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## A word from our CEO

### A new era of connectivity has begun.

We will connect every nation, every community, in every corner of the UK. We will build the UK's best 5G network with an unprecedented £11bn privately-funded infrastructure project, laying the digital foundation for our country's growth ambitions. From big cities to small towns, and everywhere in between, our mission is to build the UK's best network.

Max Taylor, CEO, VodafoneThree





# A once-in-a-generation opportunity



Despite the expertise and energy that has flowed through our great industry over the decades, the UK has found its connectivity languishing behind that of global peers. Ranking 22nd of 25 European countries for 5G availability, the UK has the slowest data download speeds in the G7.\*

Now, all of that changes.



VodafoneThree's £11bn investment will help create the best network the country has ever had, transforming the day-to-day experience of people in every part of the UK and creating a stronger platform for digital innovation.

At a time when it's never been more urgently needed.

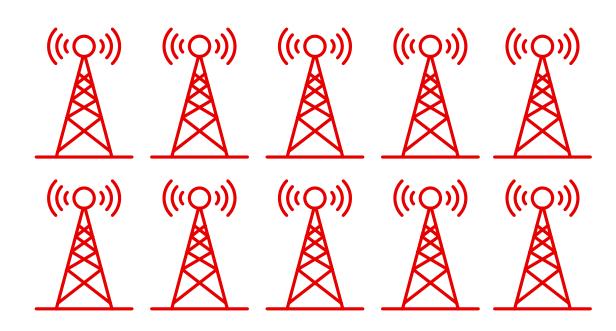


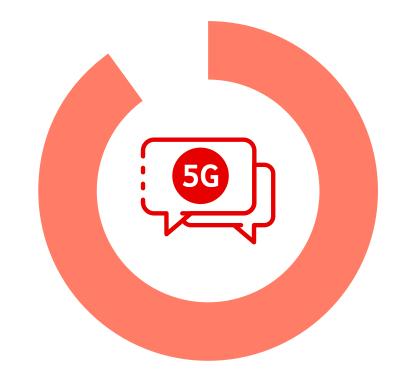


# Building the UK's best network

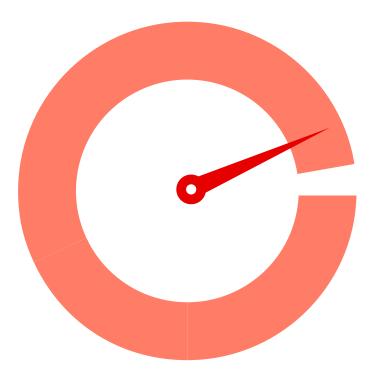
By bringing together two great British companies, we have not only set a precedent for the telecoms industry, but have committed to a programme of transformational infrastructure investment. Investment that will support growth across the UK for decades to come.

At the heart of this sits what will be one of Europe's most advanced 5G Standalone (5G SA) networks. We'll combine this with the UK's largest Full Fibre broadband footprint and our 5G broadband network, which will offer fast broadband to millions of additional homes where Full Fibre is not available.









Up to  $10^{x}$ 

increase in average network speeds, and more than **double** the network capacity.

of the UK population will be reached by 5G SA by 2028, 99.95% by 2034.

22.5 million

homes will have access to our ultra-fast Full Fibre by mid-2026.

2.2Gbps

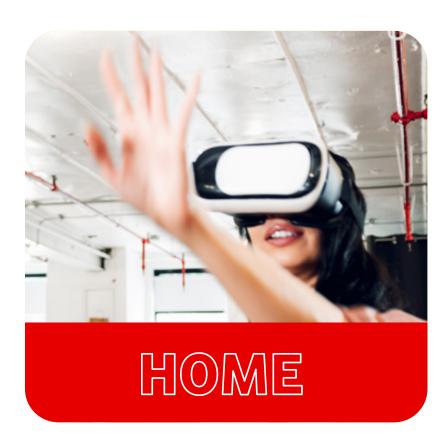
ultra-fast **Broadband speeds.** 



# 5G Standalone: the future of connectivity

Unlike non-Standalone 5G, which runs on the 4G LTE network, 5G Standalone (5G SA) uses the latest network architecture to deliver super-fast, high-quality connections.

5G SA's ultra-reliable, low-latency communication can help improve experiences in varying locations:



Supporting lag-free online gaming, instant movie downloads and seamless video calling, even in rural areas, thanks to ultra-fast, reliable connections.



Delivering the high-speed computational power needed to drive innovations, from manufacturing to healthcare, unlocking up to £5 billion in economic growth each year by 2030.



Enabling congestion-free network coverage through customisable network slicing, even in busy, high-density settings like stadiums.



Transforming public services, powering smarter healthcare, safer communities, immersive learning, and faster emergency response.



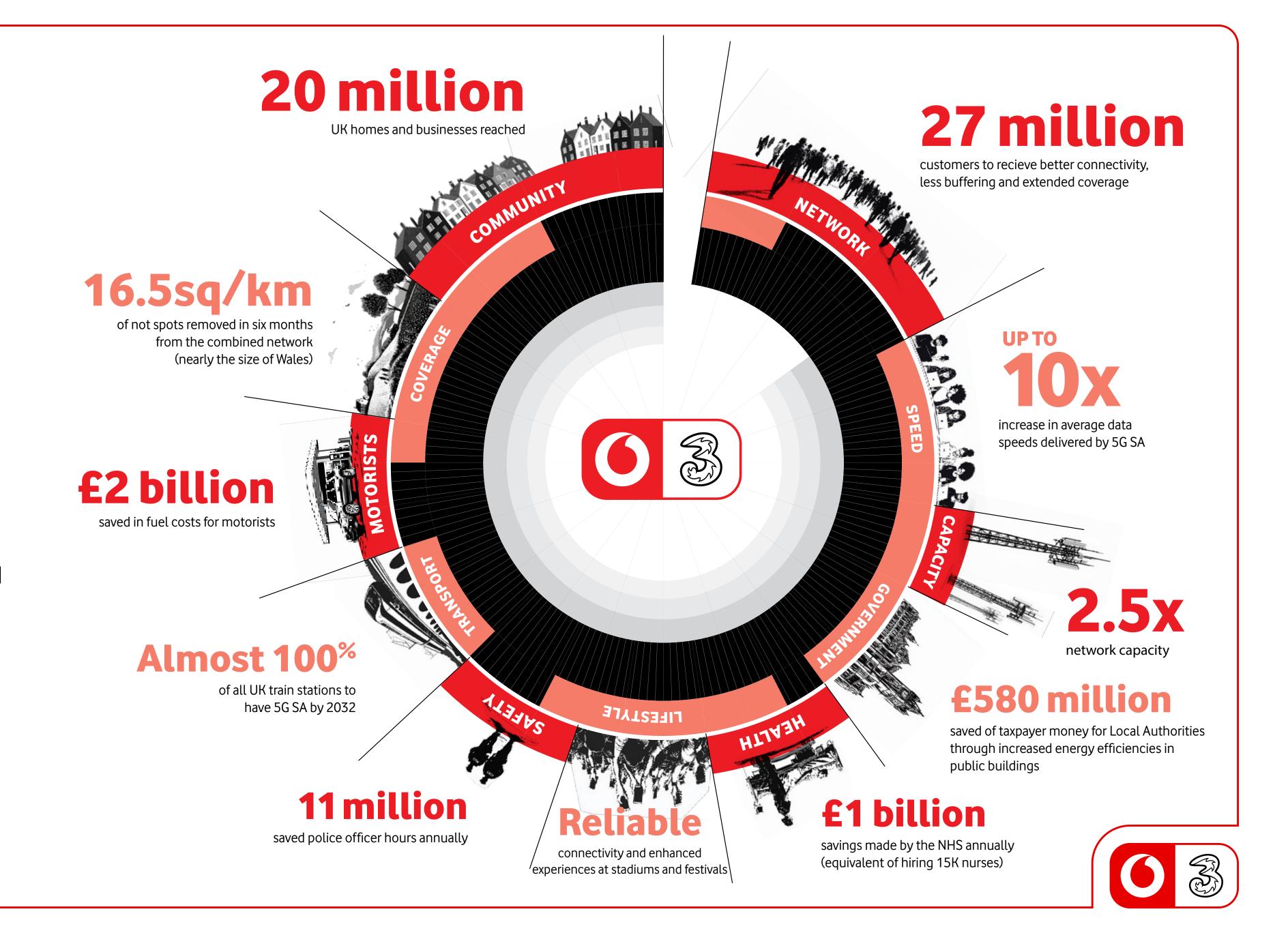
Connecting autonomous vehicles with other smart city infrastructure, aiding traffic flow, safety and efficiency.



# The things you love, in more of the places you live and visit

VodafoneThree is investing in the future of the UK – its businesses, its communities, and its people. From busy city centres to remote rural towns, we're connecting communities up and down the UK, making sure every area has the access it needs to work and live well.

The future we're building, powered by our world-class network:



# A network for all people

We're building a network that ensures connectivity for every customer, no matter their location or situation.



Improved coverage of both 4G and 5G, including across rural populations.



A range of data packages and price points.



Frozen prices on certain tariffs, such as those for the most vulnerable.



Within a few months, Vodafone UK and Three UK customers will start to automatically use each other's **networks,** connecting them to the best coverage available, at no extra cost.



Launch of 'Just Ask Once'\*, a promise to every customer that they will be helped with their issue by a dedicated person from start to finish.



Scam and phishing protections to help keep you safe and secure online.



By middle of 2026, 50m people (three quarters of the UK population) will have access to our fastest 5G speeds.



By mid-June 2025, Three UK and SMARTY customers will get a speed boost of up to 20%.



A New Era Of Connectivity 9

## A network for business

#### **5G Slicing**

#### **Mobile Private Networks**

Slicing off parts of the network to guarantee congestion-free connectivity for businesses and local services

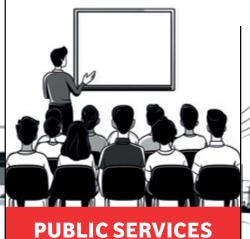
Leveraging 5G SA and fixed technology to create private, highly customisable networks empowering businesses to innovate and modernise

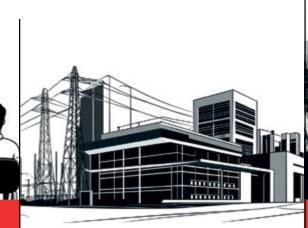
## £11 billion

invested, boosting UK growth and innovation in

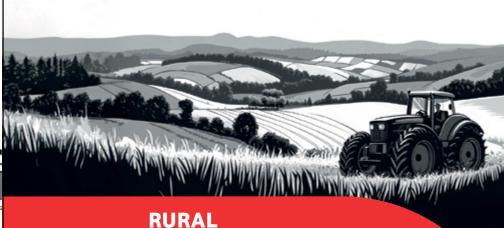






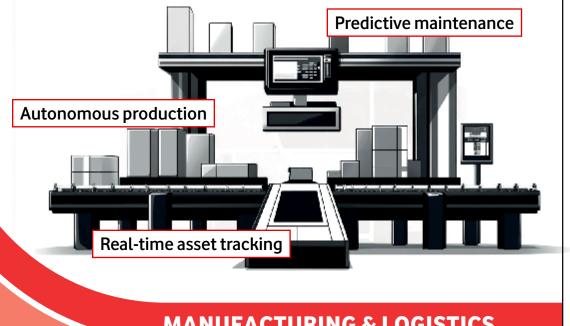


**CRITICAL INFRASTRUCTURE** 

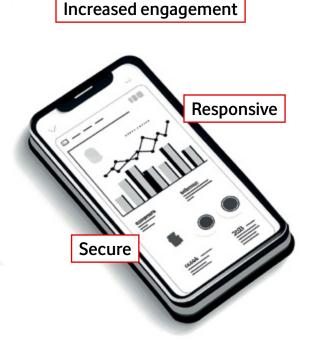


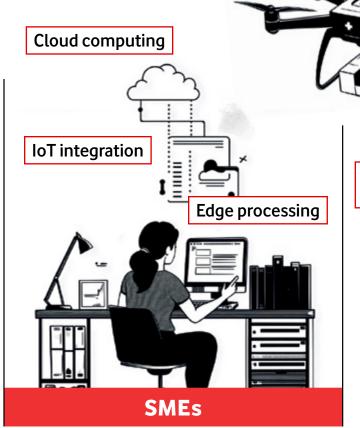
HEALTHCARE **CITIES** 

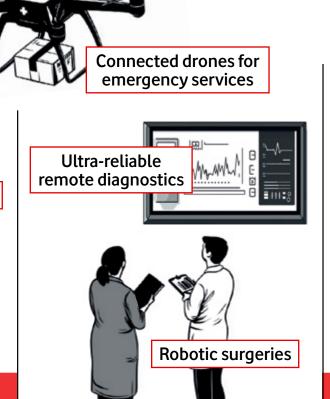
## The benefits

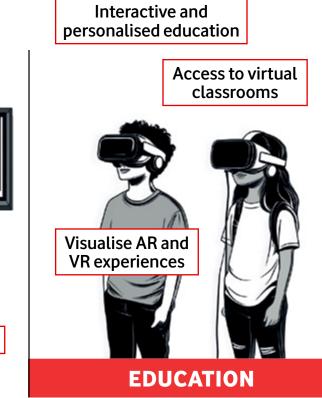


**MANUFACTURING & LOGISTICS** 









High quality connectivity opportunities Improved connectivity for emergency services Speeding up onsite food and drink payments

**FINANCE, MEDIA & ENERGY** 

**HEALTHCARE** 

LIVE EVENTS

### A network for the nation

We're not just building the UK's best network,

we're building one that empowers people and strengthens communities.

# SOCIAL

BENEFITS



Accessible, affordable, dependable connectivity that isn't compromised based on circumstance.



A commitment to build healthy digital habits, keeping people safe online and happier offline.



Technology, connections and skills that will help close the digital divide.

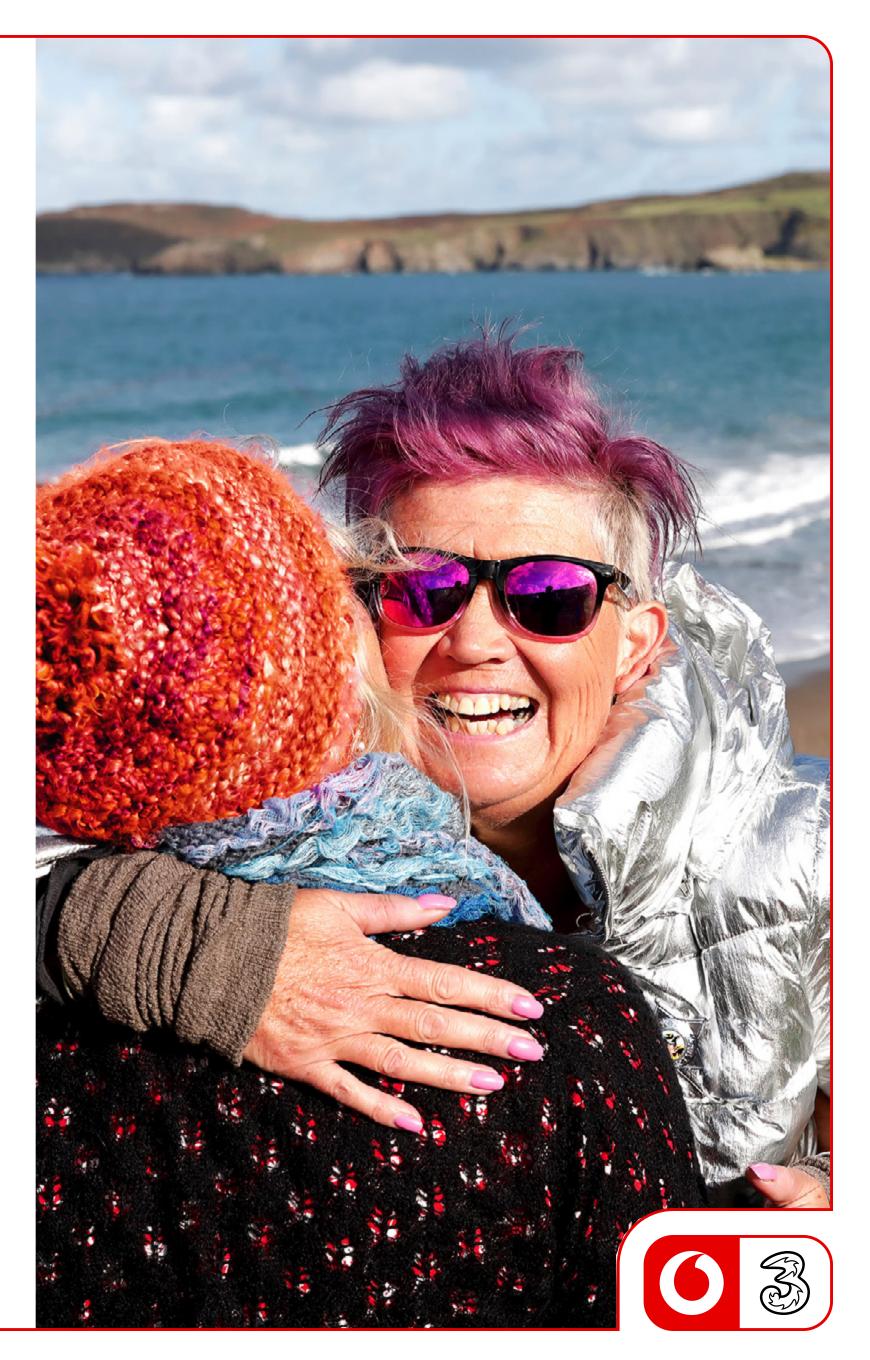


Create on average 9,000 engineering, construction and maintenance jobs in the UK, rising to as many as 13,000 jobs during peak build moments, as well as 5,000 roles via our network procurement.



#### VodafoneThree

A #1 place to work, with leading policies and a commitment to diversity, equity and inclusion, helping to foster a workplace where everyone feels valued and respected.



## A network for the nation

We're not just building the UK's best network,

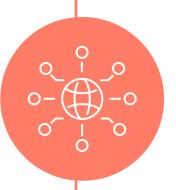
we're building it responsibly to create a more sustainable future.

# 

**Energy consumption will be 33% lower** than it would have been as two separate networks.



Working with industry peers and suppliers to deliver carbon reductions, including intelligent capabilities to switch off unused



A growing refurbished mobile range, so customers can become part of the circular economy.

technology layers based on traffic load.



An aim to achieve net-zero carbon emissions across our full value chain by 2040.

Simpler trade-in, repair and recycle processes for customers and their devices.

**Support for UK nature** recovery projects through our partnership with National Parks UK.



# Our brand portfolio: more choice, more value

Building the UK's best network will require all brands that make up VodafoneThree.





This means **Vodafone UK** will continue providing both fibre and mobile services, while **Three UK** will offer mobile and 4G/5G broadband. Over the next twelve months, however, we will bring these broadband products under the Vodafone UK brand.







Meanwhile, VOXI Mobile, SMARTY and **Talkmobile** will remain, operating on The Nation's Network, to meet the demand for various data packages and price points across the market.



We will also unify all business offerings under Vodafone Business, ensuring seamless and market-leading solutions across products.

But that's just the start. Our brands will continue to bring greater value and choice for all of our customers, through the continued launch of innovative products and services.



## Meet the team



**Max Taylor** CEO



**Darren Purkis** Chief Financial Officer



**Kelly Barlow** Strategy and Portfolio Director



**Clare Corkish HR** Director



**Andrea Donà Network Director** 



**Nick Gliddon Business Director** 



**Stephen Lerner** Regulatory & Government Affairs Director | Company Secretary



**Nicki Lyons** Corporate Affairs and Sustainability Director



**Stephen Reidy IT Director** 



Jon Shaw **Consumer Operations** Director



**Andy Yorston** General Counsel



**Rob Winterschladen Consumer Director** 



