About Vodafone Group Plc

May 2021

C2 General
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.
Vodafone connects people all over the world

21 countries in which we have mobile and fixed networks – 19 markets and 2 joint ventures

17 countries in which we have fixed operations

49 Partner Markets

OpCos
Partner Markets and Vodafone Business operations
One of the world’s leading converged operators

**Mobile**
One of the world’s largest mobile networks
300m+ customers\(^1\)

**Fixed**
Our network reaches
23m customers\(^2\)

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

\(^1\)Includes joint ventures and associates
\(^2\)Includes Vodafone Ziggo
A new-generation connectivity and digital services provider

A. Delivered the first phase of our strategy to reshape Vodafone

B. Growth opportunities from evolving markets

C. New generation connectivity and digital services provider

D. Committed to improving shareholder returns
Europe’s largest 5G network

Commercial services in 10 European markets

- 5G markets with roaming
- 5G markets without roaming
- 5G trials
Europe’s fastest growing superfast network

69m homes passed with Gigabit-capable speed

156m marketable fixed homes

1. Includes VodafoneZiggo
Delivering content for customers across Europe

22m
TV customers across 11 markets¹

Next-generation cloud-based IPTV platform powered by AI

Voice-activated TV rolling out across Europe

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1. Includes VodafoneZiggo
Connecting millions across Africa

**Mobile**
More than 178 million customers across 8 countries

**Data customers**
85 million
M-Pesa: Africa’s largest payments platform

Launched in Kenya, now available in 7 countries

919,000
Agents employed

48m
Active customers

15.2bn
Transactions per annum
World leading IoT platform

123m
Connected devices

8
Consumer IoT markets

39
Countries covered by our IoT platform

7.1m tonnes
CO₂ saved as consequence of Vodafone technologies in 2021
Vodafone Business

Helping businesses succeed in a digital world

- Trusted by more than 6m organisations around the world
- Sector expertise includes energy and utilities, logistics and transport, insurance, automotive, retail and manufacturing.
- Global reach – high-capacity connectivity with 96 points of presence extending across 24 countries

...by connecting people, places and things
• Separate entity from Vodafone since March 2020
• Successfully listed on the Frankfurt Stock Exchange in March 2021, with a valuation implying a market capitalisation of more than Eur 12 billion
• Dedicated to enabling a better-connected, digital Europe
• Superior grid quality with 82,000 macro sites in 10 markets with #1 or #2 position in 9 of them
• Vodafone retains an 81% equity interest in Vantage Towers
• For further information, please visit www.vantagetowers.com
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
## Group financial summary
12 months to 31 March 2021

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€44bn</td>
</tr>
<tr>
<td>Adjusted EBITDA(^1)</td>
<td>€14bn</td>
</tr>
<tr>
<td>Free cash flow(^2)</td>
<td>€5bn</td>
</tr>
<tr>
<td>Dividend per share</td>
<td>9c</td>
</tr>
<tr>
<td>Market capitalisation</td>
<td>c.£40bn</td>
</tr>
</tbody>
</table>

\(^1\) non-GAAP measure
\(^2\) pre-spectrum
We connect for a better future

Improving millions of lives and halving our environmental impact by 2025

Our Purpose

Digital Society
Investing in our Gigabit networks

Planet
Lowering our environmental impact

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

Digital Society
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
Supporting society through the pandemic

5-point plan to deliver critical national digital infrastructure to keep families connected, to enable business to operate, students to learn, healthcare to be delivered and governments to provide critical services

1. **Maintain quality networks**
   - Invested to increase network capacity
   - Traffic increased by up to 70%
   - >95% customer care team working remotely

2. **Support critical services**
   - Donated equipment to hospitals & foundations
   - Connecting new field hospitals
   - Hospital bed remote monitoring

3. **Provide public information**
   - Free data access to critical info.
   - Vodafone created info sites
   - Supporting governments with dedicated mobile applications

4. **Support community & business**
   - Supporting the most vulnerable
   - Extra mobile data allowance and TV content
   - Supporting suppliers with faster payments
   - Virtual health consultations

5. **Lead on data insight**
   - Mobility insight dashboard to support government lockdown
   - Contact tracing to support government solutions

Supporting response and recovery with total donations\(^1\) of ~€150 million reaching >100 million customers
History of Vodafone Group

1891: Racal wins license to operate mobile network in the UK
1984: Vodafone is formed and makes its first mobile call in the UK

First commercial mobile call in UK made on New Year's Day
Vodafone wins listing on the London Stock Exchange
1986: Vodafone and Telecom Finland make world’s first international roaming call
Launch of first GSM service in UK

First text message sent
Vodafone and Telecom Finland sign world’s first international roaming agreement
1987: Speechmark logo introduced
1990: Vodafone Group International is formed to bid and run licences beyond the UK
Vodafone becomes the first UK network to be granted a 3G licence

1991: Vodafone Group Foundation and Vodafone Portugal Foundation launched
Vodafone makes world’s first 3G roaming call
Foundations are launched in Egypt, Greece, Ireland, Mozambique and the Safaricom Foundation in Kenya

3G Vodafone Live! customers reach ten thousand
First range of Vodafone Brand Devices
F1999: Foundations launched in Czech Republic, Romania and Tanzania

1999: Revised logo rolled out
Tejims in Turkey, Oskar in Czech Republic, Mobiol in Romania acquired
Internet on your mobile through partnerships with Google, YouTube, MySpace and Facebook is launched

Safaricom launches M-Pesa in Kenya with Vodafone
M-Pesa reaches 10,000,000 active users
1999: M-Pesa launches in South Africa

2000: Vodafone acquires Cable & Wireless Worldwide
Vodafone Foundation launches Instant Network Emergency Response
We celebrate 25 years of the Vodafone Foundation
Vodafone Foundation launches Instant Schools Africa
Over 100 million Vodafone Branded Devices sold
M-Pesa reaches 25,000,000 active users
4G roaming footprint in 100 countries

Nick Read succeeds Vittorio Colao as Group CEO
Vodafone Idea joint venture in India completes

2007: Vodafone acquires majority shareholdings in Vodacom in South Africa and Ghana Telecom
M-Pesa launches in Tanzania
2010: Vodafone ranked world’s 5th most valuable brand and most valuable telecoms brand
Launch of Vodafone 4G network across 13 markets
M-Pesa launches in India, Mozambique, Lesotho and Egypt
Sale of Verizon Wireless for $130bn announced

2012: Vodafone acquires Liberty Global’s assets in Germany, Czechia, Hungary and Romania
Divestment of Vodafone New Zealand

2013: M-Pesa reach 30 million customers
Transfer of 55% interest in Safaricom in Kenya to Vodacom
Launch of V by Vodafone (Consumer IoT)
We changed our brand position to ‘The future is exciting. Ready.’
VodafoneZiggo joint venture in Netherlands completes

2014: €18.4bn acquisition of Liberty Global’s assets in Germany, Czechia, Hungary and Romania

2015: Vodafone launches five-point plan to counter impacts of COVID-19
Jean-Francois van Boxmeer succeeds Gerard Kleisterlee as Vodafone chairman
Vantage Towers announced as Europe’s largest towers company

2019: Launch of Vodafone Fed
Vodafone launches 4G network across 13 markets
M-Pesa launches in India, Mozambique, Lesotho and Egypt
Sale of Verizon Wireless for $130bn announced

2021: 

4G
Together we can