



enterprise hospitals multi-nationals universities
schools **everyone.connected** SMEs governments



Welcome & introduction

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1 We operate in attractive markets.

Vinod Kumar
CEO

p8

2 We have unique scale & capabilities.

p21

3 We have strong operating momentum.

Sateesh Kamath
Finance Director

p35

4 We are on a clear growth pathway.

Vinod Kumar
CEO

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>6 million
customers



150+ million
connections



€10 billion
Service revenue



28% of
Vodafone¹



Our personalised solutions

1 : We operate in attractive markets.

Serving all customer sizes...



SOHO¹
€13bn market
3% market growth



SME
€18bn market
8% market growth



Enterprise
€75bn market
9% market growth

...with full breadth of products...



Mobile
€16bn market
1% market growth



Fixed
€27bn market
1% market growth



Unified
€9bn market
12% market growth



Cloud
€40bn market
12% market growth



Security
€4bn market
12% market growth



IoT
€10bn market
16% market growth

... across large geographic footprint



Germany
€34bn market



UK
€30bn market



Italy
€14bn market



Spain
€12bn market



Africa & other²
€16bn market

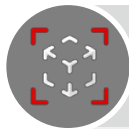
Total €100+ billion addressable market

2 : We have unique scale & capabilities.



Network infrastructure

- Reliable global connections
- Integrated convergence



Product development

- Greater investment capability
- Multiple market potential



Scalable platforms

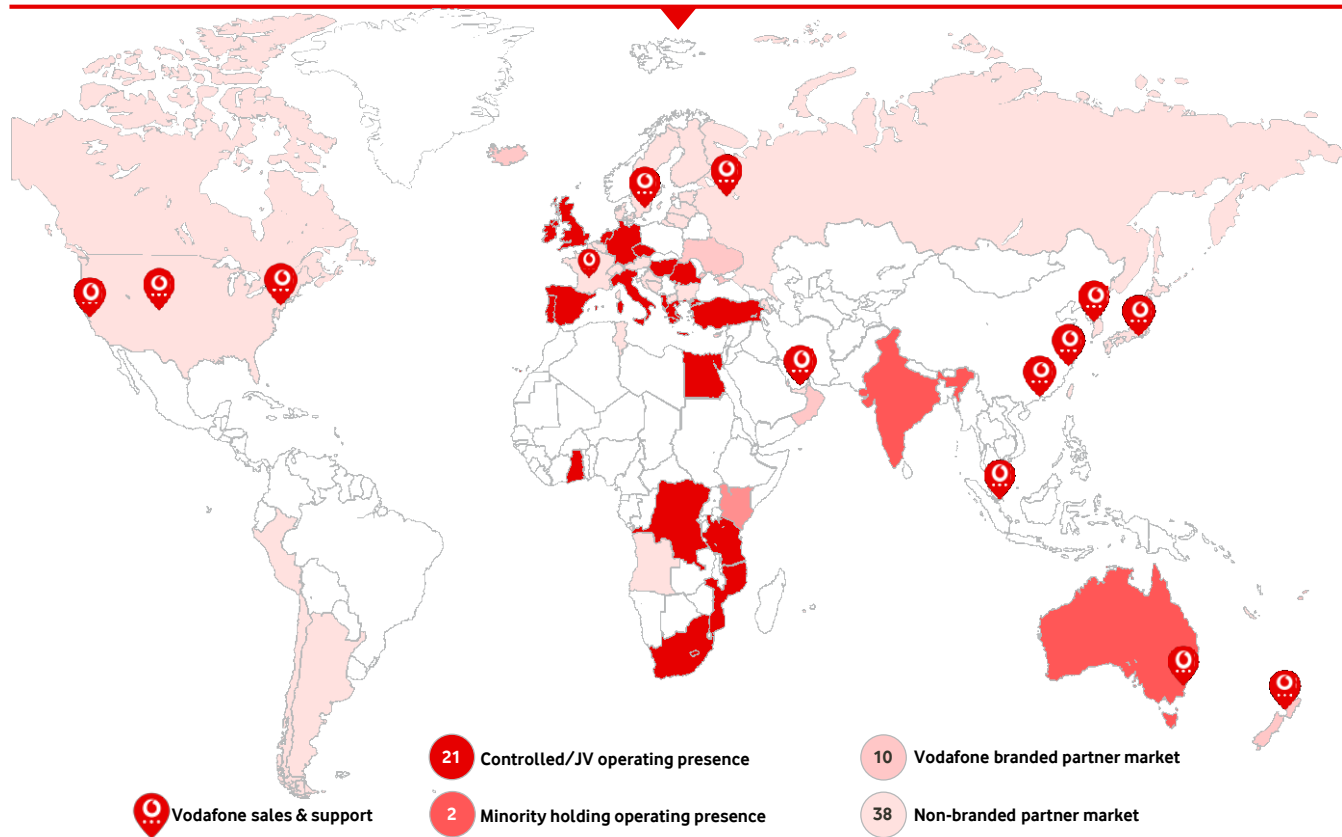
- Standardised technology
- Streamlined deployment









Strategic partnerships

- Larger attractive footprint
- 'Plug & play' platforms

The largest dedicated B2B connectivity provider in Europe & Africa



3 : We have strong operating momentum.

	Service Revenue		YoY%	Contribution margin ¹		Capital intensity	
	Jan - Dec			Jan - Dec	Capital model	Indicative ROCE	
 Mobile	€5.9bn		-0.4% ²	70-75%	High capital need <i>(direct invest model)</i>	Low & improving	
 Fixed	€3.1bn		3.9%	40-50%	High capital need <i>(direct invest & partnership model)</i>	Low & improving	
 Unified <i>Included in Mobile & Fixed</i>	€0.6bn		3.8%	30-40%	Low capital need <i>(partnership model)</i>	High	
 Cloud & Security	€0.5bn		10.0%	35-45%	Low capital need <i>(partnership model)</i>	High	
 IoT	€0.8bn		8.7%	75-85%	Medium capital need <i>(direct invest model)</i>	High	
 Total Business	€10.3bn		1.9%²	60-65%			

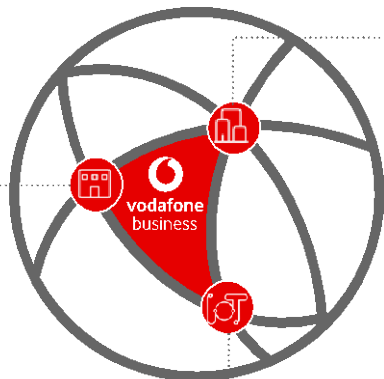
4 : We are on a clear growth pathway.

BUSINESS:2025

Our 3-pillar growth plan

SME:CHAMPION

Trusted partner in digital journey, leveraging partnerships to deploy full product breadth



GIGABIT:ENTERPRISE

Provider of choice for next-generation integrated connectivity

IoT:END-TO-END

Easy to adopt end-to-end IoT for every business

Our ambition



Above-market revenue growth in Mobile & Fixed



Double-digit revenue growth in Unified, Cloud, Security & IoT



Optimised balance of EBITDA growth & EBITDA margin



Investment in high marginal ROCE opportunities



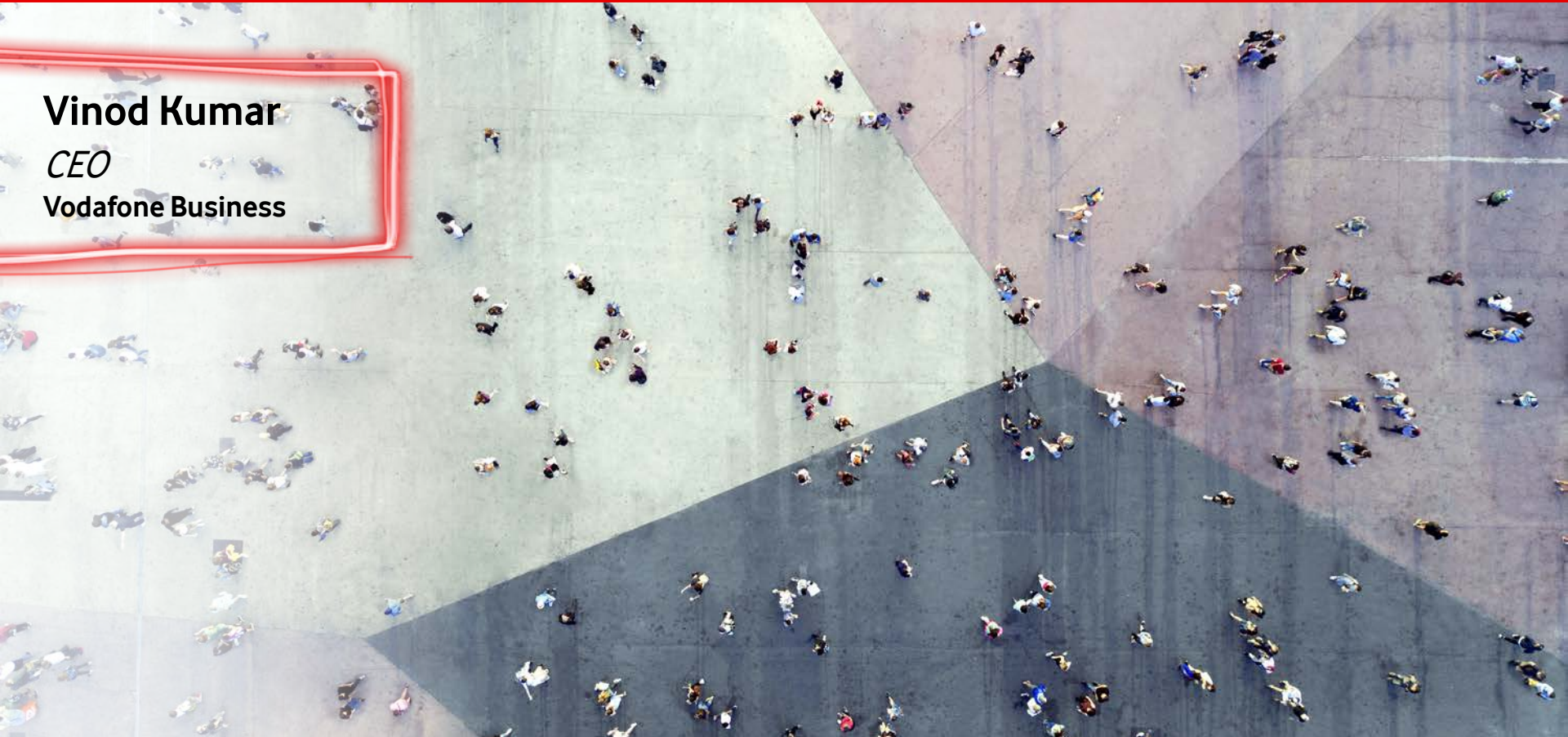
Consistent ROCE growth

1 : We operate in attractive markets.

Vinod Kumar

CEO

Vodafone Business



Key messages : **We operate in attractive markets.**

A We operate in attractive addressable markets.

B We serve private & public sector customers of all sizes.

C Our markets are fragmented, but benefit from scale.

D Our markets have compelling growth drivers.

A : We operate in attractive addressable markets.

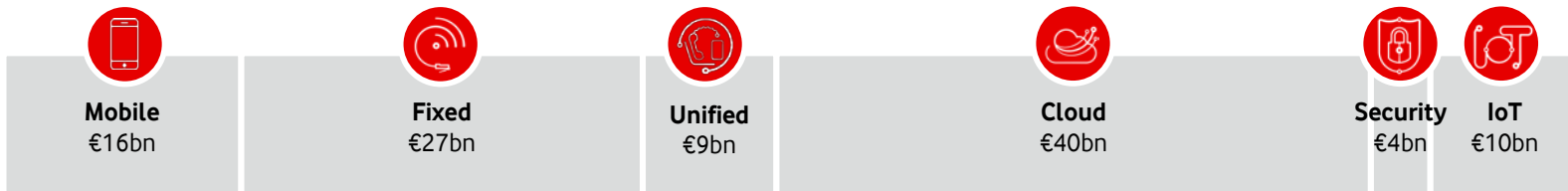
We operate in a few large national markets...



...serving all customer types...



...with a full range of products & solutions.



€100+ billion addressable market size

A : We operate in attractive addressable markets.

Denotes size of addressable industry profit pool

Illustrative industry contribution margin



Mobile

*Strong margin profile,
leverages existing
capital infrastructure*



Fixed

*Good margin & critical enabler to
'bundle' additional products*
*Significant differences between
legacy products & next
generation connectivity*



Unified

*Good margin &
attractive 'add-on'
opportunity with
limited capital
requirements through
partnerships*



Cloud

*Largest profit pool, but value
chain dominated by global
technology companies*
*Good margin & attractive 'add-on'
opportunity with limited capital
requirements through
partnerships*



Security

*Good margin &
attractive 'add-on'
opportunity with limited
capital requirements
through partnerships*



IoT





*Significant directly
addressable profit pool
in emerging area with
attractive marginal
ROCE*

**Significant differences in addressable profit pools, but each
with specific capital requirements & opportunities**
We have a clear choice on where to operate & invest.

Illustrative industry share of revenue



B : We serve private & public sector customers of all sizes.

	 Consumer	 SOHO <i>(Small Office & Home Office)</i>	 SME	 Enterprise		
		1-9 employees	10-99 employees	<i>Corporate</i> 100+ employees	<i>MNC</i> 1,000+ employees	<i>Public sector</i> 100+ employees
		Single site	>1 site	Multiple sites	Multiple sites globally	Multiple sites nationally
		Little in-house IT capability	Limited IT resources	Complex IT requirements	Complex IT requirements	Complex IT requirements
		Influenced by consumer proposition	Seeking trusted advisor with value	Professional buyers competitive tenders	Highly sophisticated buyers	Framework driven seeking value-for-money
		Share of revenue¹	26%	28%	46%	
		Market share²	20%	15%	6%	

No
Vodafone Business
involvement

Vodafone business

B : We serve private & public sector customers of all sizes.



Enterprise



centrica
storage



BNL
GRUPPO BNP PARIBAS



Port de Barcelona

mencap
The voice of
learning disability



7 sectors drive
overall market
spend...



...with cloud
infrastructure
driving
current
investment



B : We serve private & public sector customers of all sizes.



SME



DREES &
SOMMER



5 sectors drive overall market spend...

Manufacturing
€5bn

Prof. services
€3bn

Retail & wholesale
€3bn

Financial services
€2bn

Health
€1bn

Other
€4bn

...with core connectivity driving current investment

Mobile
€5bn

Fixed
€5bn

Unified
€2bn








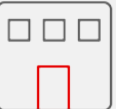

Cloud
€3bn

Security
€1bn

IoT
€2bn

C : Our markets are fragmented..

Core connectivity market consolidated, but high fragmentation in growth markets presents an opportunity

Customer	Mobile 	Fixed 	Unified 	Cloud 	Security 	IoT 				
 Enterprise	Incumbent MNO Deutsche Telekom BT Telefonica Telecom Italia Orange	Global Telco Verizon, AT&T New entrants alkira, aryaka	SI IBM Fujitsu Accenture	OTT Google MS AWS Zoom Slack twilio	MNO DT Orange BT Telefonica TIM	Hyper-scaler Google AWS Azure Alibaba	SI IBM Accenture ATOS axians	Spec. sia SSP ITC ESC DGS NTT NTC	MNO Verizon AT&T Orange Telefonica DT	MVNO cubic transtel Truphone KORE
 SME			Local colt Fastweb Gamma daisy	Vendor Cisco 8x8 Mitel	Local claranet rackspace					
 SOHO	Low-cost MNO 1&1 Drillisch Iliad Masmovil Virgin		Served by consumer providers			ISV Trend Micro Microsoft McAfee Symantec kaspersky	Served by consumer providers			

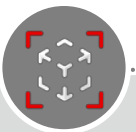
C: ...but benefit from scale.

Breadth & scale are key success factors in supporting our customers



Network infrastructure

- Ability to reliably connect globally
- Integrated convergence



Product development

- Greater investment capability
- Multiple market sales potential



Scalable platforms

- Standardised technology
- Deployment across multiple markets



Access to partners

- Large footprint provider attractive base
- Scaled 'plug & play'



Vodafone Business is the largest dedicated B2B connectivity provider in Europe & Africa

D: Our markets have compelling growth drivers.

Structural drivers



Significant 'catch-up' as SMEs & public sector digitalise processes



Fast connectivity + low latency enables new industrial applications & enhanced automation



Employers are accelerating flexible working arrangements



Data protection & cybersecurity elevated to mission critical



Customer requirements



Seamless connectivity



More 'things' connected



Cloud migration



Advanced data security



Growth opportunity



Mobile

Higher usage with faster speeds



Fixed

Fast, reliable & scalable connectivity to the cloud



Unified communications

Integration of connectivity & collaboration applications



Cloud

More organisations & more applications



Security

Higher risks, so higher spend



IoT

Industrialising connectivity

D : Our markets have compelling growth drivers.



SOHO

€13bn market
3% CAGR

FY21 €13bn

FY22 €13bn

FY23 €14bn

FY24 €14bn

- Incremental €1 billion market growth over 3 years
- Market share opportunity
- Leverage Vodafone consumer propositions



SME

€18bn market
8% CAGR

FY21 €18bn

FY22 €20bn

FY23 €21bn

FY24 €23bn

- Incremental €5 billion market growth over 3 years
- Good market share opportunity
- Strong opportunity to bundle non-connectivity services through technology partnerships



Enterprise

€75bn market
9% CAGR

FY21 €75bn

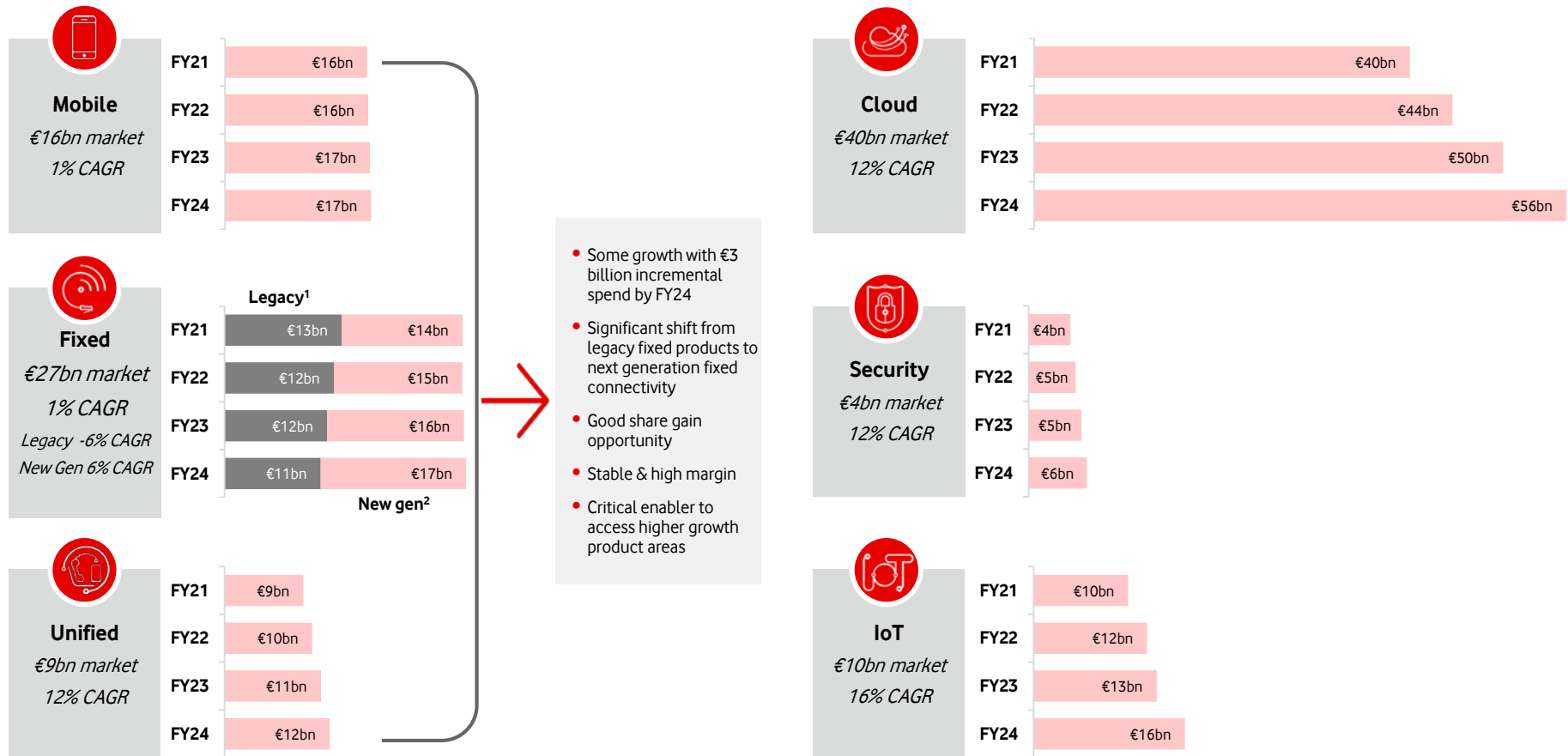
FY22 €81bn

FY23 €88bn

FY24 €96bn

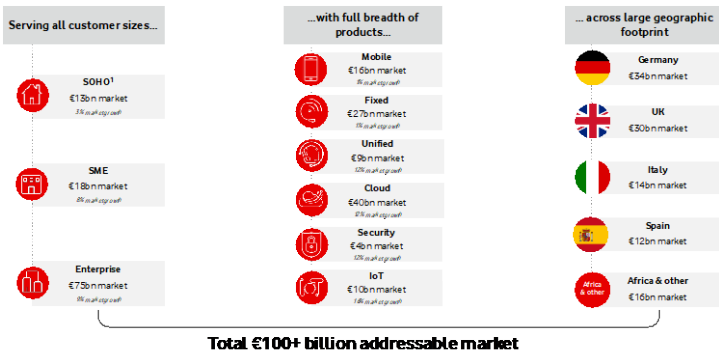
- Incremental €21 billion market growth over 3 years
- Largest growth area driven by investment in Cloud and IoT
- Critical to use core connectivity as an enabler to build capability in emerging areas of focus

D : Our markets have compelling growth drivers.

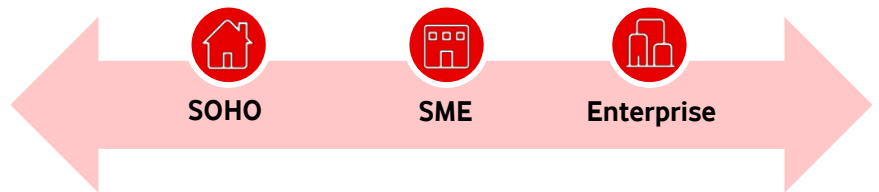


Conclusions : We operate in attractive markets.

A We operate in attractive addressable markets.



B We serve private & public sector customers of all sizes.



Breadth & scale are key success factors in supporting our customers



Seamless connectivity

Cloud migration

More 'things' connected

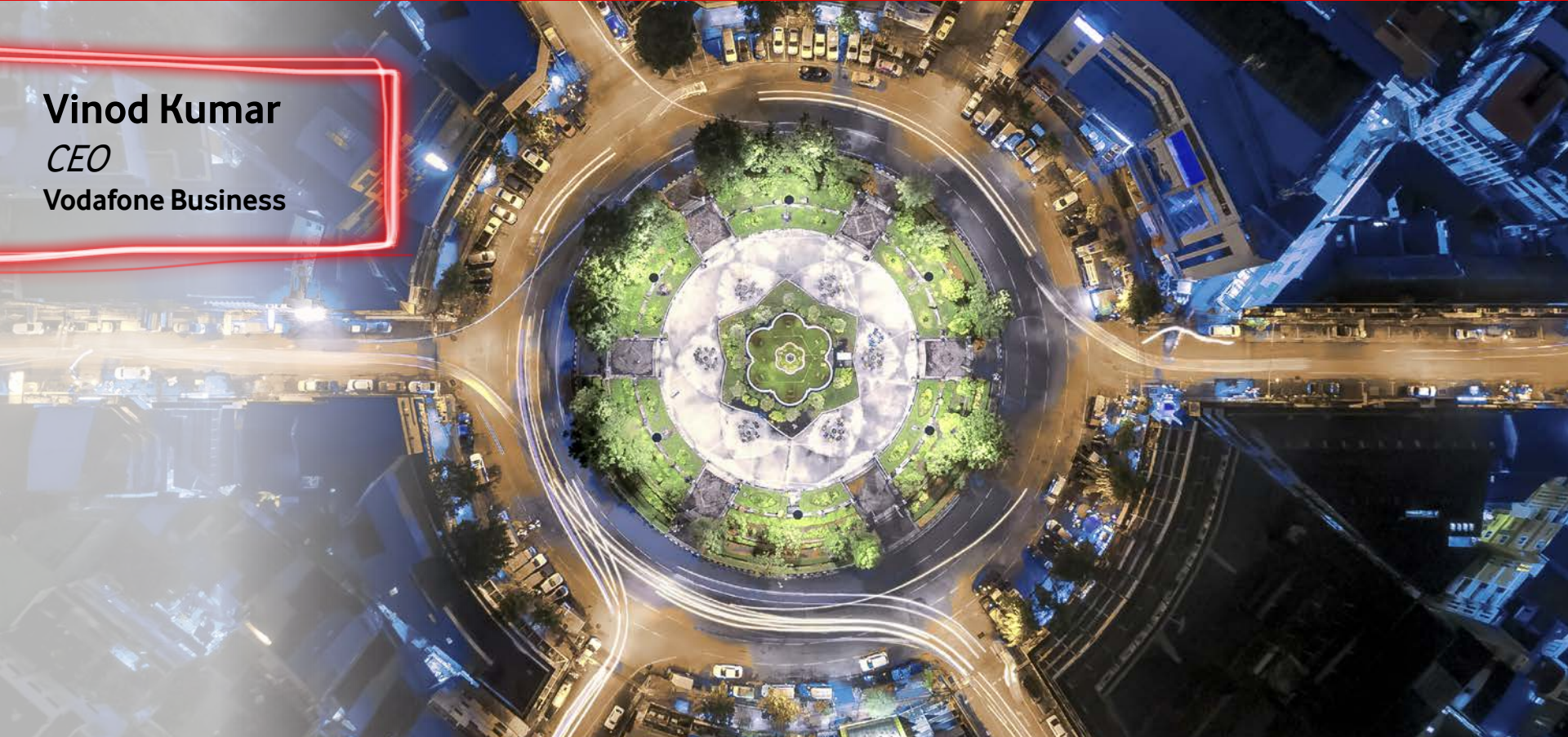
Advanced data security

C Our markets are fragmented, but benefit from scale.

D Our markets have compelling growth drivers.

2 : We have unique scale & capabilities.

Vinod Kumar
CEO
Vodafone Business



Key messages : **We have unique scale & capabilities.**

A

We have an experienced & talented team.

B

We are expanding our portfolio of products & services.

C

We are a leading strategic partner of choice.

D

Rapid innovation & implementation are core competencies.

A : We have an experienced & talented team.

Leveraging scale through shared expertise

Product development

- 3,100 team members in 23 countries
- Product & platform engineering, portfolio management, agile delivery, software engineering, testing & evaluation

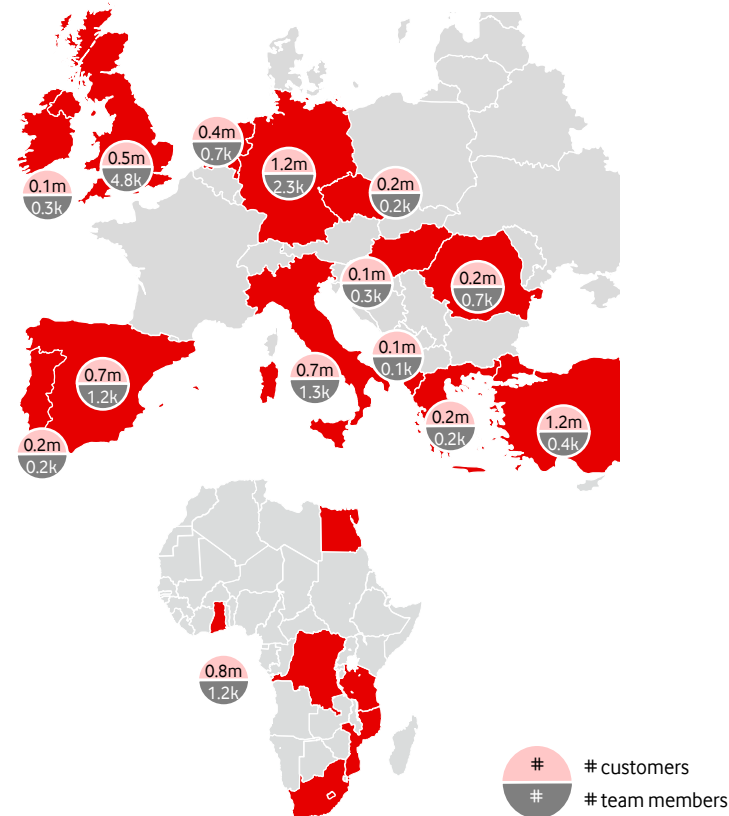
Commercial & operations

- 2,500 team members across 22 countries
- Bid management, commercial pricing, service management, service operations, sales operations

Support functions

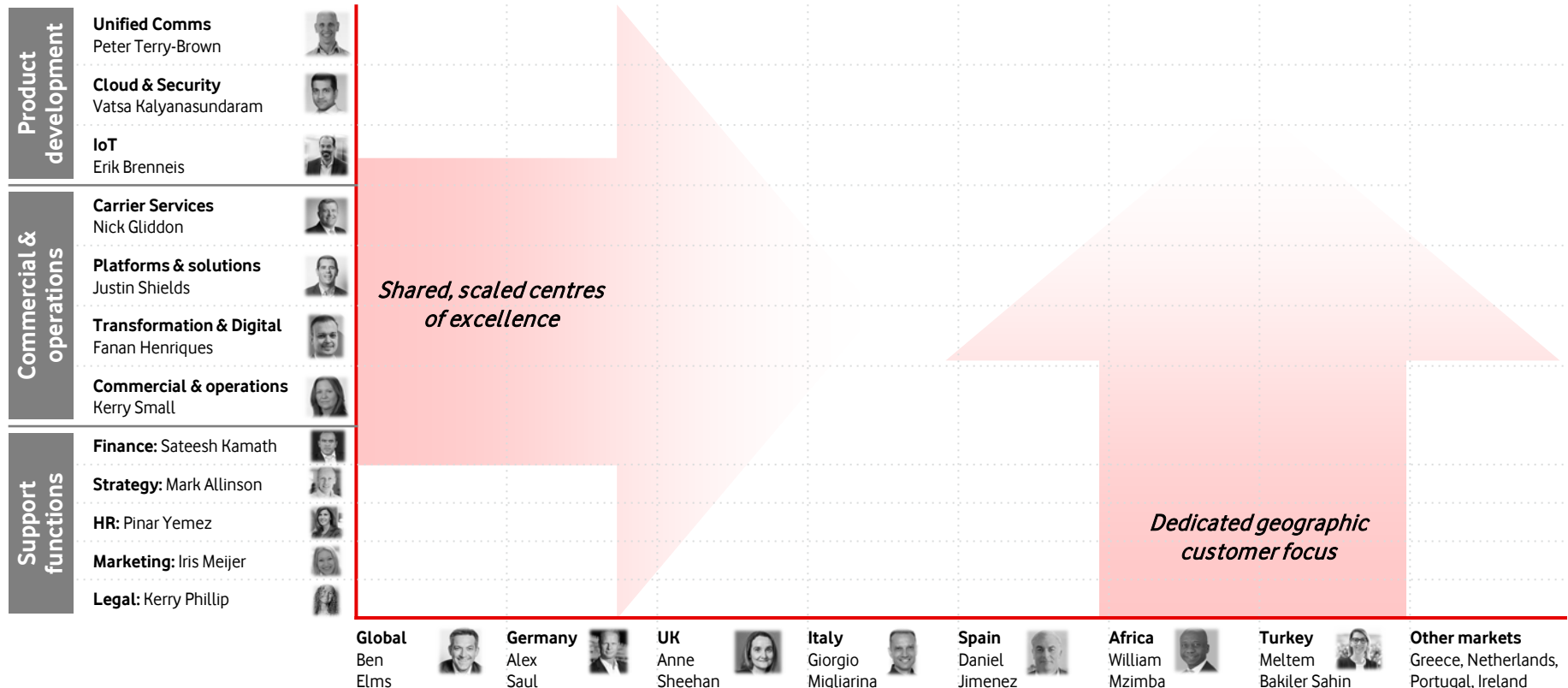
- Strategy, commercial planning, brand, digital marketing, programme and project management, channel development

Local, in-market delivery & customer support









A :: We have an experienced & talented team.

Matrix organisation to optimise blend of technical & functional expertise with deep local knowledge



B : We are expanding our portfolio of products & services.

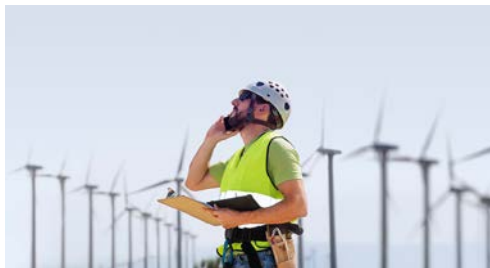
 Mobile	 Fixed	 Unified	 Cloud	 Security	 IoT
€5.9bn revenue ¹	€3.1bn revenue ¹	€0.6bn revenue ^{1,2}	€0.5bn revenue ¹		€0.8bn revenue ¹
Connectivity	Voice	Communication & collaboration	Managed cloud	Managed security	Connectivity
	LAN				Automotive
Mobility management	WAN	Contact centre solutions	Managed infrastructure		End-to-end solutions
	SD-WAN				Mobile private networks

B : We are expanding our portfolio of products & services.



Mobile

Empowering organisational mobility through security, control, efficiency & speed



5.6m customers



34.4m connections



>8,000 5G cell sites



Fixed

Enabling uninterrupted business through leveraging existing infrastructure & migration to SD-WAN



1.7m customers



2.8m connections



Fixed network points in 74 countries



Unified

Integrated solutions to enable improvements in productivity, collaboration & customer engagement



140k customers



5.7m users



4% rev. growth

B : We are expanding our portfolio of products & services.



Cloud

Partnerships to provide cloud-based applications, integration & support



5 distributed MEC customers



1st to market with AWS in Europe



>10% rev. growth



Security

Packaged & tailored cyber security services from risk assessment, through to deployment, testing & operations



100k SaaS licenses



>50% CaaS margins



>20% rev. growth



Managed infrastructure



Managed hosting & multi-cloud services supporting all customers on their digital transformation



50% improvement in customer experience



>700 Enterprise customers



6% rev. growth



B: We are expanding our portfolio of products & services.

IoT connectivity

Providing secure & reliable connectivity to integrate IoT device data in our customers' systems



>1m new connections p.c.m.



120m connected devices



22% YoY growth in connections

IoT Automotive

Hardware & end-to-end solutions for car makers, insurance companies, fleet operators & drivers



57 countries



33m connected cars



49bn km driving data analysed

IoT end-to-end

End-to-end provision of hardware, connectivity & software



100+ tailored E2E solutions



6 centres of competency



12 COVID-19 support solutions

Private networks

Dedicated & secure mobile private networks combining connectivity, edge computing & applications



25 customers



10 countries



5 focus sectors

C : We are a leading strategic partner of choice.

Scale economics underpinned by global wholesale & partner market operation



Global reach



Top 5 global provider



48 partner markets



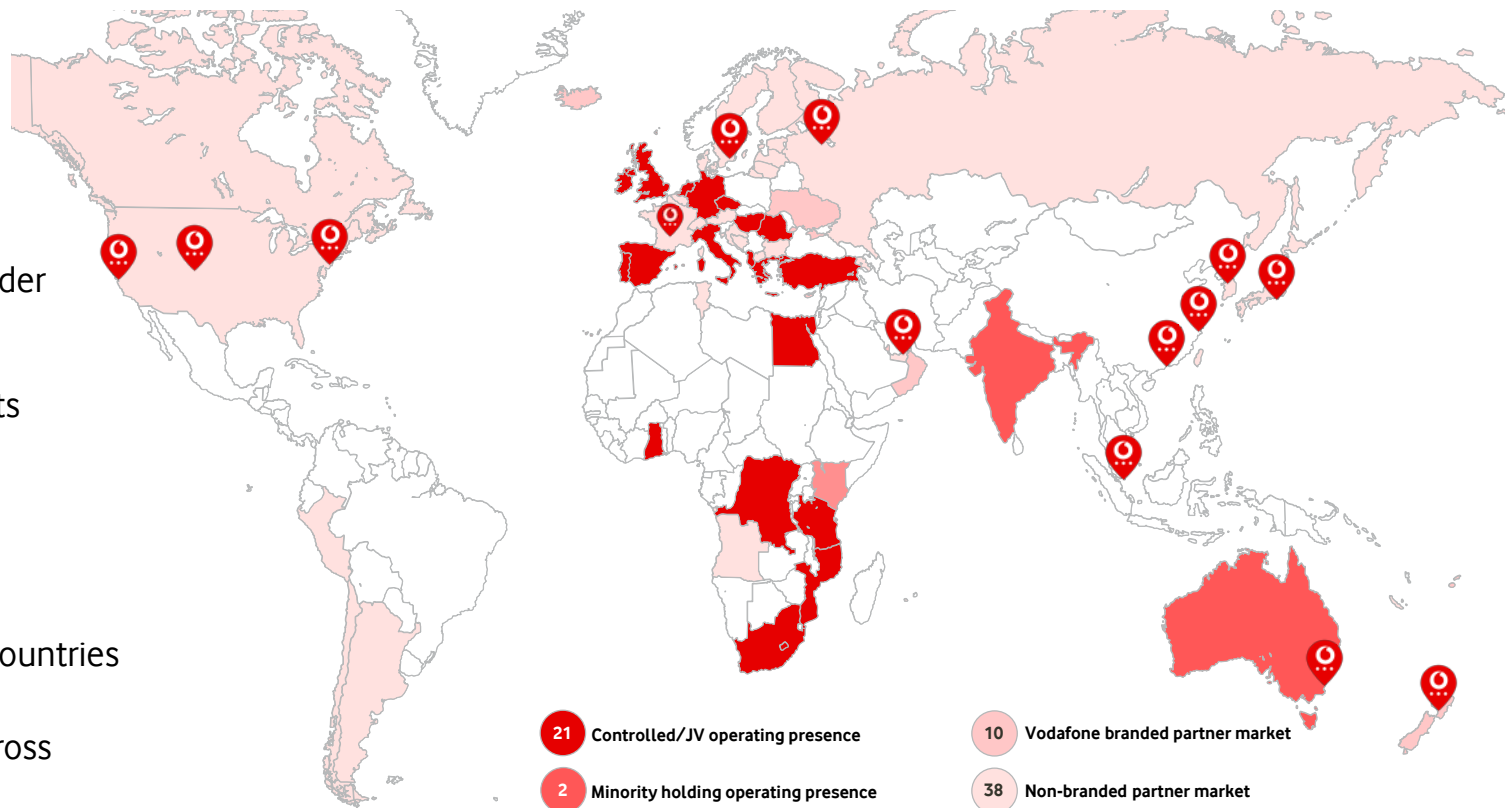
74 WAN countries



168 4G roaming countries



13,500 people across 34 countries





C: We are a leading strategic partner of choice.

Our Brand

Vodafone recognised in The BrandZ Top 100 Most Valuable Global Brands 2020 (Kantar)

Our Assets








5G rolled out in 285 European locations to date, more than any other network.

Recognised as a “Leader” in Network Services, IoT (Gartner) and SD-WAN (Forrester)

Our Scale

>6m business customers

>150m connections

Partner	# markets ¹	Products	Overview of strategic partnership
 Microsoft	21 (+48 Partner Markets)	<ul style="list-style-type: none"> Unified Cloud & Security Mobile Edge 	<ul style="list-style-type: none"> Microsoft 365 & Teams Azure Private Edge with Vodafone 5G Joint innovation around new growth opportunities
 accenture	6	<ul style="list-style-type: none"> Managed security services 	<ul style="list-style-type: none"> World-class managed security services in simple, pre-defined packages to SME and Enterprise customers across Europe
 RingCentral®	8	<ul style="list-style-type: none"> Unified 	<ul style="list-style-type: none"> Market-leading suite of unified communications, collaboration and contact centre solutions.
 aws	3	<ul style="list-style-type: none"> Mobile Edge 	<ul style="list-style-type: none"> Europe's first edge computing service (AWS Wavelength)
 IBM	5	<ul style="list-style-type: none"> Managed Cloud Services 	<ul style="list-style-type: none"> Managed services across multi-cloud environments Co-development of new digital solutions
 cisco	21 (+48 Partner Markets)	<ul style="list-style-type: none"> Fixed 	<ul style="list-style-type: none"> Leveraging our combined capabilities in connectivity through both cloud and on-premises solutions
 Google	5	<ul style="list-style-type: none"> Cloud & Security 	<ul style="list-style-type: none"> Workspace Joint innovation on new growth opportunities

C : We are a leading strategic partner of choice.



Managed Security : Strategic partnership with **accenture**

Why Security?

- Increased demand for integrated security services across Network, IT and OT
- Strategically important to maintain competitiveness and market relevance
- Supports new revenue streams and Vodafone Business positioning

Why Accenture?

- Provider of end-to-end cybersecurity services
- Enhanced offering with the acquisition of Symantec CSS
- 20+ years of experience
- Best in class Professional and Managed Services

Why Vodafone?

- Trusted brand for 500,000 SME and Small Corporate customers
- Global leadership in fixed and mobile networking, IoT, and 5G

Partnership overview

- **Phase 1** : launch in Italy, Spain, Germany and UK
- **Phase 2** : co-create security portfolio
- **Phase 3** : build complementary Vodafone security propositions

Best-in-class & integrated connectivity, Cloud & Security services from one trusted provider with unmatched capability & reach

D : Rapid innovation & implementation are core competencies.

We have a holistic approach to enable and drive innovation throughout our organisation

We acquired the start-up IoT.nxt in 2019, thus strengthening our presence in customer-centric end-to-end IoT solutions



We developed a secure identity for IoT assets that allows transactions services and applied this to renewable energy through our partnership with Energy Web



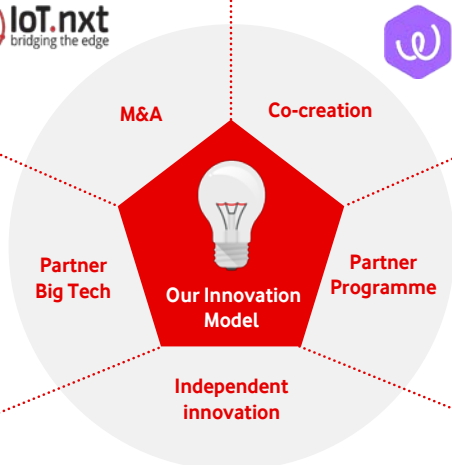
We developed a unique smart label solution in collaboration with Kigen, an Arm group company, and other partners, to revolutionise the supply chain industry



We are the first Telco to bring AWS Wavelength to Europe, providing multi-access edge computing on Vodafone's network

Ready to create the future?

Join the Vodafone Business Edge Innovation Programme with AWS



We have state-of-the-art facilities for 5G innovation and co-creation; 5G Mobility Lab at the Aldenhoven Testing Centre





D: Rapid innovation & implementation are core competencies.

Our scale & expertise enables development of innovative end-to-end solutions for specific customer sectors



Remote surgery



Industrial automation



Drone-enabled logistics

Overview

We are working in partnership with a leading university and a technology platform company to create a real-time collaboration platform for remote surgery and diagnostics.

We are co-creating the "Factory of the Future", in partnership with Ford at its Dunton Technical Centre in Essex, UK

We are partnering with Dedrone and AWS wavelength to provide counter drone services at multiple sites in a scalable cost-effective manner. This is the first of a kind deployment in Europe leveraging MEC

Customer requirements

- The Bowel Cancer Screening Pathway in Wales is exploring new digital technologies, to enable early detection and diagnosis of bowel cancers whilst significantly reducing NHS costs

- Ford is transforming its production lines and investing in new electric machines and welding technologies
- It needs reliable high-speed wireless connectivity to connect these new machines and process vast amounts of data (500k pieces per min)

- The rise of drones requires unparalleled, complete airspace security for controlled and critical locations such as airports, power plants, military bases, and government buildings

Our approach

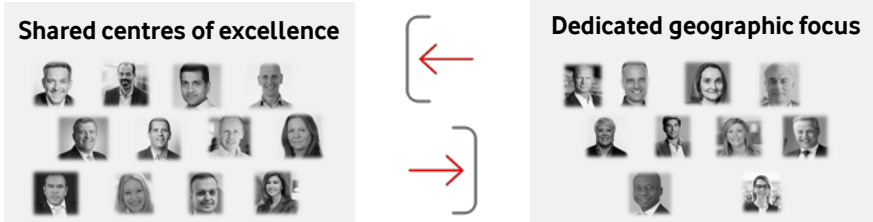
- We are providing 5G indoor solutions at 7 locations across 3 different hospitals, including operating theatres
- 5G is enabling the real-time AR/AI based platform for multi-disciplinary team assistance during colonoscopies, automated diagnostics and enhanced medical training

- We are providing integrated 5G MPNs at Ford Dunton and The Welding Institute in Cambridge
- The 5G MPNs deliver flexibility, real-time control, analysis and remote expert support from welding specialists in Cambridge

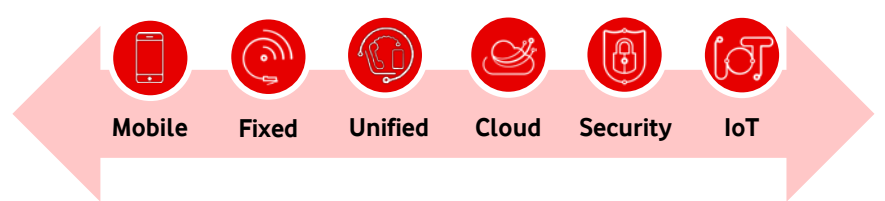
- We are using our high-speed 5G network, MEC, and the multi-cloud environment to detect, identify and track the movement of malicious drones in a defined airspace

Conclusions : We have unique scale & capabilities.

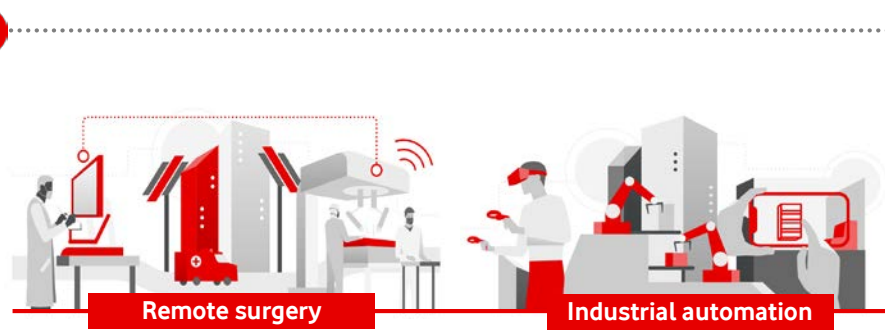
A We have an experienced & talented team.



B We are expanding our portfolio of products & services.



C We are a leading strategic partner of choice.



D Rapid innovation & implementation are core competencies.

3 : We have strong operating momentum.

Sateesh Kamath

Finance Director

Vodafone Business



Key messages : **We have strong operating momentum.**

A Step-change in commercial delivery.

B Rapid response to radical change during pandemic.

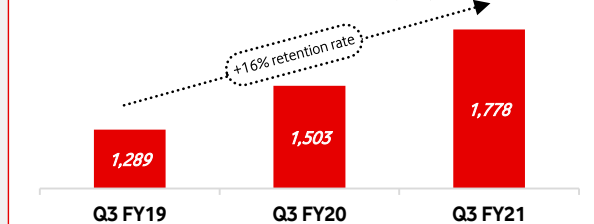
C Clear economic model levers for value creation.

D Prioritising investment in high ROCE opportunities.

A : Step-change in commercial delivery

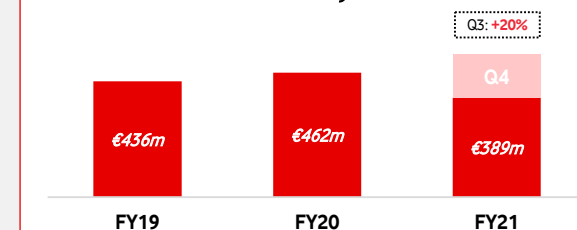
Consistent improvement in Mobile

Annual Mobile net user adds ('000)



Capturing Cloud & Security market growth

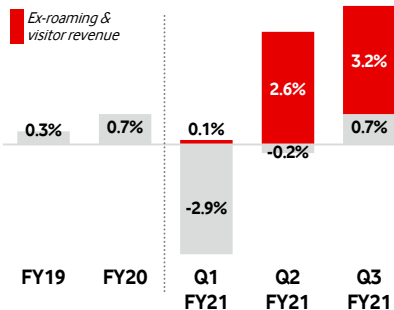
Cloud & Security revenue



Step-change improvement in SR

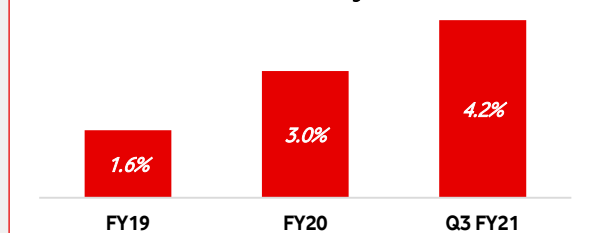
Service revenue growth

Ex-roaming & visitor revenue



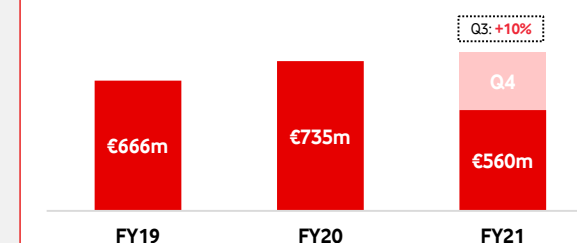
Challenger in Fixed

Fixed Line revenue growth



Strong IoT (Internet of Things) growth

IoT Revenue



A: Consistent improvement in commercial delivery

IoT: Our 10 year journey to develop a global best-in-class IoT proposition

Capabilities built



Self-built secure global platform



Global regulatory experience



Over 500 IoT developers



Solutions across all sectors



>100 tailored end-to-end solutions

Position today

Best IoT economics, rapid deployment and secure by design

Global reach where others cannot serve

Rapid in-house development and innovation

Breadth of expertise enabling innovation & trust

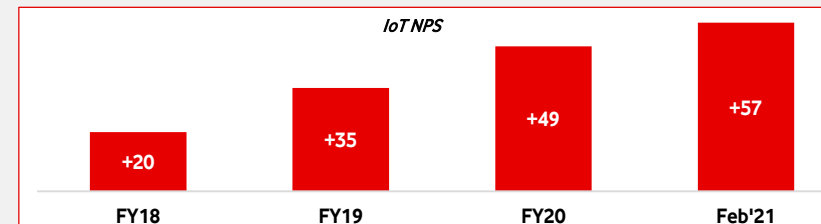
Near-instant delivery and lower cost to serve

Market Leader

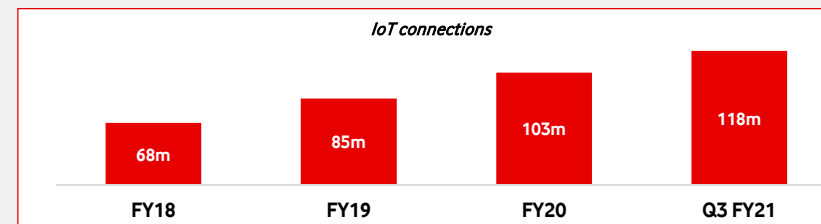


A Gartner market leader in managed IoT connectivity¹

Consistent improvement in customer satisfaction



Strong growth in IoT connections





B: Rapid response to radical change during pandemic.

Vodafone Business underpinning the digital economy and digitising the public sector



1 Maintain quality networks

- Enabled millions of business employees to work from home through connectivity and software sales.



2 Support critical services

- Connected >10,000 field hospital beds
- Setup dedicated helplines for health services, supporting millions of calls
- Provided 100,000 free virtual doctor appointments



3 Provide public information

- Enabled >1k retired hospital staff to give advice from home
- Gave free and reduced price SIMs to schools
- Enabled the UK parliament to run virtual sessions online



4 Support community & business

- Supporting SMEs with faster supplier payments
- Launched free digital advisory service for SMEs 'V-Hub'
- Supported SMEs with temporary disconnection support



5 Lead on data insight

- Vodafone analytics supporting governments and aid organisations
- Mitigated significant volume of cybersecurity threats

SOHO & SME NPS at a record high in Q3

B: Rapid response to radical change during pandemic.

IoT: Supporting COVID-19 testing & vaccination

Enabling Vaccine Delivery



Our global IoT platform is used by Vodafone Iceland and Controlant to enable the safe tracking and monitoring of COVID-19 vaccines around the world.

COVID-19 testing in Africa



Our subsidiary Mezzanine ramped up its existing eLABS solution which allows couriers to track location and temperature during transit and laboratories to transmit data electronically.



Between July and December 2020, we assisted with 300,000 COVID-19 tests through eLABS.

Requirements

How we met them



Knowledge of the healthcare sector

Leveraged our existing knowledge of the healthcare vertical



Required global coverage

Utilised our global reach and knowledge of highly regulated markets such as Russia & Brazil



Real-time tracking & Security







Utilised our leading platform to deliver real-time tracking and our in-house experts to ensure high security requirements are met



Rapid delivery

Fast delivery utilising off-the-shelf components

C : Clear economic model levers for value creation.

	Service Revenue		YoY%	Contribution margin ¹		Capital intensity	
	Jan - Dec			Jan - Dec	Capital model	Indicative ROCE	
 Mobile	€5.9bn		-0.4% ²	70-75%	High capital need <i>(direct invest model)</i>	Low & improving	
 Fixed	€3.1bn		3.9%	40-50%	High capital need <i>(direct invest & partnership model)</i>	Low & improving	
 Unified <i>Included in Mobile & Fixed</i>	€0.6bn		3.8%	30-40%	Low capital need <i>(partnership model)</i>	High	
 Cloud & Security	€0.5bn		10.0%	35-45%	Low capital need <i>(partnership model)</i>	High	
 IoT	€0.8bn		8.7%	75-85%	Medium capital need <i>(direct invest model)</i>	High	
 Total Business	€10.3bn		1.9%²	60-65%			



C : Clear economic model levers for value creation.

Saving costs and improving service across the customer lifecycle

Sales

- The role of a salesperson is changing from in-the-field sales to digital account management
- Services, especially in SOHO & SME, are managed via customer self-serve channels such as the Vodafone Business Marketplace

Driving the change towards digital channels

Cumulative Marketplace revenues

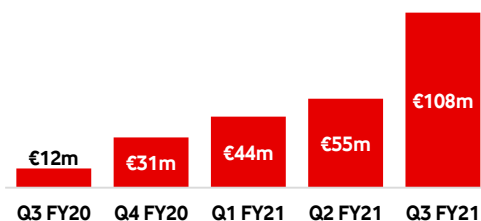


Commercial

- Leveraging our scale to generate data which drives speed, win-rate and cost reduction
- Average pricing timeline has reduced through AI & sales self-serve, with timelines for global mobile tariffs in MNC reducing from weeks to minutes

Empowering Sales to price own contracts

Cumulative TCv of Sales self-serve contracts in VGE

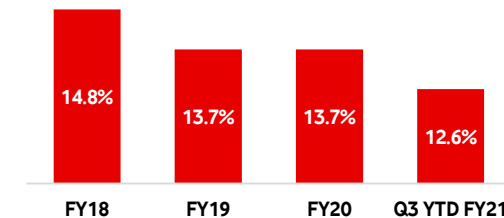


Operations

- >1,000 employees in our shared service centre (VOIS) allows us to offer round the clock support at a better service level and reduced price
- Meanwhile, support through digital channels for MNCs has increased to 42% from 0% over the last four years

Reducing commercial cost to serve

Multi-National Corporate (MNC) commercial opex to sales ratio



D : Prioritising investment in high ROCE opportunities.

Capital allocation priorities

1

Strengthen competitive advantage

- Fixed & mobile connectivity remain core to underlying strength
- Enables ability to expand in growth products & services

2

Invest in high ROCE opportunities

- Increasing proportion of capital allocated to Unified, Cloud, Security, IoT
- Improving ROCE mix over time

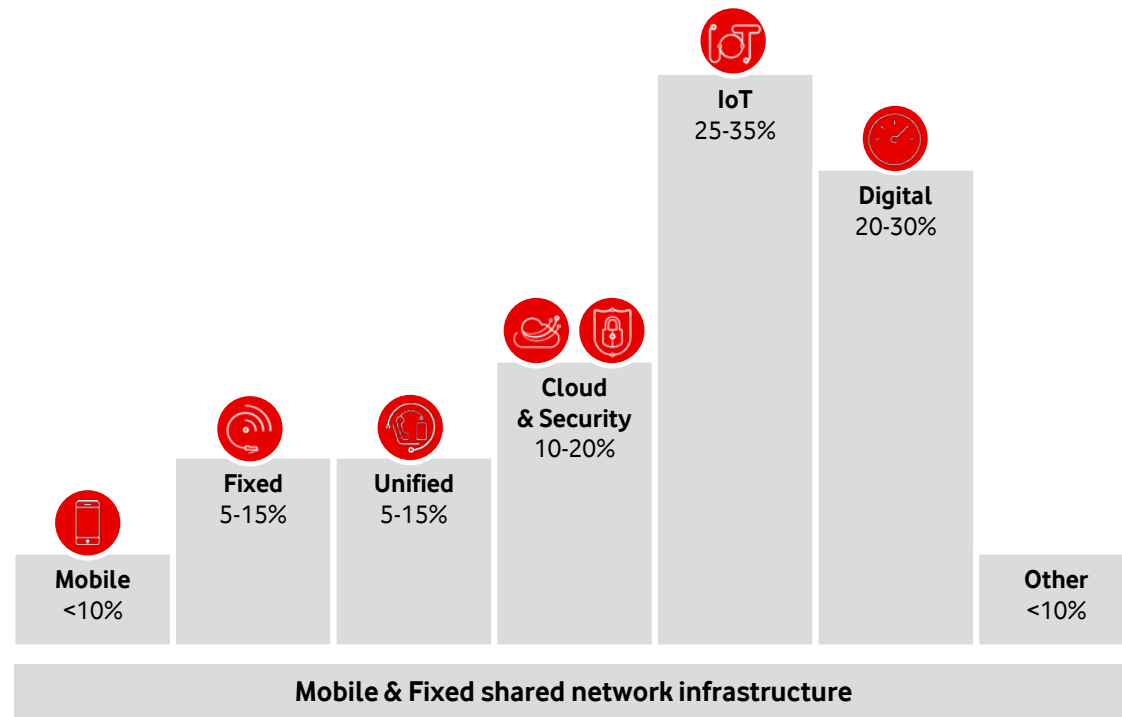
3

Enhance digital capabilities

- Key driver for profitability growth
- Improving customer experience and NPS

Invest in high ROCE opportunities

Indicative capital allocation excluding shared network infrastructure



D : Prioritising investment in high ROCE opportunities.



Cloud & Security : Strong marginal ROCE



Double-digit revenue growth



35-45% contribution margin



Strong incremental EBITDA



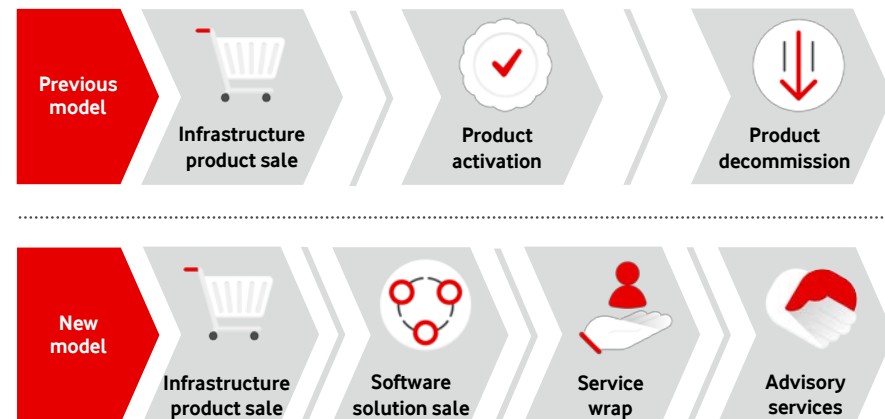
Highly attractive in-year payback



Cloud & Security for SME

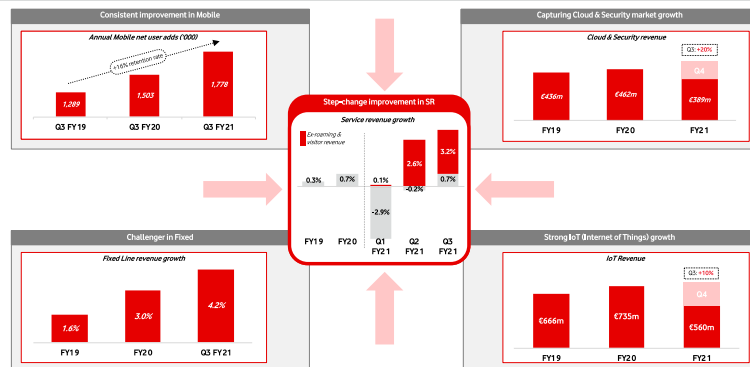
- Integrated provider for a range of software solutions from productivity tools (M365 & Google Workspace) to e-commerce platforms to managed cybersecurity services.
- Growing rapidly +40% YoY as we sell into our existing mobile base & fixed base.
- Fully-variable cost model.

Customer Relationship Model



Conclusions : We have strong operating momentum.

A Step-change in commercial delivery.



B Rapid response to radical change during pandemic.



SOHO & SME NPS at a record high in Q3

	Service Revenue		Contribution margin ¹	Capital intensity	
	Jan - Dec	YoY%		Jan - Dec	Capital model
Mobile	€5.9bn	-0.4%	70-75%	High capital need (direct invest model)	Low & improving
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Unified <small>Mobile, Fixed, Cloud & Security</small>	€0.6bn	3.8%	30-40%	Low capital need (partnership model)	High
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IoT	€0.8bn	8.7%	75-85%	Medium capital need (direct invest model)	High
Total Business	€10.3bn	1.9%	60-65%		

C Clear economic model levers for value creation.

D Prioritising investment in high ROCE opportunities.

Capital allocation priorities

- 1 Strengthen competitive advantage
- 2 Invest in high ROCE opportunities
- 3 Enhance digital capabilities

4 : We are on a clear growth pathway.

Vinod Kumar

CEO

Vodafone Business



Key messages : **We are on a clear growth pathway.**

A

Our purpose underpins our growth strategy.

B

Our growth strategy has 3 core elements.

C

We are investing to expand our solution portfolio.

D

We have clear targets to assess our performance.

A: Our Purpose underpins our growth strategy.

Our purpose
We connect for a better future



Digital Society

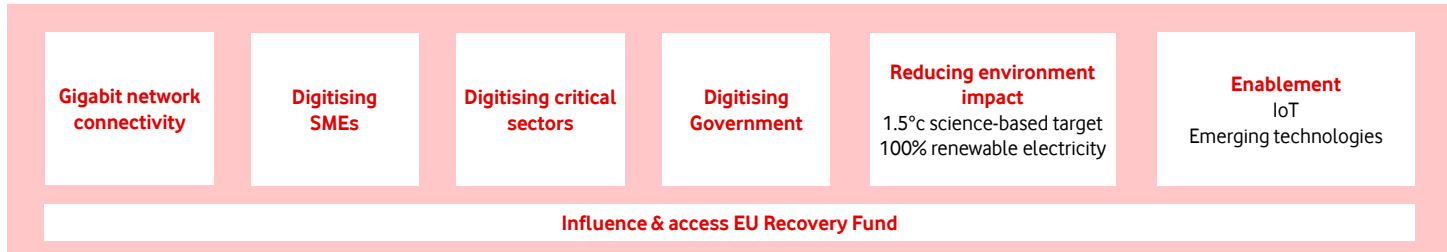


Inclusion for All

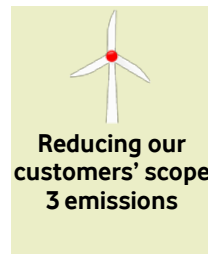


Planet

vodafone business priorities



Customer impact

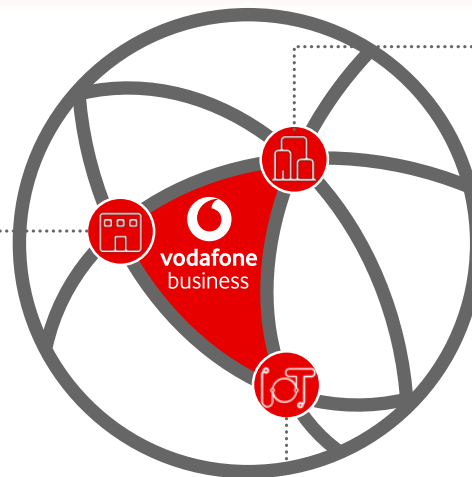


B : Our growth strategy has 3 core elements.

BUSINESS:2025

SME:CHAMPION

Trusted partner in digital journey, leveraging partnerships to deploy full product breadth



GIGABIT:ENTERPRISE

Provider of choice for next-generation integrated connectivity

IoT:END-TO-END

Easy to adopt end-to-end IoT for every business



B: Our growth strategy has 3 core elements.



SME:CHAMPION *Trusted partner in digital journey, leveraging partnerships to deploy full product breadth*

1

'Beyond connectivity' digital propositions

- Effective bundling of connectivity & ICT products
- Deliver unique total propositions for SME specific needs

2

Digital advisory service

- Evolving relationship from connectivity provider to trusted partner
- Support SMEs in defining & implementing bundled proposition

3

Community of European and African SMEs

- Segmented customer targeting, to ensure message & relevance
- Co-ordinated matrix structure enabling dedicated local focus

4

Partnership ecosystem

- Partnerships with globally best-in-class providers of Cloud & Security
- Simple integration to deploy partnerships at scale across markets

5

Digital First customer experience

- Transition to Digital First, end-to-end customer journeys
- Underpinned by real-time, remote support

B: Our growth strategy has 3 core elements.



GIGABIT:ENTERPRISE *Provider of choice for next-generation integrated connectivity*

1

Strong underlying connectivity portfolio

- Core connectivity is the central pillar supporting future network design
- Critical enabler of cloud-based ICT architecture

2

Leadership in Edge infrastructure

- Future of work requires faster remote infrastructure
- Largest European footprint ensures 'Edge' leadership

3

Integrated infrastructure & customer experience

- Cross-product orchestration capability
- Seamless integration between connectivity & cloud architecture

4

Integration solution portfolio

- Partnering with Enterprise to achieve complete, seamless integration
- Focus on connectivity, edge computing and hyper-scaler clouds

B : Our growth strategy has 3 core elements.



IoT:END-TO-END *Easy to adopt end-to-end IoT for every business*

1

Plug & play

- Offer a broad portfolio of modular, plug and play solutions
- Utilise Vodafone assets & 'Best-on' Vodafone partnerships

2

Build a world class IoT Marketplace

- Central direct online marketplace to consolidate all solutions
- Deploy at scale into all market and partner market channels

3

Establish 'Solution Industrialisation Factory'

- Create a Centres of Competency to develop standardised solutions
- Deploy propositions across Vodafone markets and verticals

4

Integrated advisory & support







- Streamlined process to support customer onboarding
- Digital first approach to ongoing customer support

5

Enhanced data analytics & reporting

- Integrated customer dashboard across solutions
- Covering performance, analytics, and insights

C: We are investing to expand our solution portfolio.

	Core strengths in all markets	Current expansion	Emerging focus
 Mobile	Mobile connectivity	Device life-cycle management	Mobile private networks
 Fixed	Fixed connectivity	SD-WAN	Cloud connectivity Intelligent connectivity
 Unified	Fixed-mobile voice	Digital collaboration tools Video	Application integration AI-enabled support
 Cloud		Managed hosting SaaS Multi-cloud	Managed SaaS Edge computing Low latency applications
 Security		Network security Security SaaS Workforce protection	Managed security services Virtual SOC/CISO
 IoT	Connectivity	Industry vertical solutions End-to-end solutions	Mobile private networks

D: We have clear targets to assess our performance.

BUSINESS:2025

What we'll look like



Seamless digital experience powered by data & intelligence



Self-service AI/ML analytics



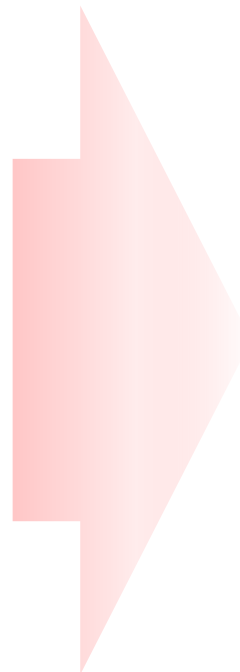
Reliable, high-speed & efficient convergent networks



Always-on & zero-touch operational excellence



Highly modular architecture with standard APIs



Our ambition



Above-market revenue growth in Mobile & Fixed



Double-digit revenue growth in Unified, Cloud, Security & IoT



Optimised balance of EBITDA growth & EBITDA margin



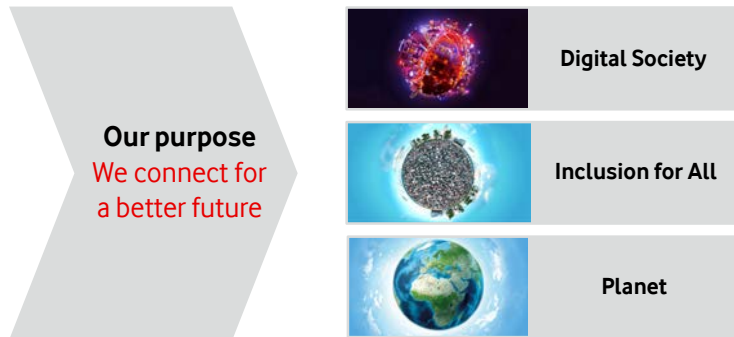
Investment in high marginal ROCE opportunities



Consistent ROCE growth

Conclusions : We have a clear plan for growth.

A Our purpose underpins our growth strategy.

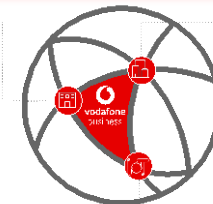


B Our growth strategy has 3 core elements.

BUSINESS:2025

SME:CHAMPION

Trusted partner in digital journey, leveraging partnerships to deploy full product breadth



GIGABIT:ENTERPRISE

Provider of choice for next-generation integrated connectivity

IoT:END-TO-END

Easy to adopt end-to-end IoT for every business

Core strengths

Current expansion

Emerging focus



Building a futureproof portfolio of products & services

C We are investing to expand our solution portfolio.

Above-market revenue growth in Mobile & Fixed



Double-digit revenue growth in Unified, Cloud, Security & IoT



Optimised balance of EBITDA growth & EBITDA margin



Investment in high marginal ROCE opportunities



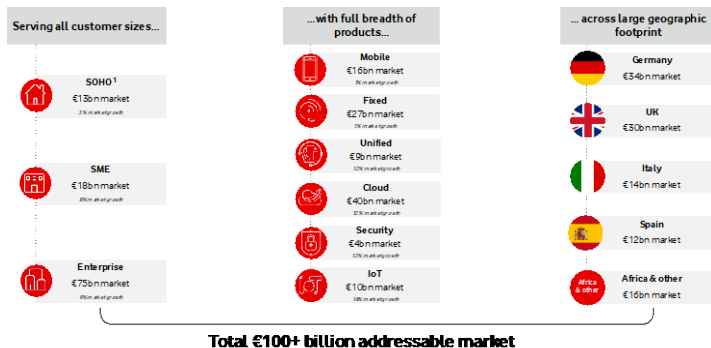
Consistent ROCE growth

D We have clear targets to assess our performance.

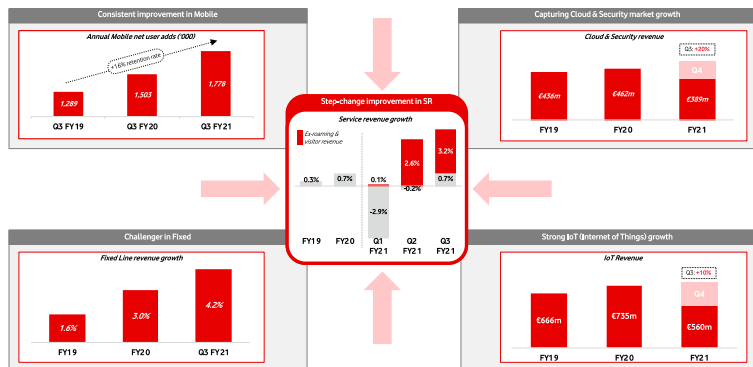
Conclusions

Vinod Kumar
CEO
Vodafone Business

1 We operative in attractive markets.



2 We have unique scale & capabilities.



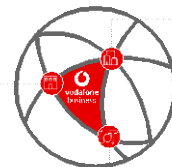
3 We have strong operating momentum.

BUSINESS:2025

Our 3-pillar growth plan

SME|CHAMPION

Trusted partner in digital journey, leveraging partnerships to deploy full product breadth



GIGABIT|ENTERPRISE

Provider of choice for next-generation integrated connectivity

IoT|END-TO-END

Easy to adopt end-to-end IoT for every business

Our ambition

- Above market revenue growth in Mobile & Fixed
- Double-digit revenue growth in Unified, Cloud, Security & IoT
- Optimised balance of EBITDA growth & EBITDA margin
- Investment in high marginal ROCE opportunities
- Consistent ROCE growth

4 We are on a clear growth pathway.

I	Definitions	<i>p59</i>
II	Speaker biographies	<i>p60</i>
III	Addressable market data	<i>p61</i>
IV	Financial summary	<i>p62</i>
V	Important notice	<i>p63</i>



Appendix I : Definitions

Term	Definition
Addressable market	Total market revenue available in markets that can be accessed by Vodafone's customer, geographic and product offering
AI/ML	Artificial intelligence / machine learning
AWS	Amazon Web Services
Churn	Total gross customer disconnections in the period divided by the average total customers in the period
Contribution margin	Calculated as service revenues minus the direct costs to serve plus the net of equipment revenues and costs, all divided by service revenues. The net of equipment revenues and costs is negative and is viewed as a cost of customer acquisition and retention.
Connections	The number of devices or products that we connect
Digital	Digital on page 43 refers to investments in digital transformation, predominantly in IT, which will bring either future cost savings or efficiency improvements
EBITDA	Earnings before interest, tax, depreciation & amortisation
Gbps / Mbps	Gigabits (billions) / megabits (millions) of bits per second
IoT	Network of physical objects embedded with electronics, software, sensors & network connectivity, including built-in mobile SIM cards, that enables collection of data & exchange communications with one another or a database
ISV	Independent software vendor

Term	Definition
NPS	Net Promoter Score, a measure of customer sentiment
Roaming	Allows customers to make calls, send and receive texts and data on other operators' mobile networks, usually while travelling internationally
ROCE	Return on capital employed
SaaS	Software as a Service
SD-WAN	Software defined wide area network
Service revenue	Service revenue comprises all revenue related to the provision of ongoing services including, but not limited to, monthly access charges, airtime usage, roaming, incoming and outgoing network usage by non-Vodafone customers and interconnect charges for incoming calls. All revenue growth rates, apart from the Vodafone Business total revenue chart on page 37, are defined as service revenue on an organic underlying basis, which adjusts for the disposal of Vodacom Business Africa assets. The Vodafone Business total revenue chart is on an organic basis (consistent with external quarterly disclosure), which is impacted by the disposal of our Vodacom Business Africa assets. FY19 growth rates are on an IAS18 basis; FY20 and FY21 growth rates are on IFRS15 basis. Absolute revenues are shown on a current portfolio perimeter, FX and accounting basis for all periods.
SOHO	Small Office / Home Office
SI	Systems integrator
Unified	Unified communications & collaboration software

Appendix II : Speaker biographies



Vinod Kumar

CEO, Vodafone Business

*Vodafone Group Executive Committee member
since September 2019*

Vinod Kumar joined Vodafone and the Executive Committee as CEO Vodafone Business in September 2019. He is responsible for Vodafone's enterprise business globally.

Prior to joining Vodafone, Vinod was the Managing Director and CEO of Tata Communications Ltd from 2011, after joining the company as Chief Operating Officer in 2004. He was a member of the company's Board from 2007. Tata Communications Ltd is listed on the Bombay Stock Exchange and the National Stock Exchange of India. He has a long career in the telecommunications industry, including roles at Asia Netcom, WorldCom, Global One and Sprint International.

Vinod has a Bachelor of Science from the Birla Institute of Technology & Sciences.



Sateesh Kamath

Finance Director, Vodafone Business

Sateesh Kamath joined Vodafone Business on 1 July 2020 and is responsible for Vodafone's business-to-business financials globally.

Most recently, Sateesh was the Chief Financial Officer of Safaricom PLC, Vodafone's joint venture operation in Kenya. At Safaricom, Sateesh was instrumental in increasing the value of the company through strong digitisation initiatives and efficient asset utilisation.

Sateesh first joined Vodafone India in January 2004 and has had a variety of senior finance roles in Vodafone Group including Finance Director at Vodacom Tanzania and Regional Executive for the AMAP Region.

Before joining Vodafone, Sateesh worked for Amara Raja Batteries, Coca Cola and Coats in various Finance roles. He holds a bachelor's degree in commerce and a professional degree from ICWA of India.

Appendix III : Addressable market data

	FY21	FY22	FY23	FY24	FY21-24 CAGR
<i>By customer segment</i>					
SOHO	€13bn	€13bn	€14bn	€14bn	3%
SME	€18bn	€20bn	€21bn	€23bn	8%
Enterprise	€75bn	€81bn	€88bn	€96bn	9%
Total	€106bn	€114bn	€123bn	€134bn	8%
<i>By product segment</i>					
Mobile	€16bn	€16bn	€17bn	€17bn	1%
Fixed	€27bn	€27bn	€28bn	€28bn	1%
<i>of which Legacy</i>	<i>€13bn</i>	<i>€12bn</i>	<i>€12bn</i>	<i>€11bn</i>	<i>-6%</i>
<i>of which New Gen</i>	<i>€14bn</i>	<i>€15bn</i>	<i>€16bn</i>	<i>€17bn</i>	<i>6%</i>
Unified	€9bn	€10bn	€11bn	€12bn	12%
Cloud	€40bn	€44bn	€50bn	€56bn	12%
Security	€4bn	€5bn	€5bn	€6bn	12%
IoT	€10bn	€12bn	€13bn	€16bn	16%
Total	€106bn	€114bn	€123bn	€134bn	8%

Appendix IV : Financial summary

Total Vodafone Business service revenue growth

	FY19 (IAS18)	FY20 (IFRS15)	Q1 FY21 (IFRS15)	Q2 FY21 (IFRS15)	Q3 FY21 (IFRS15)
Organic	0.3%	0.7%	-2.9%	-0.2%	0.7%
Ex-roaming & visitor	N/A	N/A	0.1%	2.6%	3.2%

Fixed-line service revenue growth

	FY19 (IAS18)	FY20 (IFRS15)	Q3 FY21 (IFRS15)
Organic service revenue ¹	1.6%	3.0%	4.2%

Cloud & Security service revenue

	FY19 (IFRS15)	FY20 (IFRS15)	Q3 YTD FY21 (IFRS15)
Service revenue ²	€436m	€462m	€389m

IoT service revenue

	FY19 (IFRS15)	FY20 (IFRS15)	Q3 YTD FY21 (IFRS15)
Service revenue ²	€666m	€735m	€560m

Annual mobile net user additions

	Q3 FY19	Q3 FY20	Q3 FY21
Reported ('000)	1,289	1,503	1,778

IoT connections

	FY18	FY19	FY20	Q3 FY21
Connections	68m	85m	103m	118

IoT customer satisfaction

	FY18	FY19	FY20	Feb'21
NPS	+20	+35	+49	+57

Financial summary

	CY20 Service revenue	YoY%	CY20 Contribution margin
Mobile	€5.9bn	-0.4%	70-75%
Fixed	€3.1bn	3.9%	40-50%
Unified (included in Mobile & Fixed)	€0.6bn	3.8%	30-40%
Cloud & Security	€0.5bn	10.0%	35-45%
IoT	€0.8bn	8.7%	75-85%
Total	€10.3bn	1.9%	60-65%
Definition	Organic, excl. C-19 roaming and visitor impact and incl. adjustment for VBA disposal		As defined in appendix 1

Appendix V : Important notice

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References to Vodafone are to Vodafone Group Plc and references to Vodafone Group are to Vodafone Group Plc and its subsidiaries unless otherwise stated. Vodafone, the Vodafone Speech Mark Devices, Vodacom and The future is exciting. Ready? are trade marks owned by Vodafone. Vantage Towers is a trademark owned by Vantage Towers. Other product and company names mentioned herein may be the trade marks of their respective owners.

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Forward-looking statements are sometimes, but not always, identified by their use of a date in the future or such words as "plans", "targets" "gain", "grow", or "accelerate" (including in their negative form). By their nature, forward-looking statements are inherently predictive, speculative and involve risk and uncertainty because they relate to events and depend on circumstances that may or may not occur in the future. There are a number of factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements.

A review of the reasons why actual results and developments may differ materially from the expectations disclosed or implied within forward-looking statements can be found under "Forward-looking statements" and "Risk management" in the Vodafone Group Plc Annual Report for the year ended 31 March 2020 and under "Risk factors" and "Other information (including forward looking statements)" in the Vodafone Group Plc Half-Year Financial Report for the six months ended 30 September 2020. The Annual Report can be found at investors.vodafone.com.

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Upcoming events



FY21 results



Technology investor briefing



Q1 FY22 trading update