

About Vodafone Group plc

FY 22/23

C2 General



Together We Can

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

Our purpose is to connect for a better future by using technology to improve lives, digitalise critical sectors and enable inclusive and sustainable digital societies.

We provide mobile and fixed services in 17¹ countries, partner with mobile networks in 46² more and are also a world leader in Internet of Things (IoT).

¹Europe: 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.
²Europe: France, Austria, Bulgaria, Croatia, North Macedonia, Serbia, Slovenia, Montenegro, Bosnia and Herzegovina, Switzerland, Belgium, Denmark, Cyprus, Finland, Estonia, Iceland, Sweden, Lithuania, Latvia, Luxembourg, Jersey, Channel Islands, Ukraine, Hungary, APAC: Singapore, Hong Kong, Taiwan, French Polynesia, Fiji, Cook Islands, Kiribati, Vanuatu, Samoa, Nauru, Papua New Guinea, South Korea, Japan, New Zealand, Australia. EMEA: Qatar, Oman, Chile, Peru, Argentina, Canada, Ghana.



A scenic landscape photograph of a mountain range. In the foreground, a person is standing on a rocky, grassy ridge, looking out over the valley. The background features rolling green hills and distant mountain peaks under a bright blue sky with scattered white clouds. The text 'Why Vodafone?' is superimposed in the center of the image in a bold, red, sans-serif font.

**Why
Vodafone?**

One of the world's leading converged operators

Mobile

One of the world's largest
mobile networks

323m+ customers¹

Fixed

Our network reaches

28m customers¹

IoT

World-leading IoT platform
with over **160m
connected devices**

TV

Europe's second largest
TV platform

21m customers²

¹Includes Vodafone Ziggo and Safaricom

²Includes Vodafone Ziggo



Europe's largest 5G network

Available in **332** cities in 10
European markets¹



¹Includes Vodafone Ziggo

Europe's fastest growing superfast network

89m homes passed with Gigabit
speeds.



Vodafone Business



Trusted by more than **7m**
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** WAN countries and **182** 4G and 5G roaming countries.

Helping businesses succeed in a **digital world**



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



Connecting millions across Africa

Access

- **189.8m** mobile customers across seven¹ countries
- Around **94.8m** data service users
- **5G** launched in South Africa, Tanzania, Kenya, Lesotho and Mozambique

Fintech

- Wide range of financial services offered via M-PESA and VodaPay e.g. insurance and loans

Business

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

A technology leader in Africa

Planet

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

Education

- Instant Network Schools – using technology to improve education
- Implemented **84** programmes in **6** countries
- **247k+** refugee and community students supported

Health

- m-mama – a patient transport service available in Tanzania, Lesotho and Kenya
- Helped **28,000+** pregnant women and newborns with quality healthcare
- Saved **900+** lives and reduced maternal mortality by **38%**



M-Pesa

Africa's largest payments platform

Now available in

7 countries

56.7m¹

Active customers

26bn

Transactions per annum²

TILL
8355

M-Pesa Fees

Transaction Range	Standard Fee	Standard Fee	Standard Fee	Standard Fee	Standard Fee
M5 - M9.99	M1.00				
M10 - M50	M1.50	M1.50	M1.00	M2.50	M1.85
M51 - M100	M2.25	M2.25	M1.50	M3.75	M3.00
M101 - M250	M3.38	M3.38	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	M9.00
M1001 - M5000	M11.39	M11.39	M7.59	M19.97	M13.50

Notice

No deposits without you

Ha fono ele si

1. Africa including 100% of Safaricom, excluding Ghana
2. 12 months to 31 March 2023



Our Executive Team



Margherita della Valle
Chief Executive Officer and Chief Financial Officer



Maaïke de Bie
Group General
Counsel



Aldo Bisio
CEO Vodafone Italy
Chief Commercial Officer



Ahmed Essam
CEO
Vodafone UK



Shameel Joosub
CEO
Vodacom Group



Vinod Kumar
CEO
Vodafone Business



Scott Petty
Chief Technology
Officer



Joakim Reiter
Group External
Affairs Director



Alberto Ripepi
Chief Network
Officer



Philippe Rogge
CEO
Vodafone Germany



Serpil Timuray
CEO
Europe Cluster



Leanne Wood
Chief Human
Resources Officer



Group financial summary

12 months to 31 March 2023

€45.7bn

Revenue

€14.7bn

Adjusted EBITDAaL¹

€4.8bn

Adjusted
free cash flow²

9c

Dividend per share

c.£22bn

Market capitalisation

¹non-GAAP measure

²pre-spectrum, restructuring and integration cost



Our Purpose

Digital Society:

Connecting people and things
and digitalising critical sectors

**Inclusion For
All** Ensuring everyone
has access to the
benefits of a digital
society

We connect for a better future

We use technology to improve lives
and enable inclusive and sustainable
digital societies.

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

A central graphic of a globe where the surface is composed of a dense, diverse crowd of people's faces. The globe is set against a bright blue sky with soft white clouds. Around the top and bottom edges of the globe, there are stylized cityscapes with modern buildings and green trees. The text 'Inclusion for all' is written in large, white, sans-serif font across the middle of the globe.

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



Our Social Contract

Our **Social Contract** is how we bring our Purpose to life through what we do.

It is our commitment to society, customers, and governments to connect rural communities, to enable access to education, healthcare and financial services; and to help businesses.

With these actions we also contribute to the success of United Nations Sustainable Development Goals.





Together we can