



families communities hospitals businesses res
nurses **everyone.connected** schools governme

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Chief Executive

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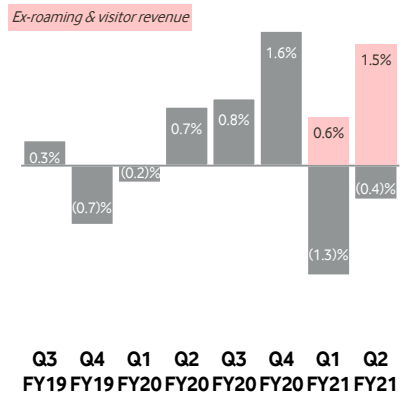


We connect for a better future

*The leading connectivity provider in Europe
& Africa enabling an inclusive & sustainable
digital society*

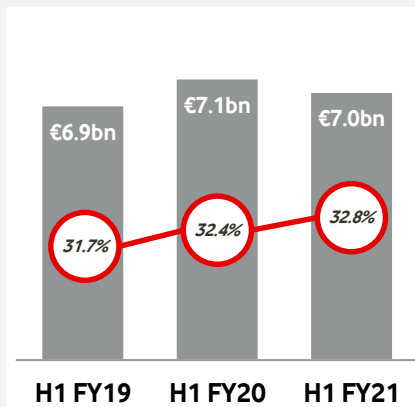
H1 highlights : Resilient performance & reiterating FY21 guidance

Service revenue growth



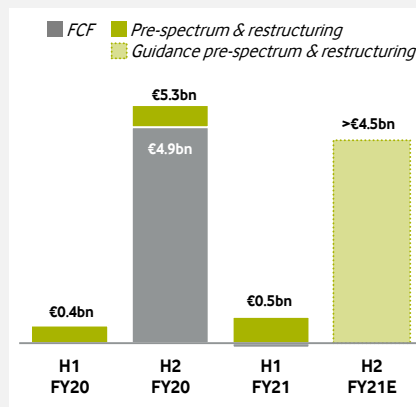
- Maintained underlying commercial momentum
- Performance accelerating again in Q2 FY21

Adjusted EBITDA



- Ongoing efficiency gains mitigating COVID impacts
- FY21 Adjusted EBITDA expected to be €14.4-14.6 billion

Free cash flow



- H1 FCF in-line with prior year phasing
- On-track to deliver >€5 billion FCF (pre-spectrum) in FY21

H1 highlights : Delivering our strategic priorities

Deepening customer engagement

- 8th consecutive qtr of customer loyalty improvement
- 785k new NGN broadband customers
- 5G now launched in 127 cities in 9 markets in Europe
- 52m homes with Gigabit speeds

Accelerating digital transformation

- Accelerated cost savings in H1 with €0.3 billion delivered
- Reduced retail footprint by >500 stores in last 12 months
- 64% of customers contacting AI assistant 'TOBi' are fully automated

Improving asset utilisation

- Mobile network sharing agreement in Portugal signed with NOS
- Liberty acquisition integration ahead of plan with €257 million synergies executed
- Mobile wholesale wins in Italy with PostePay & UK with Asda

Optimising the portfolio

- Combination of Vodafone Greece & Wind Hellas towers
- Vantage Towers IPO on-track for early 2021
- Capital Markets Day on 17 November
- Completed merger of VHA with TPG Telecom

Two years into our long-term transformation


A

We are delivering our strategic priorities at pace to reshape Vodafone...

**...but we have more to do to drive
shareholder returns**

B

Focused on growth with unique capabilities to create sustainable value



Financial performance

Margherita Della Valle
Chief Financial Officer



Financial summary : Resilient performance in line with expectations

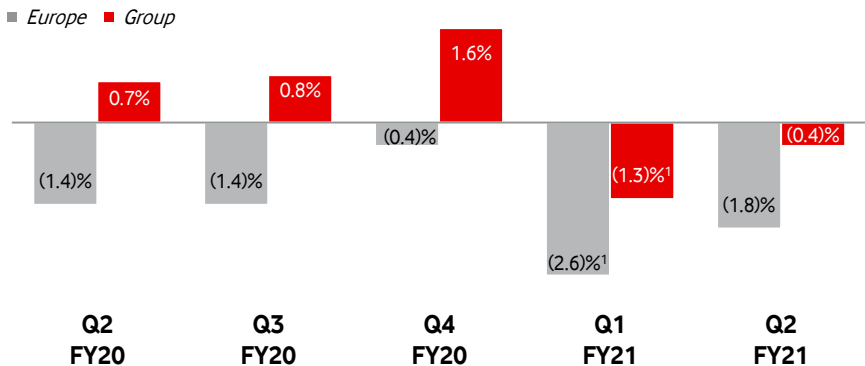
	H1 FY20 €m	H1 FY21 €m	Organic change
Group service revenue	18,544	18,418	(0.8%)
Adjusted EBITDA	7,105	7,023	(1.9%)
<i>EBITDA margin</i>	<i>32.4%</i>	<i>32.8%</i>	
Capex	(3,000)	(3,363)	
Free cash flow (pre-spectrum)	394	451	
Free cash flow	34	(101)	

	FY20	H1 FY21
Net debt to adjusted EBITDA	2.8x	3.0x
Controlled ROCE pre-tax	6.1%	5.1%
ROCE post-tax	4.0%	4.0%

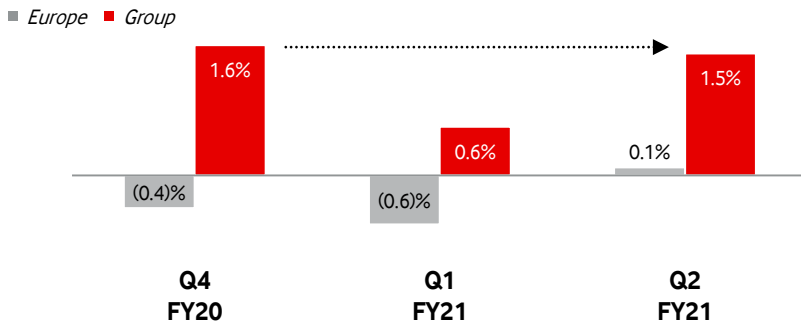
- COVID-19 impacting service revenue and EBITDA
- European net opex savings supporting margins
- Free cash flow weighted to H2, in-line with prior year
- Strong liquidity position, with €9.4bn of cash & cash equivalents
- ROCE pre-tax includes the inclusion of Liberty assets for 12 months & INWIT

Trading performance : Good underlying momentum

YoY quarterly service revenue growth



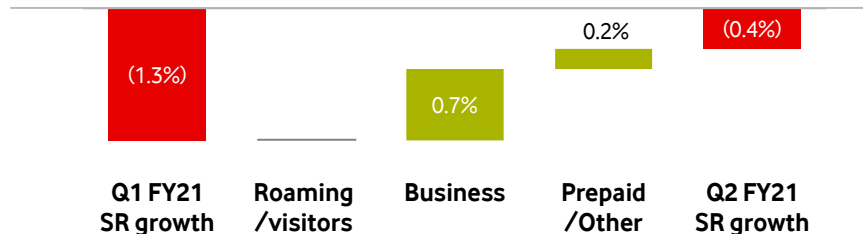
Service revenue growth ex. roaming & visitor revenue



- Group underlying growth back to Q4 FY20 exit rate
- Europe ex. roaming & visitor broadly flat
- Resilient German performance
- Improved trends in Spain & UK, partially offset by Italy
- Africa – strong mobile data growth

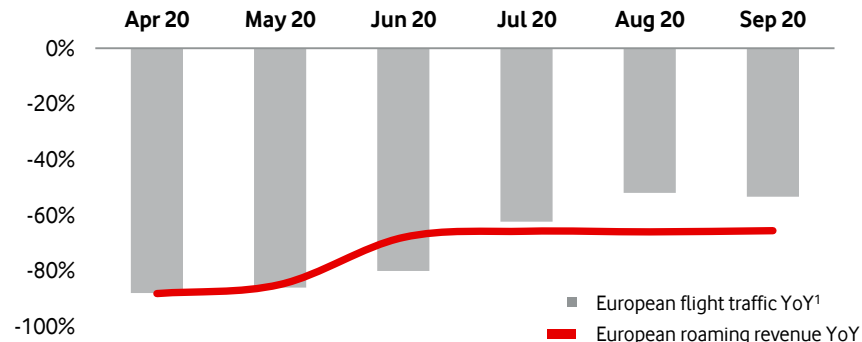
COVID-19 update : Impact and evolution

Q1 to Q2 service revenue growth movement

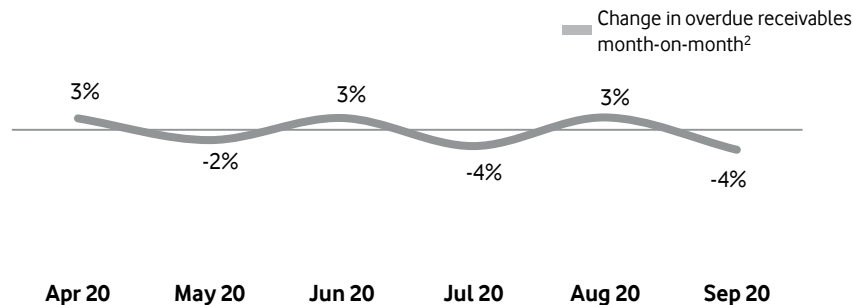


- Improvement in intra-Europe roaming & visitor volumes offsetting higher seasonal drag
- Business returning to growth – strong demand in fixed line & good take up of new products

Low travel volumes impacting roaming revenue



No significant change in business collections



Germany : Driving cable network penetration and ARPU accretion

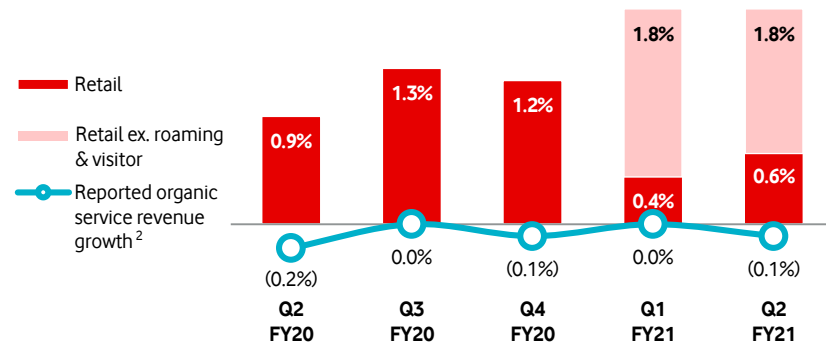


41% of Group EBITDA¹

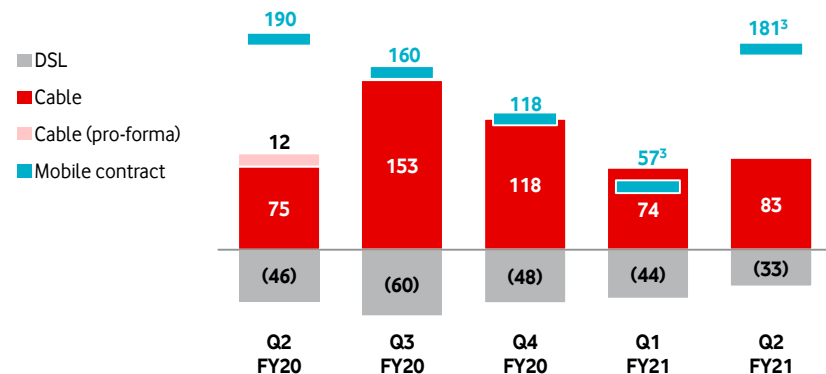
	Q2 growth	H1 21 €m	H1 21 growth
Service revenue	(0.1%)	5,723	(0.1%)
Adjusted EBITDA		2,844	1.3%

- Retail service revenue growth +0.6%
 - +1.8% ex. roaming and visitor drag
- Good commercial momentum in cable
- Over 300k cable upgrades YTD, avg. ARPU uplift +€5
- 50% of cable base now >200Mbps
- New harmonised TV portfolio launched in August

Service revenue growth

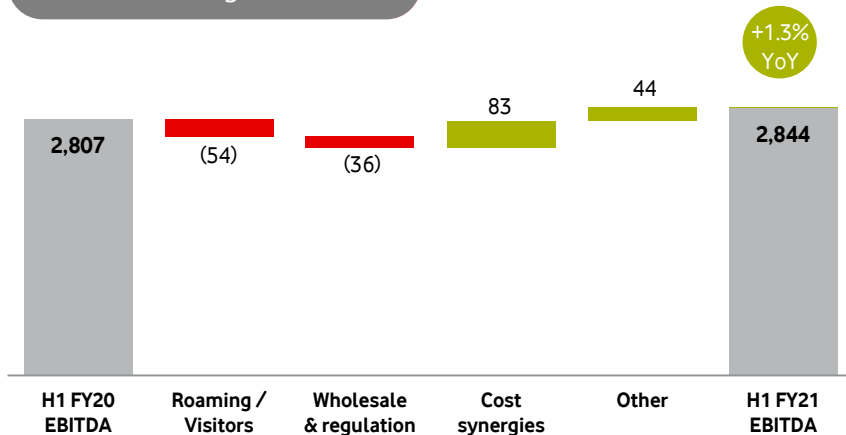


Net customer additions ('000)



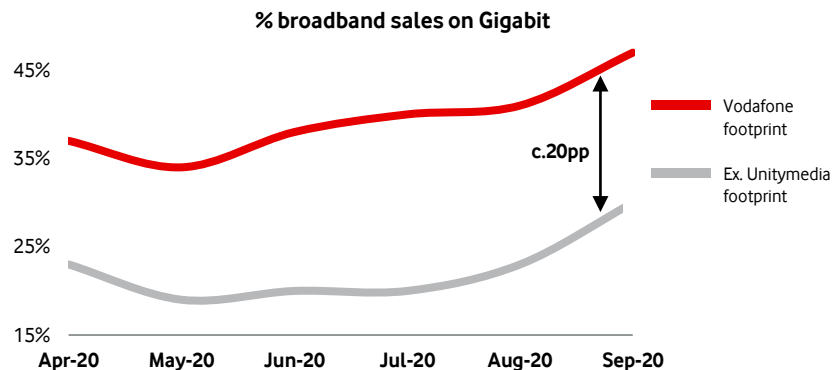
Germany : Liberty integration supporting EBITDA growth

H1 EBITDA bridge (€m)



- +3.3% EBITDA growth ex. roaming & visitors drag
- c.6 months ahead of costs & capex synergy target
- Synergies: marketing, FTE and ULL savings
 - Double digit savings on 50% of UM procurement so far

Retail transformation



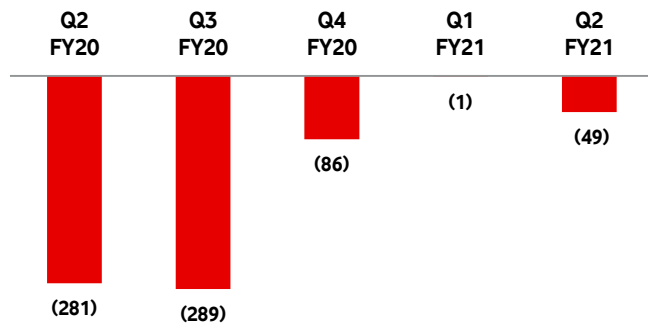
- Productivity of ex. Unitymedia retail still below VOD standards
- Sales teams & processes combined in September

Italy : Pricing pressure

 11% of Group EBITDA

	Q2 growth	H1 21 €m	H1 21 growth
Service revenue	(8.0%)	2,249	(7.2%)
Adjusted EBITDA		800	(11.1%)

Vodafone MNP ('000)



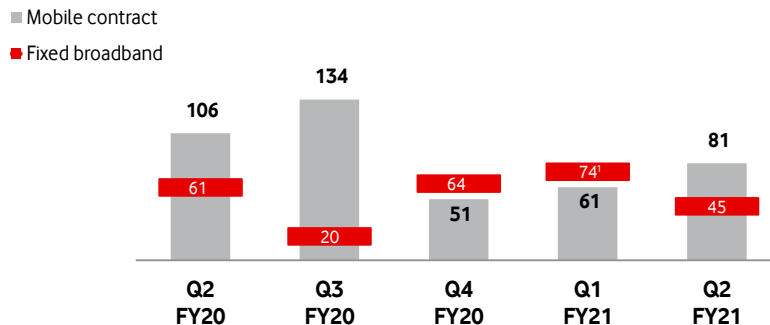
- Lapping prior year price increase (-2.7pp SR impact QoQ)
- Stable active prepaid base; driving profitable growth in fixed
- Cost saving momentum maintained, opex -6% YoY
- c.5pp roaming & visitor drag on EBITDA

UK : Commercial momentum

 9% of Group EBITDA

	Q2 growth	H1 21 €m	H1 21 growth
Service revenue	(0.5%)	2,401	(1.2%)
Adjusted EBITDA		636	(2.3%)

Net customer additions ('000)



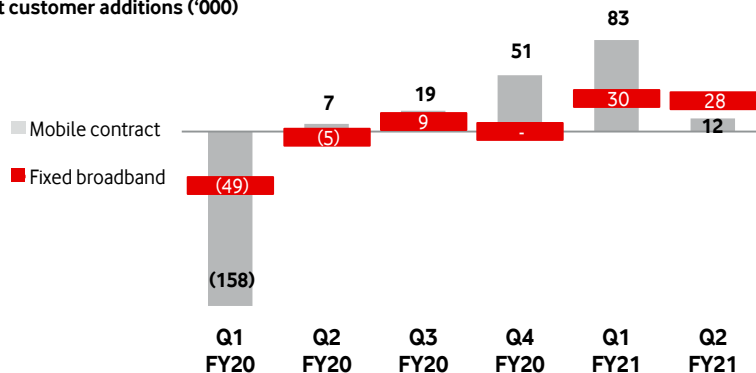
- Footfall recovering, digital sales mix +7pp YoY to 32%
- Strong demand for Business
- Opex -10% YoY, digital savings & IT simplification
- Underlying EBITDA growth ex. roaming & visitor drag

Spain : Competing effectively

 7% of Group EBITDA

	Q2 growth	H1 21 €m	H1 21 growth
Service revenue	(1.8%)	1,880	(4.4%)
Adjusted EBITDA		488	6.0%

Net customer additions ('000)



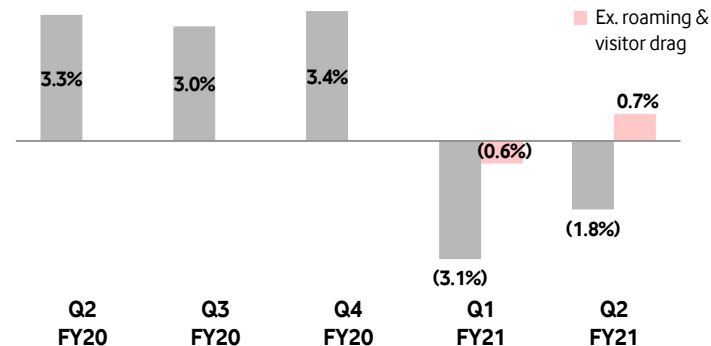
- Customer base growth within competitive market
- 100% of Vodafone consumers on Unlimited
- 20% reduction in shops, TOBi resolving 65% of calls
- EBITDA +6%, football savings & opex reduction

Other Europe : Prepaid improvement

 12% of Group EBITDA

	Q2 growth	H1 21 €m	H1 21 growth
Service revenue	(1.8%)	2,411	(2.4%)
Adjusted EBITDA		870	(2.2%)

Service revenue growth



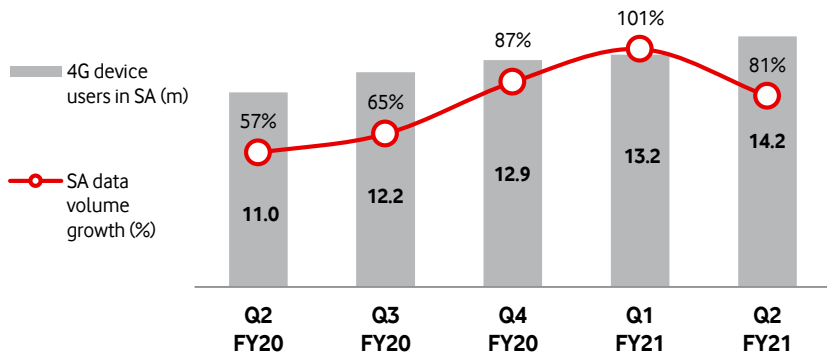
- First time inclusion of ABCom (+0.7pp)
- +2.8% EBITDA growth ex. roaming & visitor drag
- Liberty integration on-track
- Portugal: NOS mobile network sharing agreement signed

Vodacom : Strong data growth

VodafoneZiggo : Performing well

 13% of Group EBITDA

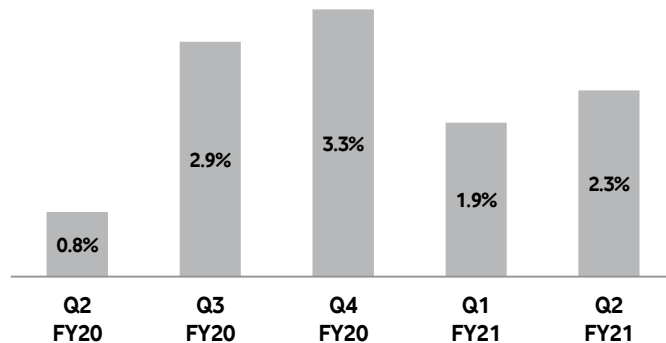
	Q2 growth	H1 21 €m	H1 21 growth
Service revenue	3.2%	1,949	2.3%
Adjusted EBITDA		891	3.6%



- South Africa: +7.7% Q2 SR, strong demand for data during COVID disruption
- Spectrum auction due in calendar Q1 2021
- Internationals: -4.9% Q2 SR, macro pressure impacting consumer spending; zero rating of M-Pesa

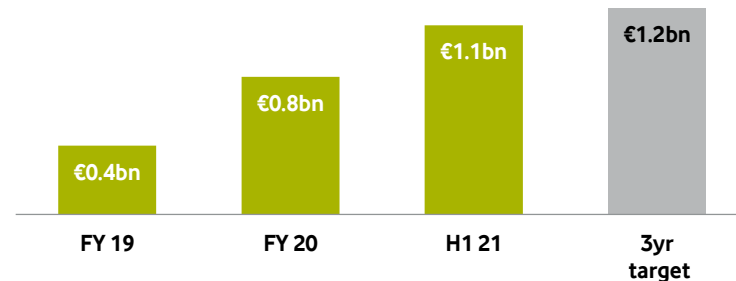
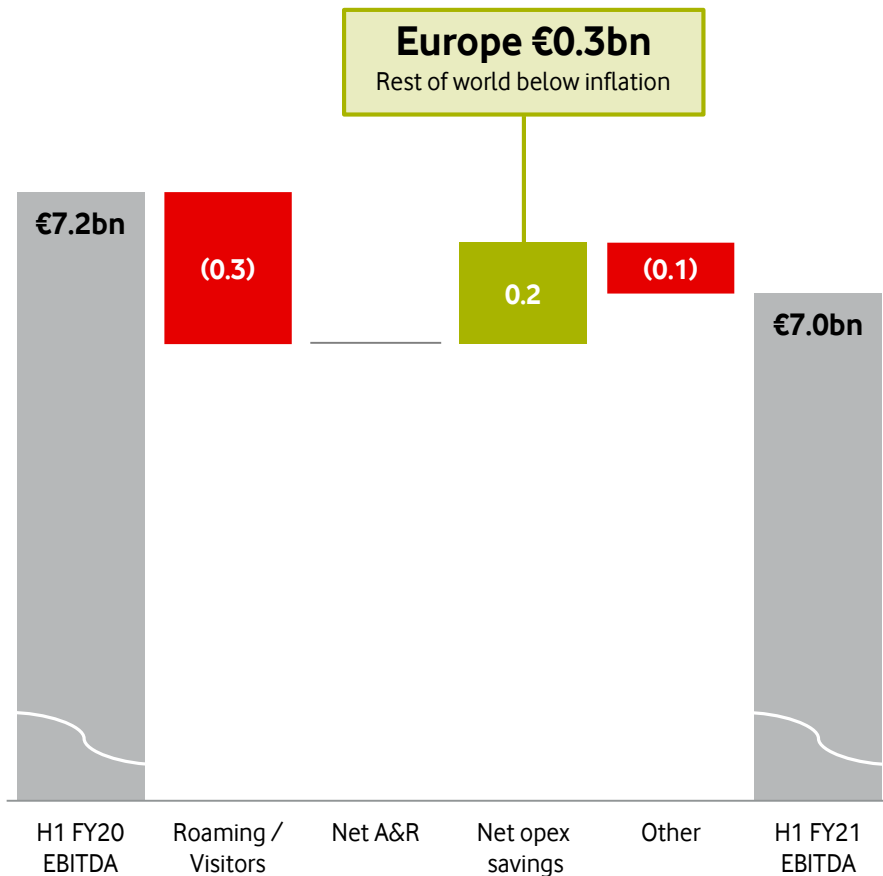
 50% joint-venture

Total revenue growth*



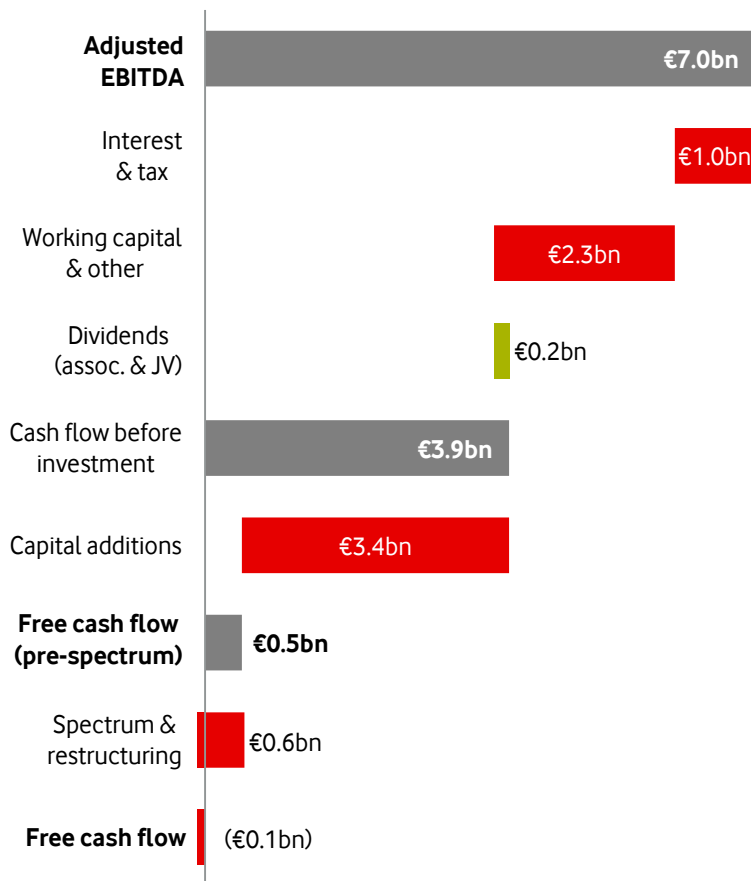
- Competing well in a stable market
- On-track to deliver €210m cost & capex synergy target one year ahead of plan
- Upgrading 2020 guidance:
 - 4-5% EBITDA growth (from 'stable to modest growth')
 - upper end of €400-500m shareholder distributions

Adjusted EBITDA : Accelerated cost performance



- €1.1bn of original \geq €1.2bn net European¹ opex target achieved
- >10% YoY reduction in customer care across Europe
- 1,100 FTE shared service efficiencies in H1
- Renewed zero based budgeting with a COVID lens
- c.30% reduction in publicity spend

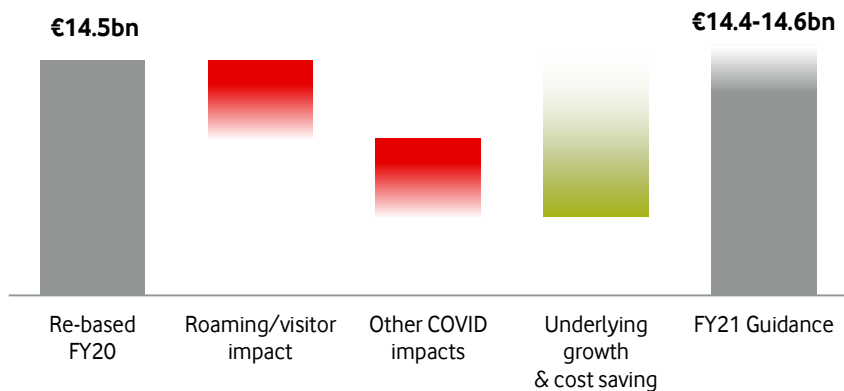
Free cash flow : H1 cash generation consistent with annual phasing



- Working capital outflow – in line with prior years
 - timing of capex spend, regulatory fees & other activities
- Spectrum auctions delayed
- Restructuring includes Liberty integration

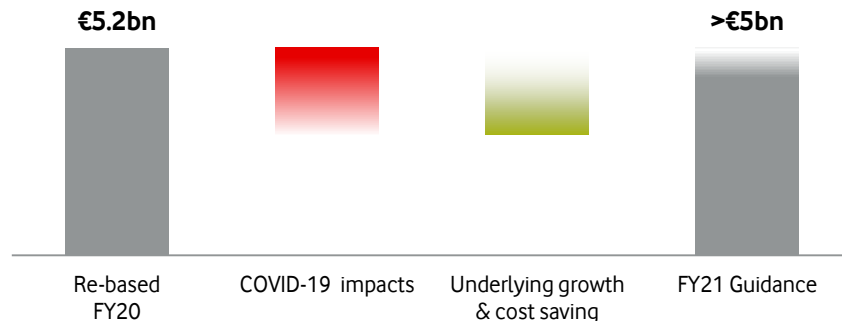
Guidance : Reconfirming full year outlook with increased confidence

FY21 Adjusted EBITDA guidance



Adjusted EBITDA
€14.4 – 14.6 billion

FY21 FCF (pre-spectrum) guidance



Free cash flow (pre-spectrum)
at least €5 billion

A close-up, low-angle shot of a red curved surface, likely a car body panel, featuring the white Vodafone logo. The logo consists of a large, stylized 'V' followed by the word 'odafone' in a lowercase, sans-serif font. The surface is glossy and reflects light, creating a sense of depth and movement.

Vodafone

Strategy update


Nick Read
Chief Executive



A : Delivering our strategic priorities at pace to reshape Vodafone

My first presentation as CEO in Nov'18

My long-term ambition

Deepening  Customer engagement + Accelerating  Digital transformation + Improving  Asset utilisation > Driving Shareholder Returns



- Gaining profitable total comms market share
- Lower churn rates
- Agile, tech-company operating model
- More consistent commercial performance
- >€1.2bn opex reduction in Europe¹
- Capturing announced deal synergies
- Capital-smart strategic partnerships
- Virtual TowerCo in Europe
- Significant FCF growth, supporting 3-year LTIP ambition of c.€17bn FCF
- Sustainable dividend payout

Creating shareholder value through a focus on operational excellence and organic growth

1. Opex reduction includes Europe and Common functions where referenced throughout the presentation

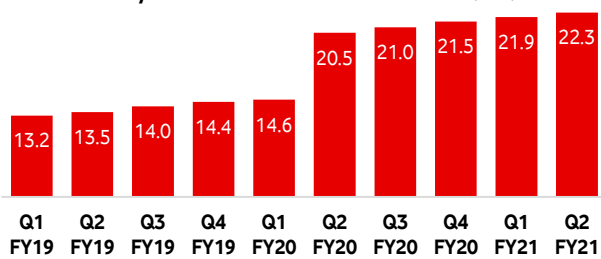
4 

But we still have more to do to drive shareholder returns

Customer engagement : Delivering more consistent commercial performance

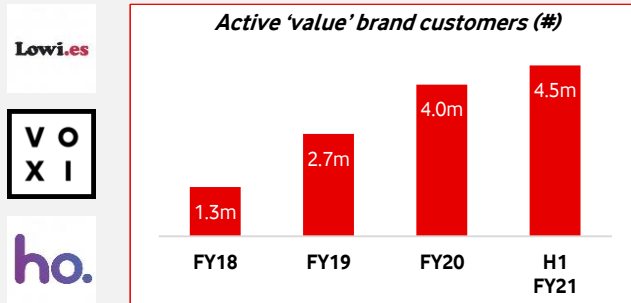
Launched converged customer offer in all European markets

European NGN broadband customers (#m)



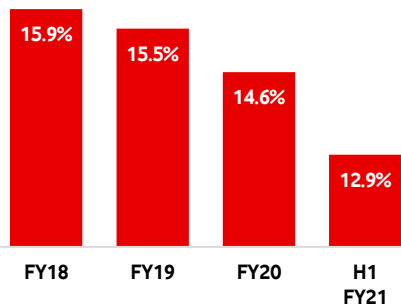
Launched 'value' brands in key markets

Active 'value' brand customers (#)



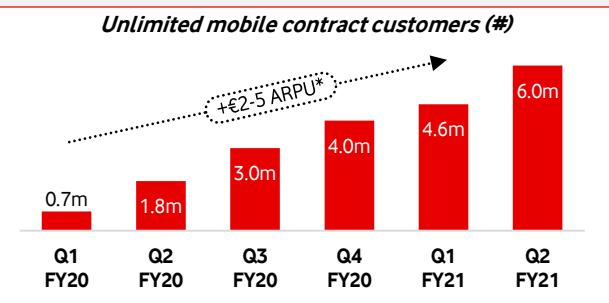
Significant customer loyalty growth

European mobile contract churn



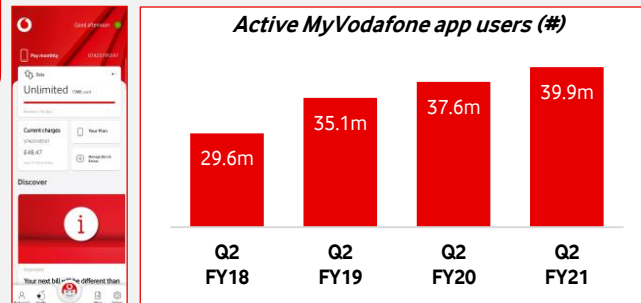
Launched Unlimited driving ARPU uplift

Unlimited mobile contract customers (#)

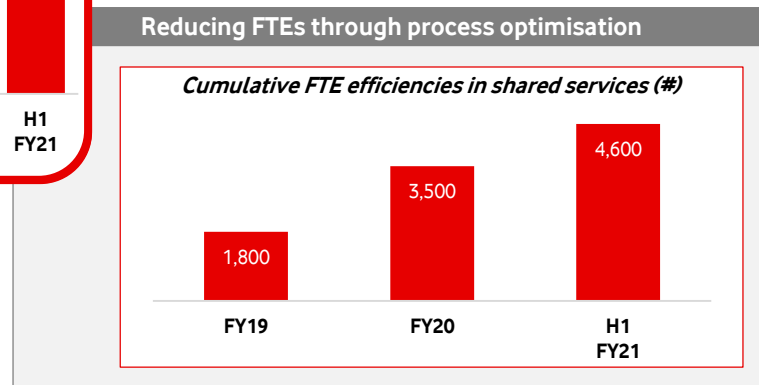
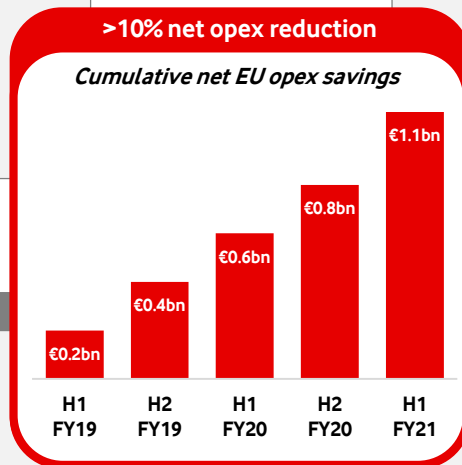
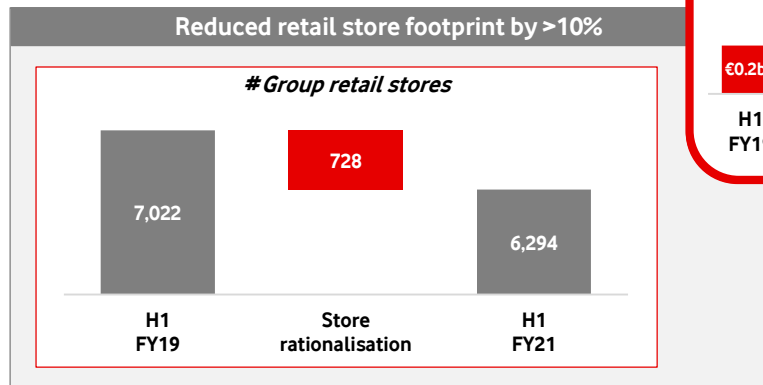
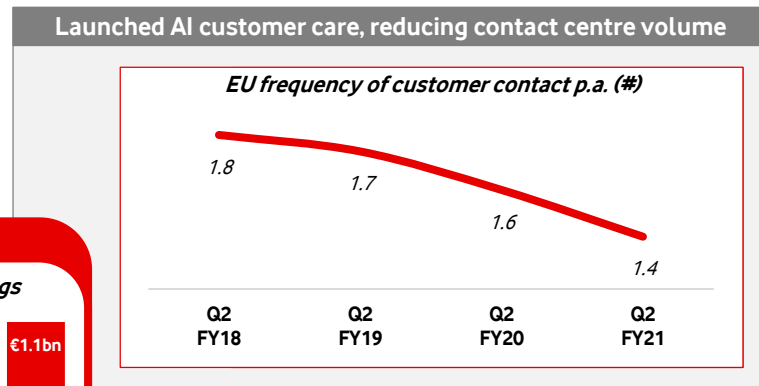
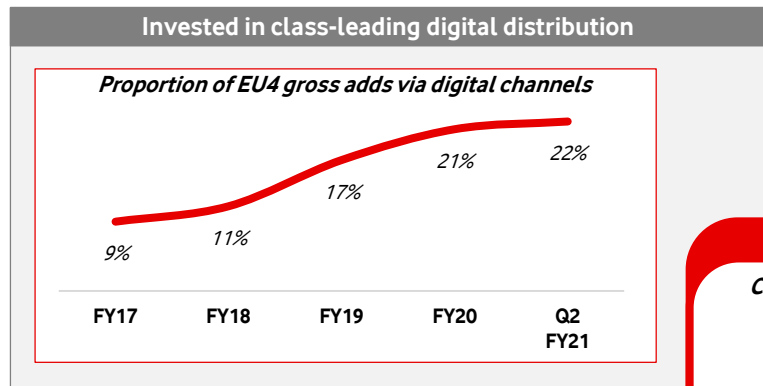


'Digital First' customer experience

Active MyVodafone app users (#)



Digital transformation : Best-in-class operational efficiency through standardisation



Asset utilisation : Facilitating efficient use of capital through network sharing

Created Vantage Towers with 3 priorities

1

Establish network sharing deals

- Ahead of 5G roll-out
- Enable lower investment burden

2

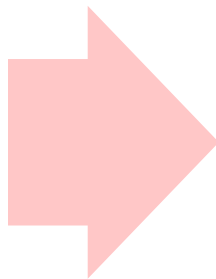
Enable operational synergies

- Enhance focus on increasing tenancy ratio
- Dedicated team to drive operational efficiency

3

Unlock shareholder value

- Showcase value of high-quality infrastructure
- Monetise through IPO



Agreed network sharing across Europe

Country	Partner	Latest update	Sharing status
Germany	Deutsche Telekom & Telefonica DE	Nov'2019	Passive sharing with DT & TEF in 6k whitespots + active sharing with DT in 4k greyspots
Italy	Telecom Italia	Feb'2019	4G & 5G active + passive sharing + backhaul
UK	O2	Jul'2019	4G & 5G active + JV for passive infrastructure
UK	EE, O2, 3	Mar'2020	Shared rural network for 4G active sharing
Spain	Orange	Apr'2019	4G & 5G active + passive sharing
Greece	Wind	Jul'2019	Active sharing + JV for passive infrastructure
Romania	Orange	Dec'2018	4G active + passive sharing
Portugal	NOS	Oct'2020	Active + passive sharing

**Reduced future network investment burden
by c.€2.5 billion***

Vantage Towers : Created a leading European tower infrastructure operator

VANTAGE TOWERS | Our story

- 1 A **leading** European tower infrastructure operator
- 2 Benefitting from **strong and resilient underlying demand** within an evolving towers market
- 3 **Top tier, highly rated** customer base, secured with **network sharing** agreements
- 4 **Growth platform** underpinned by long-term, inflation-linked contracts, new build and tenancy expansion
- 5 Highly **attractive financial profile** with margin upside and cash flow generation underpinning shareholder returns
- 6 **Clear framework** to drive strategic investments in growth beyond the core and M&A, led by an **experienced and empowered management team**

17 Nov' **Virtual Capital Markets Day**

Early 2021 **Planned IPO in Frankfurt**

Ensuring operational independence & flexibility

- Clear, detailed & arm's length MSAs in place
- Management incentivised to commercialise third-party tenancy growth opportunity
- Two-tier German AG governance with independent Chair leading Supervisory Board

Capital structure to support growth

- Debt + equity capacity to support organic capital deployment & inorganic transactions
- Flexibility to support strategic options

Relationship with Vodafone

- Commitment to shareholding
- Focused on ongoing shareholder value optimisation

Portfolio optimisation: Significant & rapid execution to enable strategic priorities

Objective 1 : Focus on Europe & Africa

- Strategic focus now 100% on Europe & Africa
- Indian operations 'ringfenced' from Vodafone Group

Objective 2 : Achieve converged local scale

- Fully converged customer proposition now available in all markets
- Significant customer loyalty benefits

Objective 3 : Enable structural shift in asset utilisation

- Enable network sharing agreements
- Creation of Vantage Towers

Country	Actions taken	Objective
Africa	Consolidated our holdings in Safaricom and M-Pesa to be primarily held through Vodacom in 2020	Focus
Australia	Merger of our existing Vodafone Hutchison joint-venture with TPG Telecom approved in March 2020	Focus
Egypt	MoU signed with Saudi Telecom in January 2020 to pursue sale of 55% holding for €2.2 billion	Focus
India	Merger of Vodafone India and Idea Cellular in July 2018	Focus
Malta	Sale of 100% holding to Monaco Telecom for €242 million in March 2020	Focus
New Zealand	Sale of 100% holding to Infratil and Brookfield for €2.0 billion in July 2019	Focus
Qatar	Sale of 51% holding to Qatar Foundation for €301 million in March 2018	Focus
Albania	Acquisition of AbCom for an undisclosed amount in March 2020	Local scale
Germany & CEE	Acquisition and integration of Liberty Global's assets for €18.5 billion in July 2019	Local scale
Greece	Acquisition of CYTA Telecommunications Hellas for €118 million in July 2018	Local scale
Greece	Combination of Vodafone Greece and with Wind Hellas tower assets	Asset utilisation
Indus Towers	Agreement on proposed merger of Indus Towers with Bharti Infratel in April 2018	Asset utilisation
Italy	Merger of Vodafone Italy's towers into INWIT for €2.35 billion + 37.5% holding in INWIT in March 2020 + subsequent sell-down	Asset utilisation
Vantage Towers	On-track for IPO of Vantage Towers in early 2021	Asset utilisation

Liberty acquisition : Transformation into Europe's leading connectivity provider

Created Germany's leading converged challenger



55 million
SIM connections



11 million
fixed-line customers

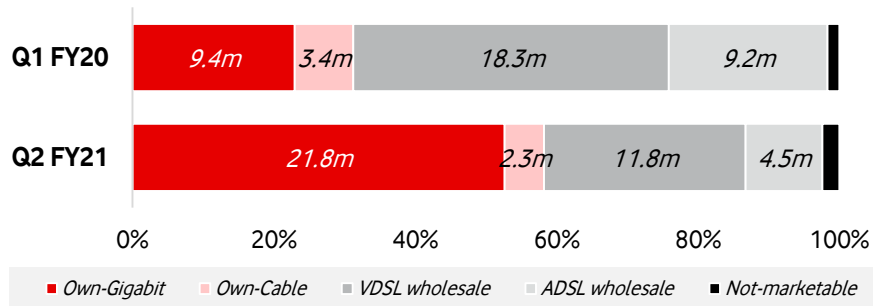


13 million
TV subscribers



■ Unitymedia network ■ Existing Vodafone network

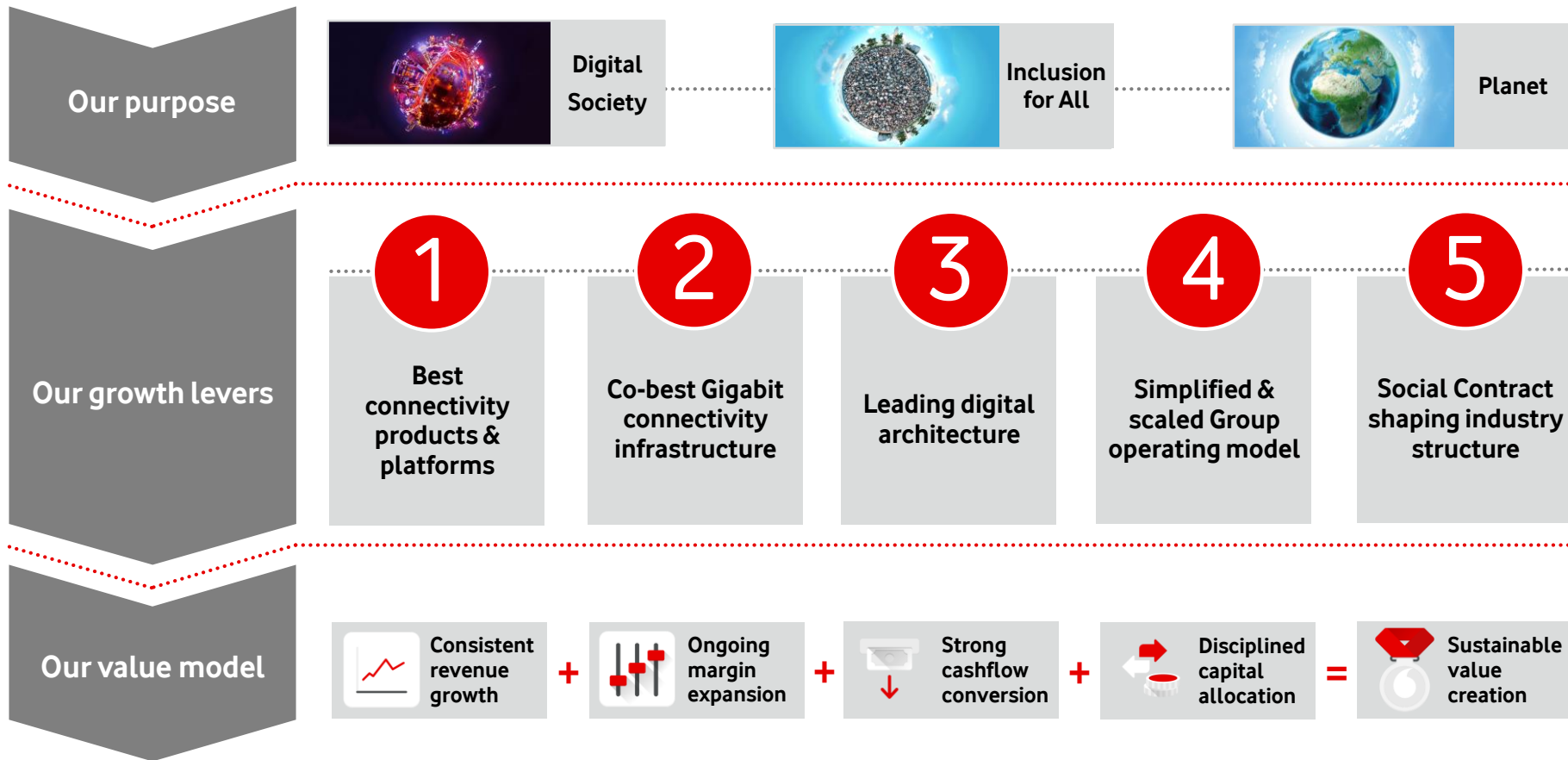
Enabling the Gigabit society in Germany



Germany + CEE synergy delivery 6 months ahead

Areas	Original 5-yr plan	Locked-in so far	% delivered	On-track?
Network & IT	€115m	€42m	36%	✓
ULL	€105m	€34m	32%	✓
Other	€315m	€181m	58%	✓
Total	€535m	€257m	48%	✓

B : Focused on growth with unique capabilities to create sustainable value

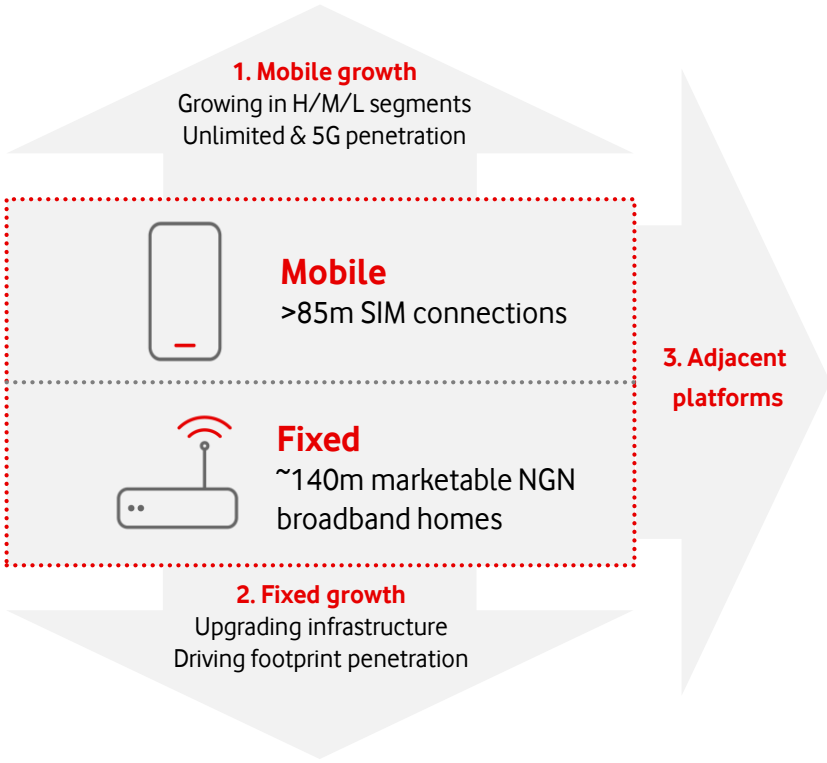


1 : Best connectivity products & platforms : European Consumer

Great core connectivity products building a converged base



Unique connectivity platforms & "best on" Vodafone



TV
22m customers

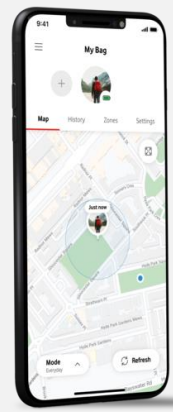


IoT
500k connections



Security, support & content
€600m revenue p.a.

Consumer IoT 2.0 launch



- Focused portfolio of connected devices
- E2E hardware & software design
- Unified app experience



Video summary of our connectivity platforms here:
investors.vodafone.com

1 : Best connectivity products & platforms : African Consumer

Africa : leading data & payments provider

>170m customers

No. 1 in 7 markets

Covering 40% of Africa GDP

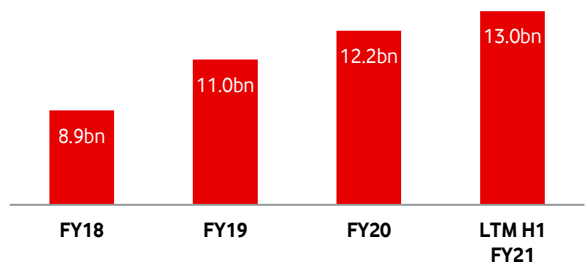
- 51% 2G penetration
- 27% 3G penetration
- 22% 4G penetration
- 56% H1 data growth

13bn mobile payments p.a.

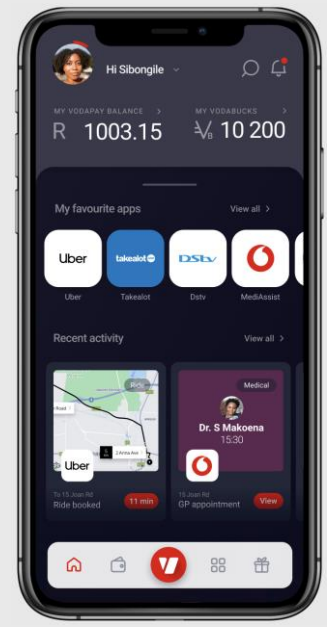


Payments leader

M-Pesa transaction volume



New Vodacom 'super-app'

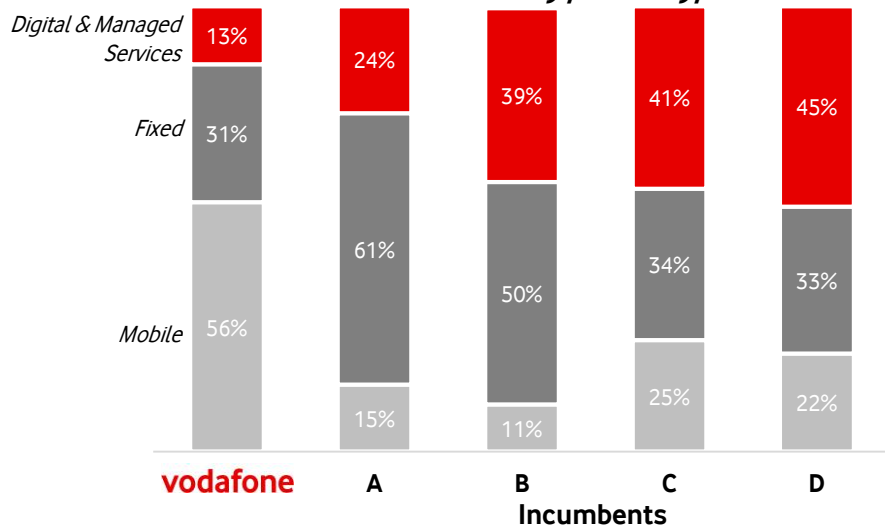


- Technology partnership with Alipay
- Single app to unify suite of Vodacom financial services
 - Payments
 - Transfers
 - Financial services
 - Shopping
 - Entertainment
 - Merchant services
 - Direct marketing
- Seamless integration with VodaPay point-of-sale
- Launching 2021

1 : Best connectivity products & platforms : Vodafone Business

High growth challenger opportunity

B2B revenue mix by product type



Revenue growth (July-Sep 2020)

Digital & MS	+10%	-5%	-1%	-12%	+7%
Fixed	+5%	-15%	-2%	-15%	-3%
Mobile*	-4%	-8%	-5%	-15%	-7%

Strategic partners enabling growth

<p>Microsoft</p>	<ul style="list-style-type: none"> Fast-growing M365 customer base Edge computing (Azure Private Edge Zones) 	Q4 FY20
<p>accenture</p>	<ul style="list-style-type: none"> Managed security services 	Now live in Spain, Italy
<p>aws</p>	<ul style="list-style-type: none"> Edge computing (AWS Wavelength) 	Q4 FY20
<p>IBM</p>	<ul style="list-style-type: none"> Managed cloud services 	2019

2 : Co-best Gigabit connectivity infrastructure

'5G built right' to support decade of data demand

3G

- 3-6 Mbps
- Phased switch off to enable spectrum re-farming

4G

- 20-35 Mbps
- Retained for broad coverage

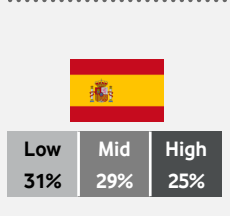
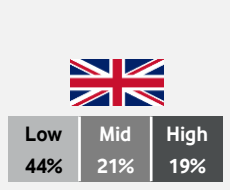
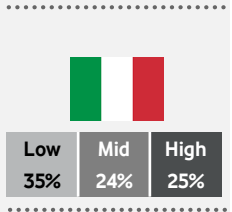
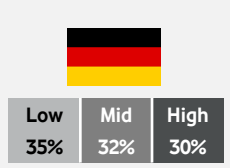
DSS
5G

- 20-35 Mbps
- Shares 4G spectrum but with some capacity loss
- Targeted deployment

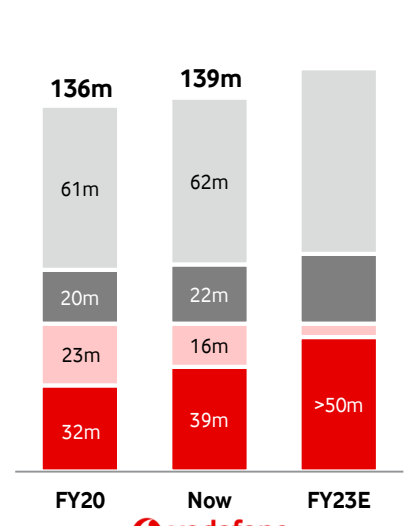
5G

- >100 Mbps
- Focus on 3.5GHz in urban areas & industrial zone
- Significant longer-term capacity efficiency

Strong spectrum holdings*

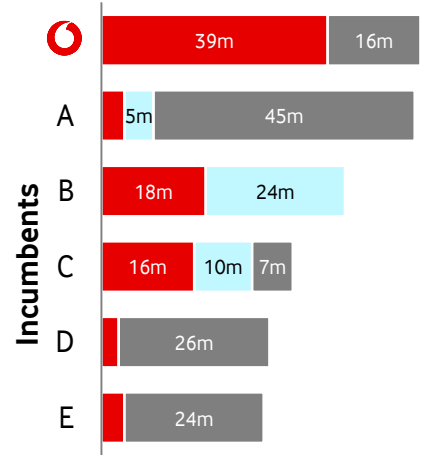


140m marketable NGN homes in Europe



vodafone

- On-net Gigabit
- On-net NGN
- Strategic partnerships
- Wholesale access

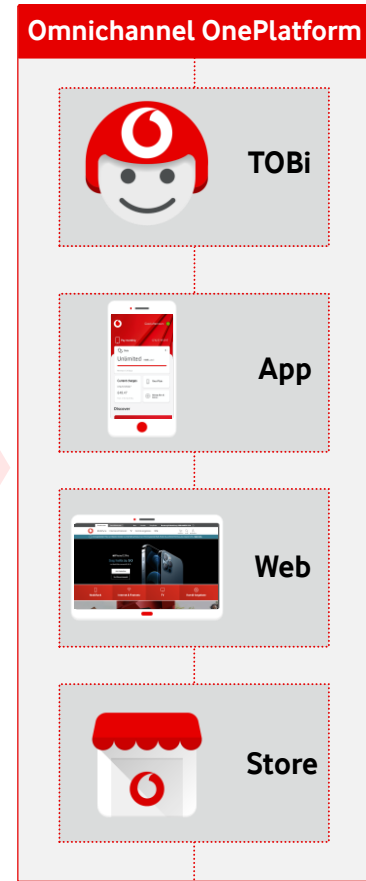
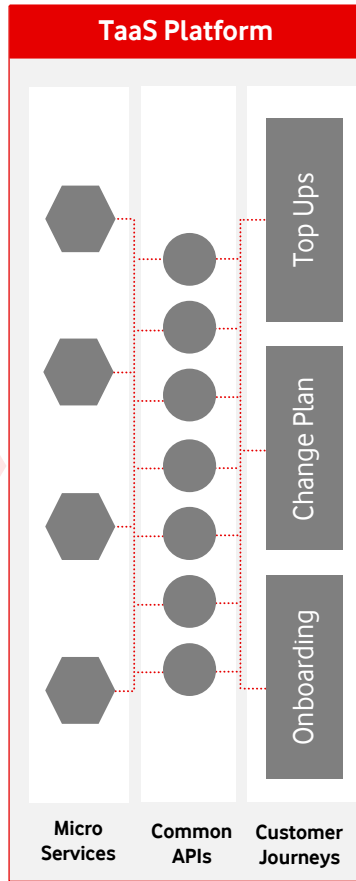
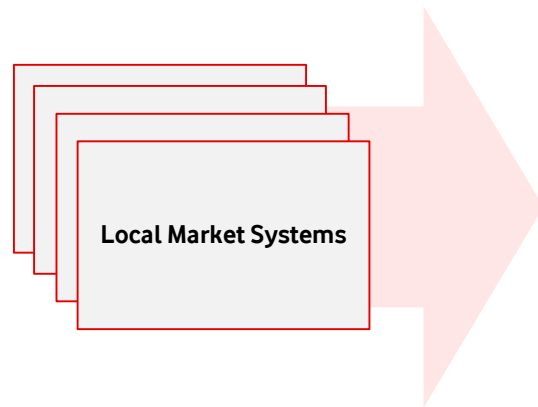


■ On-net Gigabit ■ Non-Vodafone ■ On-net NGN markets

- Cable footprint enabling structural speed advantage
- Opportunity to grow current on-net customer penetration of 30%

3 : Leading digital architecture – Telco as a Service model

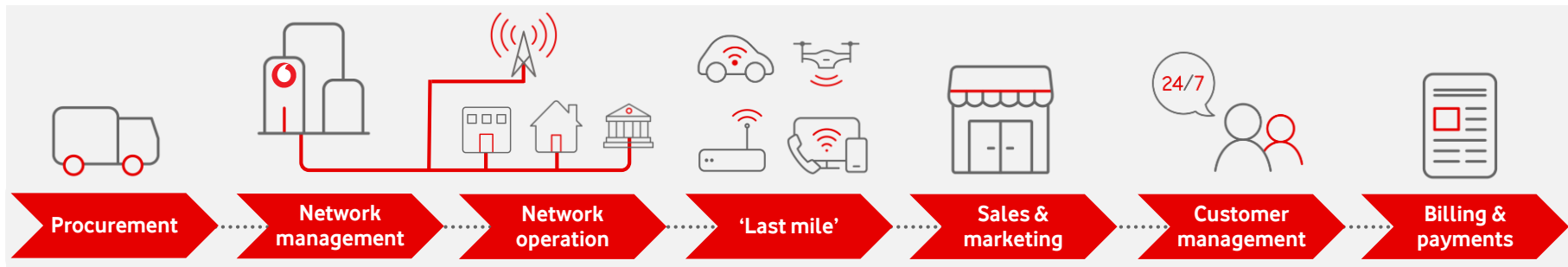
- Open digital architecture driving simplification
- Common software with open-source components & standardised APIs



- Unified Group-wide data ocean
- Partner of choice for interconnection

4 : Simplified & scaled Group operating model

Repeatable processes enable significant productivity gains



Shared Supplier Management

- One centralised procurement company
- One ERP system
- Standard requirements & catalogues
- Group-wide tenders

>€600m savings p.a.

Shared Operations

- Cross-functional digital & operational excellence roadmap
- One digital toolset (TOBi, RPA farm, digital twins)
- Regional tech / back-office operations
- 30% of total Group employees

>€400m savings p.a. & growing

Inter-network management

- One centralised roaming company
- Partner markets acquiring Group services

>€250m revenue / savings p.a.

5 : Social Contract shaping industry structure to improve returns

Our policy objectives

Healthy, sustainable market structure

Pro-investment and pro-innovation regulatory approach

End of extractive spectrum auctions

Vendor supply chain diversity

Supportive deployment regulation

Defined framework for network sharing

Vodafone's societal recovery actions



Expand & future-proof our network infrastructure



Accelerate Government support (eHealth, eEducation)



Enhance digital accessibility & literacy for the most vulnerable



Promote widespread digital adoption for business



Support exit strategies through targeted digital adoption

Leading the discussion with tangible results

€750bn EU Recovery Fund (c.20% to be allocated to digital initiatives)

Achieved benchmark spectrum pricing in Hungary & the Netherlands

State subsidised shared rural network build underway in UK

New planning exemptions for tower infrastructure in Germany

90% subsidies for new whitespot passive towers in Germany*

Vouchers in Italy to subsidise NGN connections

Our value model : Our capital allocation framework to drive shareholder returns

Long-term portfolio management principles

1

Focus

- Does the asset benefit from our regional scale in Europe or Africa?

2

ROCE

- Does ROCE exceed our local cost of capital?
- If not, is there a pathway for ROCE to exceed cost of capital over the medium-term?

3

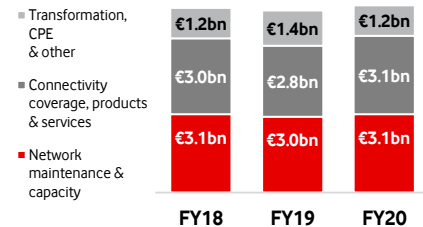
Best owner

- Does the asset & the Group receive a significant benefit from our ownership?
- Are there pragmatic alternatives which could create or unlock additional value?

Capital allocation priorities

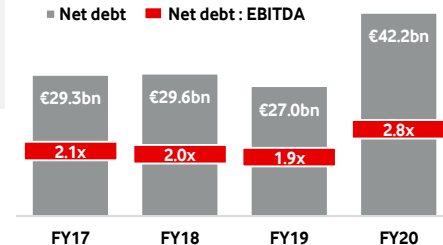
1

Invest in connectivity & digital infrastructure



2

Maintain robust balance sheet



3

Shareholder distribution

FY20 dividend maintained at 9.00c

FY21 interim dividend held at 4.50c

Our growth levers : A stronger Vodafone delivering the best products & platforms

Phase 1 : FY19-FY21

Reshaping Vodafone as a stronger telco Group

Deepening customer engagement

- More consistent commercial execution
- Reinvested in core connectivity products

Accelerating digital transformation

- Created digital capabilities to enable change
- Delivered sector-leading efficiency

Improving asset utilisation

- Established framework for industry network sharing
- Enhanced focus on improving ROCE

Optimising the portfolio

- Enabled clear focus on Europe & Africa
- Simplified group structure

Phase 2 : FY22 & beyond

Driving shareholder returns through efficiency & growth

1

Best connectivity products & platforms

2

Co-best Gigabit connectivity infrastructure

3

Leading digital architecture

4

Simplified & scaled Group operating model

5

Social Contract shaping industry structure

Join us in 2021 for a closer look at key growth levers

- 18 March**
Vodafone Business virtual investor briefing
Vinod Kumar (CEO Vodafone Business) + team
present deep-dive into Business operations & strategy
- 18 May**
FY21 results virtual investor briefing
Nick Read (Group CEO) & Margherita Della Valle (Group CFO)
present full year + further detail on next phase of transformation
- 9 June**
Commercial innovation virtual investor briefing
Ahmed Essam (Chief Commercial Officer) + team
present strategy for best connectivity products & platforms
- 7 Sep'**
Vodafone Germany virtual investor briefing
Dr Hannes Ametsreiter (CEO Germany) + team
present progress in our largest market
- 14 Dec'**
Technology virtual investor briefing
Johan Wibergh (Group Technology Officer) + team
present 2025 technology vision



Digital first – no travel required



All materials available on-demand



Functional & technical specialists



Live video Q&A in the afternoon

Conclusions : Executing at pace, focused on growth to create value



Resilient financial performance + reaffirmed FY21 guidance



We are delivering our strategic priorities at pace to reshape Vodafone



IPO firmly on track + Capital Markets Briefing on 17 November



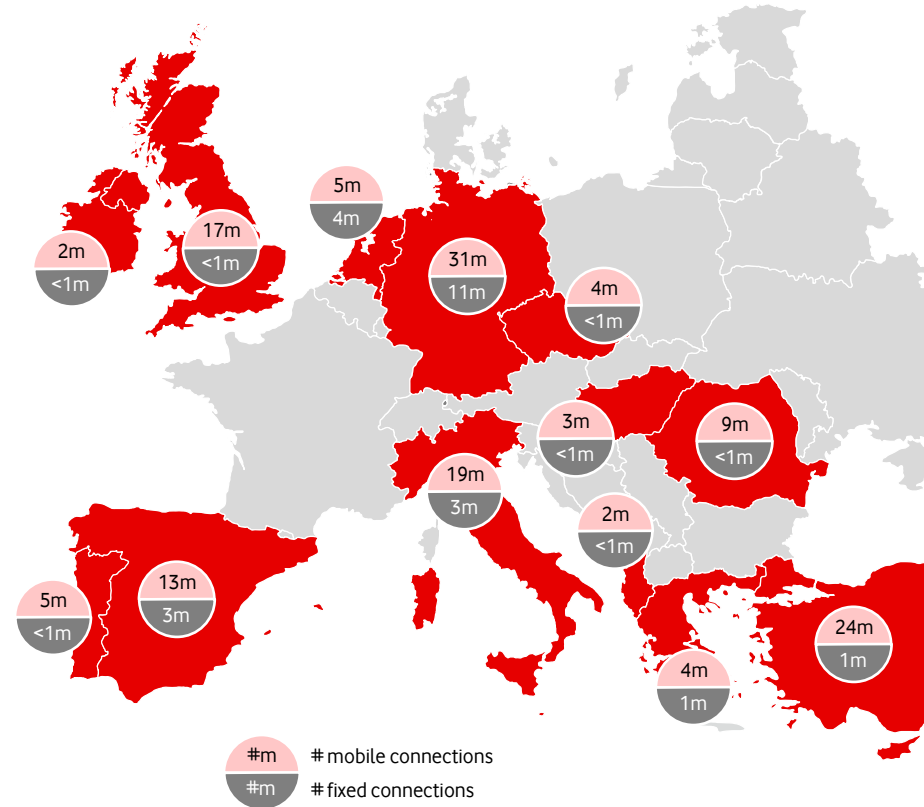
We are focused on growth with unique capabilities to create sustainable value

I	Our regional footprint	<i>p39</i>
II	Definitions	<i>p40</i>
III	Supporting information	<i>p41</i>
IV	Statutory results summary	<i>p42</i>
V	Financial leverage	<i>p43</i>
VI	Capital expenditure	<i>p44</i>
VII	Importance notice	<i>p45</i>

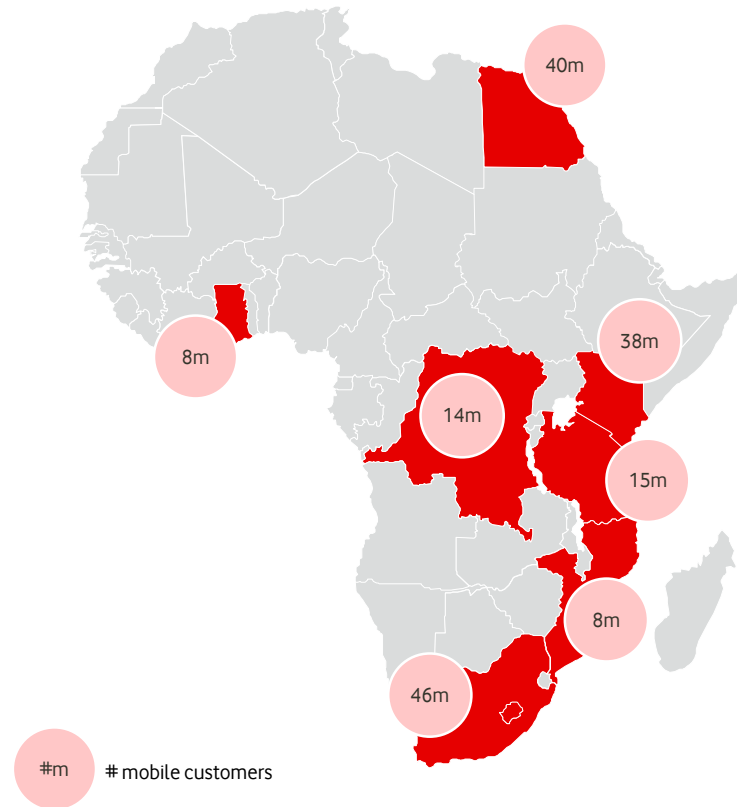


Appendix I : Our regional footprint

Europe : converged connectivity leader



Africa : leading data & payments provider



Appendix II : Definitions

Term	Definition
Adds	Customer additions within a defined period
AI	Artificial intelligence / machine learning
Churn	Total gross customer disconnections in the period divided by the average total customers in the period
Converged	A customer who receives both fixed and mobile services (also known as unified communications) on a single bill or who receives a discount across both bills
EBIT	Earnings before interest & tax
EBITDA	Earnings before interest, tax, depreciation & amortisation
EPS	Earnings per share
FCF	Free cash flow
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
MNP	Mobile number portability

Term	Definition
MTM	Mark-to-market or fair value accounting refers to accounting for the value of an asset or liability based on the current market price of the asset or liability
NGN	Fibre or cable networks typically providing high-speed broadband over 30Mbps
On-net	Direct connections to Vodafone owned or operated fixed-line infrastructure
Organic growth	An alternative performance measure which presents performance on a comparable basis, in terms of M&A activity, movements in foreign exchange rates
Roaming	Allows customers to make calls, send and receive texts and data on other operators' mobile networks, usually while travelling abroad
ROCE	Return on capital employed
RPA	Robotic process automation
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

Appendix III : Supporting information

1. Quarterly revenue
2. Adjusted income statement
3. Segmental information
4. Income statement information
5. Cash flow
6. Mobile customers
7. Fixed-line broadband customers
8. Marketable homes passed
9. TV & fixed-line voice customers
10. Converged customers
11. Mobile customer churn
12. Mobile ARPU
13. Average foreign exchange rates
14. Average FX rates

*The information opposite is available in spreadsheet format
via investors.vodafone.com*

Appendix IV : Statutory results summary

Income statement (€m)	H1 FY21	H1 FY20	Change (%)
Revenue	21,427	21,939	<i>(2.3)</i>
- Service revenue	18,418	18,544	<i>(0.7)</i>
- Other revenue	3,009	3,395	<i>(11.4)</i>
Adjusted EBITDA	7,023	7,105	<i>(1.2)</i>
Depreciation and amortisation	(4,729)	(4,874)	<i>3.0</i>
Adjusted EBIT	2,294	2,231	<i>2.8</i>
Share of adjusted results in associates and joint ventures	255	(550)	
Adjusted operating profit	2,549	1,681	
Adjustments for:			
- Restructuring costs	(86)	(163)	
- Amortisation of acquired customer base and brand intangible assets	(364)	(232)	
- Adjusted other income and expense	1,184	(872)	
- Interest on lease liabilities ⁴	189	163	
Operating profit	3,472	577	
Net financing costs	(1,427)	(1,088)	
Income tax expense	(490)	(1,380)	
Profit/(loss) for the financial period	1,555	(1,891)	
Attributable to:			
- Owners of the parent	1,314	(2,128)	
- Non-controlled interests	241	237	
Profit/(loss) for the financial period	1,555	(1,891)	

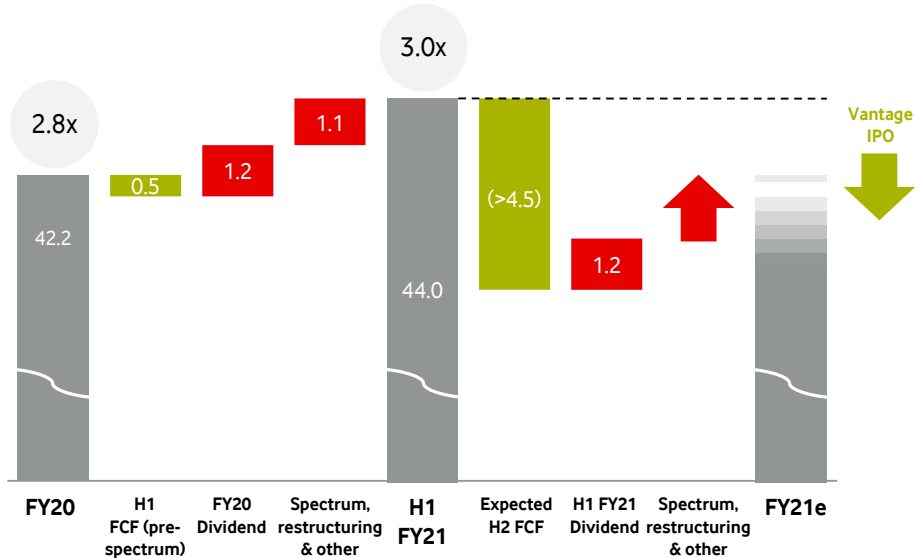
- Financing costs increase primarily due to MTM losses in the period
- Group effective tax rate 27.5%, in-line with prior period

Cash Flow	H1 FY21	H1 FY20	Change (%)
Adjusted EBITDA	7,023	7,105	<i>(1.2)</i>
Capital additions	(3,363)	(3,000)	
Working capital	(2,503)	(2,952)	
Disposal of property, plant and equipment	6	21	
Other	119	221	
Operating free cash flow	1,282	1,395	<i>(8.1)</i>
Taxation	(533)	(483)	
Dividends received from associates and investments	355	63	
Dividends paid to non-controlling shareholders in subsidiaries	(166)	(169)	
Interest received and paid	(487)	(412)	
Free cash flow (pre-spectrum)	451	394	<i>14.5</i>
Licence and spectrum payments	(286)	(58)	
Restructuring and other payments	(266)	(302)	
Free cash flow	(101)	34	<i>(397.1)</i>

- Capital additions include first-time inclusion of acquired Liberty Global assets
- Working capital – driven by the timing of capex spend, regulatory fees and other activities
- Restructuring includes Liberty assets integration

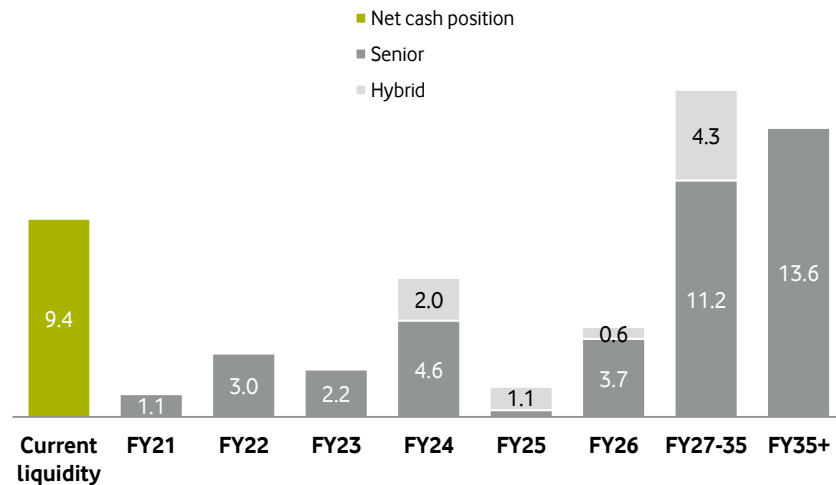
Appendix V : Financial leverage

Net debt progression (€ billion)



- Net debt/EBITDA target range of 2.5-3.0x
- Strong liquidity position
 - Net cash position = €9.4 billion
 - Unused facilities = €7.5 billion

Bond maturity profile (€ billion)



- No short-term refinancing requirements
- Average debt tenure 11 years
- Mandatory convertible bonds maturing in March 2021 and 2022

Appendix VI : Capital expenditure

	H1 20 €m	H1 21 €m	YoY Δ
Network & IT maintenance	781	887	14%
Network capacity & coverage	894	1,110	24%
Transformation	386	370	(4%)
Products & services	567	583	3%
Success based CPE	324	391	21%
Other	48	22	
Total capital additions	3,000	3,363	12%
<i>Capital intensity</i>	<i>13.7%</i>	<i>15.7%</i>	

- Capex execution not impacted by COVID-19
- Additional investment in capacity to support network quality
- H1 20 includes full run-rate for the acquired Liberty Global assets

Appendix VII : Important notice

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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. The Annual Report can be found at investors.vodafone.com.

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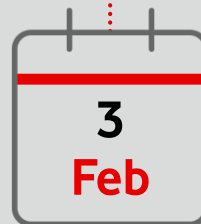
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Upcoming events



Vantage Towers
virtual CMD



Q3 Trading Update



Vodafone Business
investor briefing