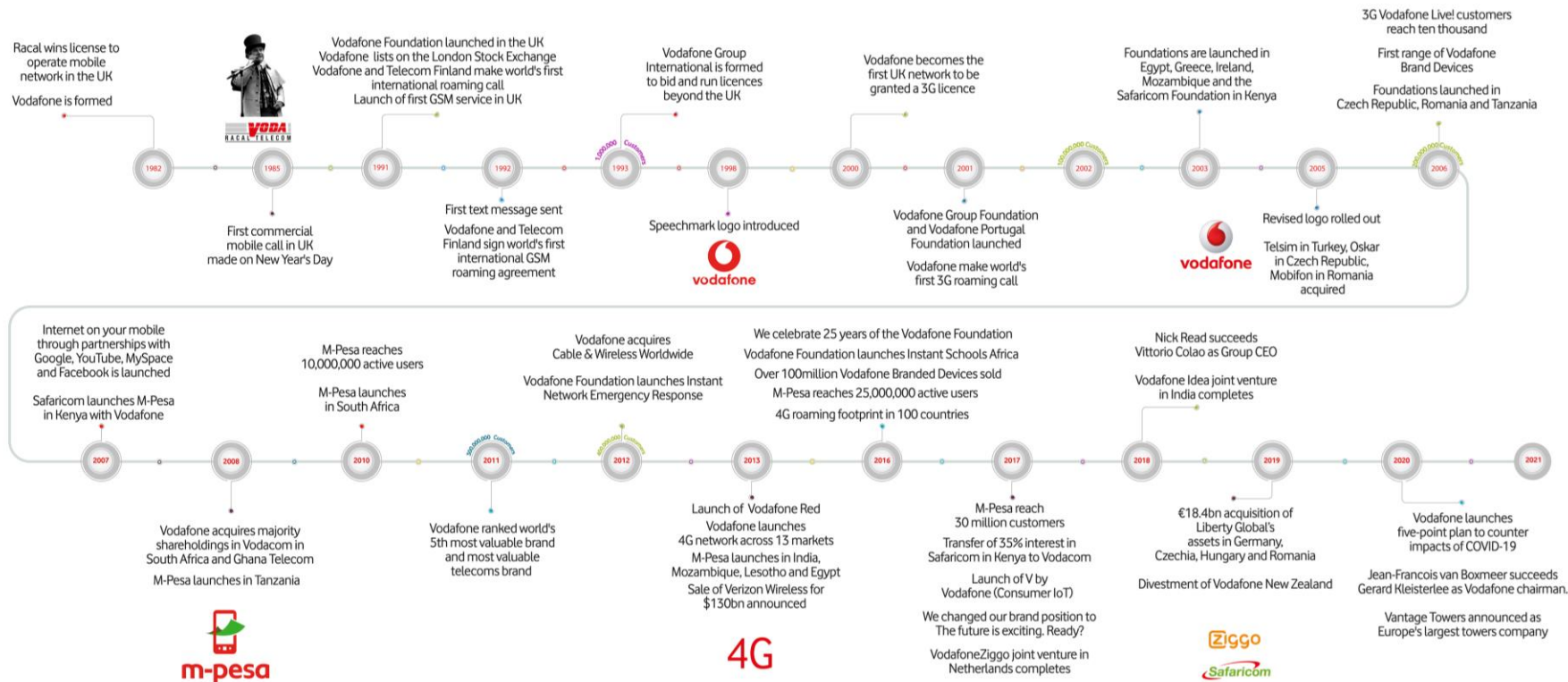
Removal of transaction fees for mobile money ~€4.8m (Africa)

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

Values are estimates based on information from local markets



History of Vodafone Group





Together we can