About Vodafone Group Plc

September 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+ customers\(^1\)

Fixed
Our network reaches
28m 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 11 European markets
Europe’s fastest growing superfast network

80.5m homes passed with Gigabit-capable speed

156m marketable fixed homes

1. Includes VodafoneZiggo
Delivering content for customers across Europe

22m TV customers across 11 markets\(^1\)

Next-generation cloud-based IPTV platform powered by AI

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

1. Includes VodafoneZiggo
Mobile
More than 185 million customers across 8 countries

Data customers
90 million

Connecting millions across Africa
A technology leader in Africa

Access
- 185m people connected to mobile
- Around 90m 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

Education
- Over 3.5m students in Africa accessing free digital education
- Vodacom eSchool has over 1.2m active users
M-Pesa
Africa’s largest payments platform

Now available in
7 countries

900,000+
Agents employed

52m
Active customers

c.20bn
Transactions per annum\(^1\)

1. 12 months to 31 December 2021
World-leading IoT platform

159m
Connected devices

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

39
Countries covered by our IoT platform
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.
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

Philippe Rogge
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 2022

<table>
<thead>
<tr>
<th>Revenue</th>
<th>€45.6bn</th>
</tr>
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<tbody>
<tr>
<td>Adjusted EBITDAaL</td>
<td>€15.2bn</td>
</tr>
<tr>
<td>Adjusted free cash flow</td>
<td>€5.4bn</td>
</tr>
<tr>
<td>Dividend per share</td>
<td>9c</td>
</tr>
<tr>
<td>Market capitalisation</td>
<td>c.£36bn</td>
</tr>
</tbody>
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\(^1\)non-GAAP measure

\(^2\)pre-spectrum, restructuring and integration cost
Our Purpose

We connect for a better future

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

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

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

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**
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 with new opportunities

**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

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

Reaching ‘net zero’
Eliminating carbon emissions from our own activities by 2030 and across our entire carbon footprint by 2040
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.
History of Vodafone Group

1982
Vodafone founder Sir Martin Baring
opens a mobile service in the UK.

1985
First mobile service launched in the UK.

1991
Vodafone becomes the first mobile
operator in the UK.

1992
Vodafone Group expands into
Europe, forming Vodafone
International.

1998
Vodafone launches in Spain.

2001
100 million customers

2003
Foundation launch in Egypt.

2006
200 million customers

2008
Foundation launch in Tanzania.

2011
300 million customers

2013
Foundation launch in Kenya.

2017
4G launch in India.

2019
Foundation launch in Germany.

2021
400 million customers

Timeline:
- 1 million customers (1992)
- 200 million customers (2006)
- 300 million customers (2011)
- 400 million customers (2017)

Vodafone Group

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