



Vodafone Group Plc

FY20 results

12 May 2020

#StayConnected



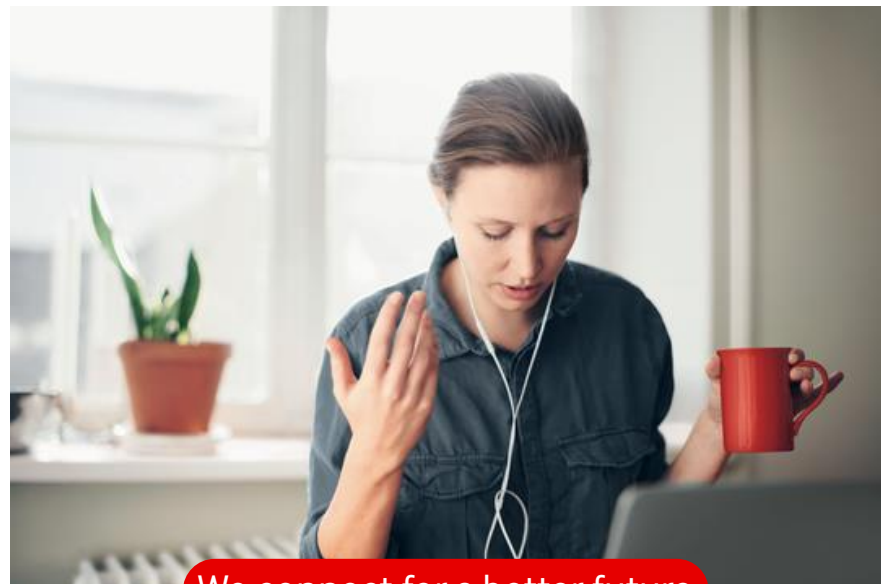
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We connect for a better future

A leading technology communications company keeping society connected and building a digital future for everyone

Highlights : Rapid, comprehensive & coordinated external response

5 point plan to deliver critical national digital infrastructure to keep families connected, to enable business to operate, students to learn, health care to be delivered and governments to provide critical services



1

Maintain quality networks

- Invested to increase network capacity
- Traffic increased by up to 70%
- >95% customer care team working remotely



2

Support critical services

- Donating equipment to hospitals & foundations
- Connecting new field hospitals
- Hospital bed remote monitoring

24/7

3

Provide public information

- Free data access to critical info.
- Vodafone created info sites
- Supporting governments with dedicated mobile applications



4

Support community & business

- Supporting the most vulnerable
- Extra mobile data allowance & TV content
- Supporting SMEs with faster supplier payments
- Virtual health consultations



5

Lead on data insight

- Mobility insight dashboard to support government lockdown
- Contact tracing to support government solutions

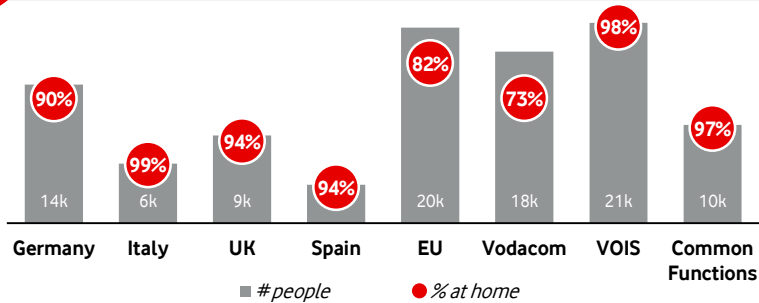
Supporting response & recovery with total donations* of ~€100 million reaching 78 million customers

*Direct contributions and services-in-kind

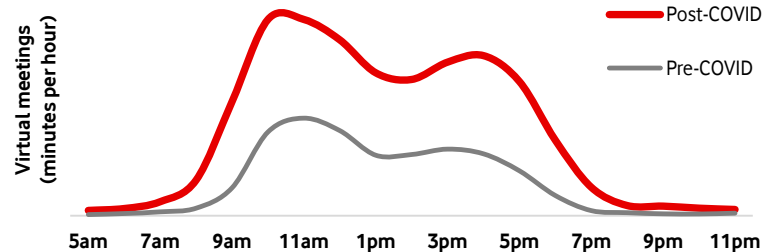
Highlights : Transformative COVID-19 response from the Vodafone team



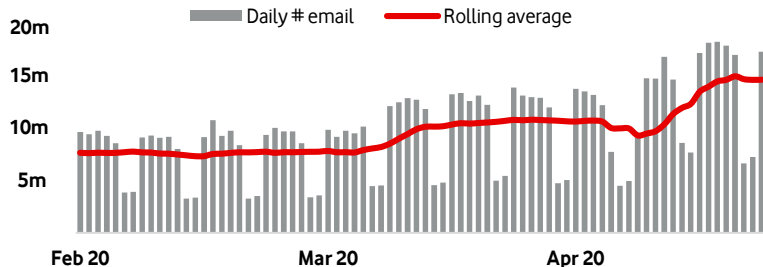
100k people working from home...



... working longer hours...



... with 2x the volume of email...



... and living the Spirit of Vodafone!



How you are feeling
75% (+2)



Support you need to do your job effectively
84% (-1)



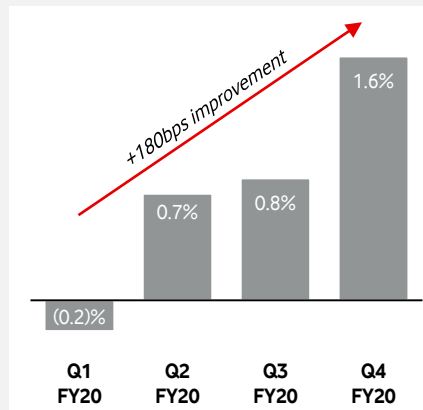
Connected to your team
84% (+1)



Your team are living the Spirit of Vodafone during this time
83% (+1)

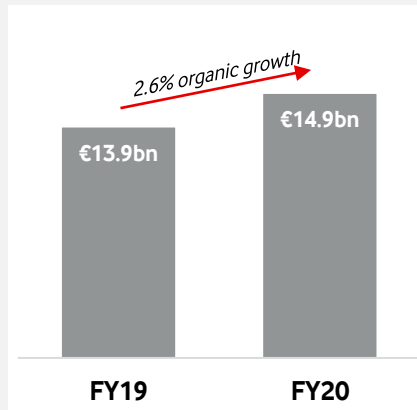
Highlights : Consistent execution supporting return to growth

Service revenue growth



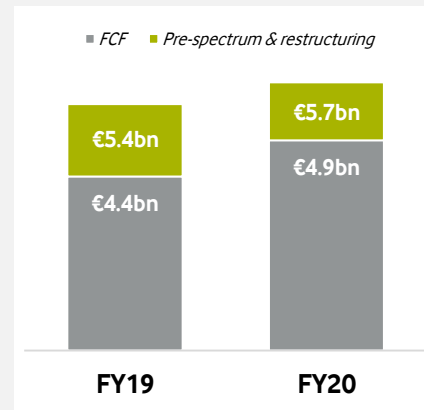
- Commercial momentum in Europe
- Liberty integration progressing well with rebranding complete
- Fixed market share growth with 1.4m NGN net adds

Adjusted EBITDA



- 5th consecutive year of EBITDA margin growth
- Strong delivery of net opex savings programme
- Significant H2 EBITDA growth in UK & Spain

Free cash flow



- Strong cash generation
- Funding investment in critical network & digital infrastructure
- Total dividends of €9.00c per share

Highlights : Strong delivery of our strategic priorities

Deepening customer engagement

- 5G launched in 97 cities in 8 markets
- Established effective second brands in major markets
- Converged offers available in all European markets
- 6th consecutive quarter of customer retention improvement

Accelerating digital transformation

- >€400m FY20 net opex savings in Europe
- Liberty synergies on track in Germany and Central Europe
- 9% reduction in frequency of customer contact in Q4
- 22% sales generated from direct digital channels in Q4

Improving asset utilisation

- Network sharing deals completed in all major markets
- Italian passive tower infrastructure merger completed
- 32m on-net Gigabit capable connections
- European TowerCo now operational

Optimising the portfolio

- Simplified portfolio
- Focused on two regional footprints in Europe & Africa
- Transactions completed in Italy, NZ, Albania, Malta
- Egypt MoU agreed
- Australia merger on-track to complete

Highlights : Social Contract to support economic recovery

	Phase 1 : Crisis	Phase 2 : Recovery	New Normal
Government & society focus	Saving lives	Strengthening business to support economic recovery	
Our focus	Ensure everyone stays connected	Delivering the digital society & investing to strengthen economic resilience	
Extending 'Social Contract'	<ul style="list-style-type: none">• Business continuity execution• 5-point response plan across our footprint	<ol style="list-style-type: none">1. Expand & future-proof our network infrastructure2. Accelerate support to Governments (eHealth & eEducation)3. Enhance digital accessibility & literacy for most vulnerable4. Promote widespread digital adoption for business5. Support exit strategies through targeted digital adoption	

A woman with long dark hair, wearing a grey sweater and blue jeans, is sitting on a light-colored sofa. She is looking out a large window to her left. In front of her is a small table with a laptop, a red mug, and some papers. A red curved line graphic is on the left side of the image, framing the text.

Financial performance

Margherita Della Valle

Chief Financial Officer

Financial summary : Performance in line with expectations

	FY19 €m	FY20 €m	Organic growth
Group service revenue	36,458	37,871	0.8%
Adjusted EBITDA	13,918	14,881	2.6%
Adjusted EBIT	4,253	4,796	5.3%
Adjusted earnings per share (c)	6.27	5.60	
Free cash flow (pre-spectrum)	5,443	5,700	
Free cash flow	4,411	4,949	
Net debt to adjusted EBITDA	2.9x ¹	2.8x	
Controlled ROCE pre-tax²	5.3%	6.1%	
ROCE post-tax ²	3.5%	4.0%	

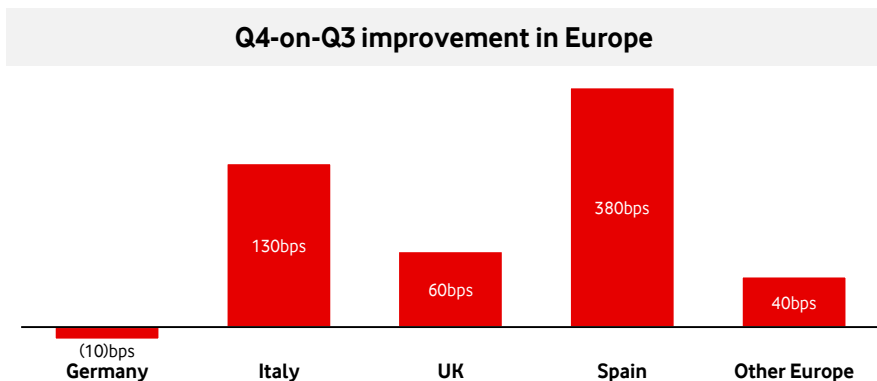
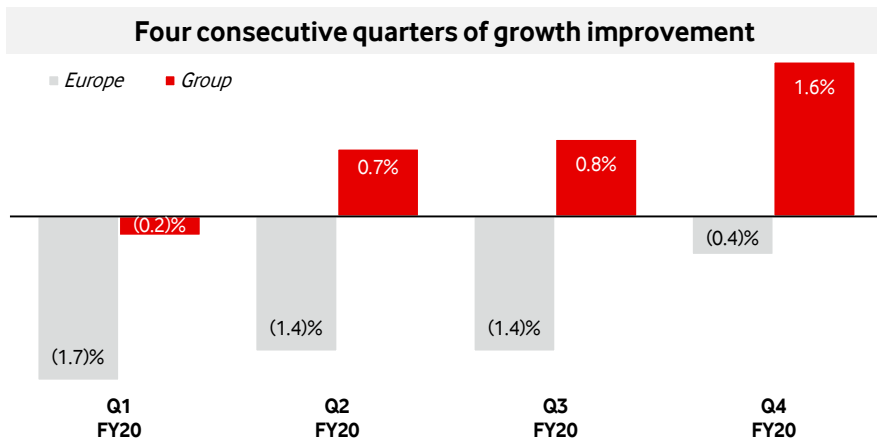
¹ 2.9x pro-forma leverage for post-Liberty acquisition. 1.9x reported leverage

² Definition of ROCE included in Appendix V

Statutory results summary included in Appendix IV

- Service revenue growth driven by improving commercial momentum throughout FY20
- Cost programme delivering margin growth
- Europe EBITDA back to growth
- EPS reduction due to financing cost & share count increase
- Strong free cash flow & disciplined capital management
- Stable leverage position, with €12.1 billion in cash & equivalents
- Improvement in ROCE from EBIT growth

Trading performance : Organic service revenue momentum



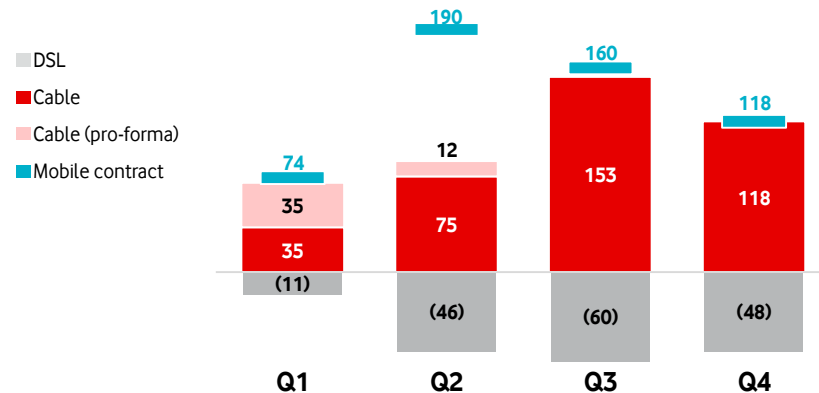
- Service revenue growth accelerating throughout the year
- Significant progress in Europe
- Improving trends in all major markets
 - Germany : record cable net adds in H2
 - Italy : strong fixed line growth
 - UK : all segments growing in Q4
 - Spain : 380bps Q4-on-Q3 improvement
 - Vodacom : strong data volume growth

Germany : Gigabit acceleration

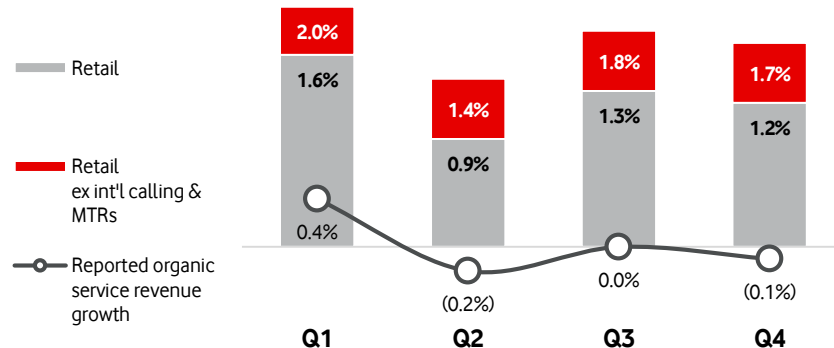
34% of Group EBITDA					
	Q4	H2 €m	H2 growth	FY20 €m	FY20 growth
Service revenue	(0.1)%	5,735	0.0%	10,696	0.0%
Adjusted EBITDA		2,725	1.5%	5,077	2.5%

- Record net cable additions of >250k in H2
- 'GigaCable Max' customer base more than doubled in 1 month
- 1.7% retail growth (ex regulation impact)
- 1/5 Liberty synergies delivered & cross-selling ahead of expectations
- Greater resilience to COVID-19 impacts

Net customer additions ('000)



Pro-forma service revenue growth



Italy : Customer trends stabilising

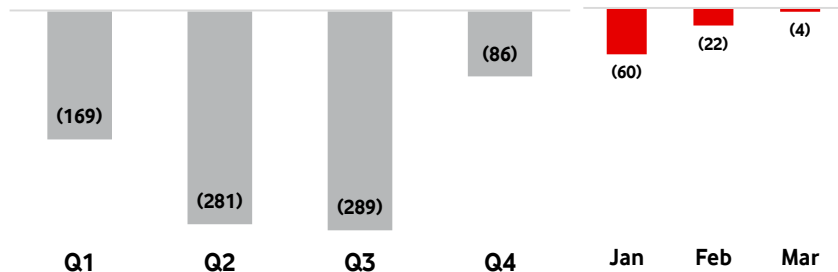
UK : Commercial strength



14% of Group EBITDA

	Q4	H2 €m	H2 growth	FY20 €m	FY20 growth
Service revenue	(3.7)%	2,409	(4.4)%	4,833	(3.9)%
Adjusted EBITDA		1,062	(9.5)%	2,068	(6.6)%

Vodafone MNP ('000)



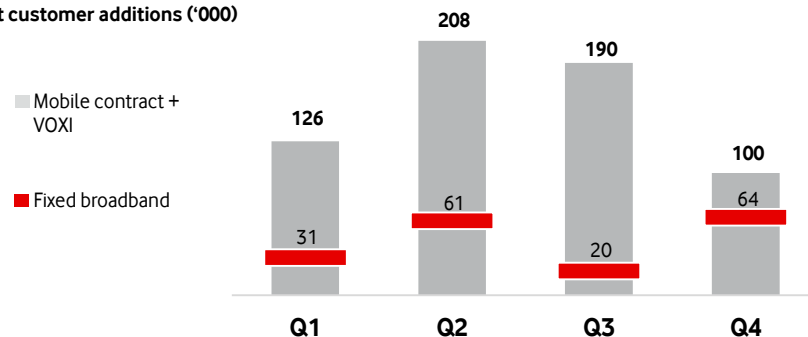
- MNP out continuing to improve post price rises
- Lowest churn in market during lockdown
- Underlying EBITDA growth -3.9% ex. Antitrust fine



10% of Group EBITDA

	Q4	H2 €m	H2 growth	FY20 €m	FY20 growth
Service revenue	1.2%	2,569	0.9%	5,020	0.5%
Adjusted EBITDA		842	21.4%	1,500	10.5%

Net customer additions ('000)



- Over 800k net customer additions*
- Record Q4 consumer broadband net additions
- 10% reduction in opex
- Underlying EBITDA growth 8.5% excluding one-offs

* Total FY20 net customer additions for mobile contract + VOXI + fixed broadband

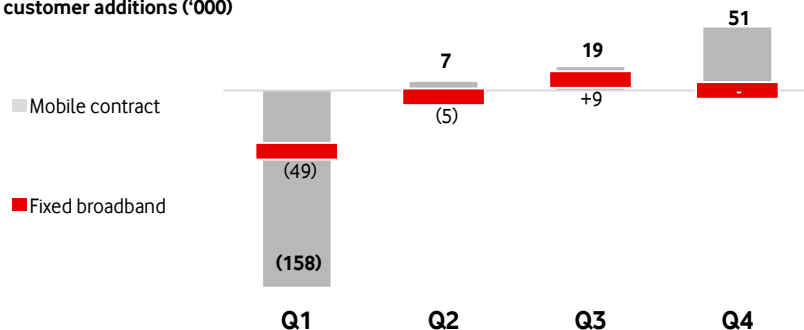
Spain : Performance improving



7% of Group EBITDA

	Q4	H2 €m	H2 growth	FY20 €m	FY20 growth
Service revenue	(2.7)%	1,938	(4.6)%	3,904	(6.7)%
Adjusted EBITDA		549	8.2%	1,009	(1.7)%

Net customer additions ('000)



- Competitive environment remains challenging
- Q4 service revenue growth (2.7)%, +380bps on Q3
- H2 EBITDA growth +8% (now ex. football)
- Higher COVID-19 impact due to roaming and SME

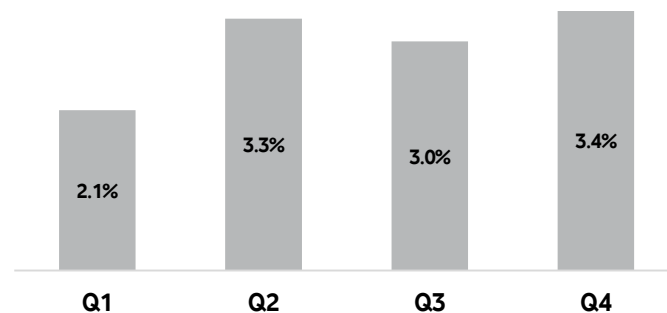
Other Europe : Growth engine



12% of Group EBITDA

	Q4	H2 €m	H2 growth	FY20 €m	FY20 growth
Service revenue	3.4%	2,498	3.2%	4,890	3.0%
Adjusted EBITDA		866	6.4%	1,737	4.7%

Organic service revenue growth



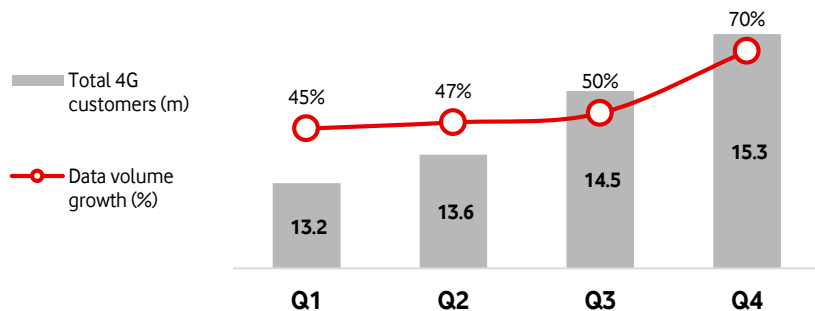
- All major markets growing except Ireland
- Single-digit mobile contract churn in 4 markets
- All markets now converged & good progress with Liberty integration

Vodacom : Strong data growth



14% of Group EBITDA

	Q4	H2 €m	H2 growth	FY20 €m	FY20 growth
Service revenue	3.2%	2,253	4.2%	4,470	3.3%
Adjusted EBITDA		1,069	2.2%	2,088	1.1%



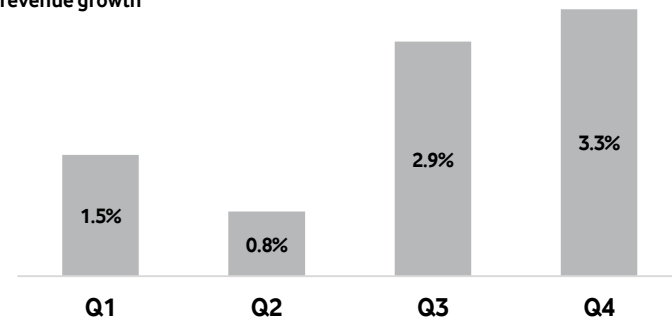
- Improving performance, despite economic pressures
- Good international service revenue growth (+7.5%), with 4 million new customers
- New data pricing agreed with Competition Commission

VodafoneZiggo : Performing well



50% joint-venture

Total revenue growth*



- Good commercial momentum with strong H2 FY20 revenue growth
- 1.4m converged households
- Successful appeal against wholesale fixed access regulation
- Cash flow guidance maintained

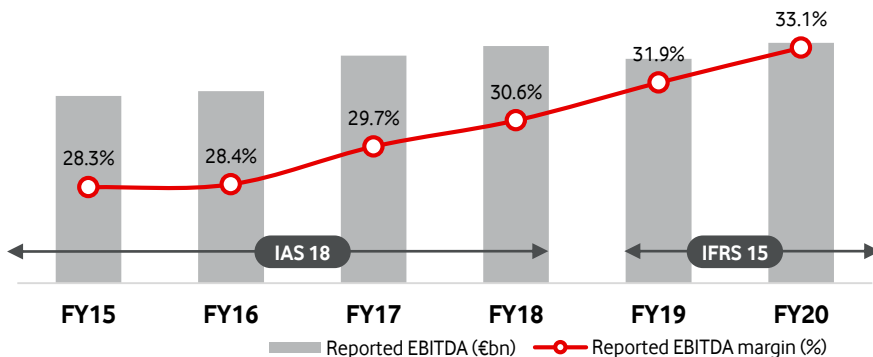
*The results of VodafoneZiggo (in which Vodafone owns a 50% stake) are reported here under US GAAP which is broadly consistent with Vodafone's IFRS basis of reporting.

Costs : Industry-leading cost programme driving EBITDA growth

Sustainable savings in Europe & Common Functions net opex

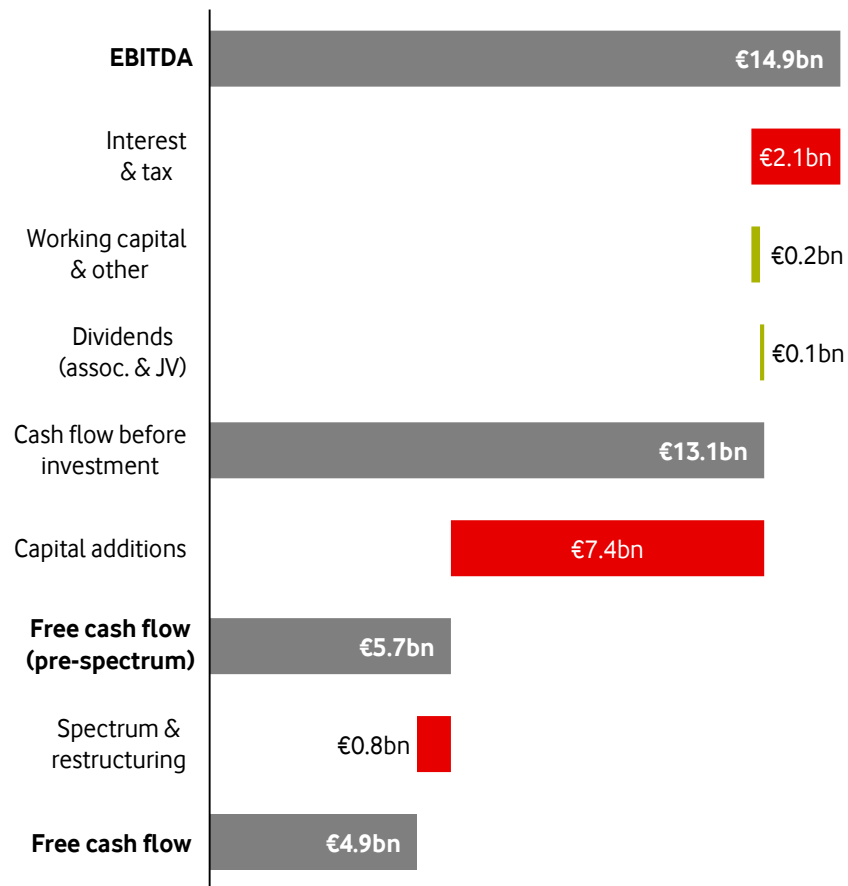


5th consecutive year of EBITDA margin expansion



- Structural cost reduction enabled by digital transformation
- 9% Europe net opex reduction in 2 years, with Europe EBITDA back to growth
- Now targeting **20%** Europe net opex reduction in 5 years to FY23
 - 50% customer care costs
 - 40% distribution operations
 - +40% shared services productivity
- **In addition** significant opportunity in distribution costs (A&R)

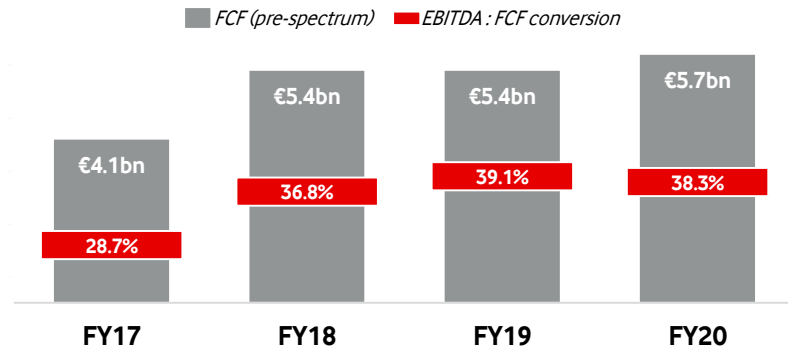
Free cash flow : Strong cash flow funding investment & dividend



- EBITDA growth driving free cash flow
- Contribution from handset receivables sales of €0.3 billion in line with prior year
- Spectrum payments below normalised average of ~€1.2 billion
- Free cash flow used to fund dividends paid of €2.3 billion
- Total completed disposals generated >€4 billion cash

Capital allocation : 3 key priorities

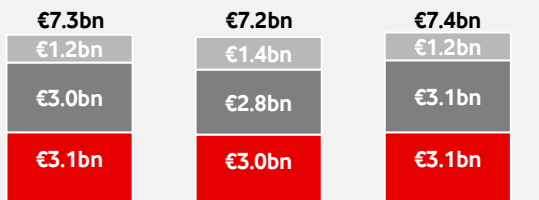
- Resilient cash flows from EBITDA margin expansion & good cash conversion
- Allows us to balance capital investment, deleveraging & shareholder distribution



1

Invest in critical infrastructure

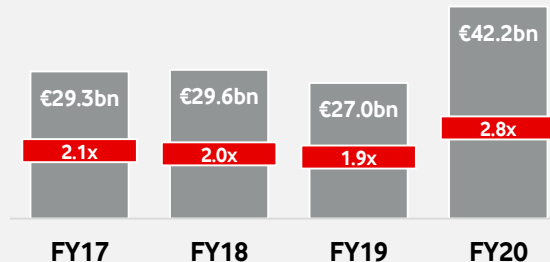
■ Other
■ Network maintenance & capacity
■ New coverage, products & services



2

Maintain robust balance sheet

■ Net debt
■ Net debt : EBITDA



3

Shareholder distribution

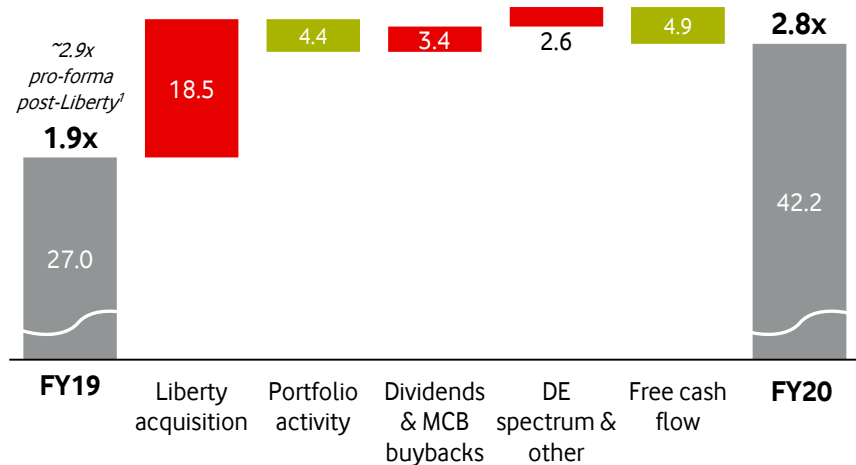
Dividends per share

€9.00c

€2.4 billion

Leverage : Low-cost & stable funding with long maturity

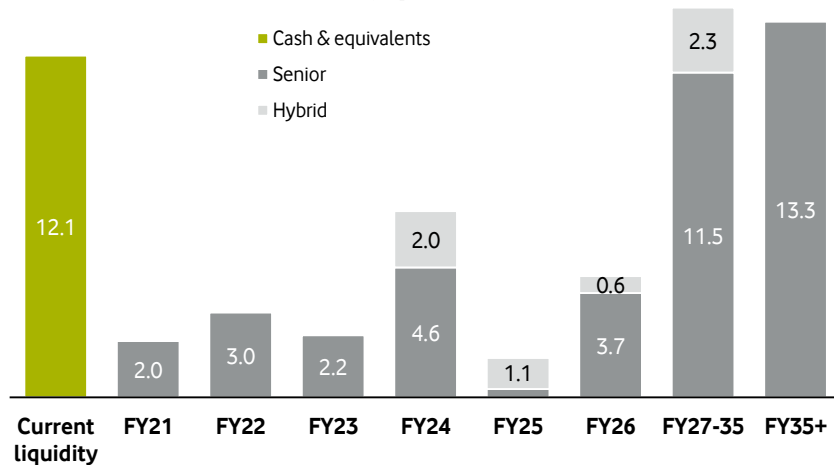
Net debt progression (€ billion)



- Strong liquidity position
 - Net cash position = €12.1 billion
 - Unused facilities = €7.7 billion
- Maintain target of 2.5-3.0x leverage






¹Pro-forma for the acquired Liberty Global assets

Bond maturity profile (€ billion)



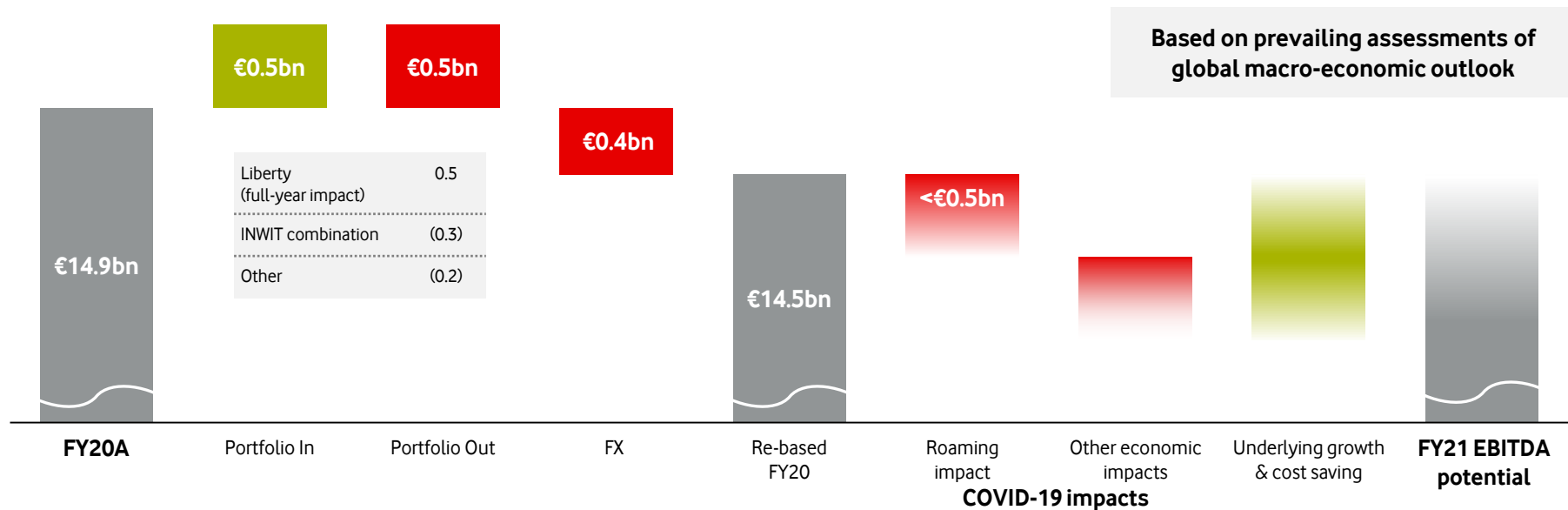
- No short-term refinancing requirements
- Increased average debt tenure to 12 years
- Mandatory convertible bonds maturing in March 2021 and 2022

COVID-19 impacts

Affected areas	Evidence in Europe so far*	Prospects
 Roaming (inbound + outbound)	-65% to -75%	<ul style="list-style-type: none"> • Significant impact in H1 FY21 • Margin impact mitigated for visitors
 Traffic volumes & out-of-bundle revenues	Incoming +20% Mobile data +15%	<ul style="list-style-type: none"> • Early lockdown reactions to subside • May be offset by recession pressures
 Customer retention	Churn dropped by 4-5ppt Enterprise tenders delayed	<ul style="list-style-type: none"> • Focus on quality & speed upgrades • Digital engagement key
 New customer additions	Consumer gross adds c.-40% Q4 best ever for Business	<ul style="list-style-type: none"> • Self-installation for fixed
 SME revenue & Enterprise projects	SMEs requesting payment deferral Enterprise customers delaying projects	<ul style="list-style-type: none"> • Gradual deterioration • Technologies supporting productivity (e.g. SD-WAN, IoT)

**Data for April*

Current outlook : FY21 EBITDA to be flat to slightly down



FY21 Guidance

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

Additional outlook information available in Appendix III



Strategy update

Nick Read
Chief Executive



Vodafone : A purpose driven company

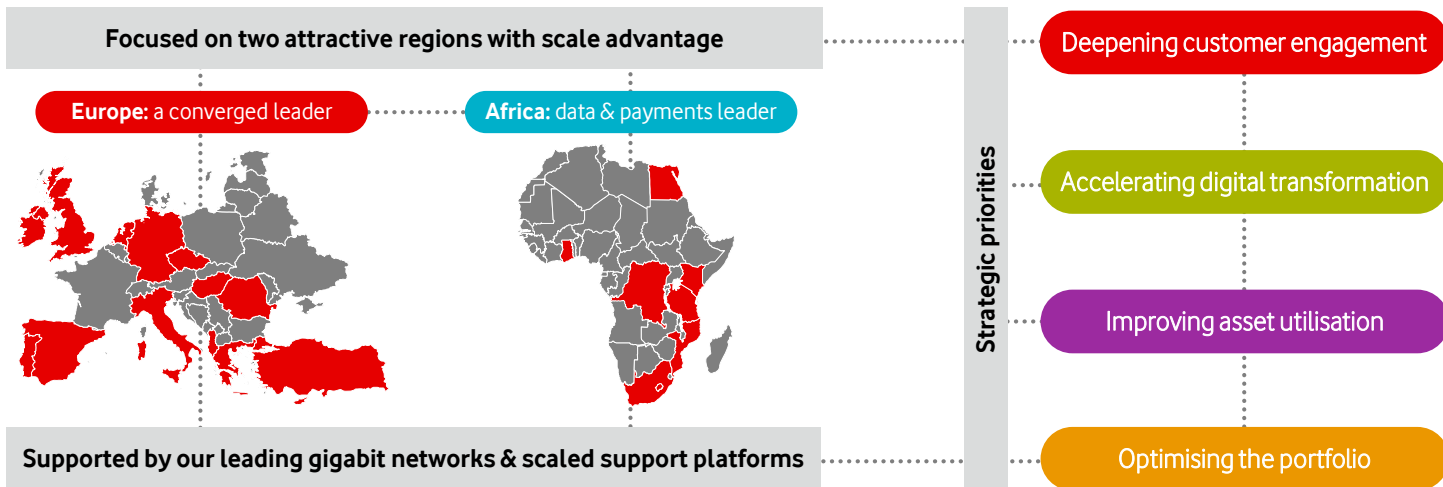
Our purpose:

We connect for a better future



Our strategy:

A technology communications leader, enabling the digital society



Our purpose : We connect for a better future



Digital Society



Connecting over 250 million people to our next-generation networks by 2025



Connecting over 150 million vehicles to IoT by 2025



Connecting over 50 million people and their families to mobile money services by 2025



Inclusion for All



Connecting an additional 20 million women in Africa & Turkey to mobile by 2025



Supporting 10 million young people to access digital skills, learning and employment opportunities by 2022



Improving the lives of 400 million people through our Foundation programmes by 2025



Planet



Reducing our greenhouse gas emissions by 50% by 2025 against a 2017 baseline



Purchasing 100% of our electricity from renewable sources by 2025



Reusing, reselling or recycling 100% of our redundant network equipment

Our role in society is even more critical in a COVID-19 world

Our strategy : Emerging stronger through clear prioritisation

Deepening customer engagement

- Supporting customers & wider stakeholders through critical period of crisis & recovery
- Quality networks, clear pricing plan hierarchy, enhanced customer segmentation

Accelerating digital transformation

- Step-change in pace of channel mix evolution towards digital & direct
- Operating model resilience supported by extension of cost saving programme

Improving asset utilisation

- Embedding & leveraging network sharing arrangements in major markets
- Disciplined capital investment to drive improved return on capital over medium term

Optimising the portfolio

- Significant execution over last 12 months, providing greater focus & cash realisation
- Portfolio simplification substantially completed, primary focus now on European TowerCo monetisation

Quality networks



Strong progress to date

- Strong network performance with 4G now >90% of mobile data
- 136m NGN marketable homes

Accelerated areas of focus

- Network differentiation through reliability, speed, & coverage
- Gigabit capable networks to support new data consumption levels

Simple plans



- Simplification of price plan hierarchy
- 4m unlimited customers in 6 markets

- Growing our unlimited customer base
- Deploying propositions / second brands to support 'value' segment

Converged customers



- Converged offer available in all European markets
- 7.2 million converged customers in Europe

- Enhancing CRM & measurement for active selling of 'one more product'
- Reviewing home service models

Automated care



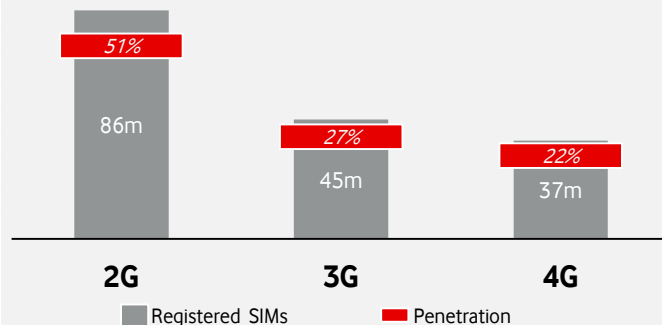
- TOBi live in 15 markets
- 44% customer contacts handled by TOBi

- Faster paced migration of customer care to automated channels
- Exploring new models of remote working (away from call centres)

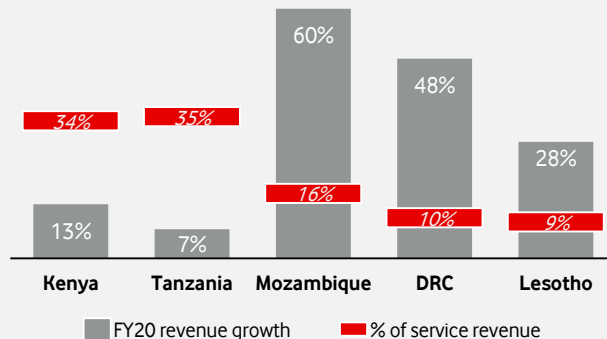
Increasing data usage

4G
5G

Strong progress to date



Leading mobile payments



Accelerated areas of focus

- Strong structural opportunity for growth in all markets
- Data consumption accelerating in current environment – 2G to 3G to 4G
- Further strengthen 4G capacity & coverage in all markets – selective 5G deployment
- JV in Africa formed
- Africa's largest payment platform with strong growth potential
- Expanding faster into broader financial services (lend, pay, invest, insure)
- Leveraging SME lending platform launch

Fixed-line



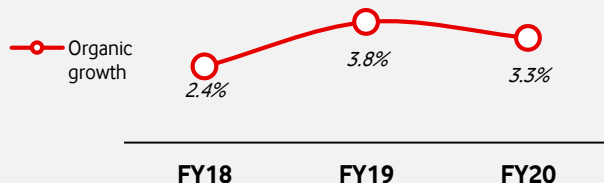
Cloud



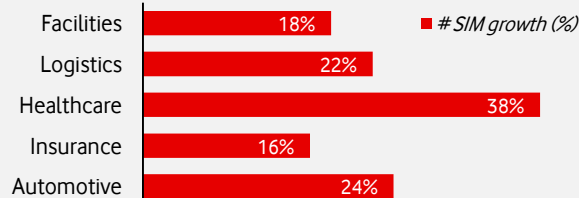
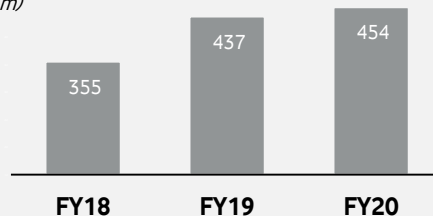
IoT



Strong progress to date



Revenue (€m)



Over 100m IoT connections

Accelerated areas of focus

- Increasing our share of the value chain
- Extending SME propositions beyond connectivity
- Scaling IoT end-to-end solutions
- Launching managed security services
- Accessing 5G opportunity with mobile edge computing & mobile private networks
- Supporting public sector organisations with reliable, high-speed & low-cost connectivity
- Expected recovery of roaming & project revenues over time

Step-change in digital transformation

Strong progress over last 2 years

Customer management



20% reduction in customer calls



9% decrease in branded Europe store footprint

Technology management



'Zero touch' network operation in 7 markets



65% of IT applications moved to the cloud

Operations management



Shared services creating 3,500 FTE role efficiencies

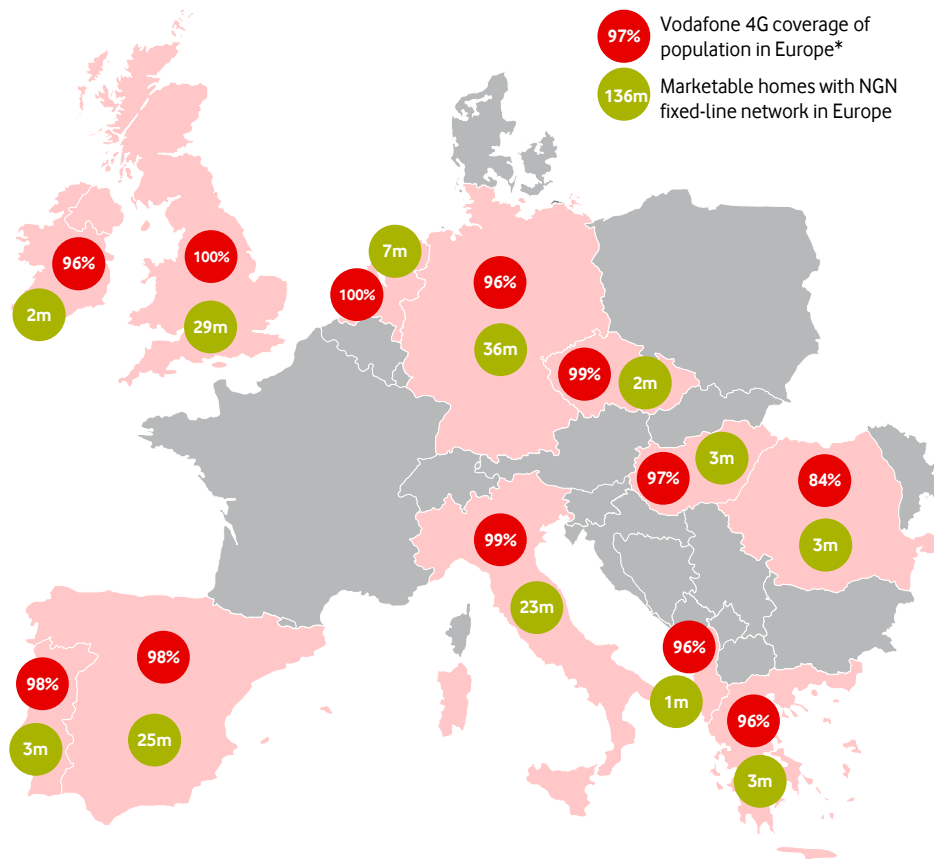


80% of payment processing now 'touchless'

Accelerated areas of focus

- Digital primary channel
- Accelerating retail store footprint optimisation
- Lower mix of third-party distribution
- Real-time network optimisation to meet rising traffic demand
- Decommissioning legacy services & technology at pace
- Insourcing more positions to drive efficiency
- 'Digital Twins' planning activities

Mobile network sharing & scaled fixed infrastructure



*Based on Vodafone's standard definition of 1Mbps Outdoor coverage

- Mobile network sharing agreements in place in all major markets
- 5G in 97 cities across 8 markets
- 136m marketable NGN homes
 - 32m : on-net Gigabit capable
 - 23m : on-net NGN
 - 20m : strategic partnerships
 - 61m : wholesale access
- Targeting ~50m on-net Gigabit homes by FY23



- Sale of Italian towers completed following EC approval
- €2.35 billion cash & 37.5% stake in INWIT (24x EBITDA)
- Subsequent 4% placing for €400 million (26x EBITDA)

Target model

Network sharing models

Passive sharing only

Active sharing

(Active sharing outside biggest cities + national passive)

National active sharing

Full sharing
(inc. spectrum)

Addressed European Commission concerns

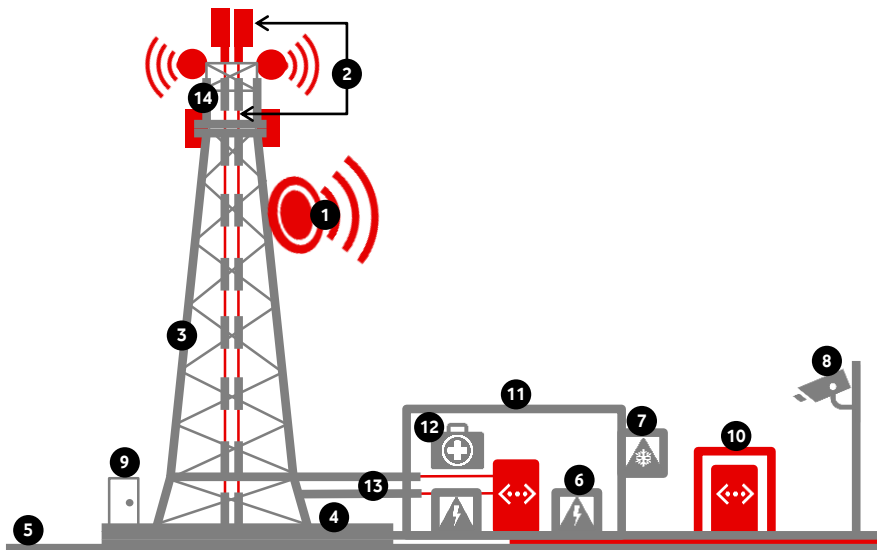
- European Commission expressed support for network sharing generally & our balanced approach
- Vodafone & Telecom Italia addressed concerns about access to space on towers from other telecommunications operators

Target model benefits

- Reduced environmental footprint from fewer cross-market sites
- Maximises coverage in a cost effective manner, particularly in rural areas
- Faster deployment of new capacity in a cost effective manner
- Critical for Europe to maintain broader competitiveness

- Portfolio significantly simplified
- Focused on two attractive geographic operating footprints in Europe & Africa
- Sale of Malta & NZ completed
- Australian merger on-track to complete in H1 FY21
- Ongoing engagement with authorities in India
- Egypt sale due diligence progressing
- European TowerCo operational, preparing for monetisation

Creating Europe's largest tower company



Asset	Owner
1 Active radio transmission equipment	Vodafone
2 Antennae & cables (fibre / feeders)	Vodafone
3 Physical tower, masts & pole	TowerCo
4 Foundation & fencing	TowerCo
5 Contractual right to occupy site area	TowerCo
6 Power equipment	TowerCo
7 Cooling system	TowerCo

Asset	Owner
8 Surveillance systems	TowerCo
9 Access facilities	TowerCo
10 Outdoor cabinet	Vodafone
11 Shelter / service rooms	TowerCo
12 Emergency equipment	TowerCo
13 Cable routing (duct)	TowerCo
14 Mounting equipment	TowerCo



Separation programme announced



Management team appointed



TowerCo operational

- Management team in place
- Legal separation in Germany & Spain
- Focus now on financials & operations



Publishing financial information



Targeted window for monetisation

Summary : Creating sustainable value for all stakeholders



Social Contract to support economic recovery



Consistent execution & good financial performance



Strong delivery against our strategic priorities



Emerging stronger through clear prioritisation of strategy

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III	Additional outlook information	<i>p36</i>
IV	Statutory results summary	<i>p37</i>
V	Return on capital employed	<i>p38</i>
VI	Importance notice	<i>p39</i>



Appendices

Appendix I : 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 (notably by excluding Vodafone New Zealand and the acquired European Liberty Global assets), movements in foreign exchange rates and the impact of the implementation of IFRS 16 'Leases'
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. Full definition in Appendix IV
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

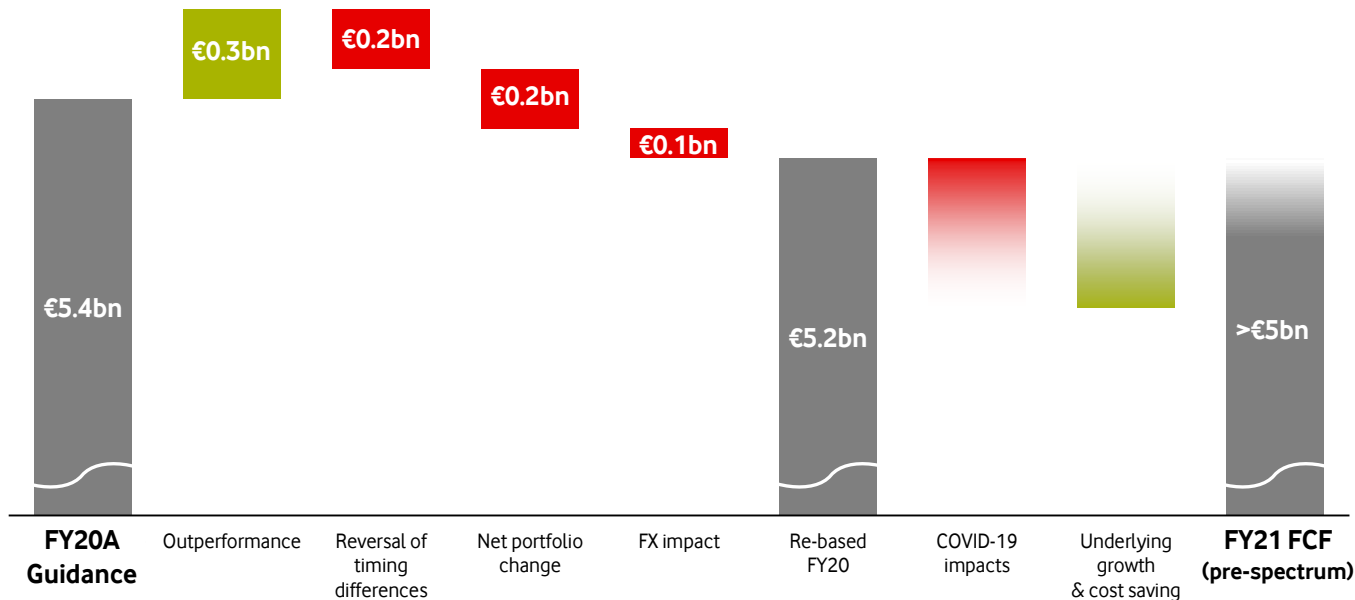
Appendix II : Supporting information

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 <https://investors.vodafone.com/investor-relations>.

Appendix III : Additional outlook information

Cash flow considerations



Modelling assumptions

- Portfolio:
 - Full-year impact of Liberty assets
 - Italian tower sale
 - No change for Egypt included until binding sale
 - No change for TowerCo
 - Malta sale
 - New Zealand sale
- Foreign exchange:
 - EUR 1 : GBP 0.87
 - EUR 1 : ZAR 20.59
 - EUR 1 : TRY 7.50
 - EUR 1 : EGP 17.02
- Excludes any impact from any spectrum

Appendix IV : Statutory results summary

Income statement	FY19 €m	FY20 €m
Revenue	43,666	44,974
- Service revenue	36,458	37,871
- Other revenue	7,208	7,103
Adjusted EBITDA	13,918	14,881
Depreciation and amortisation:	(9,665)	(10,085)
Adjusted EBIT	4,253	4,796
Share of adjusted results in associates and joint ventures ⁴	(348)	(241)
Adjusted operating profit	3,905	4,555
<i>Adjustments for:</i>		
- Impairment losses	(3,525)	(1,685)
- Restructuring costs	(486)	(720)
- Amortisation of acquired customer base and brand intangible assets	(583)	(638)
- Adjusted other income and expense	(262)	2,257
- Interest on lease liabilities	–	330
Operating profit / (loss)	(951)	4,099
Non-operating income and expense	(7)	(3)
Net financing costs	(1,655)	(3,301)
Income tax expense	(1,496)	(1,250)
Loss for the financial year from continuing operations	(4,109)	(455)
Loss for the financial year from discontinued operations	(3,535)	–
Loss for the financial year	(7,644)	(455)
<i>Attributable to owners of the parent</i>	<i>(8,020)</i>	<i>(920)</i>
<i>Attributable to non-controlled interests</i>	<i>376</i>	<i>465</i>

- Impairments recognised for Spain, Ireland & Romania
- Financing costs included MTM impact of financial derivatives, Liberty pre-financing costs & IFRS 16 costs
- Other income includes gains on disposals of New Zealand & Italian tower assets

Cash flow	FY19 €m	FY20 €m
Adjusted EBITDA	13,918	14,881
Capital additions	(7,227)	(7,411)
Working capital	188	(127)
Disposal of property, plant and equipment	45	41
Other	147	337
Operating free cash flow	7,071	7,721
Taxation	(1,040)	(930)
Dividends received from associates and investments	498	417
Dividends paid to non-controlling shareholders in subsidiaries	(584)	(348)
Interest received and paid	(502)	(1,160)
Free cash flow (pre-spectrum)	5,443	5,700
Licence and spectrum payments	(837)	(181)
Restructuring payments	(195)	(570)
Free cash flow	4,411	4,949

- Timing differences on working capital movements
- Timing differences leading to lower than expected taxation payments
- Restructuring includes Liberty assets integration

Appendix V : Return on capital employed

	FY19 €m	FY20 €m
Adjusted EBIT	4,253	4,796
Acquired brand & customer relationships amortisation	(583)	(638)
Net operating profit (controlled operations)	3,670	4,158
Share of adjusted results in equity accounted associates & JVs	(348)	(241)
Net operating profit	3,322	3,917
Tax at Effective Tax Rate	(777)	(991)
Net operating profit after tax (NOPAT)	2,545	2,926
Property, plant and equipment (inc. ROU assets & liabilities)	27,432	27,134
Intangible assets (inc. goodwill)	41,005	53,523
Operating working capital & HFS assets (ex. derivatives)	(3,705)	(3,342)
Provisions & other items	(2,402)	(2,498)
Net operating assets (controlled)	62,330	74,817
Averaging adjustment	6,692	(6,245)
Average net operating assets (controlled)	69,022	68,572
Associates and Joint Ventures	3,721	5,419
Net operating assets (controlled, associates & JVs)	66,051	80,236
Averaging adjustment	6,213	(7,094)
Average net operating assets (controlled, associates & JVs)	72,264	73,142
Controlled ROCE pre-tax	5.3%	6.1%
ROCE post-tax	3.5%	4.0%

Appendix VI : Important notice

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In particular, such forward-looking statements include, but are not limited to, statements with respect to: expectations regarding the Vodafone Group's intentions and expectations regarding the development, launch and expansion of products, services and technologies, and expectations regarding service revenue.

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", "continue", "retain" 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.

These factors include, but are not limited to, the following: the direct and indirect impact of COVID-19, external cyber-attacks, insider threats or supplier breaches; general economic and political conditions of the jurisdictions in which the Group operates, including as a result of Brexit, and changes to the associated legal, regulatory and tax environments; increased competition; increased disintermediation; levels of investment in network capacity and the Group's ability to deploy new technologies, products and services; rapid changes to existing products and services and the inability of new products and services to perform in accordance with expectations; the ability of the Group to integrate new technologies, products and services with existing networks, technologies, products and services; the Group's ability to generate and grow revenue; a lower than expected impact of new or existing products, services or technologies on the Group's future revenue, cost structure and capital expenditure outlays; slower than expected customer growth, reduced customer retention, reductions or changes in customer spending and increased pricing pressure; the Group's ability to expand its spectrum position, win 3G, 4G and 5G allocations and realise expected synergies and benefits associated with 3G, 4G and 5G; the Group's ability to secure the timely delivery of high-quality products from suppliers; loss of suppliers, disruption of supply chains and greater than anticipated prices of new mobile handsets; changes in the costs to the Group of, or the rates the Group may charge for, terminations and roaming minutes; the impact of a failure or significant interruption to the Group's telecommunications, networks, IT systems or data protection systems; the Group's ability to realise expected benefits from acquisitions, partnerships, joint ventures, franchises, brand licences, platform sharing or other arrangements with third parties; acquisitions and divestments of Group businesses and assets and the pursuit of new, unexpected strategic opportunities; the Group's ability to integrate acquired business or assets; the extent of any future write-downs or impairment charges on the Group's assets, or restructuring charges incurred as a result of an acquisition or disposition; a developments in the Group's financial condition, earnings and distributable funds and other factors that the Board takes into account in determining the level of dividends; the Group's ability to satisfy working capital requirements; changes in foreign exchange rates; changes in the regulatory framework in which the Group operates; the impact of legal or other proceedings against the Group or other companies in the communications industry and changes in statutory tax rates and profit mix.

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Upcoming events



Q1 Trading Update



Annual General Meeting



H1 FY21 Results