

A woman with dark skin and short grey hair is wearing a vibrant red fur coat. She has her arms raised in the air and is smiling broadly, showing her teeth. The background is a solid red color. Overlaid on the image is a series of concentric red arcs that form a partial circle around the woman's head and arms, creating a sense of motion or energy.

# About Vodafone Group Plc

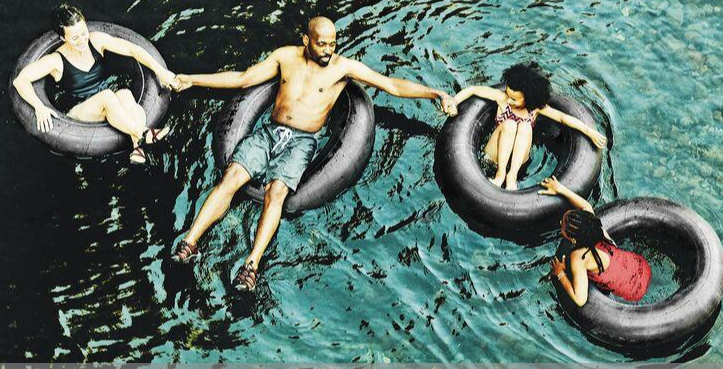
May 2021

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.





# Vodafone connects people all over the world

**21**

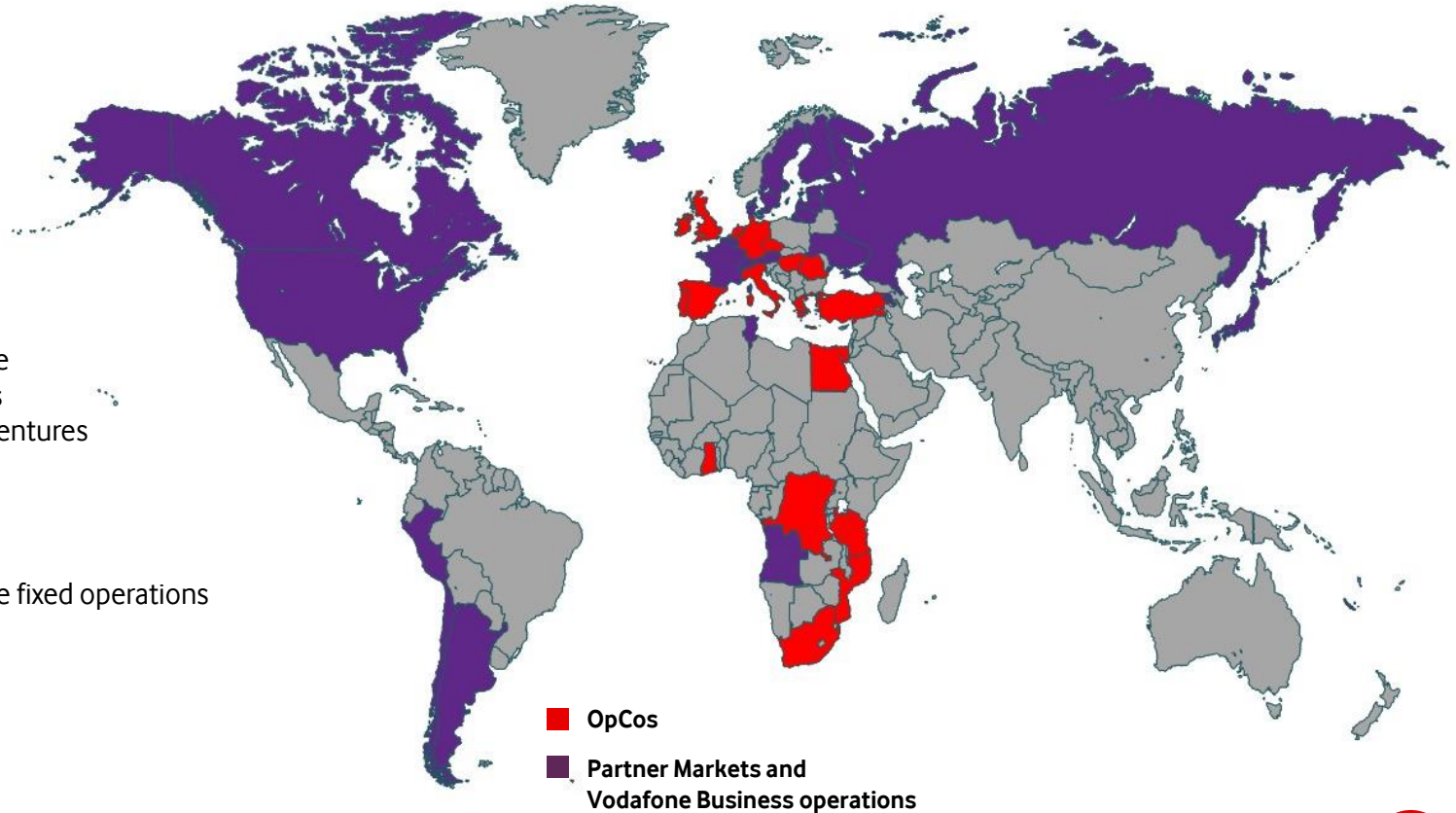
countries in which we have  
mobile and fixed networks  
– **19** markets and **2** joint ventures

**17**

countries in which we have fixed operations

**49**

Partner Markets



# One of the world's leading converged operators

## Mobile

One of the world's largest  
mobile networks

**300m+ customers<sup>1</sup>**

## Fixed

Our network reaches  
**23m customers<sup>2</sup>**

## TV

Europe's second largest  
TV platform  
**22m customers<sup>2</sup>**

<sup>1</sup>Includes joint ventures and associates

<sup>2</sup>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<sup>1</sup>

**156m**

marketable fixed homes

1. Includes VodafoneZiggo



# Delivering content for customers across Europe

## 22m

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

Next-generation cloud-based  
IPTV platform powered by AI

Voice-activated TV  
rolling out across Europe

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**

CO<sub>2</sub> saved as consequence of  
Vodafone technologies in 2021





# Vodafone Business



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

Helping businesses succeed in a **digital world**



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





# VANTAGE TOWERS

## A leading European tower company

- 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](http://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

**€44bn**

Revenue

**€14bn**

Adjusted EBITDA<sup>1</sup>

**€5bn**

Free cash flow<sup>2</sup>

**9c**

Dividend per share

**c.£40bn**

Market capitalisation

<sup>1</sup>non-GAAP measure

<sup>2</sup>:pre-spectrum



# 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

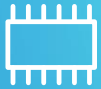


# Our aims: Inclusion for All

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

## 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



# 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

24/7

## 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

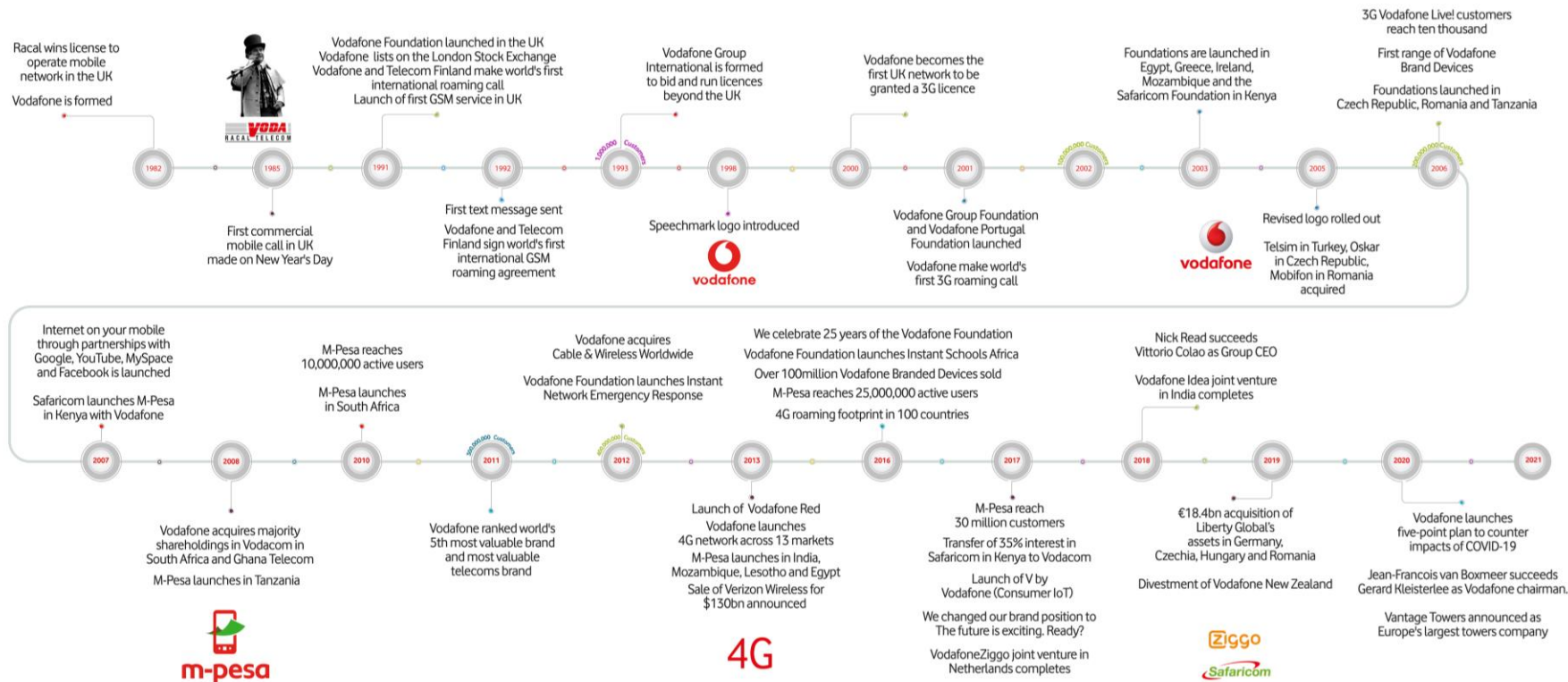
- Mobility insight dashboard to support government lockdown
- Contact tracing to support government solutions

**Supporting response and recovery with total donations<sup>1</sup> of ~€150 million reaching >100 million customers**





# History of Vodafone Group





Together we can