

About Vodafone Group plc

1 April 2024

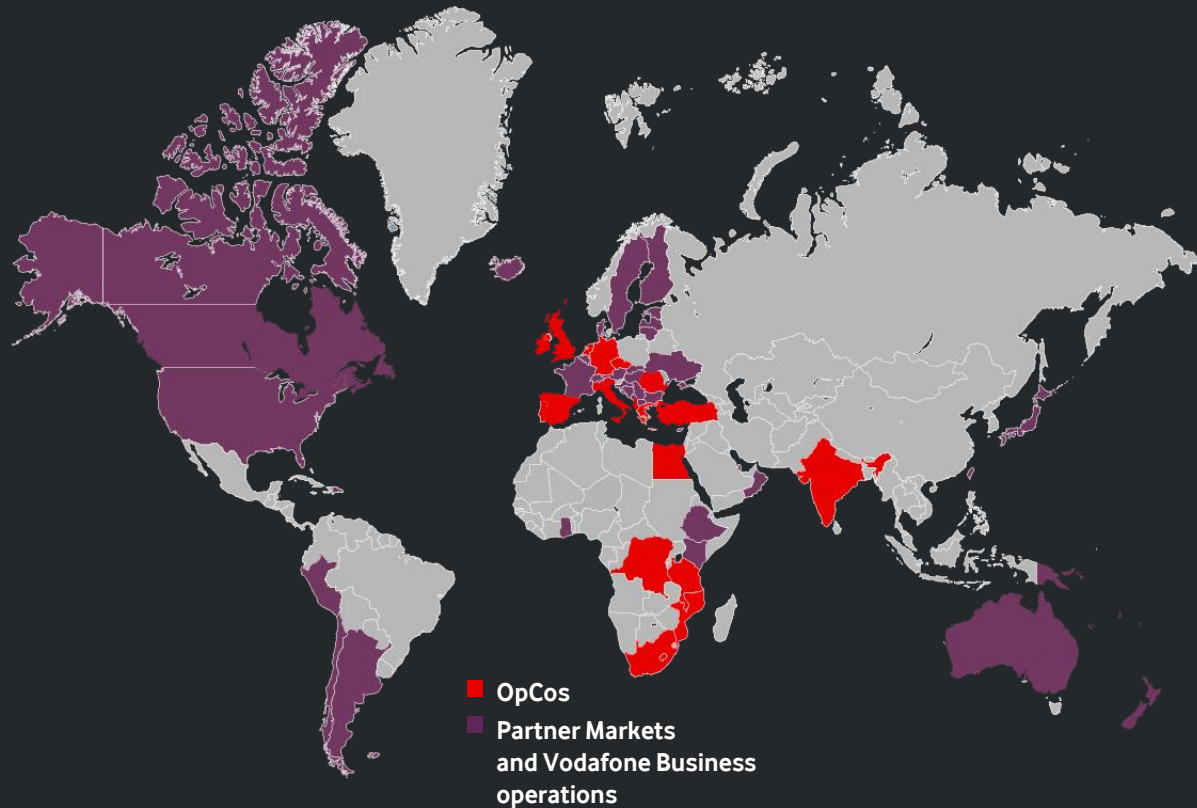


Together We Can

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

We provide mobile and fixed services to over 300 million customers in 17¹ countries, partner with mobile networks in 43² 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.



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+ customers¹

Fixed

Our network reaches

27m customers¹

IoT

One of the world's leading
IoT platform with over

162m connected devices

TV

Europe's second largest
TV platform

20m customers²

¹Includes Vodafone Ziggo and Safaricom

²Includes 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



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.

Helping businesses succeed in a **digital world**



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



CONNECTING 200 MILLION FROM CAPE TO CAIRO

Access

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

Planet

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

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.

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.

A technology leader in Africa

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.



FinTech

Africa's most used financial platforms

Available in
8 countries

75m
Active customers

US \$367.6m
Transactions processed
over our platforms in 2023

TILL 8355

M-Pesa Fees

Transaction Range	Standard Fee	Standard Fee + M-PESA	Standard Fee + M-PESA	Standard Fee + M-PESA	Standard Fee + M-PESA
M5 - M9.99	M1.00				
M10 - M50	M1.50	M1.50	M1.00	M2.50	M1.83
M51 - M100	M2.25	M2.25	M1.50	M3.75	M3.00
M101 - M250	M3.59	M3.58	M2.25	M5.83	M4.50
M251 - M500	M5.06	M5.06	M3.58	M8.64	M6.00
M501 - M1000	M7.59	M7.59	M5.06	M12.65	M8.00
M1001 - M5000	M11.39	M11.39	M7.59	M18.98	M11.00

Notice
No deposits without you
Ha fono ele sio



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 CCO & 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



Maaïke 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

Revenue

€6.4bn

Adjusted EBITDAaL¹

€1.5bn

Adjusted
free cash flow²

4.5c

Dividend per share

c.£19bn

Market capitalisation

¹non-GAAP measure

²pre-spectrum, restructuring and integration cost



Our Purpose

Digital Society:

Connecting people and things and digitalising critical sectors

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

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



Digital Society

Digitalising Healthcare

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

Digitalising Agriculture

Supporting the digitalisation of agriculture with specific products and services

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



Inclusion for all

Workplace equality

Developing a diverse and inclusive global workforce that reflects the customers and societies we serve



Our aims: Planet

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.

Planet

Climate Change

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

E-Waste

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





Together we can