Vodafone Group Plc

Annual Report 2025

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Welcome to our 2025 Annual Report

Helping you get the most from our 2025 reporting suite

You'll find the fundamentals of our business within our annual report, for greater detail on the topics that matter to you, please refer to our cross-referencing table. We continue to move our future reporting under the Corporate Sustainability Reporting Directive ('CSRD').

Our reporting suite	**Vodafone Annual Report**	**ESG Addendum & Methodology**	**Climate Transition Plan**	**Modern Slavery Statement**	**Human Rights**	**Pay Gap Reporting Site**	**Code of Conduct**	**Transparency Report**
Strategy	●		●					
Financial Performance	●							
Stakeholder Engagement	●							
People Strategy	●	◐		◐	◐	◐	◐	◐
GHG Emissions & Net Zero	●	●	●				◐	
Human Rights	●			●	●	●	◐	●
Modern Slavery	◐			●	●			◐
Privacy & Cyber Security	●						◐	◐
Climate Related Risk	●		◐					
Our Governance Structure	●	●	◐	●	◐		●	◐
Pay Gap	◐					●	◐	

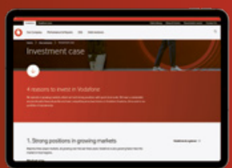
Key: ● Detailed information available ◐ High level information available

+ Visit our corporate website and investor site to see the full reporting suite: **investors.vodafone.com/esga-z**

New shape of the Group
Following the announced sale of Vodafone Spain and Vodafone Italy as part of right-sizing our portfolio for growth, both businesses are now treated as discontinued operations, and therefore excluded from Group results for continuing operations. Prior periods have also been restated to reflect the new shape of the Group.

Environmental, Social and Governance ('ESG') reporting
This year we have simplified our ESG reporting in the Annual Report as we have focused on embedding our purpose strategy across the business. We also report against a number of voluntary reporting frameworks to help our stakeholders understand our sustainable business performance. Disclosures prepared in accordance with the Global Reporting Initiative ('GRI') and Sustainability Accounting Standards Board ('SASB') guidance can be found in our ESG Addendum and on our website.

A richer, digital experience awaits online



The investor story, digitally told
Head to our investor site for more content aligned to our performance this year.

+ Corporate website **vodafone.com**

Video content for every topic
Choose from a wide array of investor-related video content on our library, including: FY25 performance, technology, ESG and governance.

This document is the Group's UK Annual Report and is not the Group's Annual Report on Form 20-F that will be filed separately with the US SEC. This report contains references to Vodafone's website, and other supporting disclosures located thereon such as videos, our ESG Addendum and Methodology document, and our cyber security factsheet, amongst others. These references are for readers' convenience only and information included on Vodafone's website is not incorporated in, and does not form part of, this Annual Report.

References

We have cross-referenced relevant material and included the navigation icons.

- Read more in the report
- Click to see related content online
- Click to watch related content
- Scan QR code

In this report

FY25 highlights

Vodafone has changed

Over the last two years, we have made good progress against our strategic priorities, which are focused on Customers, Simplicity and Growth. We have reshaped our European footprint, reset our capital structure, improves customer satisfaction, simplified our operations and grown digital services.

€13.3bn
of cash proceeds from Spain, Italy & Vantage disposals.

Our UK merger
completed on 31 May 2025

Customers

	Consumer NPS	Detractors	Revenue market share
Germany	↑	↑	↓
UK	⇔	↑	↑
Other Europe	↑	↑	↑
South Africa	↑	↓	↓

Key: ↑ Improved ↓ Deteriorated ⇔ Stable

Network quality
'Very good reliability' in all European markets. German cable network quality recognised in 4 independent tests.

Simplicity

Europe opex savings[1]
€0.4bn
(FY23–FY25)

Productivity (role reductions)
7.7k
(up to FY25 vs. 10k in 3-year plan)

Shared operations NPS
+81%
(May'24: 85%)

Employee engagement[3,5]
+75%
(May'24: 75%)

Growth

Organic service revenue growth[2,4]
+5.1%
(FY24:+6.3%)

Reported service revenue growth
+2.8%
(FY24: -1.3%)

Adjusted free cash flow[2]
€2.5bn
(FY24: €2.6bn)

Net cash inflow/(outflow) for the year
€4.9bn
(FY24: €(5.4)bn)

FY25 results

Our financial performance was in line with expectations for the year.

Highlights

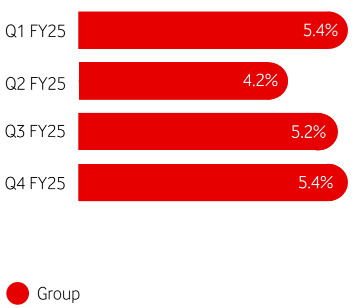
€4.5c
Full year dividend per share

Read more about our financial performance in FY25 on pages **19** to **29**

Notes:
1. Opex and productivity targets have been restated to reflect the disposals of Vodafone Italy and Vodafone Spain.
2. This is a non-GAAP measures. See page **213** for more information.
3. As at October 2024.
4. Organic growth. See page **214** for more information.
5. The employee engagement index is based on an average index of responses to three questions: satisfaction working at Vodafone; experiencing positive emotions at work; and recommending us as an employer.
6. Updated methodology reflecting average monthly capital employed throughout the year.

Organic service revenue growth[2]

– Decline in Germany more than offset by growth across rest of Europe, Africa & Türkiye
– Vodafone Business accelerating throughout the year (Q4: +5.1%)

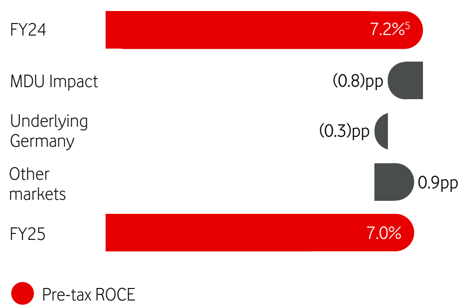


Adjusted EBITDAaL[2]

– On a like-for-like basis +2.5% growth in FY25
– Revenue growth and lower energy costs, offset by MDU impact and higher investment in Germany, CX and Business.

Return on capital employed ('ROCE')[2]

– Pre-tax ROCE broadly unchanged year-on-year
– Post-tax ROCE +4.4%, FY24: +4.4%



About Vodafone

We are a leading European and African telecommunications company transforming the way our customers live and work through our technology, platforms, products and services.

Where we operate

We provide mobile and fixed services to over 275 million customers in 15 countries and have over 51 million FinTech users. Through our joint ventures and associates we serve a further 66 million customers and 37 million FinTech users, across five countries. We also partner with mobile networks in over 40 countries outside our footprint. Our portfolio of local markets is supported by corporate services and shared operations, which deliver benefits through scale and standardisation.

How we are structured and what we sell

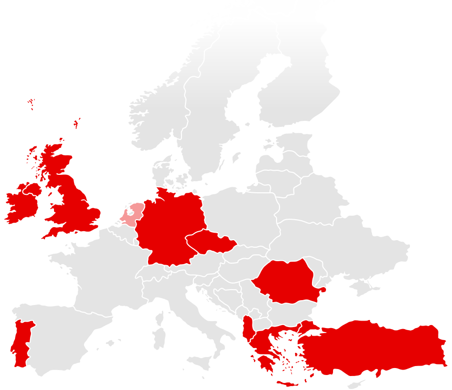
Our business comprises of infrastructure assets, shared operations, growth platforms, and retail and service operations. Our retail and service operations are split across three broad business lines: Vodafone Business, Europe Consumer and Africa Consumer.

Core connectivity products and services in fixed and mobile account for the majority of our revenue. However, our portfolio also includes high return growth areas that leverage and complement our core connectivity business, such as digital services, the Internet of Things ('IoT') and financial services. We market and sell through digital and physical channels.

Consumer

Controlled operations | Non-controlled operations

Europe[1]



9 countries

96m mobile customers

17m fixed customers

Africa

6 countries

161m mobile customers

51m FinTech users

Note:
1. Includes Türkiye

Vodafone Business

Operating across all markets

4.7m customers

205m IoT connections

€144bn addressable market

26% of Group service revenue

Strategic partnerships
Microsoft, Google and Accenture

Investments

Operations

Infrastructure

Innovation

Partner markets
40+ countries

Shared Operations

Shared operations — VOIS

Procurement & roaming services — vodafone procure & connect

Network services — vodafone Networks

Business model

We operate in growing markets, where we hold strong positions with good local scale. We have a sustainable and predictable financial profile, and have compelling structural drivers in Vodafone Business, Africa and in our portfolio of investments.

Strong positions in growing markets[1]

Attractive markets

Germany
€57bn
(market size +1.7%)[1]

UK
€50bn
(market size +2.7%)[1]

Other Europe
€23bn
(market size +1.6%)[1]

Türkiye
€9bn
(market size +16.9%)[1]

Africa
€17bn
(market size +10.2%)[1]

Solid financial position

Leverage position[2]
2.0x
(target range of 2.25–2.75x)

Share buyback[3]
€2.0bn
(target of €4bn in total)

Dividend per share
4.5 eurocents
(for FY25, payable in two tranches)

Notes:
1. Growth rates over a two-year period from 2022–2024
2. Net debt to adjusted EBITDAaL leverage ratio
3. As of 19 May 2025
4. As of 31 March 2025 (incl VodafoneZiggo and Safaricom)
5. FY24

Focus on driving operational excellence

Clear and consistent strategic priorities

To drive operational excellence across the Group.

Customers

- Delivering the simple and predictable experience our customers expect
- Getting the basics right and refocusing our resources towards improving customer experience

9 of 15 markets
lead/co-lead NPS

6%
reduction in deep detractors

Simplicity

- Become a simpler and faster business
- Simplify our operations and executing on our cost programmes to improve profitability

7.7k
role reductions

81%
shared operations NPS

Growth

- Right-sizing the portfolio for growth
- Significant opportunity to grow in:
  - Business
  - Africa
  - Vodafone Investments

5.1%
organic service revenue growth

7.0%
pre-tax return on capital employment

Well positioned to take advantage of the key mega trends shaping our industry

Read more on page 5

Creating value

Creating long-term value for our stakeholders

We are committed to delivering value and building strong relationships with all of our stakeholders.

Our customers[4]

310m
mobile customers

15m
TV customers

22m
broadband customers

Our suppliers

8,500
number of suppliers

€6.9bn
capital additions

€21bn
spend

Our people

92,000
employees and contractors

75%
employee engagement index

37%
women in senior leadership positions

Our local communities and non-governmental organisations ('NGOs')

€40m
donated in contributions and in-kind services, combined with our technology, to improve health and education, and provide emergency response across 24 countries.

Government and regulators[5]

€2.3bn
total direct contribution across

€8.0bn
total tax and economic contribution

45
markets

Our investors

- Secure and growing dividend
- Sustainable returns

Consolidated income statement

for the years ended 31 March

	Note	2025 €m	2024 €m	2023 €m
Revenue	2	**37,448**	**36,717**	**37,672**
Cost of sales		(24,929)	(24,459)	(24,359)
Gross profit		**12,519**	**12,258**	**13,313**
Selling and distribution expenses		(2,934)	(2,674)	(2,777)
Administrative expenses		(5,447)	(5,768)	(5,351)
Net credit losses on financial assets	22	(476)	(491)	(505)
Share of results of equity accounted associates and joint ventures	12	(123)	(96)	433
Impairment (charge)/reversal	4	(4,515)	64	(64)
Other income	3	565	372	9,402
Operating (loss)/profit	3	**(411)**	**3,665**	**14,451**
Investment income	5	864	581	232
Financing costs	5	(1,931)	(2,626)	(1,609)
(Loss)/profit before taxation		**(1,478)**	**1,620**	**13,074**
Income tax expense	6	(2,246)	(50)	(492)
(Loss)/profit for the financial year - Continuing operations		**(3,724)**	**1,570**	**12,582**
Loss for the financial year - Discontinued operations	7	(22)	(65)	(247)
(Loss)/profit for the financial year		**(3,746)**	**1,505**	**12,335**
Attributable to:				
– Owners of the parent		(4,169)	1,140	11,838
– Non-controlling interests[1]		423	365	497
(Loss)/profit for the financial year		**(3,746)**	**1,505**	**12,335**
(Loss)/earnings per share - Continuing operations				
– Basic	8	(15.86)c	4.45c	43.66c
– Diluted	8	(15.86)c	4.44c	43.51c
(Loss)/earnings per share - Total Group				
– Basic	8	(15.94)c	4.21c	42.77c
– Diluted	8	(15.94)c	4.20c	42.62c

Note:
1. Profit attributable to non-controlling interests derives solely from continuing activities.

Consolidated statement of comprehensive (expense)/income

for the years ended 31 March

	Note	2025 €m	2024 €m	2023 €m
(Loss)/profit for the financial year		**(3,746)**	**1,505**	**12,335**
Other comprehensive income/(expense):				
Items that may be reclassified to the income statement in subsequent years:				
Foreign exchange translation differences, net of tax		321	(440)	(1,236)
Foreign exchange translation differences, transferred to the income statement		115	23	(334)
Other, net of tax[1]		36	(1,748)	963
Total items that may be reclassified to the income statement in subsequent years		**472**	**(2,165)**	**(607)**
Items that will not be reclassified to the income statement in subsequent years:				
Fair value gains on equity instruments classified as Other investments, net of tax		116	–	–
Net actuarial gains/(losses) on defined benefit pension schemes, net of tax	25	1	(58)	(160)
Total items that will not be reclassified to the income statement in subsequent years		**117**	**(58)**	**(160)**
Other comprehensive income/(expense)		**589**	**(2,223)**	**(767)**
Total comprehensive (expense)/income for the financial year		**(3,157)**	**(718)**	**11,568**
Attributable to:				
– Owners of the parent		(3,485)	(920)	11,267
– Non-controlling interests		328	202	301
Total comprehensive (expense)/income for the financial year		**(3,157)**	**(718)**	**11,568**

Note:
1. Principally includes the impact of the Group's cash flow hedges deferred to other comprehensive income during the year.

Further details on items in the consolidated statement of comprehensive (expense)/income can be found in the consolidated statement of changes in equity on page 129.

Consolidated statement of financial position

at 31 March

	Note	31 March 2025 €m	Re-presented[1] 31 March 2024 €m	Re-presented[1] 31 March 2023 €m
Non-current assets				
Goodwill	10	20,514	24,956	27,615
Other intangible assets	10	12,924	13,896	19,592
Property, plant and equipment	11	30,712	28,499	37,992
Investments in associates and joint ventures	12	6,892	10,032	11,079
Other investments	13	3,153	1,006	1,093
Deferred tax assets	6	19,033	20,177	19,316
Post employment benefits	25	242	257	329
Trade and other receivables	14	6,431	5,967	7,843
		99,901	**104,790**	**124,859**
Current assets				
Inventory		617	568	956
Taxation recoverable		174	76	279
Trade and other receivables	14	9,404	8,594	10,705
Other investments	13	7,424	5,092	7,017
Cash and cash equivalents	19	11,001	6,183	11,705
		28,620	**20,513**	**30,662**
Assets held for sale	7	–	19,047	–
Total assets		**128,521**	**144,350**	**155,521**

	Note	31 March 2025 €m	Re-presented[1] 31 March 2024 €m	Re-presented[1] 31 March 2023 €m
Equity				
Called up share capital	17	4,319	4,797	4,797
Additional paid-in capital		149,834	149,253	149,145
Treasury shares		(6,791)	(7,645)	(7,719)
Accumulated losses		(123,503)	(114,641)	(113,086)
Accumulated other comprehensive income		28,886	28,202	30,262
Total attributable to owners of the parent		**52,745**	**59,966**	**63,399**
Non-controlling interests		1,171	1,032	1,084
Total equity		**53,916**	**60,998**	**64,483**
Non-current liabilities				
Borrowings	21	46,096	49,259	53,682
Share of net liabilities in joint ventures and associates	12	96	–	–
Deferred tax liabilities	6	798	699	771
Post employment benefits	25	187	181	258
Provisions	16	1,430	1,615	1,572
Non-debt liabilities in respect of written put options		97	–	–
Trade and other payables	15	3,147	2,328	2,184
		51,851	**54,082**	**58,467**
Current liabilities				
Borrowings	21	7,047	7,728	12,708
Financial liabilities under put option arrangements	22	–	–	485
Taxation liabilities		578	393	457
Provisions	16	1,066	833	674
Trade and other payables	15	14,063	13,398	18,247
		22,754	**22,352**	**32,571**
Liabilities held for sale	7	–	6,918	–
Total equity and liabilities		**128,521**	**144,350**	**155,521**

Note:

1. On 1 April 2024, the Group adopted amendments to IAS 1 'Presentation of Financial Statements' which has impacted the classification of certain bonds between current borrowings and non-current borrowings. As a result of the reclassification, comparatives at 31 March 2024 and 31 March 2023 have been provided in accordance with IFRS requirements. See note 1 'Basis of preparation' for more information.

The consolidated financial statements on pages 127 to 205 were approved by the Board of Directors and authorised for issue on 3 June 2025 and were signed on its behalf by:

Margherita Della Valle
Group Chief Executive

Luka Mucic
Group Chief Financial Officer

Consolidated statement of changes in equity

for the years ended 31 March

	Share capital[1] €m	Additional paid-in capital[2] €m	Treasury shares €m	Accumulated losses €m	Accumulated other comprehensive income: Currency reserve[3] €m	Pensions reserve €m	Revaluation surplus[4] €m	Other[5] €m	Equity attributable to owners €m	Non-controlling interests €m	Total equity €m
1 April 2022	**4,797**	**149,018**	**(7,278)**	**(122,022)**	**28,958**	**(751)**	**1,227**	**1,399**	**55,348**	**2,290**	**57,638**
Issue or reissue of shares	–	1	122	(113)	–	–	–	–	10	–	10
Share-based payments	–	126	–	–	–	–	–	–	126	9	135
Transactions with NCI in subsidiaries	–	–	–	(287)	–	–	–	–	(287)	(1,118)	(1,405)
Dividends	–	–	–	(2,502)	–	–	–	–	(2,502)	(398)	(2,900)
Comprehensive income/(expense)	–	–	–	11,838	(1,374)	(160)	–	963	11,267	301	11,568
Profit[6]	–	–	–	11,838	–	–	–	–	11,838	497	12,335
OCI - before tax	–	–	–	–	(1,469)	(213)	–	1,314	(368)	(230)	(598)
OCI - taxes	–	–	–	–	(3)	53	–	(351)	(301)	(3)	(304)
Transfer to the Income statement	–	–	–	–	(334)	–	–	–	(334)	–	(334)
Translation of hyperinflationary results	–	–	–	–	432	–	–	–	432	37	469
Purchase of Treasury shares[7]	–	–	(563)	–	–	–	–	–	(563)	–	(563)
31 March 2023	**4,797**	**149,145**	**(7,719)**	**(113,086)**	**27,584**	**(911)**	**1,227**	**2,362**	**63,399**	**1,084**	**64,483**
Issue or reissue of shares	–	–	74	(72)	–	–	–	–	2	–	2
Share-based payments	–	108	–	–	–	–	–	–	108	7	115
Transactions with NCI in subsidiaries	–	–	–	(26)	–	–	–	–	(26)	(5)	(31)
Share of equity accounted entities change in equity	–	–	–	(164)	–	–	–	–	(164)	–	(164)
Dividends	–	–	–	(2,433)	–	–	–	–	(2,433)	(256)	(2,689)
Comprehensive income/(expense)	–	–	–	1,140	(254)	(58)	–	(1,748)	(920)	202	(718)
Profit	–	–	–	1,140	–	–	–	–	1,140	365	1,505
OCI - before tax	–	–	–	–	(826)	(77)	–	(2,331)	(3,234)	(192)	(3,426)
OCI - taxes	–	–	–	–	–	19	–	583	602	–	602
Transfer to the Income statement	–	–	–	–	23	–	–	–	23	–	23
Translation of hyperinflationary results	–	–	–	–	549	–	–	–	549	29	578
31 March 2024	**4,797**	**149,253**	**(7,645)**	**(114,641)**	**27,330**	**(969)**	**1,227**	**614**	**59,966**	**1,032**	**60,998**

Continued overleaf for the year ended 31 March 2025 and accompanying footnotes.

Consolidated statement of changes in equity (continued)

for the years ended 31 March

	Share capital[1] €m	Additional paid-in capital[2] €m	Treasury shares €m	Accumulated losses €m	Accumulated other comprehensive income: Currency reserve[3] €m	Pensions reserve €m	Revaluation surplus[4] €m	Other[5] €m	Equity attributable to owners €m	Non-controlling interests €m	Total equity €m
31 March 2024	**4,797**	**149,253**	**(7,645)**	**(114,641)**	**27,330**	**(969)**	**1,227**	**614**	**59,966**	**1,032**	**60,998**
Issue or reissue of shares	–	–	84	(81)	–	–	–	–	3	–	3
Share-based payments	–	103	–	–	–	–	–	–	103	7	110
Transactions with NCI in subsidiaries	–	–	–	(47)	–	–	–	–	(47)	50	3
Dividends	–	–	–	(1,795)	–	–	–	–	(1,795)	(246)	(2,041)
Comprehensive (expense)/income	–	–	–	(4,169)	531	1	–	152	(3,485)	328	(3,157)
(Loss)/profit	–	–	–	(4,169)	–	–	–	–	(4,169)	423	(3,746)
OCI - before tax	–	–	–	–	(162)	(12)	–	204	30	(55)	(25)
OCI - taxes	–	–	–	–	–	13	–	(78)	(65)	–	(65)
Transfer to the Income statement	–	–	–	–	115	–	–	26	141	–	141
Translation of hyperinflationary results	–	–	–	–	578	–	–	–	578	(40)	538
Purchase of Treasury shares[8]	–	–	(2,000)	–	–	–	–	–	(2,000)	–	(2,000)
Cancellation of shares	(478)	478	2,770	(2,770)	–	–	–	–	–	–	–
31 March 2025	**4,319**	**149,834**	**(6,791)**	**(123,503)**	**27,861**	**(968)**	**1,227**	**766**	**52,745**	**1,171**	**53,916**

Notes:
1 See note 17 'Called up share capital'.
2 Includes share premium, capital reserve, capital redemption reserve, merger reserve and share-based payment reserve. The merger reserve was derived from acquisitions made prior to 31 March 2004 and subsequently allocated to additional paid-in capital on adoption of IFRS.
3 The currency reserve is used to record cumulative translation differences on the assets and liabilities of foreign operations. These differences are recycled to the income statement on disposal of the foreign operation.
4 The revaluation surplus derives from acquisitions of subsidiaries made before the Group's adoption of IFRS 3 (Revised) on 1 April 2010 and comprises the amounts arising from recognising the Group's pre-existing equity interest in the acquired subsidiary at fair value.
5 Principally includes the impact of the Group's cash flow hedges with €230 million net gain deferred to other comprehensive income during the year (2024: €2,037 million net loss; 2023: €2,322 million net gain) and €197 million net gain (2024: €254 million net gain; 2023: €896 million net gain) recycled to the consolidated income statement. These hedges primarily relate to foreign exchange exposure on fixed borrowings, with any foreign exchange on nominal balances directly impacting the income statements in each period but interest cash flows unwinding to the consolidated income statement over the life of the hedges, up to 2064. See note 22 'Capital and financial risk management'.
6 Includes a gain on disposal of Vantage Towers A.G. of €8,607 million and a gain on disposal of Vodafone Ghana of €689 million, offset by a loss on disposal of Vodafone Hungary of €69 million.
7 Represents the irrevocable and non-discretionary share buyback programmes which completed on 15 March 2023.
8 Represents the irrevocable and non-discretionary share buyback programmes which completed on 6 August 2024, 13 November 2024, 22 January 2025 and the programme that commenced on 4 February 2025, which completed on 19 May 2025.

Consolidated statement of cash flows
for the years ended 31 March

	Note	2025 €m	2024 €m	2023 €m
Inflow from operating activities	18	**15,373**	**16,557**	**18,054**
Cash flows from investing activities				
Purchase of interests in subsidiaries, net of cash acquired	27	(9)	–	–
Purchase of interests in associates and joint ventures		(321)	(75)	(78)
Purchase of intangible assets		(2,375)	(2,641)	(2,799)
Purchase of property, plant and equipment		(4,324)	(4,219)	(4,957)
Purchase of investments		(3,499)	(1,233)	(766)
Disposal of interests in subsidiaries, net of cash disposed	27	11,221	(67)	6,976
Disposal of interests in associates and joint ventures		3,021	500	–
Disposal of property, plant and equipment and intangible assets		9	15	90
Disposal of investments		737	1,931	1,647
Dividends received from associates and joint ventures		530	442	617
Interest received		556	542	321
Cash outflows from discontinued operations		(787)	(1,317)	(1,430)
Inflow/(outflow) from investing activities		**4,759**	**(6,122)**	**(379)**
Cash flows from financing activities				
Proceeds from issue of long-term borrowings		4,680	1,533	4,071
Repayment of borrowings		(12,963)	(8,970)	(10,501)
Net movement in short-term borrowings		78	(1,636)	3,171
Net movement in derivatives		404	144	261
Interest paid		(2,705)	(2,227)	(1,815)
Payments for settlement of written put options		–	(493)	(12)
Purchase of treasury shares		(1,868)	–	(1,867)
Issue of ordinary share capital and reissue of treasury shares	17	3	3	10
Equity dividends paid	9	(1,787)	(2,430)	(2,484)
Dividends paid to non-controlling shareholders in subsidiaries		(249)	(260)	(400)
Other transactions with non-controlling shareholders in subsidiaries	27	8	(16)	(692)
Cash outflows from discontinued operations		(879)	(1,503)	(3,172)
Outflow from financing activities		**(15,278)**	**(15,855)**	**(13,430)**
Net cash inflow/(outflow)		**4,854**	**(5,420)**	**4,245**
Cash and cash equivalents at the beginning of the financial year[1]	19	6,114	11,628	7,371
Exchange (loss)/gain on cash and cash equivalents		(75)	(94)	12
Cash and cash equivalents at the end of the financial year[1]	19	**10,893**	**6,114**	**11,628**

Note:
1. Comprises cash and cash equivalents as presented in the consolidated statement of financial position of €11,001 million (€6,183 million as at 31 March 2024), together with overdrafts of €108 million (€111 million as at 31 March 2024) and €Nil million (€42 million as at 31 March 2024) of cash and cash equivalents included within Assets held for sale.

1. Basis of preparation

This section describes the critical accounting judgements and estimates that management has identified as having a potentially material impact on the Group's consolidated financial statements and sets out our material accounting policies that relate to the financial statements as a whole. Where an accounting policy is generally applicable to a specific note to the financial statements, the policy is described within that note. We have also detailed below the new accounting pronouncements that we will adopt in future years and our current view of the impact they will have on our financial reporting.

The consolidated financial statements are prepared in accordance with UK-adopted International Accounting Standards ('IAS'), with International Financial Reporting Standards ('IFRS') as issued by the International Accounting Standards Board ('IASB') and with the requirements of the Companies Act 2006 (the 'Act'). The consolidated financial statements are prepared on a going concern basis (see page 117).

Vodafone Group Plc is incorporated and domiciled in England and Wales (registration number 1833679). The registered address of the Company is Vodafone House, The Connection, Newbury, Berkshire, RG14 2FN, England.

IFRS requires the Directors to adopt accounting policies that are the most appropriate to the Group's circumstances. These have been applied consistently to all the years presented, unless otherwise stated. In determining and applying accounting policies, Directors and management are required to make judgements and estimates in respect of items where the choice of specific policy, accounting judgement, estimate or assumption to be followed could materially affect the Group's reported financial position, results or cash flows and disclosure of contingent assets or liabilities during the reporting period; it may later be determined that a different choice may have been more appropriate.

The Group's critical accounting judgements and key sources of estimation uncertainty are detailed below. Actual outcomes could differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period; they are recognised in the period of the revision and future periods if the revision affects both current and future periods.

Management regularly reviews, and revises as necessary, the accounting judgements that significantly impact the amounts recognised in the financial statements and the estimates that are considered to be 'critical estimates' due to their potential to give rise to material adjustments in the Group's financial statements in the year to 31 March 2026. As at 31 March 2025, management has identified critical judgements in respect of revenue recognition, lease accounting, the recognition of deferred tax assets, the accounting for tax disputes, valuing assets and liabilities acquired in business combinations, whether to recognise provisions or to disclose contingent liabilities and the impacts of climate change. In addition, management has identified critical accounting estimates in relation to the recovery of deferred tax assets, post employment benefits, the valuation of compensation payable under one of the legal claims against the Group and impairment reviews; estimates have also been identified that are not considered to be critical in respect of the allocation of revenue to goods and services, the useful economic lives of finite lived intangible assets and property, plant and equipment.