

A woman with her arms raised in a joyful pose, wearing a vibrant red fur coat. She is set against a solid red background. Overlaid on the image is a large, stylized red graphic that resembles a signal or a series of concentric arcs emanating from a point, symbolizing connectivity or a signal. The woman's face is lit up with a wide smile, and her eyes are closed in a moment of pure happiness.

# About Vodafone Group Plc

December 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**

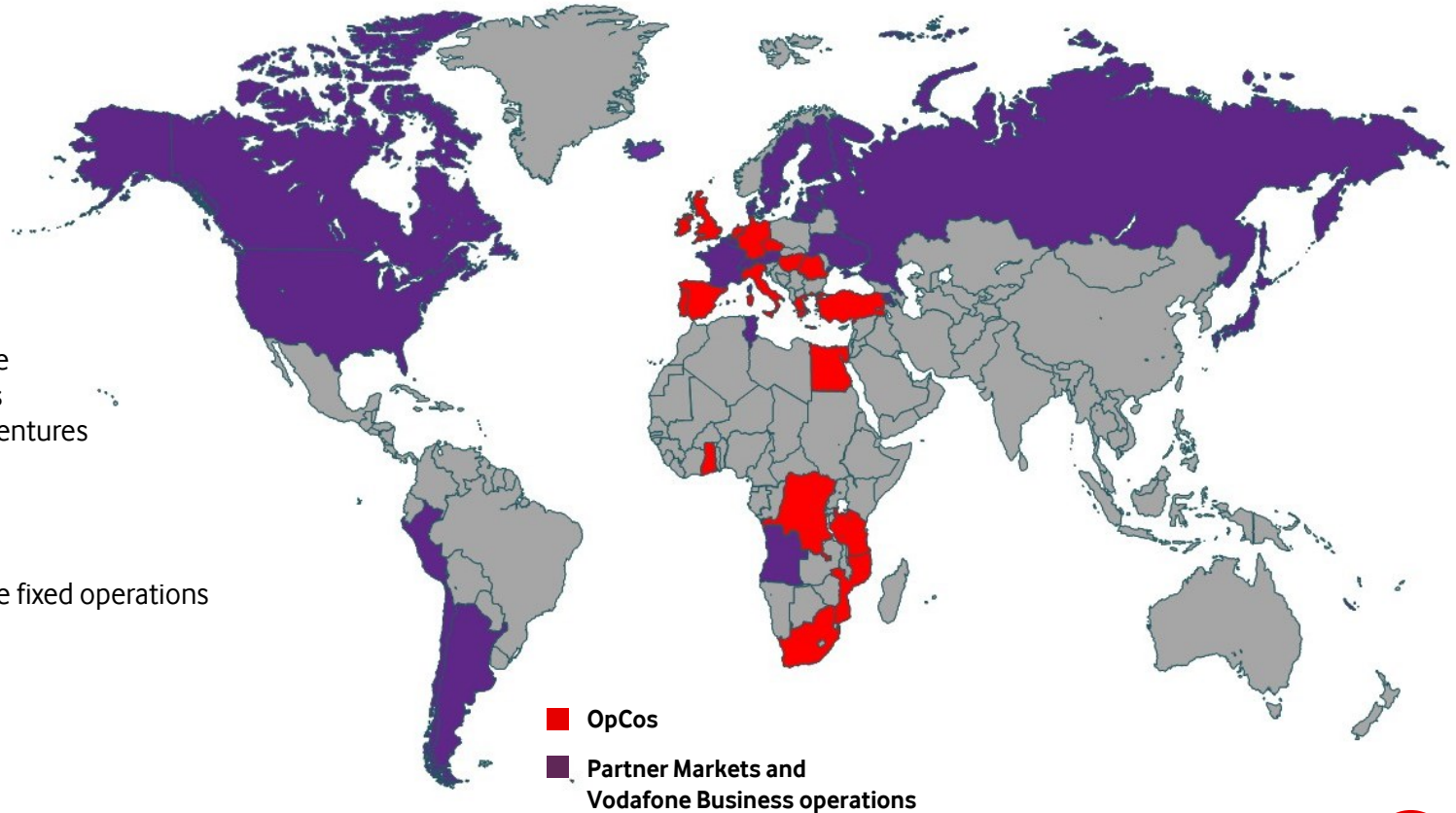
countries in which we have  
mobile and fixed networks  
– **19** markets and **2** joint ventures

**17**

countries in which we have fixed operations

**52**

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  
**28m 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

**74m**

homes passed with Gigabit-capable speed<sup>1</sup>

**155m**

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 **185 million**  
customers across **8** countries

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## Data customers

**88 million**



# M-Pesa: Africa's largest payments platform

Launched in Kenya, now available in

**7 countries**

**900,000+**

Agents employed

**49m**

Active customers

**c.18bn**

Transactions per annum<sup>1</sup>

1. 12 months to 30 September 2021





# World leading IoT platform

**136m**

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 successfully listed on Frankfurt Stock Exchange in March 2021, with current valuation implying market capitalisation of more than Eur 15 billion
- Dedicated to enabling a better-connected, digital Europe
- Superior quality grid with c.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 EBITDAaL<sup>1</sup>

**€5bn**

Adjusted free cash  
flow<sup>2</sup>

**9c**

Dividend per share

**c.£30bn**

Market capitalisation

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

<sup>2</sup>pre-spectrum, restructuring and integration cost



# Our Purpose



## Digital Society

Connecting people, places and things through fixed, mobile networks and platforms



## Inclusion For All

Working to ensure no one is left behind in a digital society

# We connect for a better future

We use technology to improve lives  
and we enable an inclusive and  
sustainable digital society.



## Planet

Tackling the climate crisis,  
reducing our carbon emissions,  
and helping others  
reduce theirs





# Our aims: Digital Society

5G

## Gigabit Networks

Connecting over 350m people with secure, high-quality digital services and platforms

# Digital Society



## IoT Innovation

Enhancing road safety and public transport systems, improving air quality, energy efficiency, safety and security



## Digitisation for Small Businesses

Driving industrial competitiveness, supporting agriculture and improving the delivery of essential government services



# 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 with new opportunities



**m-pesa**

## **Financial Services**

Platforms like M-PESA and VodaPay  
in Africa revolutionise financial  
inclusion and offer growth  
opportunities to SMEs through  
e commerce





# Our aims: Planet



## Circular Economy

Encouraging a more circular economy for the mobile industry



## Renewable Electricity

Our European network is now powered by 100% renewable electricity



## Reaching 'net zero'

Eliminating carbon emissions from our own activities by 2030 and across our entire carbon footprint by 2040



## Tackling e-Waste

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



# Planet



# Our Social Contract

Our **Social Contract** is how we bring our Purpose to life through what we do.

It is our commitment to society, customers, and governments to connect rural communities, to enable access to education, healthcare, and financial services; and to help businesses.

With these actions we also contribute to the success of United Nations Sustainable Development Goals.





# 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



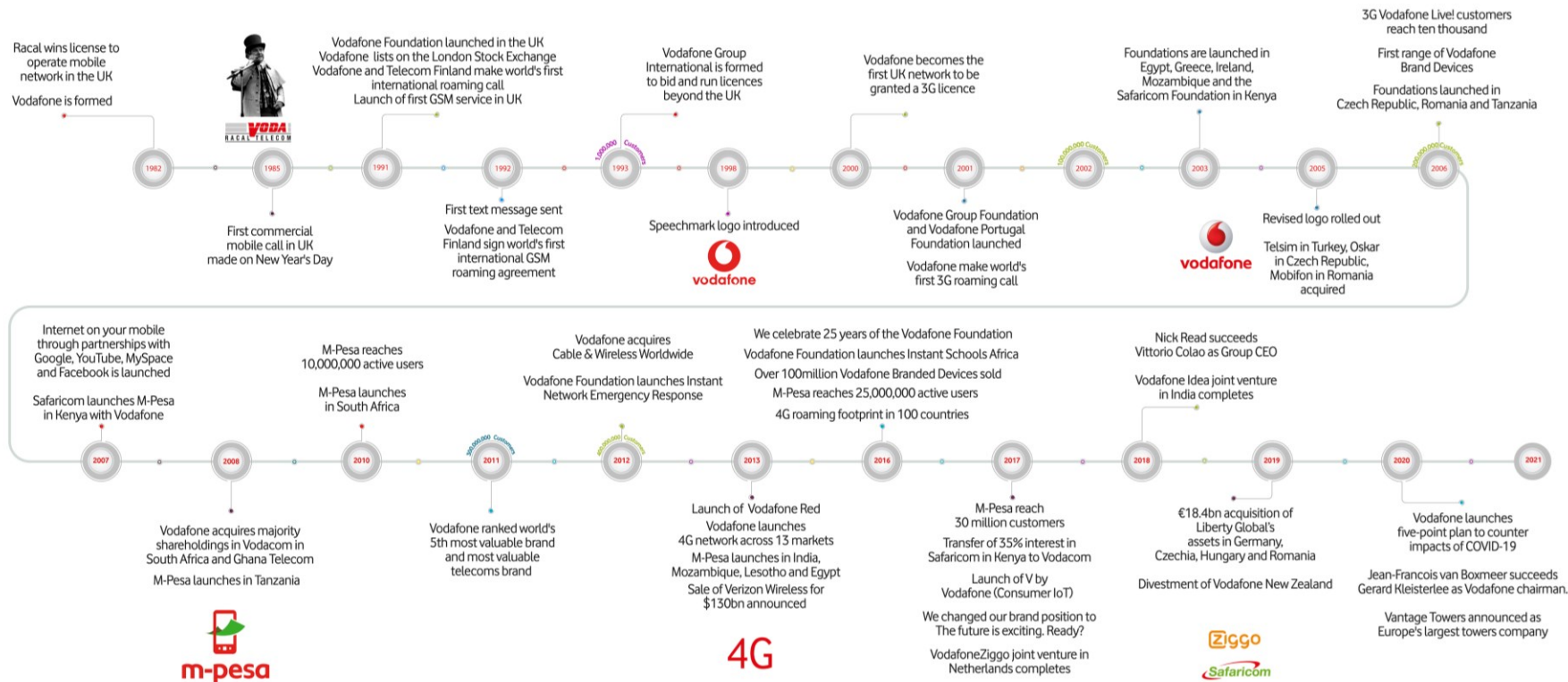
## 5 Lead on data insight

- 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