Together We Can

Vodafone is a leading European and African telecoms company.

We provide mobile and fixed services to over 330 million customers in 15 countries, partner with mobile networks in 43 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.

OpCos
Partner Markets and Vodafone Business operations
Non-consolidated associate / joint arrangement
One of the world’s leading converged operators

**Mobile**
One of the world’s largest mobile networks
300m+ customers\(^1\)

**Fixed**
Our network reaches
21m customers\(^1\)

**IoT**
One of the world’s leading IoT platform with over
187m connected devices

**TV**
Europe’s second largest TV platform
17m customers\(^2\)

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

Available in **236** cities in 8 European markets

Europe’s fastest growing superfast network

**52m** homes passed with Gigabit speeds

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1Includes Vodafone Ziggo, excludes Vodafone Turkey. Excludes Spain and Italy which are held as discontinued operations
Vodafone Business

Helping businesses succeed in a digital world

- Trusted by more than **4.8m*** 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 **200** 4G and 5G roaming countries.

*Excludes Spain and Italy which are held as discontinued operations
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
- Digital solutions for critical sectors including agriculture.

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

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.

Planet
- We aim to match 100% of the grid electricity we use with electricity from renewable sources by 2025.

CONNECTING 200 MILLION FROM CAPE TO CAIRO

Includes Kenya
FinTech
Africa’s most used financial platforms

Available in
8 countries

79m
Active customers

US $1 bn
Transacted on our mobile money platforms every day
Vodafone Group Executive Committee

Margherita Della Valle
Group Chief Executive
- Joined Vodafone 1994
- Finance leadership roles, marketing & CVM positions

Luka Mucic
Chief Financial Officer
- Joined Vodafone 2023
- 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 2014
- CEO roles in various sectors

Shameel Joosub
CEO Vodacom
- Joined Vodafone 1994
- Extensive telco experience
- Board positions across Group

Giorgio Migliarina
Interim CEO Vodafone Business
- Joined Vodafone in 2018
- Experienced in telco & B2B

Serpil Timuray
CEO Vodafone Investments
- Joined Vodafone 2009
- CEO roles in EU & AMAP

Leanne Wood
Chief HR Officer
- Joined Vodafone 2019
- 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 2017
- Over 20 yrs’ Govt. experience

Maaike de Bie
General Counsel & Company Secretary
- Joined Vodafone 2023
- 25 yrs’ legal experience

Aldo Bisio
Chief Commercial Officer & CEO Vodafone Italy
- Joined Vodafone 2014
- CEO roles in various sectors

Serpil Timuray
CEO Vodafone Investments
- Joined Vodafone 2009
- CEO roles in EU & AMAP

Aldo Bisio
Chief Commercial Officer & CEO Vodafone Italy
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CEO Vodafone Investments
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# Group financial summary

12 months to 31\textsuperscript{st} March 2024

<table>
<thead>
<tr>
<th>Revenue</th>
<th>€36.7bn</th>
<th>Adjusted EBITDA\textsuperscript{1}</th>
<th>€2.6bn</th>
<th>Dividend per share</th>
<th>Market capitalisation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€11bn</td>
<td></td>
<td></td>
<td>9.0c</td>
<td>c.&quot;€19bn&quot;</td>
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</tbody>
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\textsuperscript{1} non-GAAP measure

\textsuperscript{2} pre-spectrum, restructuring and integration cost
We connect for a better future

Empowering People
We seek to connect everyone, regardless of who they are or where they live.

We aim to close digital divides and help our customers benefit fully from digitalisation. We support communities, especially those in need, leaving no-one behind.

Protecting the Planet
We seek to protect the planet and enable our customers to do the same.

We strive to reduce carbon emissions and achieve Net Zero from our operations and value chains. We contribute to the circular economy and empower our customers to reduce their environmental footprint.

Closing the digital divide
- Enhancing coverage for all.
- Ensuring affordable connectivity, devices and platforms.

Empowering customers
- Supporting SMEs to thrive in a digital world.
- Driving financial inclusion.
- Digitising public services.

Supporting communities
- Promoting diversity and inclusion.
- Improving learning and digital skills.
- Supporting those most in need.

Tackling carbon emissions
- Achieving net zero in our operations.
- Working with our partners towards net zero across our value chain.

Promoting circularity
- Enabling customers to recycle their devices.
- Aiming for all of our network waste to be reused, resold or recycled.

Enabling the green transition
- Helping customers reduce their planetary impacts.
- Reducing the environmental footprint of our products and services.

Maintaining Trust
We strive to deliver our services securely and responsibly and earn the trust of our customers through everything we do, by Protecting Data, Protecting People and Responsible Business Practices.
35% women in management and senior leadership roles
We aim to have 40% women in management roles by 2030.

100% electricity used in Europe matched with renewable sources
Target achieved from July 2021, four years ahead of our original 2025 target.

59% reduction in Scope 1 & 2 GHG emissions since 2020
Aiming for net zero operations in Europe by 2028 and in Africa by 2035.

85% 4G population coverage
We aim to connect everyone to digital services by expanding network coverage to rural communities in Europe and Africa.

66.2m million customers connected to our financial inclusion services
We aim to connect 75 million customers to mobile money and financial inclusion services by 31 March 2026.

3.3m V-Hub unique visitors
To better support micro, small and medium enterprises (‘MSMEs’) across Europe and Africa, Vodafone Business offers V-Hub, its digital advice service.

Notes: Continued operations only. Excludes Italy and Spain. 1. As at 31 March 2024. 2. These are cumulative figures since the V-Hub launch in July 2020.
Together we can