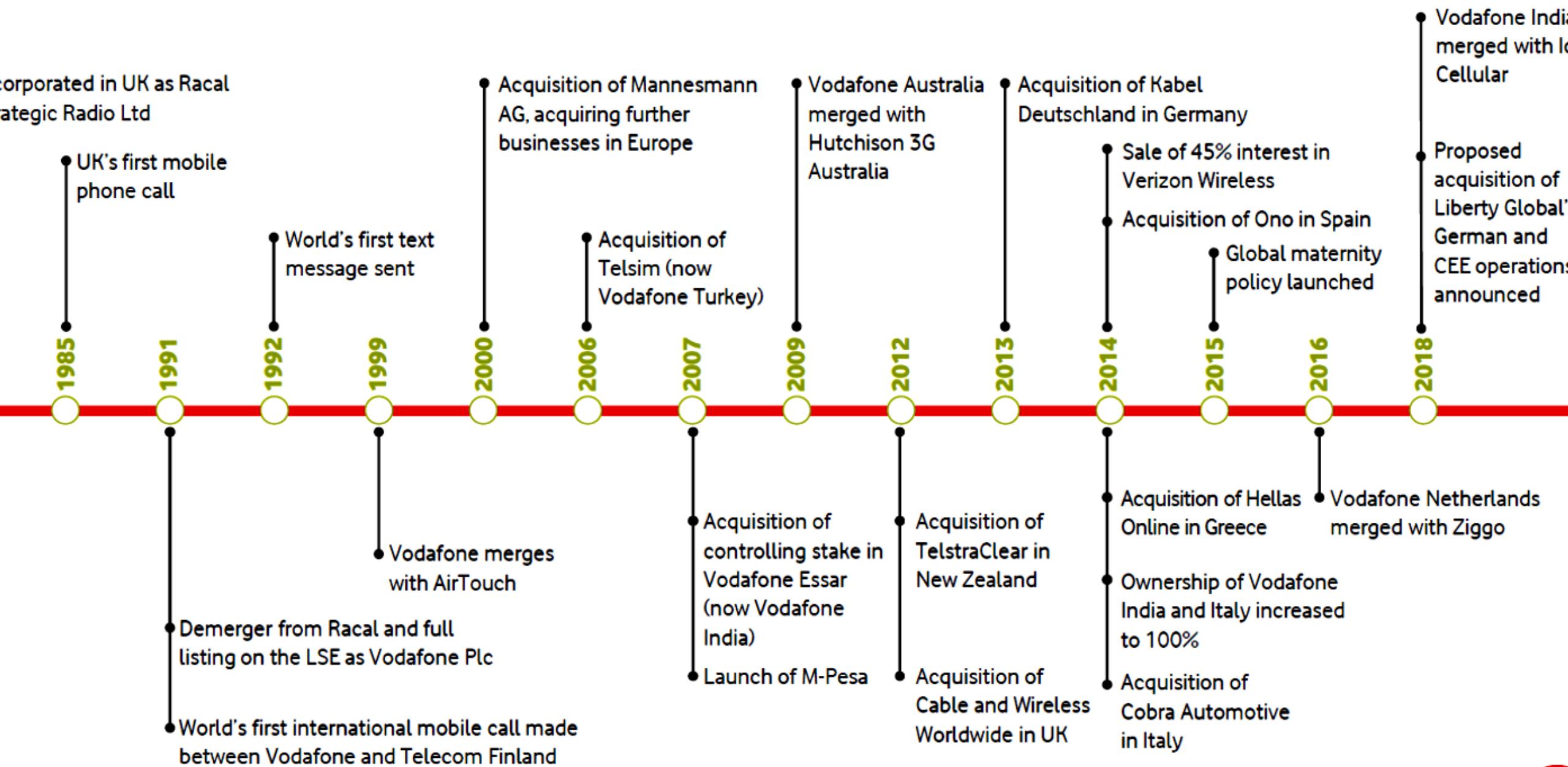


A woman with dark hair, wearing a red knit sweater and white headphones, is smiling and looking down at a smartphone she is holding in her right hand. A red speech bubble graphic is drawn around the text, with its tail pointing towards the woman's head. The background is a blurred indoor setting with warm, bokeh-style lights.

About Vodafone Group Plc



History of the Group



Some of the countries in which we operate (2018)

Albania

<1% of Group Revenue,
€0.1bn Revenue, 2.0m
Mobile customers (4%
contract, 96% prepaid)

Czech Republic

1% of Group Revenue,
€0.5bn Revenue, 3.8m
Mobile customers (69%
contract, 31% prepaid)

Egypt

2% of Revenue, €1.0bn
Revenue, 42.3m Mobile
customers (8% contract,
92% prepaid)

Germany

23% of Group Revenue,
€10.8 bn Revenue, €4.0
bn of EBITDA, 30.2m
Mobile customers (58%
contract, 42% prepaid),
33.6% Mobile market
share, 6.6m Fixed
customers, 21.3% Fixed
market share

United Kingdom

15% of Revenue, €7.1 bn
Revenue, €1.8bn of
EBITDA, 17.5m Mobile
customers (70%
contract, 30% prepaid),
22% Mobile market
share, 0.4m Fixed
customers, 4.9% Fixed
market share

Romania

2% of Group Revenue,
€0.8bn Revenue, 8.9m
Mobile customers (41%
contract, 59% prepaid)

Vodacom

12% of Group Revenue,
€5.7bn Revenue, €2.2bn
of Group EBITDA, 82.3m
Mobile customers (7%
contract, 93% prepaid),
50.1% Mobile market
share (Data is at
December 2017)

Spain

11% of Group Revenue,
€5.0bn Revenue, €1.4bn
of Group EBITDA, 14.1m
Mobile customers (82%
contract, 18% prepaid),
3.3m Fixed customers,
19% Converged market
share

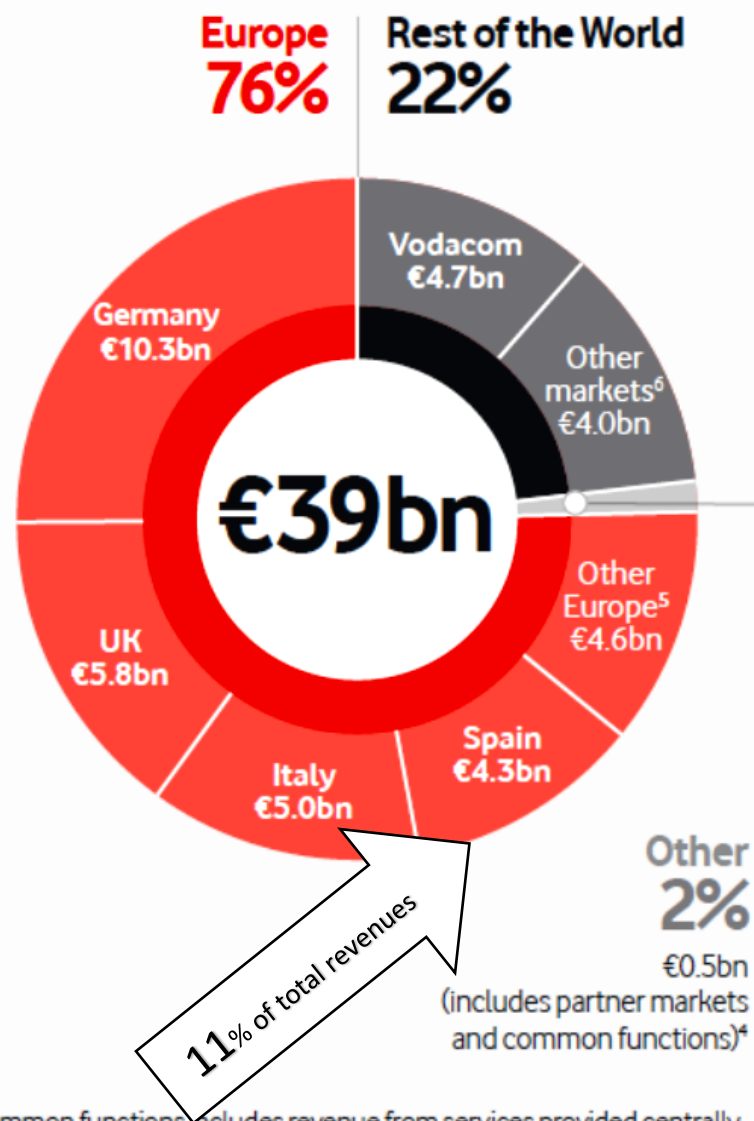
Turkey

6% of Revenue, €2.8bn
Revenue, 23.3m Mobile
customers (52%
contract, 48% prepaid)

Italy

13% of Group Revenue,
€6.2 bn Revenue, €2.3
bn of Group EBITDA,
22.3m Mobile customers
(19% contract, 81%
prepaid), 32.7% Mobile
market share, 2.5m
Fixed customers, 7.1%
Fixed market share

Group service revenues (IAS 18 basis)



Notes:

4 Common functions includes revenue from services provided centrally or offered outside our operating company footprint, including some markets where we have a licensed network operation, for example offering IP-VPN services in Singapore.

5 Other Europe including eliminations.

6 Other markets including eliminations.

Our main markets and joint ventures (IAS 18 basis)

	Mobile customers (m)	Mobile revenue market share (%) ⁸	Fixed broadband customers (m)	Fixed revenue market share (%) ⁸	Consumer converged customers (m)	Convergence penetration (%) ⁹
Germany	29.5	33.6	6.9	21.4	1.5	20.2
UK	17.2	21.3	0.6	6.8	0.3	57.0
Italy	21.0	31.1	2.8	9.3	1.0	41.4
Spain	13.7	17.4 ⁷	3.2	17.4 ⁷	2.3	91.4
South Africa	52.7	46.3 ¹⁰	0.03	—	—	—

Joint ventures

Vodafone Idea	334.1	31.5	0.3	—	—	—
VodafoneZiggo	5.0	27.6	3.3	40.5	1.1	31.9

Notes:

7 Due to the converged nature of the Spanish market only total communications market shares are reported.

8 As at December 2018.

9 % of consumer broadband customer base that is converged.

10 On an IFRS15 basis.

Group financial summary

FY 18/19



€43.7bn

revenue

€14.1bn

adjusted EBITDA

-€828m

operating profit

€5.4bn

free cash flow

5.26c

adjusted earnings per share

9.00c

dividend per share

KEY FINANCIALS

Statutory figures		2019 IFRS 15	2018 IAS 18	2017 IAS 18
Group revenue	€m	43,666	46,571	47,631
Operating (loss)/profit	€m	(951)	4,299	3,725
(Loss)/profit for the financial year	€m	(7,644)	2,788	(6,079)
Closing net debt ¹	€m	(27,033)	(29,631)	(29,338)
Weighted average number of shares	m	27,607	27,770	27,971
Total dividends per share	€c	9.00	15.07	14.77

- -

Key people



Gerard Kleisterlee



Chairman

Board committees: Nominations & Governance Committee

Gerard Kleisterlee became chairman of Vodafone Group Plc on 26 July 2011 at the conclusion of the AGM, having previously served as a non-executive member of the Board.

He retired as president/chief executive officer and chairman of the Board of Management and the Group Management Committee of Koninklijke Philips Electronics N.V. ('Philips') on 31 March 2011 after a career with Philips spanning three decades.

Gerard is the deputy chair and senior independent director at Royal Dutch Shell and also chair of the Remuneration Committee and a member of the Nomination and Succession Committee. He is a member and chairman of the Supervisory Board of ASML and was previously a member of the Board of Directors of Dell Inc. resigning in October 2013. His was also a member of the Daimler AG Supervisory Board, resigning on 9 April 2014.

Key people



Nick Read

Chief Executive Officer

Nick Read was appointed Chief Executive Officer on 1 October 2018. He was appointed to the Vodafone Group PLC Board on 1 April 2014 and was Group Chief Financial Officer until 27 July 2018.

Since joining Vodafone in 2001, Nick has held a variety of senior roles including CFO, CCO and CEO of Vodafone Limited, the UK operating company. In his role immediately prior to Group CFO, he was the Regional CEO for Africa, Middle East and Asia Pacific for five years and was a Board member of the listed companies of Vodacom, Safaricom, and Vodafone Qatar, our subsidiaries in India and Egypt, and our joint ventures, VHA in Australia and Indus Towers in India.

Prior to joining Vodafone, he held senior global finance positions with United Business Media Plc and Federal Express Worldwide.

In June 2018, Nick was appointed to the board of Booking Holdings Inc. as a non-executive director and a member of the Nominating and Corporate Governance Committee.

Nick is a Fellow Chartered Management Accountant and a Chartered Global Management Accountant, with a BA (Hons) in Accounting and Finance.

Key people



Margherita Della Valle



Chief Financial Officer

Margherita Della Valle, Chief Financial Officer, was appointed Group Chief Financial Officer and a member of the Vodafone Group PLC Board on 27 July 2018.

Margherita's previous roles within Vodafone were Deputy Chief Financial Officer from 2015 to 2018, Group Financial Controller, Chief Financial Officer for Vodafone's European region and Chief Financial Officer for Vodafone Italy. She joined Omnitel Pronto Italia - which later became Vodafone Italy - in 1994 and held various consumer marketing positions in business analytics and customer base management before moving to finance.

Our people: key information

By contract

Employees: 92,005
Contractors: 10,423

By gender

Male: 55,556 (60%)
Female: 36,449 (40%)

By location

Germany: 14%
UK: 12%

Italy: 6.5%
Spain: 5.5%

Vodacom: 8%
Vodafone Shared Services: 18%

Other: 36%

	2019	2018	2017
Average number of employees	92,005	91,980	92,200
Employee engagement index	80%	79%	79%
Employee turnover rate	17%	17%	18%
Women on the board	42%	33%	25%
Women in senior leadership positions¹	28%	26%	26%
Women in management and leadership roles²	31%	30%	29%

The headcount figures are an average of our monthly headcount and excludes Qatar and joint ventures in India, the Netherlands, Australia and Safaricom.

Notes: 1 % of senior women in our top 184 leadership positions. 2 % of women in our 6,715 management and leadership roles.