About Vodafone Group plc

FY 22/23

C2 General
Together We Can

Vodafone is the largest pan-European and African telecoms company.

Our purpose is to connect for a better future by using technology to improve lives, digitalise critical sectors and enable inclusive and sustainable digital societies.

We provide mobile and fixed services in 17 countries, partner with mobile networks in 46 more and are also a world leader in Internet of Things (IoT).

1 Europe: UK, Italy, Germany, Spain, Ireland, Portugal, Romania, Greece, Czechia, Albania. Non-Europe: Turkey. Africa: South Africa, Tanzania, Democratic Republic of the Congo, Mozambique, Lesotho, Egypt.
2 Europe: France, Austria, Bulgaria, Croatia, North Macedonia, Serbia, Slovenia, Montenegro, Bosnia and Herzegovina, Switzerland, Belgium, Denmark, Cyprus, Finland, Estonia, Iceland, Sweden, Lithuania, Latvia, Luxembourg, Jersey, Channel Islands, Ukraine, Hungary, APAC: Singapore, Hong Kong, Taiwan, French Polynesia, Fiji, Cook Islands, Kiribati, Vanuatu, Samoa, Nauru, Papua New Guinea, South Korea, Japan, New Zealand, Australia. EMEA: Qatar, Oman, Chile, Peru, Argentina, Canada, Ghana.
Why Vodafone?
One of the world’s leading converged operators

**Mobile**
One of the world’s largest mobile networks
323m+ customers\(^1\)

**Fixed**
Our network reaches
28m customers\(^1\)

**IoT**
World-leading IoT platform with over 160m connected devices

**TV**
Europe’s second largest TV platform
21m customers\(^2\)

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\(^1\)Includes Vodafone Ziggo and Safaricom
\(^2\)Includes Vodafone Ziggo
Europe’s largest 5G network

Available in 332 cities in 10 European markets

Europe’s fastest growing superfast network

89m homes passed with Gigabit speeds.

*Includes Vodafone Ziggo*
Vodafone Business

Helping businesses succeed in a digital world

- Trusted by more than 7m 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 192 WAN countries and 182 4G and 5G roaming countries.

...by connecting people, places and things
A technology leader in Africa

Connecting millions across Africa

Access
- 189.8m mobile customers across seven countries
- Around 94.8m data service users
- 5G launched in South Africa, Tanzania, Kenya, Lesotho and Mozambique

Fintech
- Wide range of financial services offered via M-PESA and VodaPay e.g. insurance and loans

Business
- Digitalising enterprises across the continent
- Mobile, fixed, IoT and cloud services
- Leader in digital solutions for agriculture

Education
- Instant Network Schools – using technology to improve education
- Implemented 84 programmes in 6 countries
- 247k+ refugee and community students supported

Health
- m-mama – a patient transport service available in Tanzania, Lesotho and Kenya
- Helped 28,000+ pregnant women and newborns with quality healthcare
- Saved 900+ lives and reduced maternal mortality by 38%

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

1 Includes Kenya
M-Pesa
Africa’s largest payments platform

Now available in
7 countries

56.7m
Active customers

26bn
Transactions per annum

1. Africa including 100% of Safaricom, excluding Ghana
2. 12 months to 31 March 2023
Our Executive Team

Margherita della Valle
Chief Executive Officer and Chief Financial Officer

Aldo Bisio
CEO Vodafone Italy
Chief Commercial Officer

Ahmed Essam
CEO Vodafone UK

Shameel Joosub
CEO Vodacom Group

Vinod Kumar
CEO Vodafone Business

Maaike de Bie
Group General Counsel

Scott Petty
Chief Technology Officer

Joakim Reiter
Group External Affairs Director

Alberto Ripepi
Chief Network Officer

Philippe Rogge
CEO Vodafone Germany

Serpil Timuray
CEO Europe Cluster

Leanne Wood
Chief Human Resources Officer
Group financial summary
12 months to 31 March 2023

€45.7bn  €14.7bn  €4.8bn  9c  c.£22bn

Revenue  Adjusted EBITDAaL¹  Adjusted free cash flow²  Dividend per share  Market capitalisation

¹non-GAAP measure
²pre-spectrum, restructuring and integration cost
We use technology to improve lives and enable inclusive and sustainable digital societies.

Digital Society: Connecting people and things and digitalising critical sectors

Inclusion For All: Ensuring everyone has access to the benefits of a digital society

Planet: Reducing our environmental impact and helping society decarbonise

Our Purpose
Our aims: Digital Society

Digitalising Agriculture
Supporting the digitalisation of agriculture with specific products and services

Digitalising Healthcare
Using our products, services and technology to support the digitalisation of healthcare

Digitalising Business
Providing products and services to support businesses, particularly SMEs
Our aims: Inclusion for all

Access For All
Finding new ways to roll out our networks to rural locations in our markets

Propositions for equality
Providing relevant products and services to address societal challenges such as gender equality and financial inclusion

Workplace equality
Developing a diverse and inclusive global workforce that reflects the customers and societies we serve
Our aims: Planet

**Climate Change**
Working to reduce our environmental impact to reach net zero emissions across our full value chain by 2040.

**Circular Economy**
Encouraging a more circular economy for the mobile industry

**Carbon Enablement**
Helping our customers reduce their own carbon emissions by 350 million tonnes by 2030.

**E-Waste**
Driving action to reduce device waste and progress against our target to reuse, resell or recycle 100% of our network waste.
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.
Together we can