

About Vodafone Group plc

20 May 2024

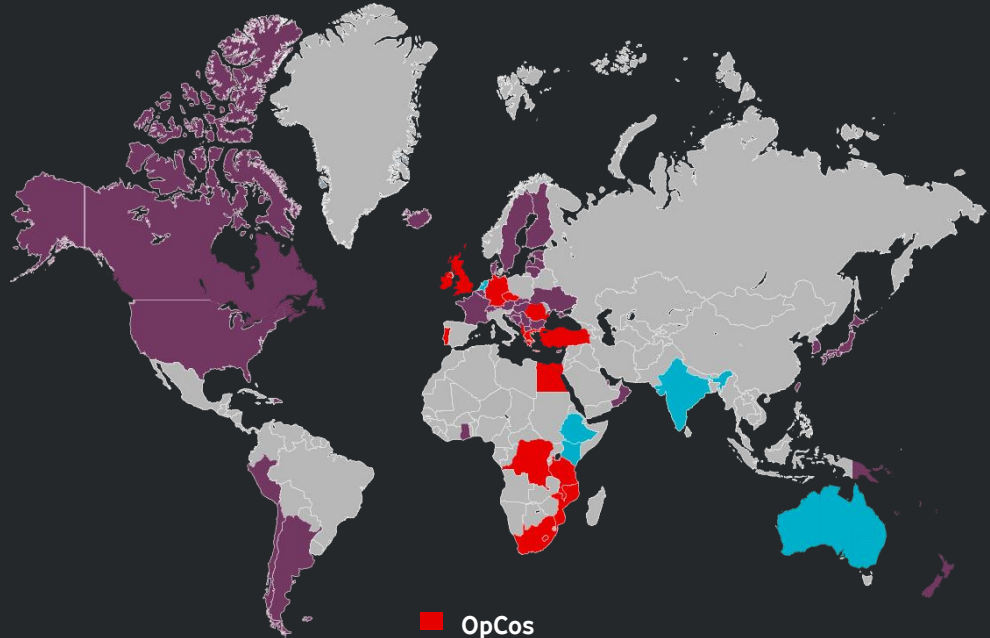


Together We Can

Vodafone is a leading European and African telecoms company.

We provide mobile and fixed services to over 330 million customers in 15¹ 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.



- OpCos
- Partner Markets and Vodafone Business operations
- Non-consolidated associate / joint arrangement

Europe: UK, Germany, Ireland, Portugal, Romania, Greece, Czechia, Albania. Non-Europe: Turkey. Africa: South Africa, Tanzania, Democratic Republic of the Congo, Mozambique, Lesotho, Egypt. Excludes Italy and Spain which are classed as discontinued operations.

²Europe: 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

300m+ customers¹

Fixed

Our network reaches

21m customers¹

IoT

One of the world's leading
IoT platform with over

187m connected devices

TV

Europe's second largest
TV platform

17m customers²

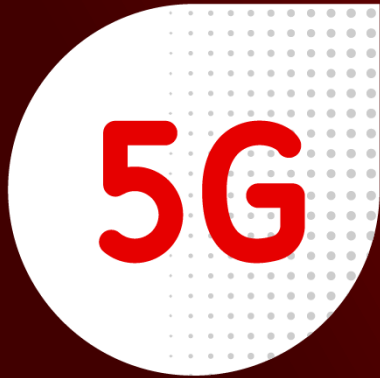
¹Includes Vodafone Ziggo and Safaricom

²Includes Vodafone Ziggo



One of Europe's largest 5G networks

Available in **236** cities in
8 European markets¹



Europe's fastest growing superfast network

52m homes passed with Gigabit speeds¹



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



Vodafone Business



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.

Helping businesses succeed in a **digital world**



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

*Excludes Spain and Italy which are held as discontinued operations

CONNECTING 200 MILLION FROM CAPE TO CAIRO



A technology leader in Africa

Access

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

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.

Planet

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

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



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

TILL
8355

M-Pesa Fees

Transaction Range	Customer Pays	Merchant Pays	Merchant Receives	Merchant Receives	Merchant Receives
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	M3.58	M3.58	M2.25	M5.63	M4.50
M251 - M500	M5.06	M5.06	M3.38	M8.44	M6.00
M501 - M1000	M7.59	M7.59	M5.06	M12.65	M8.50
M1001 - M5000	M11.39	M11.39	M7.59	M19.28	M12.50

Notice

No deposits without you



Ha fono ele sio



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



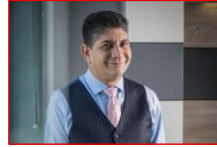
Ahmed Essam
Executive Chair Germany & CEO European Markets

- 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



Maaïke de Bie
General Counsel & Company Secretary

- Joined Vodafone 2023
- 25 yrs' legal experience



Group financial summary

12 months to 31st March 2024

€36.7bn

Revenue

€11bn

Adjusted EBITDAaL¹

€2.6bn

Adjusted
free cash flow²

9.0c

Dividend per share

c.£19bn

Market capitalisation

¹non-GAAP measure

²pre-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.



Empowering People



Protecting the Planet



Maintaining Trust

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



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