

A man wearing a dark cap and a plaid shirt stands in a field of green crops, holding a tablet. A large, stylized red Vodafone logo is superimposed over the right side of the image, partially obscuring the man. The background shows a line of trees under a clear sky.

About Vodafone Group Plc

April 2022

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

47

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+ customers¹

Fixed

Our network reaches
28m customers²

TV

Europe's second largest
TV platform

22m customers²

¹Includes joint ventures and associates

²Includes 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
11 European markets



Europe's fastest growing superfast network

76m

homes passed with Gigabit-capable speed¹

155m

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

Class-leading 4k content from strategic partners
delivered through set-top boxes and mobile devices



Connecting millions across Africa

Mobile

More than **187 million**
customers across **8** countries

Data customers

89 million





A technology leader in Africa

Access

- More than **185m** people connected to mobile
- Over **88m** data services users
- More than **46m** female customers added since 2016

Fintech

- Wide range of financial services offered via M-PESA and VodaPay e.g. insurance and micro-loans
- We generate revenue of US\$1.3bn

Business

- Digitalising enterprises in 51 countries
- Mobile, fixed, IoT, and cloud services
- Leader in digital solutions for agriculture

Planet

- Targets to halve environmental impact in Africa and use 100% renewable electricity by 2025

Education

- Over 3.5m students in Africa accessing free digital education
- Vodacom eSchool has over 1.2m active users

Health

- Over 2m women using our Mum & Baby health service
- Enabled 14m people to access free online health services during pandemic



M-Pesa

Africa's largest payments platform

Now available in
7 countries

900,000+
Agents employed

51m
Active customers

c.18bn
Transactions per annum¹

1. 12 months to 31 December 2021



World-leading IoT platform

142m

Connected devices

39

Countries covered by
our IoT platform

10

Consumer IoT markets

7.1m tonnes

CO₂ 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 82% 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

€44bn

Revenue

€14bn

Adjusted EBITDAaL¹

€5bn

Adjusted free cash
flow²

9c

Dividend per share

c.£36bn

Market capitalisation

¹non-GAAP measure

²pre-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

A central image of a small, green, forested island with a sandy beach and turquoise water, surrounded by a blue sky with white clouds. The word "Planet" is written in large white letters across the center of the image.

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



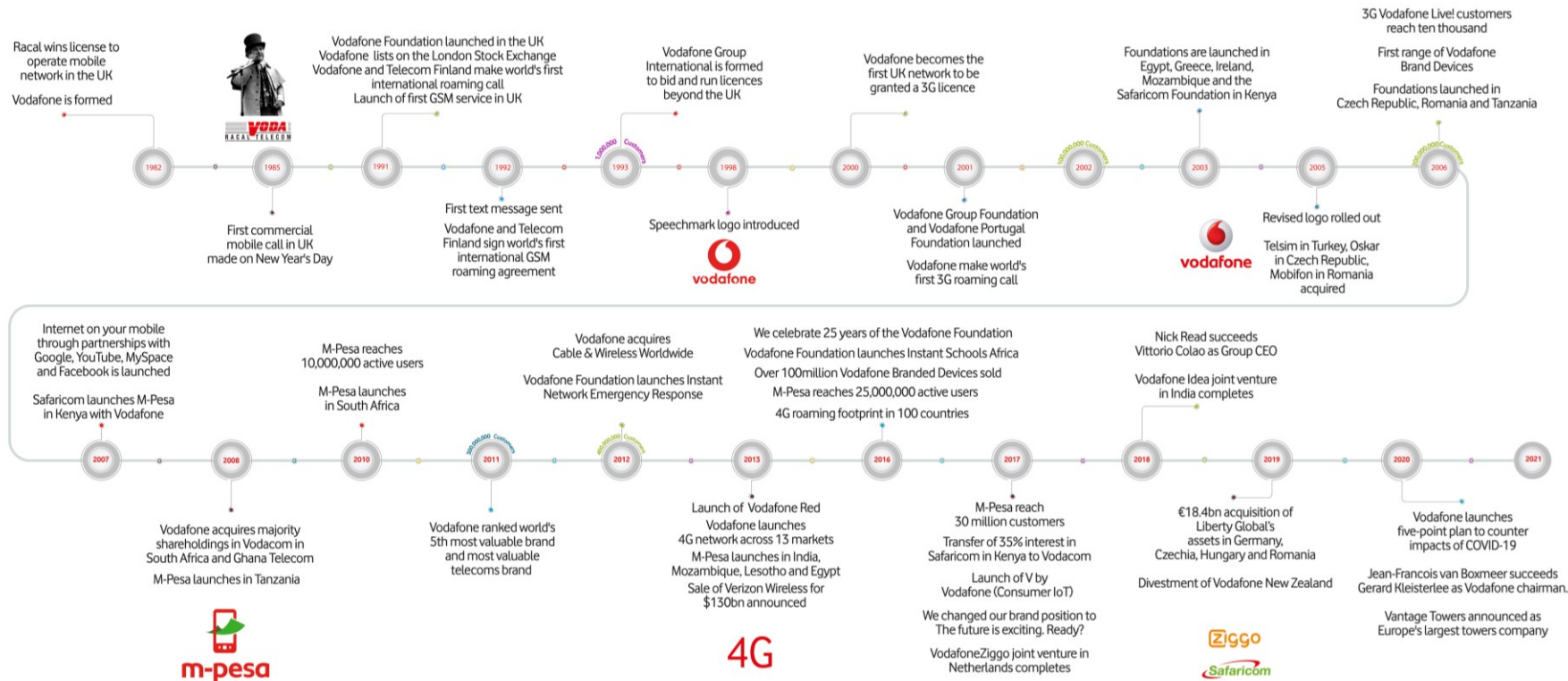
5 Lead on data insight

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

Supporting response and recovery with total donations¹ of ~€150 million reaching >100 million customers



History of Vodafone Group





Together we can