Together We Can

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

We provide mobile and fixed services to over 300 million customers in 17\(^1\) countries, partner with mobile networks in 43\(^2\) more and have one of the world’s largest IoT platforms.

Our purpose is to connect for a better future by using technology to improve lives, businesses and help progress inclusive sustainable societies.

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\(^1\) 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, Guernsey, Jersey, Ukraine, Hungary. APAC: Singapore, Taiwan, French Polynesia, Fiji, Cook Islands, Kiribati, Vanuatu, Samoa, Papua New Guinea, New Zealand, Australia. AMEA: Qatar, Oman, Chile, Peru, Argentina, Canada, Ghana, Dominican Republic.
One of the world’s leading converged operators

**Mobile**
One of the world’s largest mobile networks
340m+ customers\(^1\)

**Fixed**
Our network reaches
27m customers\(^1\)

**IoT**
One of the world’s leading IoT platform with over
162m connected devices

**TV**
Europe’s second largest TV platform
20m customers\(^2\)

\(^1\)Includes Vodafone Ziggo and Safaricom
\(^2\)Includes Vodafone Ziggo

Figures accurate as of 31 December 2023
Europe’s largest 5G network

Available in 334 cities in 10 European markets¹

Europe’s fastest growing superfast network

95m homes passed with Gigabit speeds.

¹Includes Vodafone Ziggo, excludes Vodafone Turkey.
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 – the world’s largest connectivity provider with 192 Wide Area Network countries and 182 4G and 5G roaming countries.
A technology leader in Africa

Access
- 200 million customers in eight countries.
- 5G launched in South Africa, Tanzania, Kenya, Lesotho and Mozambique. Trials in DRC.

Fintech
- M-Pesa – Africa’s first mobile money service.
- Vodacom Financial Services – personal finance and business services.
- VodaPay – allowing customers to manage their money and make transactions.

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

Health
- m-mama – a patient transport service available in Tanzania and Lesotho.
- Working with USAID to expand m-mama to Kenya and Malawi.
- 38% reduction in maternal deaths where m-mama is rolled out.

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

Education
- Instant Network Schools – a project with UNHCR, to deliver connected education to refugees and students within communities.
- 274,000 students and 4,700 teachers helped since 2013.

CONNECTING 200 MILLION FROM CAPE TO CAIRO
FinTech
Africa’s most used financial platforms

Available in
8 countries

75m
Active customers

US $367.6m
Transactions processed over our platforms in 2023
Vodafone Group Executive Committee

Margherita Della Valle
**Group Chief Executive**
- Joined Vodafone Apr’94
- Finance leadership roles, marketing & CVM positions

Luka Mucic
**Chief Financial Officer**
- Joined Vodafone Sep’23
- Previously CFO & COO for tech industry leader

Ahmed Essam
**Executive Chair Germany & CEO European Markets**
- Joined Vodafone in 1999
- Previously CCD & CEO roles

Aldo Bisio
**Chief Commercial Officer & CEO Vodafone Italy**
- Joined Vodafone Jan’14
- CEO roles in various sectors

Shameel Joosub
**CEO Vodacom**
- Joined Vodafone Mar’94
- Extensive telco experience
- Board positions across Group

Giorgio Migliarina
**Interim CEO Vodafone Business**
- Joined Vodafone in Apr’18
- Experienced in telco & B2B

Serpil Timuray
**CEO Vodafone Investments**
- Joined Vodafone Jan’09
- CEO roles in EU & AMAP

Leanne Wood
**Chief HR Officer**
- Joined Vodafone Apr’19
- Variety of HR & strategy leadership roles

Scott Petty
**Chief Technology Officer**
- Joined Vodafone in 2009
- Previously Business Product & Technology leadership roles

Alberto Ripepi
**Chief Networks Officer**
- Joined Vodafone in 2001
- Various technology roles incl. CTO of Europe

Joakim Reiter
**Chief External & Corporate Affairs Officer**
- Joined Vodafone Apr’17
- Over 20 yrs’ Govt. experience

Maaike de Bie
**General Counsel & Company Secretary**
- Joined Vodafone Mar’23
- 25 yrs’ legal experience
Group financial summary
6 months to 30 September 2023

€21.9bn  €6.4bn  €1.5bn  4.5c  c.£19bn
Revenue  Adjusted EBITDAaL\(^1\)  Adjusted free cash flow\(^2\)  Dividend per share  Market capitalisation

\(^1\)non-GAAP measure
\(^2\)pre-spectrum, restructuring and integration cost
Our purpose is to connect for a better future by using technology to improve lives, businesses and help progress inclusive sustainable 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 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
Climate Change
Working to reduce our environmental impact to reach net zero emissions across our full value chain by 2040.

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

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

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

Our aims: Planet
Together we can