

About Vodafone Group plc

December 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

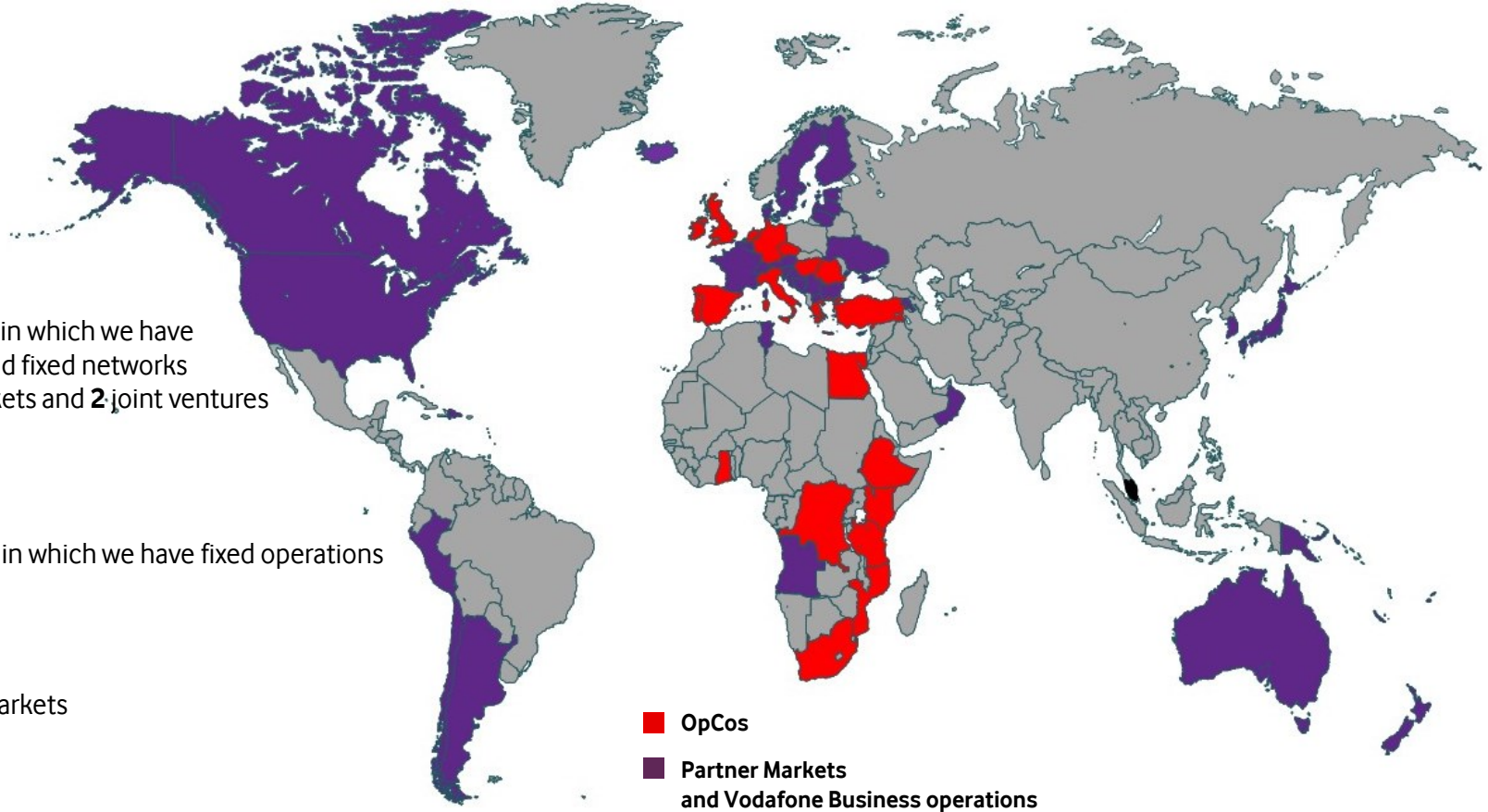
countries in which we have
mobile and fixed networks
– **19** markets and **2** joint ventures

17

countries in which we have fixed operations

47

Partner Markets



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 **344** cities
in **11** European markets



Europe's fastest growing superfast network

80.5m

homes passed with Gigabit-capable speed¹

156m

marketable homes with fixed access

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 **188 million**
customers across **8** countries

Data customers

90 million





A technology leader in Africa

Access

- **188m** 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



M-Pesa

Africa's largest payments platform

Now available in
7 countries

900,000+
Agents employed

52m
Active customers

c.21bn
Transactions per annum¹

1. 12 months to 31 December 2021



World-leading IoT platform

150m+

Connected devices*

7.1m tonnes

CO₂ saved as consequence of
Vodafone technologies in 2021

39

Countries covered by
our IoT platform



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 – the world's largest connectivity provider with **96** WAN countries and **168** 4G and 5G roaming countries.

Helping businesses succeed in a **digital world**



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



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

€45.6bn

Revenue

€15.2bn

Adjusted EBITDAaL¹

€5.4bn

Adjusted
free cash flow²

9c

Dividend per share

c.£27bn

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

Planet



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



Our Social Contract

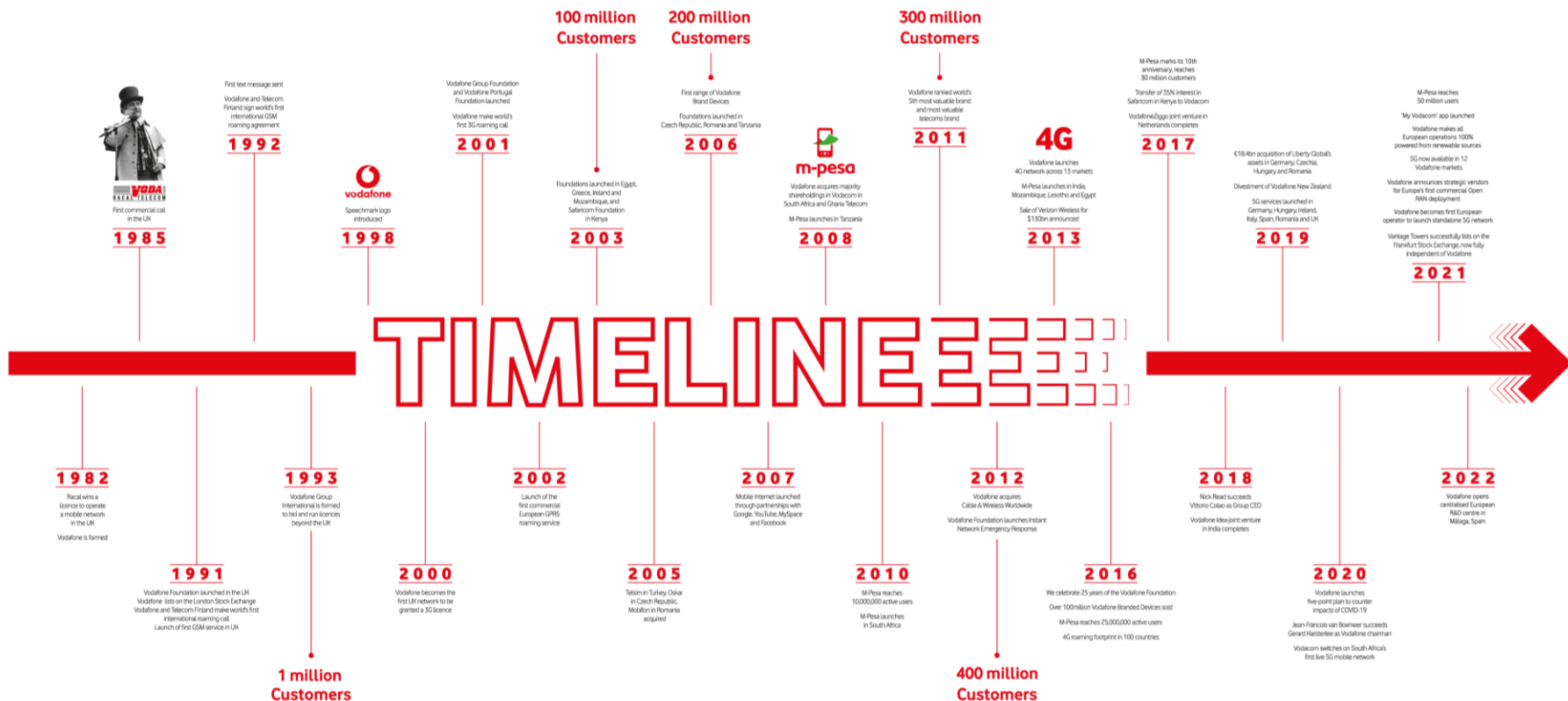
Our **Social Contract** is how we bring our Purpose to life through what we do.

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.



History of Vodafone Group





Together we can