



Annual report VodafoneZiggo 2018

Valuable connections



HOOG CATHARIJNE THE MALL

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Overview 2018

January

Soccer fans spend the night in the ArenA

Ajax fans Pieter and Mike are the lucky winners of a special competition. They are allowed to spend the night in the Ziggo Home, on a prime spot in the Johan Cruijff ArenA. The next day they watch Ajax play Feyenoord in the company of their soccer hero Jari Litmanen.

[Read more](#)

February

More flexible working generates 5 billion euros

The more people work flexibly, the better it is – for employees, employers and society. That is the conclusion of the survey by EY Consultancy, commissioned by VodafoneZiggo. If we put the options of flexible working to full use, it would generate no less than 5 billion euro a year in the Netherlands.

[Read more](#)

March

VodafoneZiggo makes watching TV 100% digital

VodafoneZiggo wants all its customers to enjoy a digital TV experience. Which is why we discontinue offering an analogue TV signal and why we make cable TV completely digital. In this way, we also free up cable space for faster internet. The switch-over will be rolled out in phases and will take approximately two years.

[Read more](#)

April

Mobile network among the top in Europe

Research agency P3 rewards Vodafone's mobile network with the designation 'excellent'. We are proud to announce that we are now ranked among the top 4 in Europe! Each year, P3 tests the quality of the mobile networks in urban and outlying areas.

[Read more](#)

May

TEC Campus opens doors

In Amsterdam we built a true-to-life home: the Technical Experience Center (TEC). Here, our servicemen can practise in real-life situations with existing as well as brand-new technologies. So they can help our customers even better.

[Read more](#)

June

Families share data bundles with Red Together

Clever and cheap. That is Red Together, the new Vodafone subscription that enables families to share data. If two people use it, the data bundle is doubled. If they also purchase a Ziggo product, the bundle is doubled once more.

[Read more](#)

July

DigiDiner: source of ideas for improved digital balance

VodafoneZiggo aims for an adequate balance between the online and 'real' life. For that reason, CEO Jeroen Hoencamp enters into a dialogue with representatives of businesses, media, civil society organizations and universities during the DigiDiner in Amsterdam. They exchange ideas with the aim to contribute to an improved digital balance.

[Read more](#)

August

Public transport for all employees

As of October 2018, nearly all VodafoneZiggo employees can enjoy free public transport. With this choice we substantially contribute towards our sustainability targets. With this initiative we expect to reduce our carbon footprint by approximately 3,500 tons.

[Read more](#)

September

Failure Ziggo

Due to a power failure in a large data centre, Ziggo customers experience problems with Replay TV, video on demand and delayed viewing. In the end, it takes three days before the disruption in our fixed network is completely remedied, since restarting the data centre doesn't go according to plan. This incident took place shortly after a disruption in our mobile network in August.

[Read more](#)

October

More and more customers opt for 'converged'

Already 1 million households opt for the combination of fixed and mobile – or converged – services. They watch series on their smartphone, make calls via their laptop or watch YouTube videos on their TV set. The difference between fixed and mobile is gradually fading as a result.

[Read more](#)

November

IoT competition yields innovative solutions

We announce the winners of the Vodafone TNW IoT Challenge, a competition for start-ups that come up with IoT solutions for problems like electricity fraud, water pollution and queues for amusement park attractions. The ten winners get the chance to develop their innovative IoT ideas with the support of renowned companies.

[Read more](#)

Official opening central head office

Accompanied by a major lightshow and music by Utrecht-born DJ Fedde le Grand the official inauguration of our new central office takes place. For over 1,600 employees this will now be their new workplace, close to Utrecht's central station. CEO Jeroen Hoencamp announces that Utrecht will become the first Dutch city to boast a fixed infrastructure with gigabit speeds.

[Read more](#)

December

Online Masters makes 176,370 children 'digitally smarter' [1]

In the teaching programme Online Masters, young people learn about the opportunities and pitfalls of the digital world. In 2018, we reached 176,370 children and youngsters with our online teaching package – a milestone.

[Read more](#)

1 *Over this indicator KPMG has provided limited assurance. See section: '[About this report](#)'.*



Accelerator for digitization

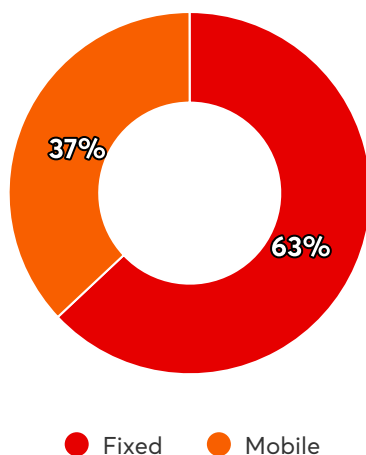
Strategy and Financial results



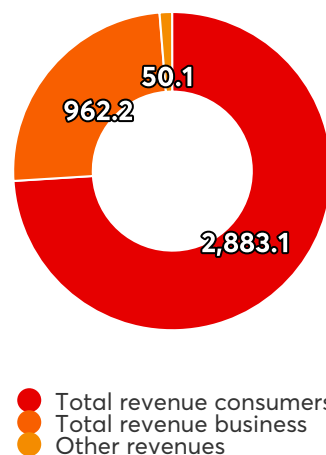
Accelerator for digitization

VodafoneZiggo is a key driving force behind the [digitization process in the Netherlands](#). We build and maintain the infrastructure that connects people and devices, the network of the future. We ensure that millions of people can stay in touch with friends, family and colleagues, that entrepreneurs can do business easier, at home and abroad, and that our customers can enjoy the best entertainment, wherever and whenever they want. Our purpose is, therefore, enjoyment and progress with every connection.

Fixed vs mobile revenue 2018



Consumers vs business revenue 2018



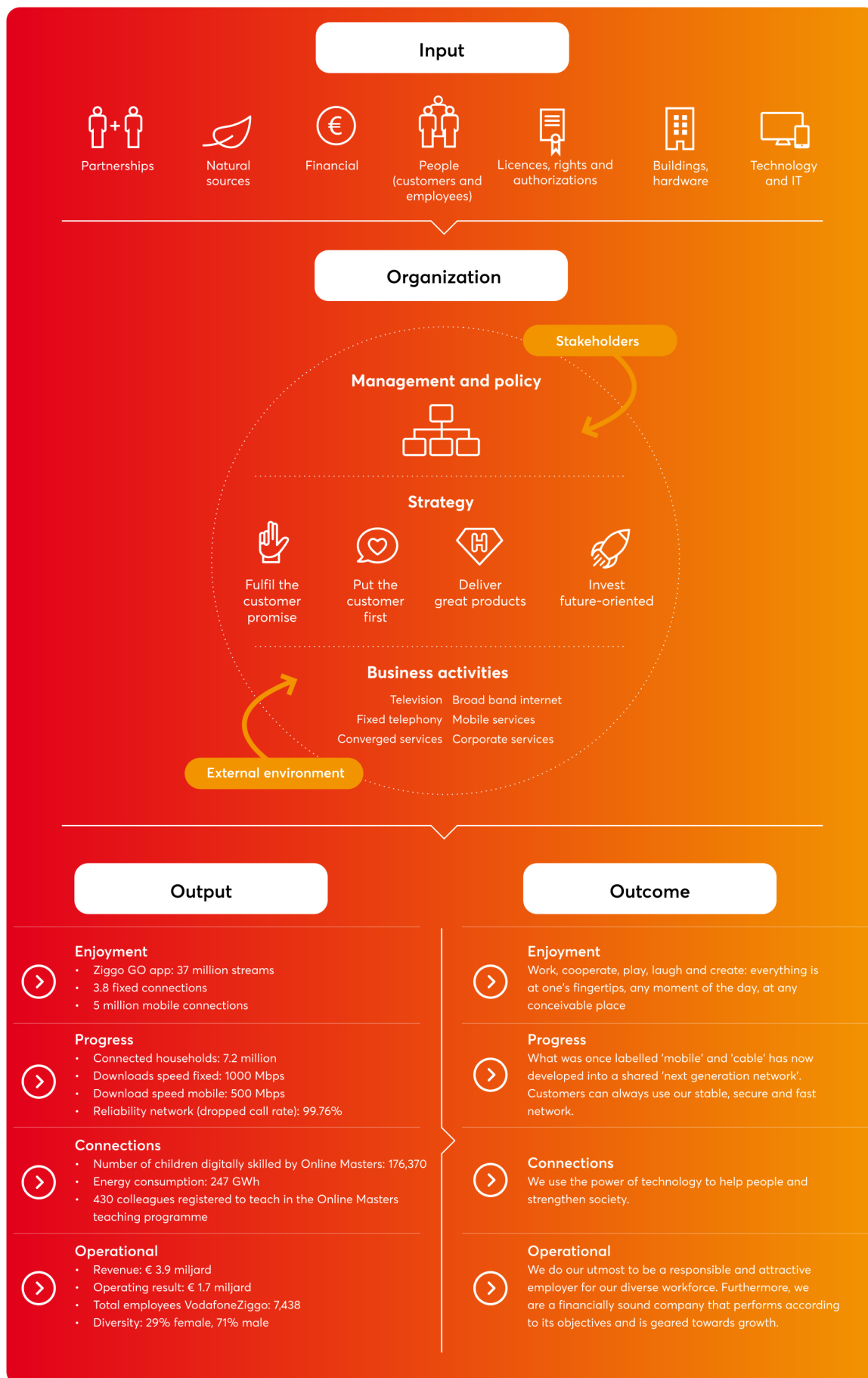


These past two years, we have taken significant steps in the integration of Vodafone and Ziggo, which have resulted in an improved operating result this year. With revenue growth from our cable operations and substantial revenue improvement in mobile, I'm confident that in 2019 we can further improve our financial and commercial momentum.

Ritchy Drost
CFO

Creating value

We are continuously investing in our networks. We make sure there is a working Wi-Fi connection everywhere and we offer fixed and mobile services in one converged package. We support vulnerable groups in society, so that they, too, feel connected in the digital world. This is how we create value for our customers, employees and society:



Financial results

2018 was a good year financially, in which we proved that the combination of Vodafone and Ziggo leads to success.¹

Customers

- 7.2 million households are connected to our cable network. That is 91.6% of all households in the Netherlands, an increase of 0.8% compared to 2017.
- VodafoneZiggo has 3.9 million TV connections, a decrease of 1% compared to last year.
- The number of customers with a Ziggo Mediabox XL rose by 110,000. By now, more than 40% of our digital TV customers use the Ziggo Mediabox XL.
- 300,000 new customers downloaded and used the Ziggo GO app. Towards the end of 2018, the app had 1.5 million active users.
- The number of internet connections increased by 1.5% to 3.3 million.
- The number of mobile connections increased by 1.6% to 5 million.
- The number of households purchasing products from Vodafone as well as Ziggo rose by 20.9% (183,000). This was due to our attractive mobile and fixed combined services, including nonstop free extras. Overall, 1,059,000 households opted for our converged services. Together, these households have 1.5 million active Vodafone SIMs. This means that 32% of our internet customers and 50% of our eligible mobile customers are converged customers. These customers are more loyal and show a higher Net Promotor Score and a lower churn rate in comparison to non-converged customers.

Revenue and operating result

It was a year with a grand finale. In a telecom market where revenues are under pressure, we managed to realize customer growth again in the last quarter. This has resulted in relatively stable total revenues compared to the previous year and a relatively slightly improved operating result.

- Overall revenue amounted to 3,895 million euro, a decrease of 2%. Revenue declined due to pressure on the mobile market, whereas the number of customers increased.
- Revenue in the consumer market declined by 1% to 2,883 million euro, consisting of:
 - Revenue of the fixed network of 1,998 million euro (-1.5%), with the average revenue per user on 31 December rising by 1% to 47 euro.

- Revenue of the mobile network of 885 million euro (+0,1%), with the average revenue per user on 31 December rising by 5% to 22 euro.
- Revenue in the business market declined by 5.2% to 962 million, consisting of:
 - Revenue of the fixed network of 431 million euro (+6,9%), with 64,000 additional users in the small and medium enterprise segment;
 - Revenue of the mobile network of 531 million euro (-13,2%), with the average revenue per user on 31 December declining by 10% to 22 euro.
- The operating result (OCF) rose by 0.5% to 1,701 million euro. This was partly caused by stabilizing revenues and effective cost synergies.
- We realized 50% of the intended 210 million euro in cost synergies.
- Out of the operating result we pay 701 million euro to the shareholders Vodafone Group and Liberty Global as payment of loan, interest and dividend.

Investments

- Our investments in, for example, our network amounted to 837 million euro, 10 million euro more than in 2017.
- Together, these investments constituted 21.5% of revenues in 2018.
- Expenditures were 10 million euro higher than the previous year, which was mainly due to:
 - An increase in investments in our fixed and mobile networks – this increase concerned both new infrastructure and capacity;
 - Higher project expenses for the integration of Vodafone and Ziggo;
 - Lower costs related to the installation of set-top boxes.

Debt

- Total debt excluding supplier financing and lease commitments amounted to 9.9 billion euro on 31 December 2018.
- Towards the end of 2018, the costs of our funded debt amounted to 4.6%. The average term of our loans was 6.7 years.
- Our covenant leverage (the ratio between funded debt and operating result) was 4.83 on 31 December 2018.

Expectations for 2019

- The focus for the coming year will remain on improving the customer experience. To this end we will introduce a new TV platform, for example, and familiarize customers with 5G.

- We intend to extend the commercial and financial momentum we have created in 2018. We expect our operating result (OCF) to grow by 1 to 3%. This is feasible despite the relatively high costs of the switch-over from analogue to digital TV, with which we free up space for the introduction in 2020 of gigabit speeds on the cable network.
- The higher operating result in combination with our continued investments in our network is expected to lead in 2019 to a pay-out of 400 to 600 million euro to our shareholders.

1 *The financial figures contained in this release are prepared in accordance with accounting principles generally accepted in the United States ("U.S. GAAP"). We adopted Accounting Standards Update No. 2014-09, Revenue from Contracts with Customers ("ASU 2014-09" or "New GAAP") effective January 1, 2018 by recording the cumulative effect of the adoption to our owners' equity. The comparative information for the three months and full year ended December 31, 2017 that will be included in our consolidated financial statements has not been restated and will continue to be reported under the accounting standards in effect for such periods ("Old GAAP"). However, for purposes of this document, we present all financial information for periods prior to 2018 on a pro forma basis (unless otherwise noted) that gives effect to the impact of ASU 2014-09 as if it had been adopted on January 1, 2017. The financial impact of ASU 2014-09 is detailed within the Appendix. This section is a summary of the full financial statement published 27th of February 2019. For more financial information we refer to this [statement](#).*

2 *OCF is the primary measure used by our management to evaluate the operating performance of our businesses. OCF is also a key factor that is used by our management and our Supervisory Board to evaluate the effectiveness of our management and our Supervisory Board to evaluate the effectiveness of our management for purposes of annual and other incentive compensation plans. As we use the term, OCF is defined as operating income before depreciation and amortization, share-based compensation, provisions and provision releases related to significant litigation and impairment, restructuring and other operating items. Other operating items include (i) gains and losses on the disposition of long-lived assets, (ii) third-party costs directly associated with successful and unsuccessful acquisitions and dispositions, including legal, advisory and due diligence fees, as applicable, and (iii) other acquisition-related items, such as gains and losses on the settlement of contingent consideration. Our management believes OCF is a meaningful measure because it represents a transparent view of our recurring operating performance that is unaffected by our capital structure and allows management to (a) readily view operating trends, (b) perform analytical comparisons and benchmarking between entities and (c) identify strategies to improve operating performance. We believe our OCF measure is useful to investors because it is one of the bases for comparing our performance with the performance of other companies in the same or similar industries, although our measure may not be directly comparable to similar measures used by other companies. OCF should be viewed as a measure of operating performance that is a supplement to, and not a substitute for, operating income, net earnings or loss, cash flow from operating activities and other U.S. GAAP measures of income or cash flows. A reconciliation of operating income to OCF is presented under the Financial Results, OCF Reconciliation & Property and Equipment Additions section in the full financial statement. This section is a summary of the full financial statement published 27th of February 2019. For more financial information we refer to this [statement](#).*

Balance sheet and profit and loss account

Consolidated balance sheet

For a full financial overview including the Balance Sheet 2018 and Profit & Loss Account 2018 we refer to our [Annual Report for Bondholders](#).

Strategy

The promise we make to our customers is that they can always expect excellent products and an outstanding customer experience from us. To live up to that promise, we are guided by four strategic pillars in everything we do:



Live up to
the customer
promise



Put the
customer first



Deliver
fantastic
products



Invest for
the future

Fulfilling the customer promise

Over time, our products, processes and networks became more and more complex behind the scenes. We believe customers shouldn't really notice that. Which is why we work hard to improve our processes and clean up obsolete equipment. Some examples:

Superb customer experience

We clearly map out the steps a customer needs to take before they can use a certain product. We ensure that journey goes smoothly and as well as possible.

Clearing obsolete equipment and simplifying portfolio

We reduce the number of IT platforms and replace outdated broadband modems and media boxes. As a result it becomes easier to implement IT changes and further improve the customer experience.

Higher network standards

We constantly invest in our mobile and fixed network, resulting in a very high quality standard. We make our network architecture simpler, reduce the number of human errors and enhance performance.

Effective IT and processes

To service our customers as best we can, we need to fully understand their needs and be able to modify our products accordingly without delay. To that end we simplify and improve the provision of information and our IT systems.

Putting the customer centre stage

It seems so obvious, putting the customer centre stage. But there is always room for improvement. The customer must be the focus point in every decision we make and all our actions. To that end we developed several initiatives, such as:

THE CUSTOMER IN OUR DNA

We want to be an attractive employer in hiring and retaining the best people. It's essential that the customer is put centre stage during the selection process and training of our employees, so this is embedded in their behaviour.

EXISTING CUSTOMERS FIRST

By responding adequately to the needs of existing customers, they stay with us longer and purchase more services. Fixed and mobile customers, for example, can profit from our converged propositions with extras.

Providing fantastic products

As a provider of fixed and mobile network services we have a strong market position in the Netherlands and we are relevant to customers. That is why we work hard to introduce new products and to grow existing products, like our converged propositions, the new media box, the Wi-Fi Power Promise and Internet of Things:

BEST CONTENT AND VIEWING EXPERIENCE

Our ambition is to offer the best and most varied entertainment and to deliver a trouble-free viewing experience to our customers.

BEST INTERNET

VodafoneZiggo has a ramified and first-class infrastructure in the Netherlands, fixed as well as mobile. Nevertheless, our customers still believe connections can be improved.

BEST CONVERGED PROPOSITIONS

Combining fixed and mobile products offers multiple benefits to our customers, such as great discounts, additional TV packages and a safe online package. Since we started offering converged subscriptions for internet, TV and mobile in April 2017, over 1 million households purchased such a package.

INTERNET OF THINGS AND SMART CITY

VodafoneZiggo is leading in solutions for Internet of Things (IoT). Especially to our business customers we provide significant added value because of the national coverage of our IoT network, for example, and the expertise of our parent companies Liberty Global and Vodafone Group.

Investing for the future

The technology for fixed and mobile communication is changing at a sensational speed. At the horizon, tomorrow's technologies already become manifest. Our customers expect us to be prepared for the future. We make sure we are. They can rely on us building the networks of the future:

OUR NETWORK READY FOR THE FUTURE

The current fixed network of VodafoneZiggo is future-proof. Today consumers experience a maximum speed of 400 megabit per second. We can increase this up to 1 gigabit per second (and even more later on). The existing 4G network meets the requirements of most customers, but we need to keep investing. Among other things, we do this by 'network virtualization', a method that ensures the network becomes even better and more reliable. In the meantime, we make plans for the next generation networks and technologies.

ADVANCED CUSTOMER DATA ANALYSES

To provide our customers with the best possible service, we need to understand their needs and requirements. We get a clear picture of these when we use the available data. For the customer this has several benefits. We can suggest some nice series or films, for example. Or, if a customer doesn't make many calls, we can suggest a cheaper mobile subscription. It goes without saying that we only use this data upon his or her approval. To that end, we improve the alignment of activities among our sales, operational and technical departments.

FOCUS ON DIGITAL IN ALL CHANNELS

We believe our customer contacts should be conducted even more digitally than they already are now. More and more consumers are using the self-service app and also subscriptions are to a large extent sold in a digital way.



Enjoyment for everyone,
everywhere

Enjoyment

Enjoyment for everyone, everywhere

VodafoneZiggo provides the connections and the entertainment that people enjoy. By ensuring good coverage indoors and outdoors – Wi-Fi, fixed and mobile – and by offering the best possible content. In this way we create the optimal entertainment and communication experience. Viewers enjoy our rich portfolio of films and the latest quality series on Ziggo Movies & Series. They can watch them on TV, smartphone or tablet, even abroad. Entrepreneurs enjoy their work more because of the fast and reliable connections. For families there are [value-for-money group subscriptions](#), enabling family members to call each other for as long as they want. Music lovers can see their idols in the Ziggo Dome, Ajax fans can win a unique experience at their club. We make it all possible. And that is something we enjoy too. By combining our unique own content, great content from others and a viewing environment where ease of use comes first, we manage to attract an increasing number of customers.



More and more people watch TV by using an app on their smartphone or tablet. By now, we have more than 1.5 million active users of Ziggo GO. I'm proud that the Ziggo GO app belongs to the most used and valued TV apps in the Netherlands. It proves we are making the right choice with the ongoing development of this platform and that we are and remain relevant to our customers.

Robin Kroes

Executive Director Strategy & Integration

Facts and figures



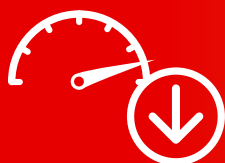
Video on demand-streams on Ziggo GO app

37m



Active users Ziggo GO

1.5m



Maximum download speed fixed consumers

400 Mbps



NPS converged fixed

+15



NPS converged mobile

+19

Watch whenever and wherever you want

On our platforms customers can easily navigate all channels, films and series. At home, on their TV or laptop, but also on the go, on their tablet or smartphone. After all, enjoyment also comes from convenience.

THE CONVENIENCE OF THE ZIGGO MEDIABOX

Viewers can enjoy themselves at home on the couch with their favourite TV channels, due to the Ziggo Mediabox. This digital receiver enables customers to watch programmes as linear content or at a later time. With Replay TV viewers can go back in time pressing the TV guide button, and the On Demand feature provides them with a library filled with films and series to choose from. They can also record programmes with the built-in digital recorder.

DILEMMA: CHOOSING BETWEEN MORE TV CHANNELS AND SPACE ON THE CABLE

Our customers appreciate a wide choice of TV channels. That is why we have a wide variety of standard TV packages with a large number of national, regional and foreign channels, next to specialized channels for comedy, culture, show, music, news, children, cooking, sports and nature, to name but a few.

But the more channels we offer, the less bandwidth there is for other data traffic over cable, like the internet. We can solve this by e.g. offering TV channels through our Ziggo GO app. The app uses space we have already reserved on the fixed network for internet (IP). In this way, the channels don't take up any additional space on the cable.

For many customers the Ziggo GO app meets a growing demand. They want to be able to watch TV wherever and whenever they want. Other content providers zero in on that demand too, resulting in a considerable increase in other players offering online TV in the coming years. This is clearly indicated by the growth in the number of streaming platforms. It results in more IP traffic using our networks, which in turn impacts our capacity.

We are constantly aiming for the right balance between offering more TV channels and the way in which we offer them. Which channels are still relevant to a wide audience? Which channels should we offer through an app? Based on those choices, we choose the media parties for linear TV and video on demand.

Watch wherever you like with Ziggo GO

For quite some time, the television set in the living-room hasn't been the only place anymore where people can enjoy TV entertainment. With the Ziggo GO app our customers can watch wherever and whenever they want on a screen of their choice. After the app has been downloaded, it can be used on three devices simultaneously. In this way, every family member can create his or her own TV night. The app can be used in any country within the European Union, which

comes in handy during a holiday. App users have the option to download films or episodes and watch them offline at a later time. By using Chromecast or Apple TV they can also stream the Ziggo GO app feed to their TV. As a result they don't need an additional Ziggo Mediabox to watch a film in the bedroom.

Better viewing experience

With the arrival of new technology and by learning from customer feedback we are constantly improving the user-friendliness of the media box and Ziggo GO app and enhancing the viewing experience on the various screens.

OUR BRANDS FOR THE CONSUMER MARKET

VodafoneZiggo operates with three brands in the consumer market: Ziggo for the 'fixed' part of the market, Vodafone for the premium part of the mobile market and hollandsnieuwe for the 'no frills' segment of the mobile market. Customers choose hollandsnieuwe because it's favourably priced with no additional costs if they text, call or use data outside their bundle. hollandsnieuwe has only one bundle, with MBs, calling minutes and texts that customers can use as they wish.

**hollands
nieuwe.**

 **vodafone**

 **Ziggo**



Technology is becoming more and more important in our daily lives. It connects us with the world and with our friends, family and relatives. It's great that our products and services make this possible, for example with a family subscription like Red Together.

Marcel de Groot

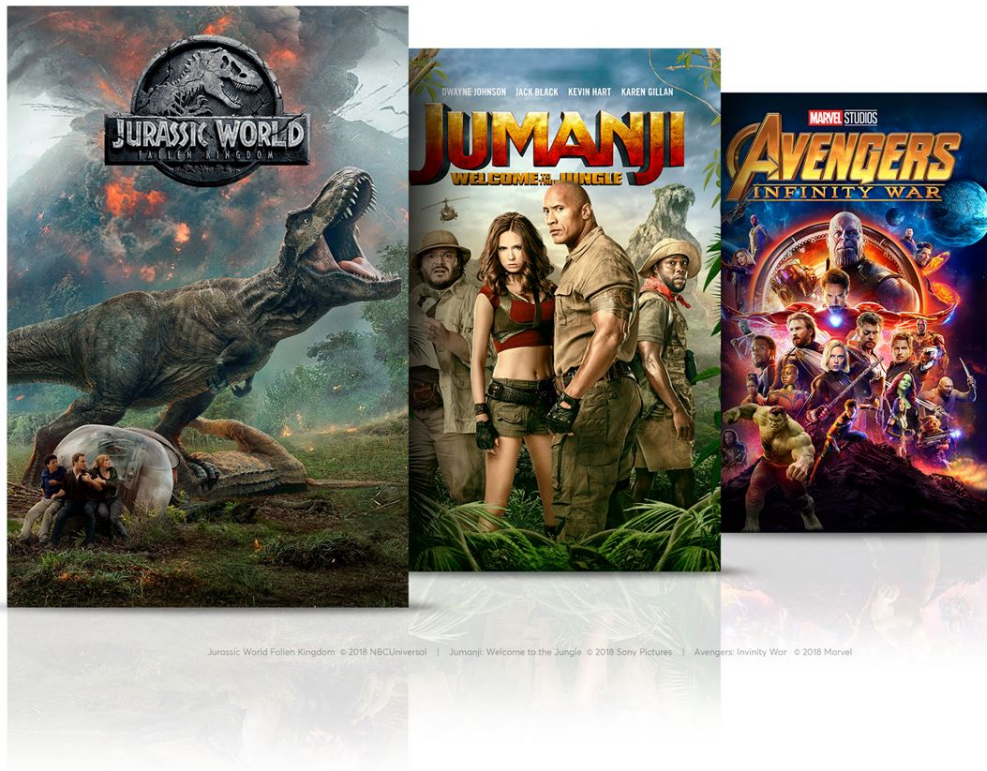
Executive Director Consumer Market

The best content at every moment

VodafoneZiggo offers high-quality content from producers all over the world. Our customers can choose from dozens of TV stations and a wide variety of films and series.

Endless binge-watching with Ziggo Movies & Series

VodafoneZiggo customers can choose between several [Movies & Series packages](#), with hundreds of films and entire seasons of top series. Anyone opting for Movies & Series XL gets an additional fifty channels. Besides films from the great film studios, arthouse productions and many quality series, our customers can also binge-watch modern HBO classics, like Game of Thrones and Westworld, as well as the best new American series, as we are the only Dutch provider to partner with producer HBO.



Top 3 films 2018

Ziggo Sport, home to the sports fan

Ziggo Sport is our most valued TV service and one of the main reasons why customers opt for VodafoneZiggo. Every Ziggo customer has free access to Ziggo Sport, with programmes for the ardent sports fan. We offer exclusive live coverage of races and matches in the Formula 1, golf, tennis, NBA basketball, a variety of Dutch amateur sports and soccer from the main European leagues. In 2018, we renewed the most important broadcasting rights for the next few years, like the English Premier League and European and World Championships volleyball, handball and field hockey.

Ziggo Wow: the ultimate experience

We want to give our customers a 'wow' experience, not only on their screens, but also in real life. To that end, we organize special live events and online matches with extraordinary prizes.

Concerts, sports events and competitions

Next to the Johan Cruijff ArenA lies the Ziggo Dome, a popular venue for pop concerts and other shows, because of the great acoustics and its convenient location close to arterial roads and public transport stations. A growing number of artists from home and abroad have found their way to the concert hall – the Ziggo Dome is among the five best selling concert halls in the world. In 2018 we welcomed artists like U2, Justin Timberlake, Pearl Jam and Lady Gaga. Music fans can win Golden Seats in the Ziggo Dome, which means they can attend all concerts and events for free during an entire year, seated in their own luxury seats with a perfect view of the stage.

As sponsor of Ajax we regularly hold competitions and offer special package deals for fans of the club. Ajax fans stand a chance to win Golden Seats: two seats immediately behind the dug-out in the Johan Cruijff ArenA, where they can attend all the home matches of Ajax. Or a night in the Ziggo Home in the Amsterdam ArenA, where they can watch the classic against Feyenoord together with ex-soccer player Jari Litmanen.

Ample attention to e-sports

Professional gamers, or e-sportsmen and women, compete against each other online. They train hard, attend special courses and are as fit as 'real' athletes. Millions of viewers from all over the world watch their performance live on their screens. VodafoneZiggo invests in e-sports, as it is one of the fastest growing forms of entertainment, and has been for years. Worldwide e-sports revenues in 2018 amounted to an impressive 900 million dollars. In 2017, this was still at 655 million dollars. In addition, as a technology company we have a special affinity with this form of sports. We like to express that by sponsoring various e-sports organizations.

High demands on network capacity

Our fixed networks have the technology needed to play and stream matches in high definition, without latency and disturbances. Our 4G network is suitable for nearly all current games, but can sometimes have shortcomings for the most advanced e-sports. They place high demands on network capacity and severely challenge network latency, the delay factor in data traffic – in many online games latency cannot even exceed one millisecond. With the forthcoming introduction of 5G our mobile network will be able to cope with the e-sports demand easily.

e-Battle F1

The successes of race-driver Max Verstappen result in an unrivalled popularity of the Formula 1 sport in the Netherlands. This year, VodafoneZiggo provided race fans with the chance to crawl into the cockpit of a Formula 1 race car and enter a virtual Grand Prix race. We traversed the country in a striking e-Battle lorry with dozens of race simulators and attended numerous events like King's Day, the Liberation festival and the annual Nijmegen Four Day Walking event. Tens of thousands of participants sat in the simulators and imagined themselves to be Max Verstappen for a moment.

In addition, we organized the Ziggo PRO League, in which the twenty fastest e-drivers in the country competed against each other. They competed for 10,000 euro in prize money and for the official title of Dutch Champion – that honour was for 20-year old Allert van der Wal.



Ajax e-sports

VodafoneZiggo is not only the main sponsor of soccer club Ajax, since 2017 we have also been main sponsor of the Ajax e-sports team. The gamers of the virtual Ajax 1 play matches and tournaments on the FIFA e-Battle platform, where all the great clubs are present. FIFA boasts an impressive 20 million players worldwide, with 1.3 million players in the Netherlands. To be able to play FIFA e-sports, they need a fast and reliable internet connection, which VodafoneZiggo can offer. To VodafoneZiggo the digital soccer game is an ideal way to come into contact with the fairly unreachable target group of millennials– the generation born between 1980 and 2000.

In 2018, we organized several activities for the FIFA players:

- On YouTube we presented the Ziggo e-Battle, in which each week an e-sportsman of Ajax competed against a player of the 'real' Ajax.
- Ziggo customers could participate in the FIFA tournament 'Ziggo e-Battle The Ultimate Clash'. The winner was allowed to play for the e-sports Ajax team for an entire day during an international tournament with clubs like Manchester City, Olympique Lyon and Schalke 04.
- The Ziggo e-Battle Road to Florida was a FIFA tournament with weekly matches. The winner of the first half of the season joined Ajax (the 'real' as well as the e-sports team) for a training camp in Florida.

We partner with Electronic Sports League ESL, one of the biggest e-sports companies in the world. ESL organizes online tournaments for paying visitors and offline tournaments for tens of thousands of visitors in large halls and stadiums, where the best teams compete against each other for serious amounts of money. VodafoneZiggo has been sponsoring the company since the beginning of 2018.



Strengthening the service experience

The Netherlands has over 7.8 million households this year. Approximately 5 million subscribed to at least one product from VodafoneZiggo, 1 million households used products both from Vodafone and Ziggo. And that delights our customers. But we also want to delight them when they have questions about our products. That is why we want to help with all their questions and needs to the best of our abilities.

Satisfied customers

From early morning till late at night the employees and [chatbots](#) of our service desk communicate with customers through phone, chat, email and social media. In 2018, we serviced 1 million customers on average per month and our servicemen visited approximately 100,000 customers per month to install products or solve problems. And satisfactorily, as customer surveys show. The evaluation scores were higher than ever.

RELATIVE CUSTOMER SATISFACTION AS TO SERVICE PROVISION

The table below shows the development in customer satisfaction when it comes to our service provision over the last few years. The table takes 2016 as starting point and the percentages indicate the increase or decrease in customer satisfaction (TNPS).

	2017	2018
Shop	0%	5%
Serviceman	-25%	32%
Call centre	-34%	290%
Email	2%	4%
Chat	-9%	18%

Working towards a high service level

As a leading technology company we want to be a trendsetter in service experience. We want our customers to experience our service as personal, fast and effective. In order to achieve that:

- we constantly improve our service experience
- we develop new service concepts
- we provide our customers with a switch-over to digital TV.

Improving customer experience

Improving the customer experience is an ongoing process. On the one hand because of the size and the complexity of our organization. We have 10 million users and devices using our networks day after day, an extremely varied product portfolio and a great number of network services that – in some cases – have been in operation for thirty years. On the other hand because our products are interdependent. For example, if we want to realize increased download speeds in our cable network, it will negatively impact the overall space on that cable.

STREAMLINING CUSTOMER SERVICE

We are increasing the efficiency of our customer service, making it suitable for various communication channels and we are using digital channels more often in our customer contacts. Customers expect to receive the same answer everywhere, irrespective of the channel they choose – whether they contact us through a VodafoneZiggo shop, a call centre, web-care team or our website. In order to achieve that, we align these channels and we register all interactions with customers. To

that end, different disciplines and departments within our organization work together. As a result, customers now arrive at answers quicker, mostly in a digital way (for example through our chatbot) and with the advantage there is no need to repeat the question when they speak to a different employee.

NONSTOP FREE EXTRAS FOR CONVERGED CUSTOMERS

Since Vodafone and Ziggo joined forces in 2017, more and more customers subscribe to a package deal, including mobile and fixed telephony, cable internet and Wi-Fi. We call it "converged". In 2018, more than 1 million customers bought such a package. These customers are extra valuable to us, since they buy more products, show higher levels of satisfaction and – on average – stay with us longer. That is why we reward converged customers with benefits like double data, additional TV channels, discount on their mobile subscription and a 'Safe online' package.

Developing new service concepts

Technology is developing at high speed. The expectations of our customers keep up with that development. We want to exceed those expectations by service concepts that allow us to leverage our products and services.

ZIGGO POWER PROMISE

When it comes to internet, the customers' needs are clear. They want good coverage throughout their homes. Until recently, the responsibility for the Wi-Fi connection lay with the user. With its coaxial and optical fibre cable VodafoneZiggo has the fastest network in the Netherlands – up to the front door. With the Ziggo Power Promise we promise our customers good Wi-Fi coverage in the entire house from the front door. New customers, customers that move house and customers receiving another media box or modem are assisted in the installation. Our servicemen install a Wi-Fi booster if that is necessary to have perfect Wi-Fi in the house. Since we started with the Ziggo Power Promise in 2017, we have received a lot of positive customer feedback, which is why we extended this to 2018.

TAILOR-MADE ENTERTAINMENT

Customers can also turn to us for custom-made TV. Convenient in situations where the customer likes to control which channels guests or clients can watch. Like in hotels, hospitals, prisons, youth institutions and centres for the mentally disabled.

SUBSCRIPTIONS FOR THE ENTIRE FAMILY

Red Together is a mobile subscription with a large data bundle customers can share with friends or family. When opting for this subscription, customers receive 80 gigabit of data or even 160 gigabit in combination with a Ziggo connection. A total of five people can use this bundle. Parents receive one bill and can easily monitor their children's [calling behaviour and data usage](#).



Excellent service is a precondition for an optimum customer experience, which forms an integral part of our products and services. The world of our customers is changing fast and with it, their expectations of our service. We want to exceed those expectations every day. That is why we service our customers more and more in a way tailored to their specific needs: more personal, more automated, using more channels and more digitally than ever before.

Robin Clements
COO

All digital: the switch-over to digital TV

We discontinue offering an analogue TV signal and make cable TV fully digital in order to free up the network for faster internet and to guarantee a better television viewing quality for our customers. This means we ask all customers who still watch analogue TV – approximately 1.2 million people – to switch over to digital cable TV. If their television set is capable of receiving the digital signal, all they have to do is reset the channels. To that end we have made a simple [step-by-step plan](#) for them.

To ensure a smooth transition to 100% digital TV and to provide the best possible support, the switch-over proceeds in phases. In 2018, we started in Capelle aan den IJssel and surroundings and went on from there, region by region. Customers in a region are notified eight weeks in advance by letter and email. Special promotion teams are in force and answer questions from customers. The final two weeks prior to the switch-over an announcement on analogue TV shows the remaining time. We pay special attention to customers needing extra assistance

in installing their equipment, quite often vulnerable people in society. In every region, we have additional servicemen on stand-by to visit customers at home. As a result our servicemen paid an additional 53,000 house visits – efforts appreciated by customers with high evaluation scores.



Structural improvement of services on the fixed network

With the Fixed Improvement Program (FIP), we implement structural quality improvements for all the services we offer through our fixed network. In this way, we managed to avoid house visits in 2018 by repairmen and phone calls to our service department. Fewer customers than before left us because of problems with our products or service. In 2019, we will continue with FIP. Some examples of what we did in 2018:

- A dedicated team of 300 employees paid extra attention to customers who often contact us with Wi-Fi or video problems. As a result, the number of (repeat) phone calls decreased by 2,000 calls per week.
- We take a more critical stance on replacing hardware. It's now done only in cases where we think it offers a genuine solution.
- The expertise and experience of servicemen scheduled for a house visit, is now better attuned to what the customer requests.
- Customers are given more online options to plan a visit by a serviceman themselves, and to reschedule appointments.



Progress: network of the future

Progress

Progress: network of the future

Digitization is changing our world at high speed. It's noticeable in all aspects of our daily lives. Parents check by means of an online video link whether their baby is sleeping, colleagues work from home with a secure network connection and couples follow their favourite TV series on their tablet. VodafoneZiggo is one of the accelerators of this digitization. We embrace new technologies for mobile communication and we work hard to realize the network of the future, with 5G services and gigabit speeds over cable.

We invest in fixed networks, roll out superfast connections and realize larger bandwidths for the growing data traffic over cable. We offer [converged services](#) that blur the divide between fixed and mobile and that result in coverage anytime, anyplace, to everyone. We contribute to the Netherlands being the digital trendsetter in Europe and to everyone participating in the digital society. We want to continue that position, now and in the years to come. As far as we are concerned, digital progress cannot be stopped.



The quality and speed of our mobile and fixed networks are among the best in Europe. To meet the rising demand for fast and reliable connections, we already invested in the network of the future in 2018. We will continue to do so in the coming years, since that is what our customers want.

Eben Albertyn

Executive Director Technology

Facts and figures



Connected households

7.2 million



Degree of coverage mobile

99%



Download speed mobile

500 Mbps



Street cabinets

454807



Increase download data (fixed)

25-30%



Wi-Fi spots

2.8 million

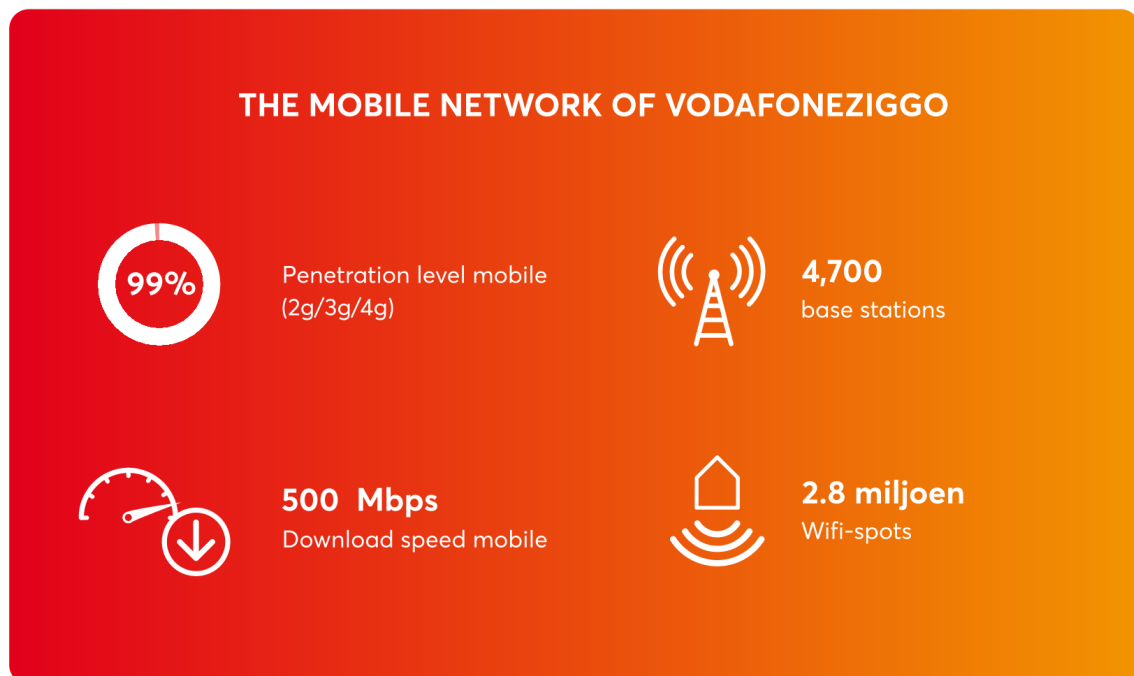
Converged: fixed and mobile merge into one

To many people the difference between fixed and mobile connections has long vanished. Our customers keep up with 'Boer zoekt vrouw' on their smartphone, call the pizzeria via the laptop or watch YouTube videos on their TV set. On each device they expect the same connection speed and quality. To that end we integrate our fixed and mobile networks, offering converged services. With our new media box customers can watch a programme on their TV set and at some point switch to a mobile device to watch the remainder. A prerequisite for such combined services is a stable, smart network with more network capacity and faster internet connections. One million households already opt for a combination of fixed and mobile – or 'converged' – services.



The mobile network of tomorrow

The demands made on our networks by the digital life are increasing by the day. We are streaming music through Spotify in great numbers, upload countless photographs on Instagram and watch HD-quality TV on Ziggo. The amount of data we transmit over cable, Wi-Fi or the air is gigantic. And that amount will increase exponentially in the coming years. VodafoneZiggo will see to it that those networks will meet the growing demand. So we can handle all that data in a safe and superfast way and with a minimum of [disruptions](#).



4G replaces 3G

The former ways of exchanging data between mobile devices, like 3G, are fast becoming outdated. We would rather use the frequency space they occupy for faster techniques that are able to handle more data in a more reliable way. To meet the increasing demand for 4G and in future also 5G, we will therefore no longer offer 3G as of 1 January 2020. We are drawing customers' attention to this through various channels. By now, 4G is part of all new subscriptions and every device we offer is suitable for 4G.



5G is coming

In the meantime we have our eye on the future of data traffic: 5G. This successor of 4G promises to be dozens of times faster than its predecessor, to be able to handle much larger amounts of data and to be much more stable than 4G. And due to its low latency, the new 5G network standard is pre-eminently suitable for 'critical' communication – mobile communication that needs to be flawless, for example for ambulances, self-driving cars or drones. 5G is also very suitable as a network for the Internet of Things (IoT), due to its good coverage at difficult to reach locations – like meters e.g. monitoring gas pipes, or equipment in an underground parking garage. Furthermore, 5G is far more energy-efficient than 4G.

Before the Netherlands can benefit from 5G, a lot of work still needs to be done. We are currently extensively testing the new technology, for example in the research programme 5Groningen, where companies, not-for-profit organizations and experts are collaborating in 5G use cases. In addition, we need to adjust our cables and transmission masts to the new network standards.

To realize a full-fledged 5G network, the 3.5 GHz band is essential. The Dutch government recently announced that this frequency band will be made available. Before the frequency band can be used for 5G, the government needs to relocate a satellite surveillance station, currently in use by the national intelligence services, to another country. More information will become available in the course of 2019.



LICENCES FOR MOBILE FREQUENCIES

In the Netherlands, the [Radio Communications Agency](#) (AT) grants the licences for the use of frequencies for mobile communications. A licence applies to a number of frequencies and is valid for a fixed period on certain conditions, like a compulsory coverage area, for example. Licensees pay a one-off fee for the frequencies and a yearly contribution to the AT, depending on the number of frequency blocks they have in their name. Parties interested in obtaining a licence can register for the auctions organized by the AT to that end.

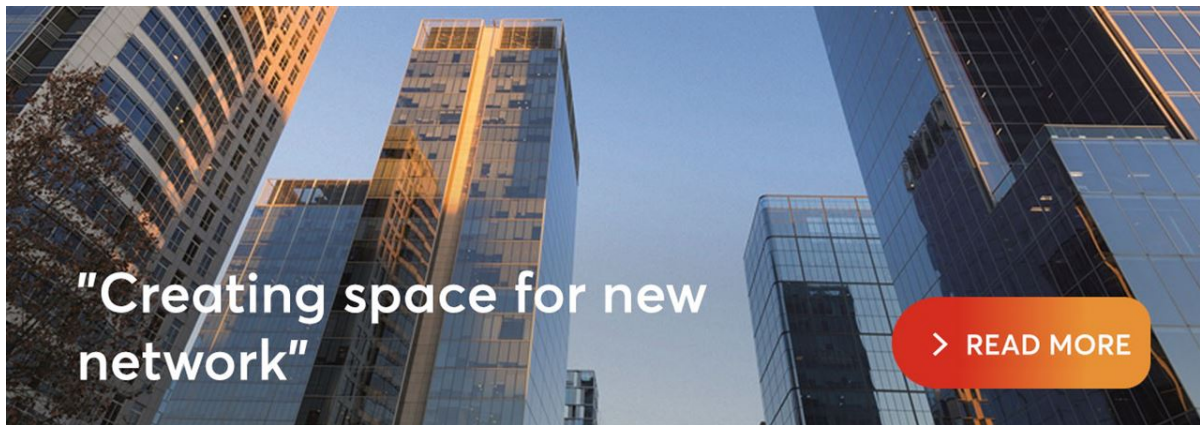
On 31 December 2018, VodafoneZiggo held approximately 32% of the total number of licences for the mobile spectrum in the Netherlands. We have licences for the frequencies of 800, 900, 1800, 2100 and 2600 megahertz, that we use for our 2G, 3G and 4G networks. These licences expire in 2030, except the 3G licence for the 2100 megahertz frequency which expires in 2020. The Dutch government intends to re-auction this frequency early 2020, just like the licences for 700 and 1400 megahertz.

['5G will significantly change mobility in the Netherlands'](#)

Testing new technologies

We are also experimenting with other mobile technologies. Like edge computing, where we store and process data as close to the customer as possible. As a result he experiences higher data speeds.

Furthermore, we are testing so-called 'beamforming' antennas. They concentrate the signal – that normally spreads out in all directions – into the direction of a receiver like a laptop or smartphone. As a result, the signal received is stronger.



Improving the fixed infrastructure

The digitization of society results in a tidal wave of data, a growing need for even faster connections and a growing demand for super reliable networks. To fulfil that need, we are continuously expanding our fixed networks and constantly installing new network equipment. We monitor the quality of our networks 24/7 and renew where necessary. We invest in new technologies that significantly reduce the number of disruptions and use the available bandwidth more efficiently. In doing so, safety and privacy always have the highest priority.

THE FIXED NETWORK OF VODAFONEZIGGO



40,350 km
optical fibre cable
(by way of comparison:
the circumference of the earth is
40,000 kilometres)



454,807
street cabinets



412,600 km
coaxial cable in the Netherlands
(by way of comparison: that is more than
10x the circumference of the earth)



7.2 million
connected households

GIGABIT RECORD FOR 'BOER ZOEKT VROUW'

The gigabit meter of VodafoneZiggo reached an impressive 771 gigabit per second on 11 November 2018. A record. It was the sum of every customer watching TV or films online through Ziggo on Demand, Ziggo Replay or Ziggo GO. The peak in the network load was mainly caused by the many thousands of Dutchmen watching the grand finale of 'Boer zoekt vrouw'. The previous record stood at 750 gigabit per second during the last episode of Game of Thrones in 2017.

Gigabit network is under construction

VodafoneZiggo is building an infrastructure of mobile, optical fibre and coaxial cable networks that will easily enable us to cope with the explosive growth in bandwidth and speed the next few years. We have the ambition to start offering internet speeds of more than 1,000 megabit per second as of 2020, or in other words 1 gigabit. Streaming and downloading large files will then be possible in the blink of an eye.



DOCSIS 3.1 leverages cable space

A smart way to transport more data over our optical fibre-coaxial cable networks, is by using the available space on the existing infrastructure more efficiently. This is done by deploying new cable techniques like DOCSIS 3.1, for example. This technology gives the existing network capacity a significant boost, resulting in internet speeds amounting to 5-10 gigabit per second. DOCSIS 3.1 makes connections more stable and safe and the network reaction time much faster. At the end of 2018, the Utrecht neighbourhood Oog in Al was the first to experience super high internet speeds. Twenty households and companies there are now testing cable internet with DOCSIS 3.1 technology, enabling them to download data at a speed of more than 1 gigabit per second. After the pilot, Utrecht will become the first city we will transform into 'Gigabit City', starting in 2020.



PROVIDING CABLE ACCESS TO OTHER TELECOM PROVIDERS

In September 2018, the Authority for Consumers & Markets (ACM) decided that VodafoneZiggo – like KPN – should provide access to its network to providers without a network of their own. According to the ACM, KPN and VodafoneZiggo combined have a dominant position, as a result of which competitive conditions with other parties can become unbalanced. VodafoneZiggo disagrees with the conclusions the ACM draws with regard to the competitive conditions. We believe that cable access offers no added value compared to existing forms of access. A decision in this case is expected at the end of 2019. Until then we cannot make a realistic estimate of the financial impact of the ruling.

From analogue to digital

Another method to create more space on the existing cable networks is by freeing up additional frequencies. Because the signal for analogue television takes up part of the cable capacity, we are replacing it by the digital television signal. In return the customer benefits from a better quality picture and more channels.

See '[All digital: the switch-over to digital TV](#)'

Repairing cable failures quick as lightning

To guarantee a stable internet and a flawless TV signal for our customers, we are continuously working to improve our cable network. We merged the systems of Ziggo and the former UPC to form a new connection chain, from the server rooms to the internet connection at the customer's home. In this way we are able to monitor and analyse our entire network around the clock. We can now send a repairman before the failure affects the customer, and our customer service employees are notified about local failures without delay. Online we immediately display a message that repairs are in progress and a voice computer informs callers about current disruptions. As a result of the new approach, we solved three times as many network failures at customers. Each week, the number of phone calls decreased by 10,000 and we had 1,500 fewer Ziggo vans on the road.

SOLVING AND PREVENTING DISRUPTIONS

Many people experience a good connection as one of the basic necessities of life nowadays. They want to be connected anytime, anywhere. This is very noticeable when a technical failure results in a temporary disruption of the internet connection, for example. For some people this feels as if their life has come to a sudden standstill. At such times, our customer service employees can barely cope with the emails, phone calls and chats. But failures still occur several times a year. After all, technology remains vulnerable to unexpected occurrences, like power cuts, a broken cable or a transmission mast breaking down.

At the beginning of August 2018, we experienced a major failure in our mobile network. All of a sudden, many customers couldn't call or text anymore, nor use mobile internet. The failure was caused by a short disruption in the system regulating mobile phone traffic. This created a 'tailback' on the network. Shortly afterwards, this was followed by a three-day failure of Ziggo On Demand, caused by a power cut in one of our data centres. That resulted in a breakdown in the equipment essential for on demand TV. We made an all-out effort to repair the damage as fast as possible.

We do whatever we can to prevent failures and to remedy them as fast as possible, should they occur after all. We constantly monitor the status of our networks, so we are immediately alerted if something goes wrong or threatens to go wrong. [We inform our customers without delay and dispatch our servicemen to fix the problem.](#)

Often it's only one part of a chain of equipment and networks that breaks down, resulting in the entire service failing. At the moment, we are inspecting all these elements, drawing up a list of how each situation can be improved. We aim to install a spare for every critical part of the chain, so that the spare can immediately take over should the original part show any defects.

In the near future we will be using Artificial Intelligence (AI) to forecast where and when failures can occur. [In this way we can anticipate that breakdown moment.](#)

Internet of Things: connecting everything with everyone

Internet of Things (IoT) connects more and more devices with the internet. As a result companies save costs, consumers experience more convenience and patients receive better care. A coffee-maker can now notify the online supermarket that it has run out of beans, a sensor sends out an alert that a patient needs more oxygen or a customer pays with his smartphone without the intervention of an employee. In the Netherlands, the IoT network of VodafoneZiggo provides many of these connections.

SMART DYKES KEEP OUR FEET DRY

Partnerships are important to us in the development of IoT solutions. VodafoneZiggo works with JLD Contracting and FacilityApps, for example, on an IoT system to improve dyke monitoring. It enables JLD Contracting to identify weak spots quicker and take timely measures to fortify them.

IoT offers plenty of opportunities to businesses

The market for IoT is booming. The number of machines connected by IoT already amounts to approximately 50 billion devices worldwide. This number is expected to grow to 155 billion in 2025. Most Dutch companies embedding IoT in their business operations indicate that the result was an increase in sales or a significant reduction in costs. Moreover, in many cases IoT applications lead to an improved customer experience. All in all enough reasons to embrace IoT. This awareness is now growing among entrepreneurs. Following the large companies, we notice an increase in the number of SMEs engaging in IoT.



Trailblazer in IoT networks

VodafoneZiggo is one of the largest players in the area of IoT worldwide, with more than 74 million connections. We support customers in all sectors of industry with the introduction and development of IoT. To this end we leverage our company's international expertise and the expertise of our local partners to offer an IoT service that perfectly suits the needs of the customer.

In 2018 we heavily invested in our IoT network once again. We opted for so-called Low Power Wide Area (LPWA) networks, that are extremely energy-efficient and also provide good coverage underground, for example in tunnels or behind massive office walls. A well-known example of such a network is Narrow Band Internet of Things (NB-IoT), that we support nationwide. That also applies to our LTE-M network that can use a wider bandwidth than NB-IoT and is therefore suitable for products using voice, like automatic barriers and 'talking' lifts. Both NB-IoT and LTE-M are part of the 5G network and offer customers therefore the guarantee of a future-proof network.

IoT Starter Kit gets companies going

For many customers IoT applications are totally new. Which is why we want to kick-start them with the IoT Starter Kit. They can now build an IoT prototype step by step, test it and adjust it, without needing a lot of technical know-how.

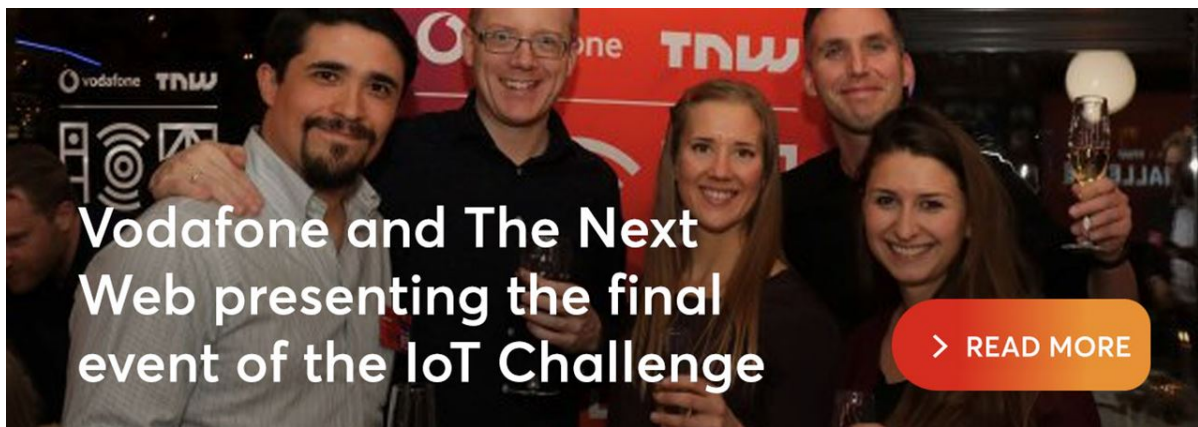


Marketing campaign for SME

To convince small and medium enterprises of the benefits of IoT, we initiated an extensive media campaign in 2018. We used it to emphasize that IoT is not so much about things, but about people and better service. Thanks to the campaign more than 500 people a day visit our website about IoT. There, they find valuable information about how we apply IoT in various sectors of industry and with which partners we collaborate. The campaign resulted in a clear growth (8%) in the number of SME customers considering VodafoneZiggo as their IoT partner. We contact these interested parties, for example during special IoT events. Eventually, we talked to over a thousand customers about what IoT can mean to them.

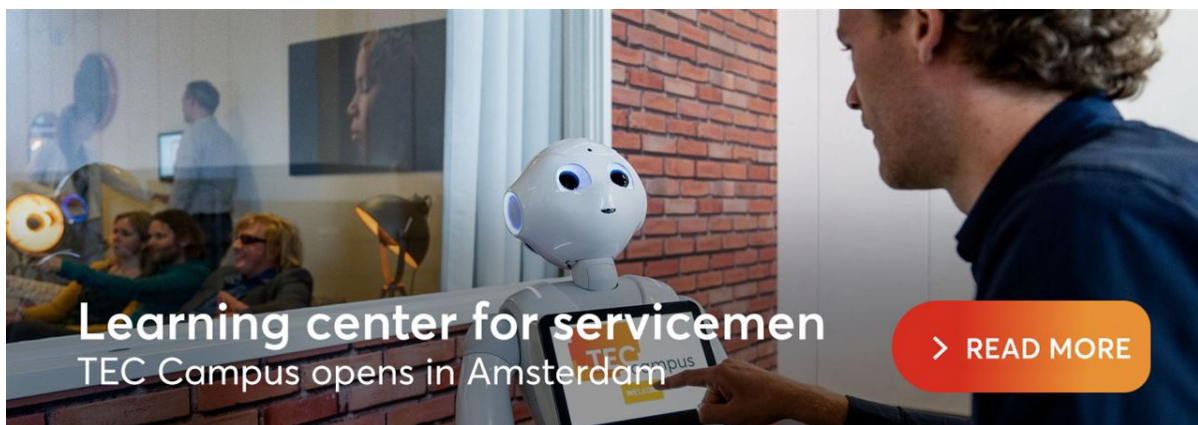
IoT Challenge stimulates innovation and cooperation

In 2018, VodafoneZiggo and tech media company The Next Web (TNW) together organized the 'Vodafone TNW IoT Challenge'. Ten large organizations – among which Heineken, Efteling and Stedin – challenged fresh, innovative start-ups to come up with IoT solutions for specific issues. Like combatting electricity fraud, stimulating elderly people to exercise more or shortening queues at amusement park attractions. Out of 267 international entries, the organizations eventually chose ten start-ups. Together, they developed the ideas into working products, which were presented at the end of November.



The future of our customer service

We are always looking for new solutions and technologies to take our service to the next level. For our products to match customers' demands even better and for us to exceed our customers' expectations. Now and in the future. Which is why we started with our TEC Campus this year, why we introduced a virtual assistant for customer queries and developed a model that helps us forecast where and when maintenance is due in our network.



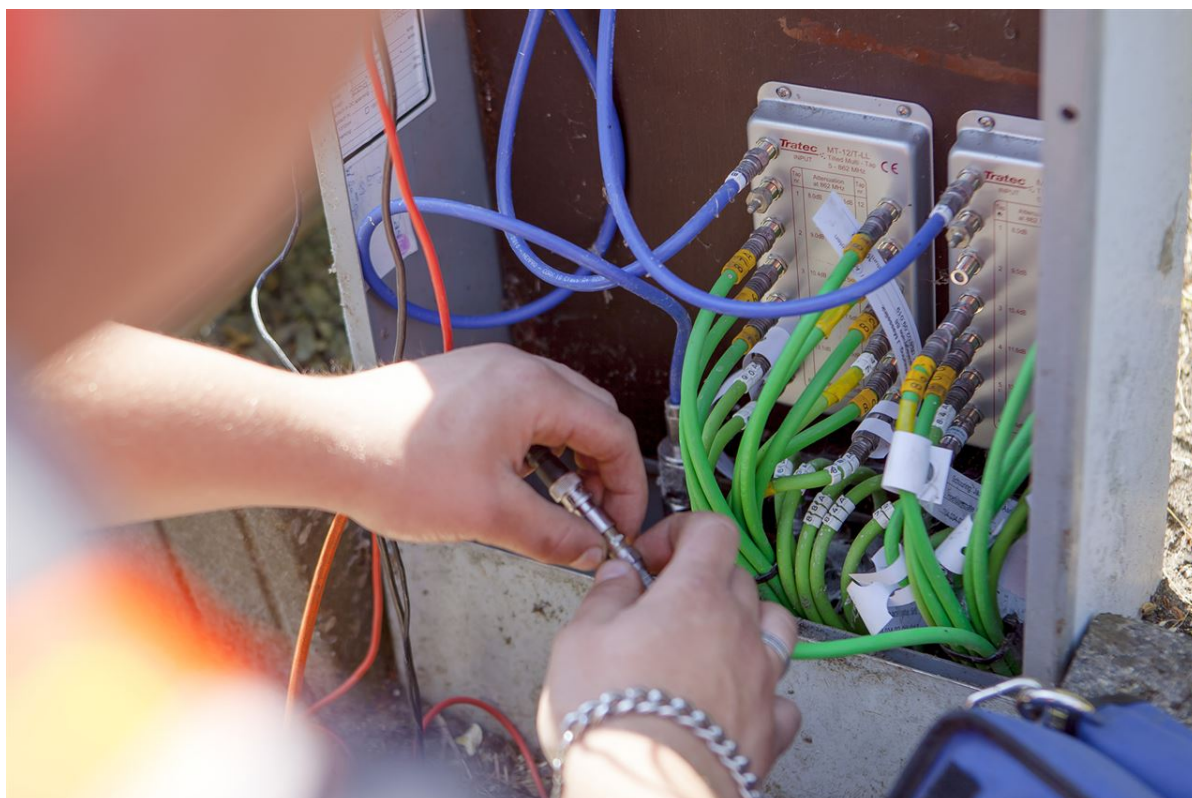
TEC Campus as the ideal training college

The best place to learn the trade of mechanic, is on the job. With that in mind we built the TEC Campus next to our technical hub in Amsterdam. There you see a lifelike house fitted out with every network technology our company boasts. Inside the house we have created every possible technical situation. Servicemen can practise on existing systems like cable, Wi-Fi, optical fibre and mobile, but also the technology of the future, like IoT and DOCSIS 3.1. The house has been wired with fourteen kilometres of cable in total. All the devices are

connected with our IoT network, including the door locks, lamps, curtains and TV sets, as well as the vacuum cleaner and lawn mower. Since May 2018, every new serviceman employed by VodafoneZiggo has been offered a training course at the TEC Campus. Eventually each and every one of our servicemen will attend a technical course there.

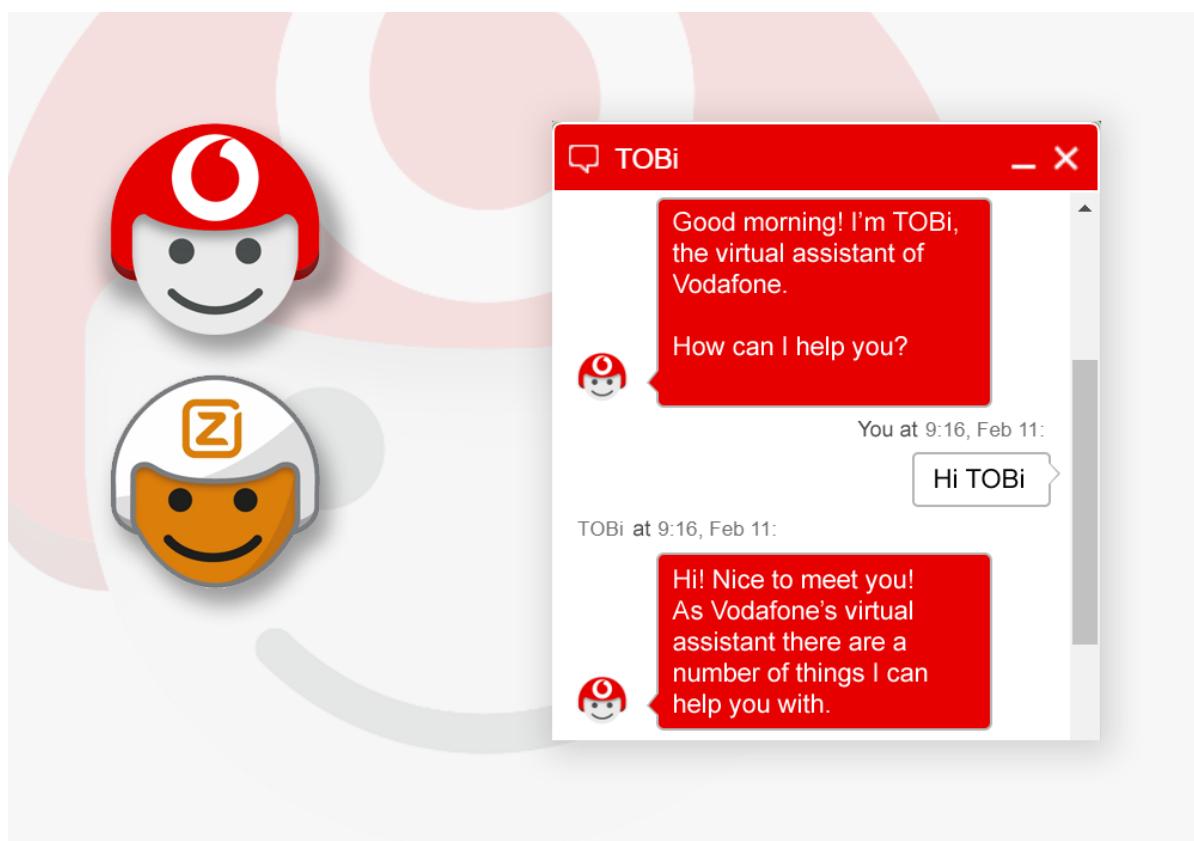
Preventing disruptions by forecasting

There is nothing so annoying as a failure or disruption in the middle of a soccer match or a Skype conversation with a new customer. Should something like that happen after all – unfortunately, technology is not completely foolproof – we try to remedy the problem as soon as possible. Of course, it would be even better if we can prevent such issues. Artificial Intelligence (AI) and other new technologies can help us in that respect. A good example is the algorithm we are currently developing to quickly identify and localize deviations in our systems. This will result in far more specific orders in future for our servicemen. They will know in advance which part in which cabinet in which neighbourhood needs to be replaced.



Chatbot as your contact

A chatbot is a computer programme providing answers to typed questions. It's true that a chatbot cannot answer every question customers ask, but it can handle the most common ones. Like 'How do I set up my email programme?' or 'How do I log in on Mijn Ziggo?' The big advantage of a chatbot is that it enables us to help more customers at the same time, resulting in no or shorter queues. In 2018, we started a small-scale pilot of 'training' a chatbot – every time a question is not recognized or cannot be answered, our employees 'tell' it what the right answer should be. We are now offering the chatbot service on several pages. Overall, our chatbot conducted more than 35,000 conversations with customers this year. In 2019, we expect this number to grow to more than 200,000 customers. This coming period we will work on improving the quality of the answers, ensuring they have a better fit with the specific situation of the customer.





"In the near future we will
talk with him"

> READ MORE



Connection: valuable contacts
between people

Connection

Connection: valuable contacts between people

Building connections, creating relationships. So people can contact each other and can enjoy what the world has to offer. [That is something you recognize in all our products and services](#). We enable phone calls between a grandmother and her grandson in America. We see to it that an email is received by the customer in the blink of an eye. We enable a Formula 1 fan to enjoy Max Verstappen's overtaking manoeuvres live.

To make such moments possible, VodafoneZiggo realizes actual connections. Through cable, 4G, Wi-Fi, IoT – you name it. All those connections together are very valuable for society, as they make cities and villages smarter, safer and more social. They bring people together and generate more mutual understanding between individuals and communities. We find it important that everyone can reap the benefits of the chances created by digital connectivity. We want to contribute to the digital welfare of all people in the Netherlands. By making them digitally skilled and teaching them how to maintain a balance between the online world and 'real' life.

We want everyone to be able to participate in the digital society and to do so in a responsible way. We support, amongst others, underprivileged groups in society, so they too can experience the value of connections. We have special programmes aimed at acquiring digital skills, for example for pupils in disadvantaged neighbourhoods, people that are badly off or senior citizens who have missed the digital boat. For schools we have developed teaching programmes that also focus on the downsides of a digital life and teach children how to maintain a digital balance. In a playful manner they learn how to use social media in a sensible way, to stop gaming in time and to distinguish between fake news and genuine news.



This year we identified not only the positive, but also the negative effects of digitization. People lagging behind in society due to insufficient digital skills. People losing the digital balance. We use special programmes to ensure as many people as possible can take part in the digital society.

Marieke Dekker

Executive Director External Affairs

Facts and figures



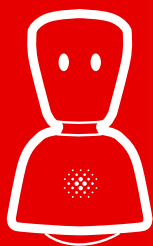
Making children more digitally skilled^[1]

176370



Children Experience Day

2451



No Isolation Robots

20



Cooperation social organizations

10

- Over this indicator KPMG has provided limited assurance. See also section '[About this report](#)'.

Value for the customer, value for our company

The connections VodafoneZiggo realizes, represent two kinds of value. On the one hand the value for our company: the fixed and mobile connections constitute the basis of our revenues. Our customers pay for our communication and media services, like telephone subscriptions, All-in-1 packages and cable connections. In 2018 their contributions resulted in sales amounting to 3.9 billion euro.

On the other hand our services represent a value to society. This value consists of numerous factors, like happiness generated by a service, its level of environmental friendliness, the extent to which it contributes to a safe living environment or the extent to which a service helps companies achieve their targets.

In any case, we want everyone to be able to enjoy the benefits of the digital revolution. That is why we consider ways to do things better and look at the impact of all the changes on well-being, productivity and the environment. We look into technological solutions that can improve connections between people all over the world.

Smart technology for a better society

One of the developments significantly contributing towards a safer and more social society is IoT. This network of intelligent connections between devices enables, for instance, [smart garbage containers](#) to alert the city sanitation services when they are full. As a result, there are fewer dustcarts on the road and CO₂ emission is reduced. Another example is fall detection. Senior citizens who are not very good on their legs, wear a bracelet with a transmitter and a sensor that recognizes any fall of the person in question. Should that happen, a caretaker or emergency service is immediately notified, so they can come to the rescue.

In future, connections will only become more intelligent. Artificial Intelligence (AI) makes devices self-learning, enabling them to improve even faster on their own. The speed at which companies invent and introduce new technologies, increases by the year. The value of connections is increasing by the day.

ALLIES: ROBOTS FOR CHILDREN WITH A LONG-TERM ILLNESS

With the Allies project, we help children with a long-term illness to stay in touch with their classmates, family and friends. This is done by means of a special robot. VodafoneZiggo provides the 4G connection and lends out twenty of these robots to Dutch children, to prevent them from social isolation. They don't have to miss any classes and can even play outside in a virtual way.

The AV1 robot is invented by the Norwegian firm No Isolation. The Child and Hospital Foundation ensures the twenty robots are allocated properly. In this way, the Vodafone Foundation makes an 'Internet of Things' solution accessible to a larger group of children.

Enabling the digital workplace

The connections realized by VodafoneZiggo are also revolutionizing the workplace. Having to be in the office at all times is something of the past. You read your email in the train, talk to a customer from your car or work on a document, shared online, together with colleagues at different locations. Smart ICT solutions make it all possible.

This new way of working has countless benefits. People are more productive when they work from home, for example, and they need to travel less which is good for the environment. But what is the impact exactly of all this? Existing surveys into remote working often focus on one side only. We wanted a transparent story. For ourselves. And for our customers. Which is why we hired consultancy agency EY.

They looked into the effects of flexible working and developed a calculation model with which our customers can calculate the benefits of flexible working themselves.

THE POTENTIAL OF FLEXIBLE WORKING

DUTCH POPULATION WORKING FLEXIBLY



The working population amounts to **8.3 million**



32% does not use any of the 'flex-work' concepts



IMPACT IN EUROS

Suppose those 32% – **2.6 million** people – start working flexibly too

The positive impact of that would amount to **€ 450 million** each month



ASSUMPTIONS:

- Each potential flex worker works from home one day a week and commutes outside rush hours one day a week
- The average salary amounts to € 2,739
- 50% of the workload consists of routine jobs that recur regularly

Survey into flexible working

The findings recorded in the EY report underline the positive effects on employees, employers and society as a whole.

SOCIAL IMPACT FOR THE EMPLOYEE

The key benefit for employees is the amount of time they save. As a result, they can take the children to school, for example, or exercise more often. Flexible working is especially suited for the knowledge worker, who can carry out large parts of his work from any location at any given time.

POSITIVE BALANCE FOR THE EMPLOYER

Remote working results in lower travel and office costs, reduces the number of traffic incidents and results in a higher level of productivity. The rise in labour productivity significantly exceeds the costs needed to implement flexible working. Working from a different location than the usual one also proves to be beneficial to some activities, like creative processes.

GOOD FOR SOCIETY

If fewer people take the car to work, there will be fewer traffic jams and fewer traffic accidents. With fewer cars on the road, emission levels of CO₂ and particular matter are also reduced.

POTENTIAL YIELD: 5 BILLION EURO

By no means everyone takes the opportunity to work flexibly yet, even though a large part of the Dutch working population holds a job that is suitable for it. If these people also switch to flexible working, it would yield an impressive 5 billion euros a year, reducing the emission of CO₂ by approximately 370 kilotons.



Calculation model for remote working

The [calculation model](#) developed for our customers by EY points out every aspect of flexible working, scientifically underpinned and expressed in euros. It enables companies to make an adequate estimation of the benefits of flexible working for their employees, the organization and society. The outcome of the calculation model helps them to take a well-considered decision about implementing flexible working in their organization. See the mini report made by Quote editor-in-chief Sander Schimmelpenninck about flexible working.



VodafoneZiggo helps entrepreneurs to be successful in the digital world, for example by providing Internet of Things solutions, enabling flexible working and offering fixed and mobile services in one package. In that way, they can maintain their leading position in this era of increasing digitization. Entrepreneurs appreciate it, more and more businesses in the Netherlands opt for the combination of Vodafone and Ziggo.

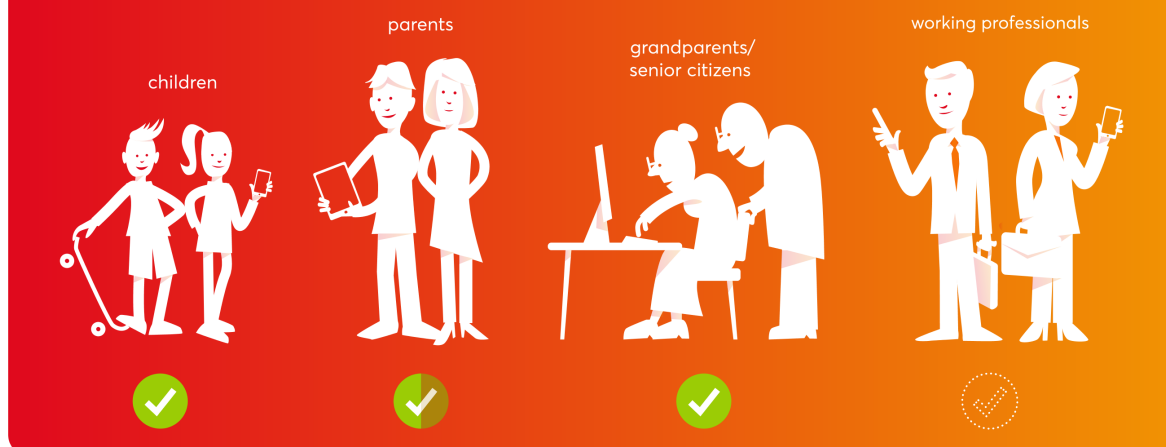
John van Vianen

Executive Director Business market

Digitally skilled in the online world

VodafoneZiggo wants as many people as possible to be able to participate in the digital world. We stimulate this by actively setting to work with various target groups like children, teachers, families and senior citizens. For them we have developed special programmes that make them digitally adept. So they understand how to use digital devices, software and processes and benefit from them, too. After all, nowadays more and more things are done in a digital way: applying for a passport, planning a route, applying for a nice vacancy – you name it. Read our white paper '[Digital life](#)' to learn how we want to make the digital society accessible to everyone.

VodafoneZiggo enables everyone to participate in the digital society



FUTURE SOCIETY NL: GUIDE TO THE FUTURE

For some people all these changes happen too fast, others can barely keep up. In reality, many people need someone to guide them in the digital world, someone who explains what is happening and reassures them. For that reason VodafoneZiggo and consultancy agency DFFRNT Media established Future Society NL in 2018. This independent platform of 101 Dutch experts sketches scenarios of the future which are shared with the general public. In this way Future Society NL wants to act as a guide for the Netherlands. The participating scientists, entrepreneurs, politicians, artists and ethics try to find answers together to important questions regarding the role of technology. Topics for example are the influence of algorithms on our choices, the role of voice-controlled programmes in our daily life and the impact of autonomous cars on our mobility.

<http://www.futuresociety.nl>

In 2018 there were various programmes and activities with which VodafoneZiggo made people more digitally skilled.

- **Online Masters:** Online Masters is an online teaching programme making children aware of their behaviour in the digital society, and teaching them how to deal with online possibilities in a responsible way. In 2018, 176,370 children followed an Online Masters lesson ^[1].
- **Future Ready at school:** The programme Future Ready strengthens the digital skills of pupils and teachers at schools in disadvantaged districts.
- **Experience Days:** During an Experience Day children engage in technology and are given an inside view of VodafoneZiggo.
- **Girls Day:** On 12 April 2018 a special Experience Day took place for girls, coinciding with the national 'Girls Day'.
- **Exposition in NEMO:** The 'Museum of the revolution in professions' in the Amsterdam NEMO museum demonstrates how important digital skills are for the future of the current generation of school children. VodafoneZiggo organized this exposition.
- **Curriculum.nu:** VodafoneZiggo provides advice to the 'digital literacy' development team for the new curriculum of primary and secondary education.
- **Welcome Online:** Welcome Online is a programme for people who have never or rarely been online. Students, children or other people in their environment help them find their way in the digital world.



1 Over this indicator KPMG has provided limited assurance. See section: '[About this report](#)'.

Finding the digital balance

Digital media offer many benefits. We are more in touch with other people, we are always up to date with the latest news and it makes our work easier. At the same time, the digital abundance carries a risk. The scales can become unbalanced and unhealthy behaviour creeps in. People app until the middle of the night, for instance, or are in constant fear of missing out.

We believe that as a digital provider we have a responsibility for the influence digital media can have on our customers' life. We want to contribute towards a nice and healthy digital life, in balance with other activities. To that end we develop programmes to help people maintain a digital balance. So they can navigate the digital world in a skilled, safe and conscious way. On a regular basis we also enter into a dialogue with several stakeholders to come up with solutions and initiate change.

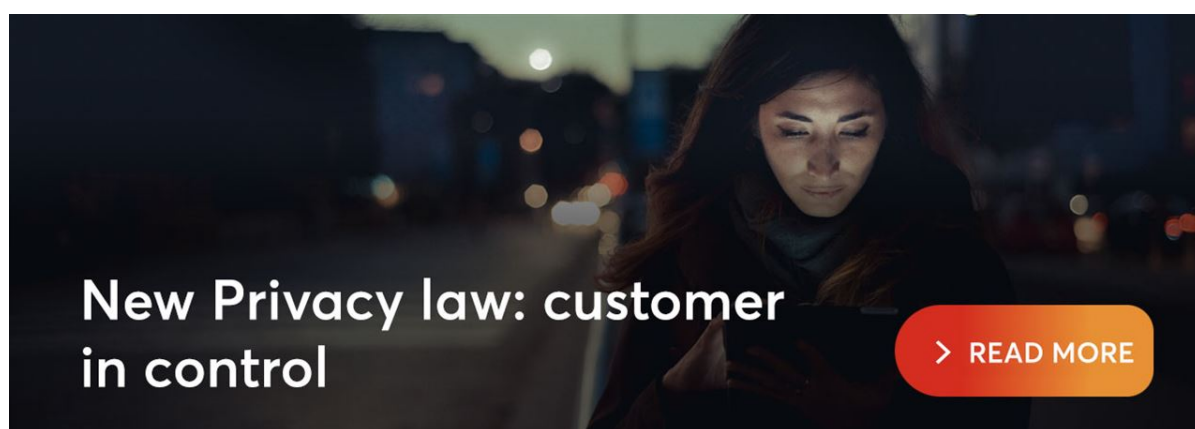
We recognize the importance of privacy and seek to protect and safeguard our customers' data at all times. Since 25 May 2018, customers have more opportunities to inspect, modify or delete their personal data. From that day onwards, the General Data Protection Regulation (GDPR) is in force, prescribing stricter rules concerning the processing and sharing of personal data of customers and employees. Our policy complies with these rules and is laid down in our [privacy statement](#).



Our customers must be able to rely on us to handle their data confidentially. We believe this is of fundamental importance. That is why safeguarding privacy is an integral part of our policy and an important factor in our decision-making. Our customers have control over their own personal data, which they can easily modify or delete.

Barbara Jongerden

Executive Director Legal & Regulatory



- *DigiDiner 'Balance the Future'*

Fifty entrepreneurs, scientists, social organizations and politicians joined the DigiDiner '[Balance the Future](#)' on 3 July 2018. They discussed the advantages and disadvantages of digitization and how to deal with them.

- *[Kids Council provides advice](#)*

Each year we ask the Kids Council for advice regarding a topical subject. This year we wanted to know how VodafoneZiggo can help families discover and experience the digital world together.

- *[CEO advocates digital balance](#)*

Jeroen Hoencamp, CEO at VodafoneZiggo, sought publicity with his argument for more digital balance. "We seem to have lost balance, we hardly ever put our smartphone aside anymore. I believe that as a telecom and internet company we need to take responsibility."

- *Introduction of new privacy legislation*

In May 2018, the new privacy legislation came into force. As a result, the teaching programme Online Masters received an [add-on about privacy](#), in which we reflect on the changes in the law and the importance of data protection.

- *Digital Life Experience*

In the Experience Center in our new office at Utrecht Central Station we challenge young people to discuss their online life. How do they treat each other online? What does their online and offline balance look like? We also introduce them to programming.

Going the extra mile for the customer

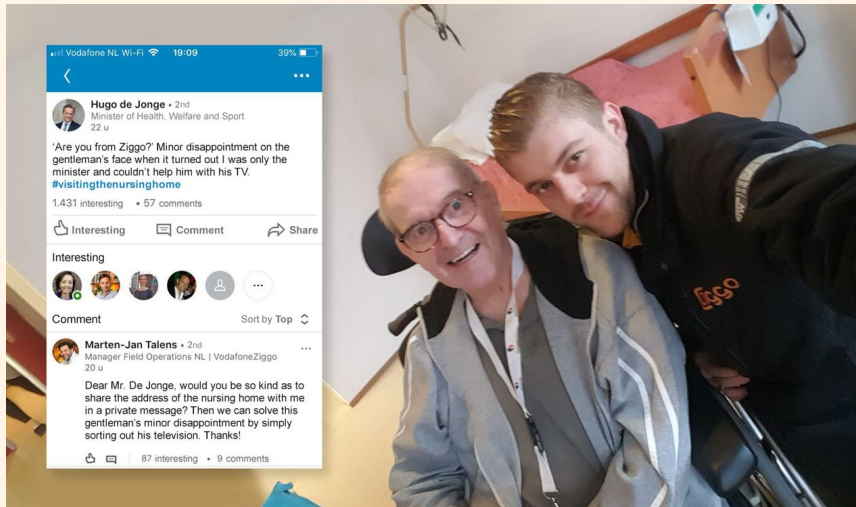
Every day thousands of customers contact our customer service employees. They try to make a genuine connection with the customer in question and really listen to all the complaints, tips and compliments. They strive to come up with an adequate and fast solution for the customer's issue. Preferably, they take it one step further, exceeding the customer's expectations.

SICK FATHER CAN WITNESS BIRTH ONLINE

Cheyenne Huige, employee of the VodafoneZiggo shop in Roosendaal, was visited by a heavily pregnant customer last year. The woman talked about the baby being due soon, but that her partner wouldn't be able to be present at birth. He was admitted to hospital and diagnosed with 'acute leukaemia'. The woman enquired about the possibilities of [Multi Data Sim](#), since she and her husband – with him being in hospital – wanted more frequent email and WhatsApp contact.

Cheyenne was so moved by the story that she wanted to do something special for this customer. To enable the sick husband to witness the birth of his child in some way or another. Cheyenne contacted her colleague Wendy at customer service in Maastricht and asked about possible options. After consulting with other colleagues and managers, they came up with a wonderful solution for the customer. They would give her a tablet, equipped for live streaming, so the soon-to-be dad could witness the birth of the baby from his hospital bed. On Friday 28 September the tablet would be sent to the customer. But then there was a hitch, as the courier service indicated they couldn't deliver the package until Monday – while the woman had by now reached her due date... Monday could well be too late. Wendy then decided to bring the tablet to the customer herself. She drove from Maastricht to Roosendaal to deliver it in person and to check if everything was in good working order. The woman was over the moon about this solution. And timing proved perfect, since that very evening she gave birth to a little boy, named Twan.

DIGGING HOLES FOR TV RIJNMOND FAN



Hundreds of VodafoneZiggo customers are switching over from watching analogue to digital TV. We do our best to implement that transition as smoothly as possible. But sometimes there is a hitch. For example because some health care institutions have their own network, which is outside our scope. That was the case with the health care institution in Rotterdam where Mr. Adriaanse lives. He could no longer receive his favourite channel TV Rijnmond and was not amused whatsoever. He approached the first person that visited the home. That person turned out to be not one of our servicemen but Hugo de Jonge, Minister of Health, Welfare and Sport! He posted a message on LinkedIn about this meeting, which we immediately responded to. This is how we came into contact with the care home. Not much later, our serviceman Jasper set to work and made all the digital TV channels available to all the inhabitants that very same day. Upon running some tests, one of the optical fibre network cables also turned out to be damaged. Jasper dug a trench himself in order to repair the cable. When that was done, he went to see Mr. Adriaanse, who was very pleased he could now watch his beloved TV Rijnmond again. Jasper also explained the use of the remote control while he was there.



**Working on our organization
together**

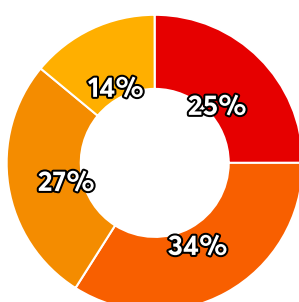
Our organization

Working on our organization together

In two years' time, VodafoneZiggo has evolved into a solid company with a transparent strategy, clear goals and a new company culture. Our employees were joined by hundreds of new colleagues, who jointly shape that culture. A large part of them relocated to the Central Office in Utrecht. We have started with agile teams. Nearly all employees took courses to gather in-depth knowledge about our products, services, vision, mission, strategy, values and customer experience. In this, our 'people leaders' fulfilled an important, supportive role.

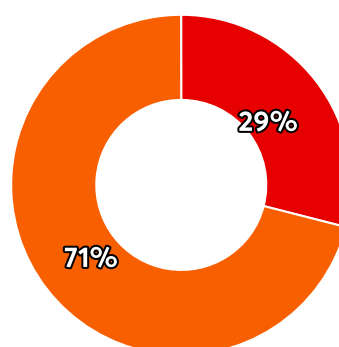
In everything we do, we put people at the centre. We service our customers with the best products and services, always trying to exceed their expectations. Within VodafoneZiggo it's the people that fulfil our promises. Putting the individual centre stage, also entails we pay special attention to sustainability. We save energy wherever we can, reduce the emission of CO₂ and encourage our employees to travel by public transport.

Ratio age employees 2018



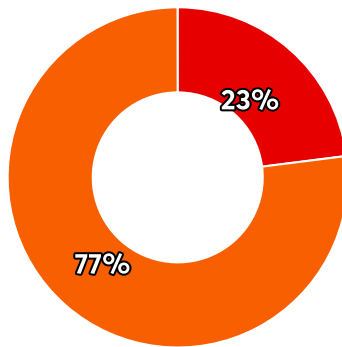
- Age <30/total
- Age 30-39/total
- Age 40-50/total
- Age >50/total

Male/Female ratio 2018



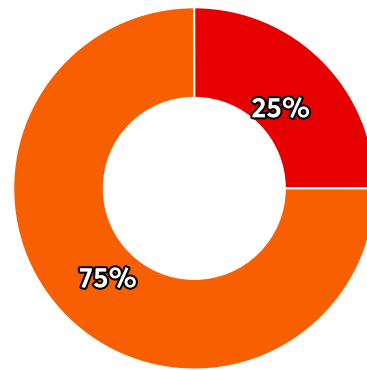
- % Female - Overall
- % Male - Overall

Parttime/Fulltime ratio 2018



● Part time/overall
● Full-time/overall

Male/Female Executive Board 2018



● % Female - SLT ● % Male - SLT



Our goal is to make a success of the joint venture VodafoneZiggo. By embedding our purpose down to all levels within our organization. By emphasizing our shared values and culture. By creating a transparent organizational structure with clear roles and responsibilities. By bringing people together, in the literal and figurative meaning of the word, for example in our new central office.

Thomas Mulder
Executive Director HR

Facts and figures



Full-time overall

77%



Part-time overall

23%



Percentage male overall

71%



Percentage female overall

29%



Total number of employees

7438

Shaping the new organization

Vodafone and Ziggo merged into one company in 2017. Because we wanted to combine the best of both worlds for our customers. Since then, our customers are experiencing the benefits of the best fixed and mobile services under the same roof. The employees of the two companies became colleagues and are now working together to make a success of the new company.

Change doesn't just happen. In many cases, a merger of this size is not successful. For that reason we spend a lot of time on the integration of the two companies. In 2017 we started with an experienced Senior Leadership Team (SLT) and in 2018, we created the key components of the new VodafoneZiggo organization.

New organization design

One of the first decisions was to create a functional organization design, so that responsibilities within VodafoneZiggo would be clear from the very beginning. The 10-person SLT works closely with the Senior Management Team (SMT), a group of 65 experienced directors and senior managers working in 9 business units. Together, the SLT and SMT are charged with the day-to-day management of 7,400 internal and 3,000 external employees. The SLT reports to the [Supervisory Board](#) consisting of representatives from both parent companies and independent members.

In 2018 the focus for the organization design was on 3 aspects:

MERGING BUSINESS UNITS

All organizations that merge, are confronted with duplicate business units and duplicate positions. In 2018 we integrated as many of these units and positions as possible. Most employees involved changed jobs within the company, as a result of which the number of people leaving VodafoneZiggo due to the merger was relatively low. Since the start of the joint venture, 450 people with an open-ended contract have left the company.

HARMONIZATION OF TERMS OF EMPLOYMENT

An important aspect of creating one organization is having a package of employment conditions that applies to all employees. A first step was the realization of a new, sustainable mobility policy. We also cooperated closely with the participation councils and the union to arrive at an adequate package of employment conditions in 2018. We reached a negotiated result towards the end of 2018, a milestone for our organization. In 2019, we will continue this cooperation with a view to the details and implementation of the collective agreement and company schemes.

MOBILITY POLICY ENCOURAGES USE OF PUBLIC TRANSPORT

The integration of Vodafone and Ziggo offered the opportunity to create a modern mobility policy based on the guiding principles 'flexible', 'smart' and 'sustainable'. When integrating the two Utrecht offices and the Amsterdam office at Oosterdok, we opted for a central location at the Utrecht Stationsplein. We want to make the commute as efficient and convenient as possible for the talents we are recruiting from all parts of the Netherlands. To encourage the use of public transport, we not only focused on a public transport oriented policy, but also gave most employees the opportunity to choose a first-class rail pass, including free private travel if one opted for 'Full Public Transport'. Employees save a lot of time in this way as they can now work mobile during travel.

Moreover, they now have the option to choose public transport over their car more often. Employees had a choice between various options. More than 51% of our employees took the option 'Full Public Transport', with first-class travel on all Dutch Railways (NS) sections. 4% opted for the NS Business Card Pass, a second-class season ticket between the office and place of residence, in combination with an allowance for parking costs at a train station. Lease cars are not provided anymore, unless it is important for the role, like for our sales organization.



COOPERATING

To make a success of the VodafoneZiggo organization, close cooperation between teams and employees is crucially important. The focus has to stay on the customer at all times and teams need to operate at a certain speed to maintain our leading position in the market. For that reason we initiated agile working in several departments this year. To cooperate successfully, we believe it's important that colleagues are often physically together in one room. This doesn't mean we are working less flexibly and mobile as such, but that we are striving for the [best balance between agile and flexible working](#).

AGILE WORKING: BETTER RESULTS IN LESS TIME

Like many other organizations, VodafoneZiggo decided to adopt agile working as well. Small multidisciplinary teams work very closely together to deliver concrete products in a short turnaround time. In this way, it's possible to achieve results in a short period of time and realize continuous improvements. It also makes our organization increasingly flexible and faster in adapting and refining our products and service experience. Which is essential if we want to remain a key player in our industry. The members of our agile teams have several 'agile studios' at their disposal in our new central head office, to work together on projects. Apart from speed, flexibility and efficiency, fun is also a key part of the agile way of working, which fits in well with our goal of 'enjoyment and progress with every connection' for our employees. By now we have 43 agile teams. In addition, 1,400 employees learned about agile working in so-called Agile Awareness and Super Demo sessions.

Since agile working differs from the traditional working methods, we will restructure the organization where needed. In 2019, we will map out the areas of VodafoneZiggo where agile working contributes most towards the strategy and our goals, and where traditional methods are the preferred way.

In 2018 we merged our offices in Eindhoven, relocated office activities from Helmond to Nijmegen and closed down our office in Heerhugowaard. In addition, we merged our Amsterdam office and two of our Utrecht offices into the new Central Office.

CENTRAL OFFICE: NEARBY FOR EVERYONE

The new central head office of VodafoneZiggo officially opened on 1 October 2018. The key starting points for the new office were being close to our customers, at a central location in the Netherlands, close to public transport and in an inspiring location. In this we succeeded. Our office is located above the main entrance of the completely renovated shopping centre Hoog Catharijne in Utrecht, with 30 million passers-by each

year. The building is within a stone's throw of the central station and nearby pick-up points for trains, busses, taxis and other forms of transportation. In this way, we are not only close to our customers, but we also offer an inspiring working environment for our employees and a revolutionary mobility policy for commuter traffic.



The central office consists of five floors, has 15,000 square metres floor space and offers room to over 1,600 employees. They have more than a hundred meeting rooms, an espresso bar and two restaurants at their disposal. Previously they worked at three different locations throughout the country.

We have designed the new central office according to the latest insights and technologies with regard to collaborative working. Employees are fully mobile and can work wherever they choose to. There is an ideal workplace for each kind of activity. It can consist of a room for a brainstorm session, meeting or customer visit, but also a silent spot where a colleague can prepare for a presentation, or a studio for an agile team. Naturally, employees also have the opportunity to work from home or any other suitable location.

Building a new culture together

After the creation of VodafoneZiggo, we used the input of more than 600 colleagues to define a culture in which people feel appreciated and are able to bring out the best in themselves. One thing was clear from the beginning: the level of success of everything we do within our industry and our company, depends on our people and their way of working together. By opening up to each other and to new ideas, by collaborating and going the extra mile, we can make a success of the strategy of VodafoneZiggo. Everything we do at VodafoneZiggo, we do with our values in mind:

OPEN UP

TEAM UP

STEP UP

OPEN UP

Think yes! Be honest and optimistic. Be open to new connections, ideas and situations. Put yourself in the shoes of colleagues. Share your experiences. Stay curious. And the good thing is, the more you open up, the more you learn.

TEAM UP

Be ready to help. Support each other. Trust each other. Value your differences. Join forces. Use the energy. Stick to your word. Keep each other on their toes. Celebrate every success together. And the good thing is, the more we collaborate, the more we achieve together.

STEP UP

Get out of your comfort zone. Set the barrier high. And higher. Dare to innovate. Take the lead and accept responsibility. Put quality first. Each day. For every customer. And the good thing is, the more we achieve, the higher the scores from our customers.

A new culture like that doesn't happen overnight, but evolves slowly. This is a gradual process, when our people work together to offer our customers the best products and service, demonstrating the added value of the combination of Vodafone and Ziggo. In this, the values mentioned above serve as guidance. Managers set an example and coach the staff, ensuring that organizational policy and internal communication are aligned. Especially in the initial phase of the joint venture we believe it's important to pay ample attention to the development of the culture.

Culture activation

Throughout the year we organized activities under the label of 'Up We Go', in which we highlighted each one of the three core values in turn. It gave staff the chance to experience what they entailed for our customers, for themselves and for our organization. We offered exercises that touched upon behaviour in connection with a particular value. We enabled staff and their teams to practise this behaviour and to discuss it among each other. The objective was to understand which behaviour could be stimulated to cooperate even more efficiently and create even more enthusiasm.

Improving managers and employees

To achieve our goals and make our strategy succeed, they need to be embedded in the organization. We want every employee to feel involved in the choices we make and the values we commit to. For that reason we paid a lot of attention to organizational development in 2018, in order for all colleagues to feel engaged with each other and the organization.

'People leaders' essential for realizing strategy

We call managers 'people leaders', because they put people at the centre of everything they do. They bring out the best in their team by providing a framework for the diversity of talents, personalities and experience and by providing development opportunities. All 575 people leaders of VodafoneZiggo participated from September up to November 2018 in the VodafoneZiggo Leadership Journey. In this programme they learned the skills that are needed for the ongoing development of our organization, more specifically:

- Leading (parts of) the organization
- Inspiring employees
- Delivering results

Furthermore, we also teach managers how to effectively stimulate the desired culture within our company. Furthermore, we want to bring leaders throughout the organization together in the VodafoneZiggo Leadership Community where they can meet to exchange ideas, inspire and support each other. In 2019 we will continue this and

launch the Leadership Game, a smartphone application to practise the people management skills that people leaders need to have. In 2019 we will also make the Management Skills Suite available in our online learning environment. In doing so, we enable people leaders to keep improving their people management skills.

EXPERIENCE CENTER: INTERACTIVE AND INSPIRING

The Experience Center is located on the second floor of the new Central Office. It's a place where we enable our customers, stakeholders, new colleagues and prospective colleagues to experience what we stand for and what the background and goals of our company are. In an open environment of 600 square metres we offer plenty of interactive and inspiring stories. We create an experience that lasts, e.g. by organizing sessions for customers who can experience who we are and what we do, and for pupils whom we familiarize with the digital world through the teaching programme 'Digital Life'.

Development plan for people leaders and team

The people leaders make a personal development plan as well as a plan to involve the people in their team in the changes the organization is going through. They improve their technique of providing and receiving feedback and learn methods how to better reflect on their own performance and that of employees.

Reboarding

Another element of the organizational development supporting the integration and culture of VodafoneZiggo, is 'reboarding'. In 2018, all employees of the new Central Office participated in reboarding meetings in our Experience Center in Utrecht. Three-hour sessions provided in-depth knowledge about our products, services, vision, mission, strategy, values and customer experience. The sessions were led by a senior management member, assisted by one of the culture ambassadors of the Central Office. The feedback on the reboarding sessions was so positive that we consider to offer them to all our employees.

Warm welcome to new employees

In 2018, we started with an 'onboarding' programme for new employees. In the programme, we focus on elementary things like the strategy, values and our products and services, in order to provide everyone with an overall view of our organization.

To familiarize new colleagues from day one with the world of VodafoneZiggo, they are not only informed about our company, but also invited to our [TEC Campus](#) in Amsterdam and the Experience Center in Utrecht.

We make sure they feel welcome by providing a buddy system, in which they are assigned to an experienced colleague. They take part in an onboarding-day for all newcomers that particular month. And we coach their direct managers, so they know exactly what's important for these employees in the first, often exciting and tense weeks.

Discover Traineeship

Talent determines the success of VodafoneZiggo. One of the programme we have been offering for many years, is the Discover Traineeship. Its goal is to extensively familiarize potential talent with our company and employees in the course of one year, during which time we challenge them to learn fast and improve in a dynamic company as ours. During the year they work on three different projects. Two are carried out in the business unit where they applied for a job and the third project takes place in a different business unit. In that way they explore multiple aspects of the organization and we challenge them to step out of their comfort zone. In addition, they take part in several sessions with a trainer-coach to work on their personal development. Apart from a project manager, they are also assigned to a line manager who supports them in their development during the year. In 2018 we received over 500 applications, from which 26 men and women were selected to start as Discover Trainees. Prior to hiring, a candidate is asked to partake in an extensive assessment in which we look at current experience and knowledge as well as the trainee's potential for growth. After all, we select the Discover Trainees because we believe they are the innovative talents that shape the current organization and the future of our company.



DILEMMA: FLEXIBLE WORKING VERSUS AGILE WORKING

Speed and constant improvement are two conditions companies in our industry need to fulfil in order to be successful. Customers expect to have an adequate connection everywhere and at all times, with the best entertainment offer, fixed as well as mobile. To meet that requirement, we must be able to respond fast and adequately to new developments. Cooperation is the keyword in this. In 2018, we introduced agile teams for that reason to run projects, while physically working together as much as possible – in our view essential for a team to achieve good results.

This seemingly conflicts with our choice for flexible working. At VodafoneZiggo most departments work flexibly, offering employees the freedom to work at a time and location where they are most productive. We manage on results at an individual and team level in which it is less important how employees arrive at these results. A large part of our employees has been used to flexible working for years now. The occupancy rate of our offices is calculated based on this

principle. According to Statistics Netherlands, already 95% of large enterprises in the Netherlands allow their people to work flexibly. That is also to our advantage, since a large part of our revenues in the business market is related to flexible working based on certain communication services. Moreover, the aforementioned [survey by EY](#) shows that flexible working results in huge economic, environmental and social benefits.

We therefore have a dilemma between the need to physically collaborate more on the one side, and the benefits offered by flexible working, on the other. In practice, this means that clear arrangements must be made within teams and between teams about what we at VodafoneZiggo call 'Connected Working'. Our people leaders are key in this. They determine which teams and people can work flexibly. In addition, we have made a number of organization-wide arrangements. Employees don't have a fixed day to work from home, for example, but they do have the opportunity to start earlier or later. For many people this still takes some getting used to and finding a balance between flexible and agile working provides them with a challenge. In 2019 we will continue with the development of the VodafoneZiggo way of working, Connected Working, as unique as our culture and company itself.

Corporate sustainability, the new standard

VodafoneZiggo wants to be the accelerator of digitization in the Netherlands, creating a more sustainable society. This means we not only provide products and services that positively impact the environment, but also that we conduct sustainable business practices ourselves.

Within our environmental programme 'Sustainable VodafoneZiggo' we coordinate all environmental initiatives. This programme was awarded the ISO14001 certificate, the international standard for developing and executing an effective environmental policy. In this programme we focus on three targets:

- becoming 2% more energy-efficient each year

- reducing our CO₂ emission significantly
- becoming more circular in our business operations

Using energy more efficiently

The capacity of our mobile and fixed network is steadily growing. Since these networks use a lot of electricity, it's a challenge to become 2% more energy-efficient each year. We manage nevertheless, by coming up with intelligent solutions for our power needs. For example by cooling down data centres by free air instead of air conditioning. Or by turning off the 3G network during the night in large parts of the country. Should capacity demand rise, the intelligent network automatically switches back on. Together with our network partner Ericsson we are always looking for innovative ways to reduce energy consumption.

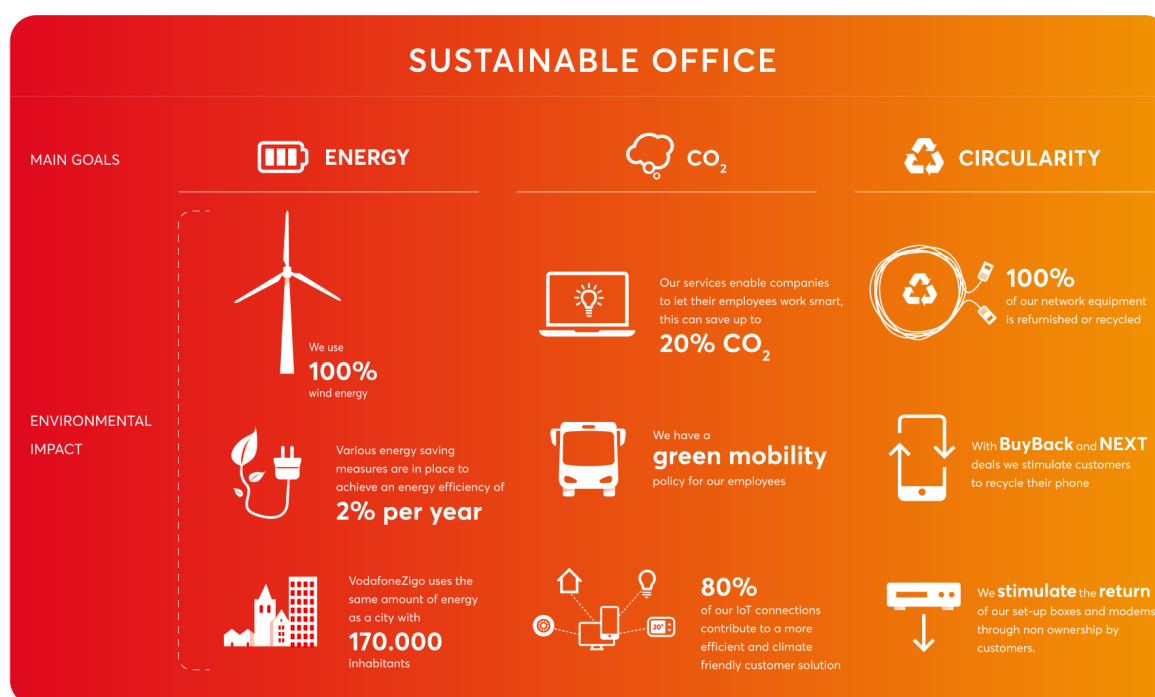
The biggest environmental gain has been our choice to have all our electricity generated by wind turbines, which was partly implemented in 2018 and which will apply to all electricity as of 1 January 2019. Especially when you realize that VodafoneZiggo uses as much energy as a medium-sized Dutch city, like Breda or Nijmegen.



Reducing CO₂ emission

Due to various measures our carbon footprint is reduced even further. In winter we no longer leave the doors of our shops open and we have turned off the hot-air curtains – the blowers that keep the cold out and the heat in. Instead, we simply close the doors. In the big cities, more and more of our servicemen start using an electric carrier cycle instead of a delivery van. And throughout the country, employees from now on travel according to the rules of our new mobility policy.

A really significant impact on CO₂ emission can be achieved if our customers start working flexibly in large numbers. That could even result in [a reduction in CO₂ emission of hundreds of kilotons](#). In addition, a lot can be gained by IoT solutions that enable us to make city life 'smart'. 80% of all IoT connections provided by us, have a CO₂ reducing effect. Like the 'driving guidance' system for bus drivers of transport company Connexxion. They receive daily feedback on their driving style and adjust their driving behaviour accordingly. This saves the company thousands of litres of diesel each year and also results in a significant [CO₂ reduction](#). But also automated transport systems and fleet management solutions based on IoT technology contribute to less CO₂ emission.



Circular business practices

Using products longer or giving them a second life and recycling raw materials. That is circular business in a nutshell. VodafoneZiggo wants to contribute to the transition into a circular economy. In this, we focus on the equipment used by our customers. At the end of the life cycle of each device we take it back and we give it a second chance.

FIXED NETWORK

We encourage customers to hand in outdated or non-functioning hardware. We send them a box they can use to send back their old equipment without costs. On average, they return 90% of the devices we provided them with. In 2018, 1.1 million devices were sent back to us – among which media boxes, modems, routers and Wi-Fi boosters. The media boxes are refurbished and reused on the condition they can be repaired. We delete the old data, replace parts, equip it with new software and submit it to strenuous tests.

MOBILE NETWORK

Customers purchasing our mobile products can always return them to us. In addition, we offer a financial incentive to have them sell their old smartphones back to us. See vodafone.nl/next and vodafone.nl/inruildeals.

ORGANIZATION

Within our own organization we recycle 100% of all discarded equipment. Desktops, laptops, batteries, smartphones, tablets, keyboards, printers... nothing ends up in the dustbin. The devices are sent to recycle companies that prepare them for a second life or for a sustainable disposal into other products and raw materials. Our employees work paperless as much as they can. As a rule we send our documents online and we preferably read them on our computer screen or tablet. In addition, we separate our waste as much as possible.

POLICY AND RULES OF CONDUCT 2018

- We enter into agreements with our suppliers about their sustainable and ethical performance. To this end we developed a [purchasing code](#).
- Not only our suppliers, but we too need to comply with sustainable and ethical codes. For that reason we compiled our [rules of conduct](#) in 2018.

Thinking outside the box for the customer

Together, our employees are the face of VodafoneZiggo. They represent the culture of our organization and fulfil what we promise. They are always in direct contact with the customer. Through our 180 shops, our contact centres in Leeuwarden, Groningen, Nijmegen, Rotterdam and Maastricht and of course through our 1200 servicemen, who visit our customers at home and help to get the most out of our products. The goal of our service employees is to support our customers in the best possible way. Preferably, they aim to surprise them by going the extra mile. To that end they like to think outside the box.

SERVICEMEN OFFER ASSISTANCE AFTER CARDIAC ARREST



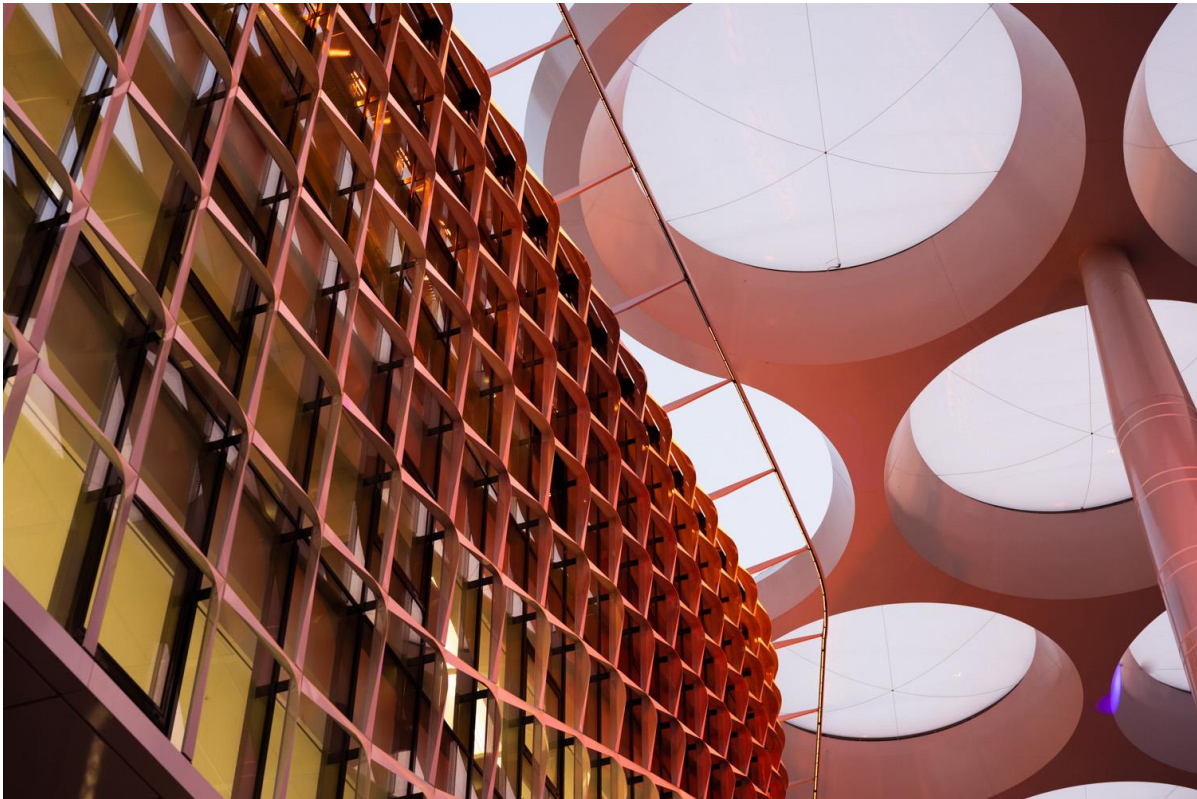
Since June 2018, more than 75 of our servicemen drive a service van that has been equipped with an Automatic External Defibrillator (AED). That is a portable device that can restart the heart after a cardiac arrest by means of an electric shock. If such an emergency situation occurs, the serviceman in the vicinity is alerted by the 112 emergency control room. He then takes the AED as fast as he can to the location indicated. The chances of survival are highest if the victim receives help within six minutes (in most cases an ambulance cannot reach a victim that fast). The servicemen are part of a national network of especially trained civilian first-aid providers. The Heart Foundation wants to expand this network to a degree that everyone suffering from a cardiac arrest in the Netherlands, receives help in time from a first aider with an AED.

VodafoneZiggo is glad to help realize that ambition. Last year there were approximately fifty instances in which one of our servicemen was alerted by the emergency control room. In nearly half of these cases our people were on the scene before the official emergency services arrived. Customers highly appreciate this initiative. They address the servicemen nearly every day upon noticing the van's AED sticker. Should a serviceman have to respond to an emergency situation, a colleague working nearby usually takes over the job at hand.



Annexes

Annexes



Annexes

Corporate Governance

Organizational structure

VodafoneZiggo is a joint venture of the Dutch divisions of Vodafone Group and Liberty Global, Vodafone Netherlands and Ziggo respectively. The parent companies are the shareholders of VodafoneZiggo and have an equal interest.

The company was officially established on 31 December 2016, after the approval by the European Commission and the works councils of former Ziggo and Vodafone. VodafoneZiggo is governed by the management board and the Supervisory Board.

Management board (SLT)

The management board is charged with the day-to-day management and is responsible for developing a long-term vision and defining a corporate strategy.

The management board consists of the CEO, CFO and eight board members representing the following business units:

- Strategy Insights & Integration
- Consumer Business
- Enterprise Business
- Customer Operations
- Technology
- HR
- Legal & Regulatory
- External Affairs
- Finance

The supervisory board appoints the CEO, the CFO and the CTO.

Supervisory Board

The role of the Supervisory Board (SB) is to provide advice and to supervise the management board. The board consists of eight members:

- Three members appointed by Liberty Global
- Three members appointed by Vodafone Group
- Two independent members appointed by the works councils of former Vodafone and Ziggo

The SB met five times this year and discussed various topics, among which:

- telecom trends
- strategy
- status updates regarding integration
- human resources policy
- financial results
- status updates of key programmes

Conduct

The board has committed itself to the [Corporate Governance Code](#), in which the Dutch government has laid down rules of management conduct. The aim of the code is to protect all stakeholders of the company. VodafoneZiggo subscribes to the code and ensures the board puts them into practice on a daily basis.

Composition of the management board

The management board consists of the following members:

Jeroen Hoencamp – CEO

Jeroen worked for Vodafone Group for 18 years. Until his appointment as CEO of VodafoneZiggo, he was CEO of Vodafone Ireland & UK and Vodafone Netherlands, respectively.

Ritchy Drost – CFO

Ritchy was CFO of Ziggo and before that, he worked for Liberty Global for 17 years, e.g. as CFO of the European division of Liberty Global and UPC Netherlands.

Thomas Mulder – Executive Director Human Resources

Thomas was the HR director of Vodafone Netherlands. From January 2017 he worked in London as Global HR Director for the corporate division Group Enterprise. In the summer of 2018 he returned to the Netherlands. On 1 August 2018 he succeeded Anja Maassen van den Brink.

John van Vianen – Executive Director Business-to-Business

John was CEO of KPN Business Market and member of the Executive Committee of KPN. Under his leadership IT Solutions (formerly Getronics) integrated with KPN.

Marcel de Groot – Executive Director Business-to-Consumer

Marcel was Consumer Business Unit Director of Vodafone Netherlands and prior to that, held that same position at Vodafone Ireland. He started his career at GlaxoSmithKline.

Robin Clements – Executive Director Customer Operations

Robin worked for KPN for 15 years in various operational and sales positions, in fixed telephony, mobile telephony as well as the internet division. Until recently he worked for Achmea Centraal Beheer and FBTO where he was responsible for marketing, sales and service in the private and small business market.

Eben Albertyn – Executive Director Technology

Eben was Technology Director Vodafone Netherlands. Prior to his arrival in the Netherlands, he held a number of technical senior executive positions at telecom companies in Africa.

Barbara Jongerden – Executive Director Legal & Regulatory

Barbara was Corporate Affairs & Strategy Director at Vodafone Nederland. Before that, she worked at PwC, Corporate Express (now Staples) and Liberty Global.

Marieke Dekker – Executive Director External Affairs

Marieke was Senior Vice President Corporate Affairs at Ziggo en member of the Corporate Affairs-team at Liberty Global. Prior to that, she was director Public Affairs of 'ONL voor ondernemers'.

Robin Kroes – Executive Director Strategy Insights & Integration

Robin was Senior Vice President Strategy & Integration at Ziggo. From 2012 he was Vice President Strategy & Corporate Development UPC Netherlands. He started his career at Chello Media.

Composition of the Supervisory Board

The Supervisory Board consists of the following members:

Serpil Timuray (Chair)

(1969, Turkish)

CCO Europe Cluster Vodafone Group Plc

Diederik Karsten (Vice Chair)

(1956, Dutch)

Executive Vice President and Chief Commercial Officer Liberty Global

Baptiest Coopmans

(1965, Dutch)

Senior Vice President Technology Operations Liberty Global

Charlie Bracken

(1966, British)

Executive Vice President and Chief Financial Officer for Liberty Global

Margherita Della Valle

(1965, Italian)

Chief Financial Officer Vodafone Group Plc

John Otty

(1964, British)

Group Financial Controller Vodafone Group Plc

Huub Willems

(1944, Dutch)

Professor Corporate Litigation at the University of Groningen and former chairman of the Netherlands Enterprise Court at the Amsterdam Court of Appeal.

Carla Mahieu

(1959, Dutch)

Global Head Human Resources and Executive Vice President Aegon N.V.

Retired in 2018:

Warren Finegold, retired on 29 June

Nick Read, retired on 29 June

Ahmed Essam, retired on 31 December

The Supervisory Board has two committees (composition as of 31 December 2018):

- the Audit & Risk Committee
Margherita Della Valle (Chair), Charlie Bracken, Baptiest Coopmans and Serpil Timuury
- the Remuneration & Nomination Committee
Diederik Karsten (Chair), Serpil Timuray, Charlie Bracken and John Otty

In 2018, the Supervisory Board met on 26 January, 19 April, 17 September, 1 November and 3 December.

Products and services

VodafoneZiggo offers products and services in the field of television, broadband internet, telephony and mobile data traffic to consumers and business customers in the Netherlands.

Television

- A basic TV subscription provides the customer with at least 45 television channels and numerous radio channels.
- The total channel portfolio consists of entertainment, sports, films, documentaries, lifestyle programmes, news, adult, children, ethnic, foreign and pay TV channels.
- The customer can watch TV where, when and how he wants, for example with a digital videorecorder, a multimedia modem or a mobile app.

- The smart user interface enables the customer to watch linear ('normal') TV, video on demand or personal media.
- It is possible to watch and share media on multiple devices. With the mobile app Ziggo GO customers can watch a second screen throughout the EU.



Broadband internet

- VodafoneZiggo wants to offer good network connections to its customers, always and everywhere. That is why we invest in our broadband network, mobile services, Wi-Fi solutions and indoor equipment.
- Customers have access to the network through a cable modem or a wireless connection through a Wi-Fi gateway. They can choose between various internet speeds, up to 400 megabit per second for consumers and up to 500 megabit per second for small business customers.
- Our internet services include email, address book and software for parental supervision.
- At an extra charge, we offer additional services, like online storage options, more web space and protection against viruses, spyware and spam.
- With Wi-Fi spots customers also have access to wireless internet outdoors. This services uses the Wi-Fi routers of customers, without compromising the security of the users.

Fixed telephony

- The fixed telephony line of VodafoneZiggo uses the Voice over Internet Protocol (VoIP).
- A basic subscription gives access to a fixed telephony connection with a choice of multiple options, like unlimited calling within the network, calls to national or international numbers and off-peak calling.
- At an extra charge, we offer services like an additional telephone line, a Personal Call Manager to manage incoming and outgoing calls and a unified messaging service to receive messages of different 'formats' in one shared inbox. The Personal Call Manager gives the customer a complete overview of e.g. incoming and outgoing calls, chosen numbers and duration of the calls.



Mobile services

- Through our mobile services customers are connected wherever they are. We provide good and fast connections with sufficient capacity.
- Our mobile customers can call, text, use the internet, stream music and watch TV, wherever and whenever they want, indoors as well as outdoors.

- Mobile traffic uses our 2G, 3G and 4G networks that all have national coverage. On certain conditions, VodafoneZiggo provides access to its mobile networks to third parties that sell mobile data services under private label.

Converged services

Our customers can purchase products in packages, combining two, three or four services. This applies to:

- Internet
- TV
- Fixed telephony
- Mobile services

Business services

VodafoneZiggo provides a dedicated services package for its business customers in six categories:

- Mobile services, like worldwide calling, texting, mobile data and Internet of Things
- Telephony services, like Voice over IP telephony, conference calls and switch boards for internal use
- Data services, like internet access, virtual private networks, point-to-point connections and managed Wi-Fi networks
- Television and internet services for business customers to offer to their clients
- Additional services, like web-hosting, cloud storage and services for safe working, like protection against DDoS attacks
- Converged fixed and mobile services, tailor-made for the business customer like Skype for Business.

Sustainable Development Goals

We help customers to become more sustainable and environmental friendly. In addition, we monitor our own organization as well. We are very much aware that our business operations affect the earth, and therefore we do our part in contributing towards a sustainable and circular economy. To that end we focus, among other things, on the [Sustainable Development Goals \(SDGs\)](#).



Goal 4 – Quality education

Towards the end of 2020, VodafoneZiggo intends to have improved the digital skills of 2 million people in the Netherlands. One of the tools we use to that end is the teaching programme Online Masters for 10-14 year olds. So far, we have achieved 18% of our target.

Goal 9 – Industry, innovation and infrastructure

VodafoneZiggo has the fastest broadband network with national coverage in Europe. Access to the digital world is crucial, not only to realize SDG 9, but all other SDGs as well. Each year, we invest nearly 1 billion euro in expanding our fixed and mobile networks.

Goal 11 – Sustainable cities and communities

The Internet of Things (IoT) solutions of VodafoneZiggo enable cities to evolve into 'smart' cities. In this way we help cities to become more efficient, safer and more sustainable. With the more than 3 million IoT connections so far, there are many smart solutions in the Netherlands already actively contributing towards SDG 11.

Goal 12 – Responsible consumption and production

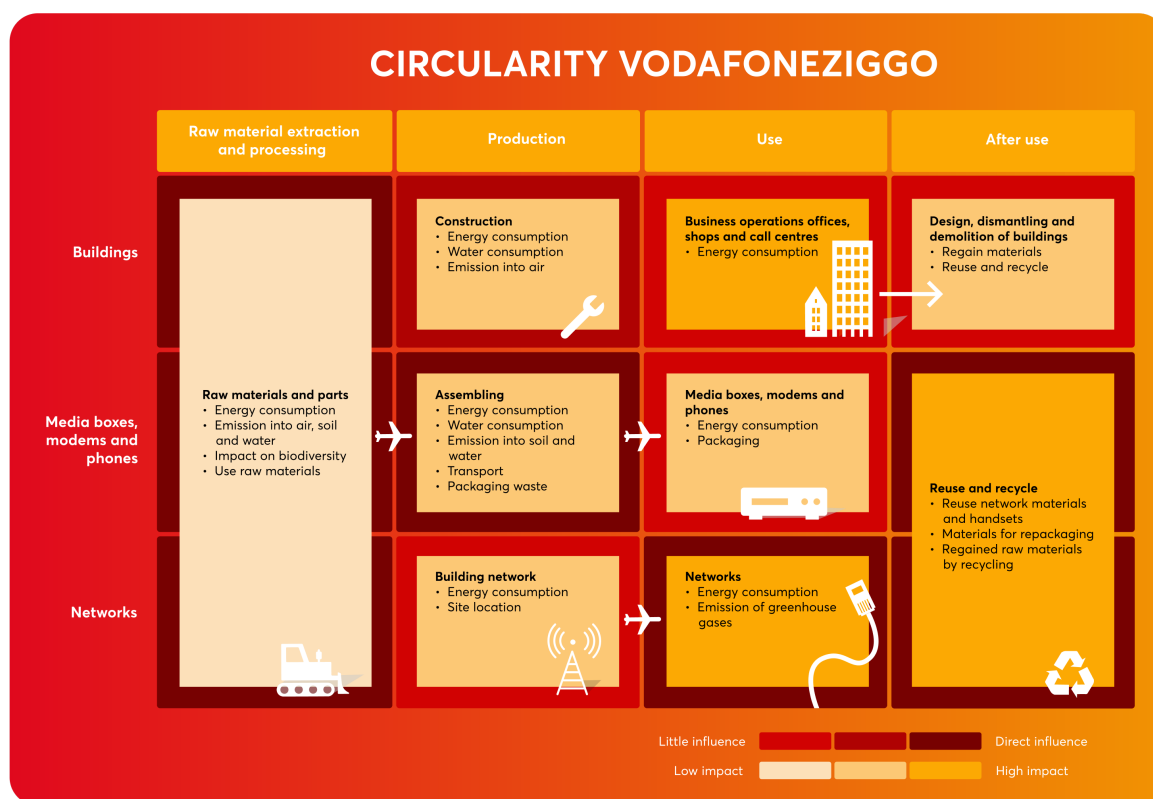
In view of the expanding world population, producing our goods should be done a lot smarter. We need to produce 'more with less'.

Sustainability performance

CO2 footprint VodafoneZiggo^[1]

		2018	2017
Scope	Company division	CO2 emission in tons	CO2 emission in tons
Scope 1	Buildings	637	1048
	Retail	872	1330
	Network	1183	1043
	Travel	9799	10036
	Refrigerants and fire suppressants	47	84
Total scope 1		12538	13540
Scope 2	Buildings	274	295
	Retail	0	0
	Travel (commuting)	0	0
	Network	0	0
Total scope 2		274	295
Scope 3	Business flights	394	583
	Business travel by public transport	154	158
	Business travel by personal cars	1899	1942
	Commuting travel	9913	10724
	Device box shipping	850	502
Total scope 3		13210	13908
Total scope 1 & 2		12812	13835
Total scope 1, 2 & 3		26022	27743

1 Over this indicator KPMG has provided limited assurance. See section 'About this report'.



Stakeholder dialogues and material topics

How we create value

As VodafoneZiggo we want to create value for our 'stakeholders': our customers, employees and society. To achieve that, we deploy a wide range of people and means. Together they constitute the input for our organization. As a result, we can, among other things, service our customers, develop products and services and carry out maintenance in our networks. Everything the organization makes and initiates, is called the output. This represents a certain value to every stakeholder. As a company we operate at the heart of society. We influence that society and it influences us. These external influences affect all elements of our value creation model.

Our stakeholders

VodafoneZiggo enables communication between individuals, organizations, authorities, companies and various population groups – everyone participating in our society. In doing so, we serve a huge social interest and we are aware of the responsibility that comes with it. As a result, we feel a commitment to society like no-one else.

Representatives of the society

We enter into a dialogue with various stakeholders to be in touch with the key issues in the world around us and to better understand the role they see for us as VodafoneZiggo. Based on that knowledge, we try to align our strategy and choices with their needs and values as best we can.

VodafoneZiggo distinguishes three groups of stakeholders, together constituting a broad representation of society:

1. general public (customers and non-customers)
2. employees
3. professional stakeholders

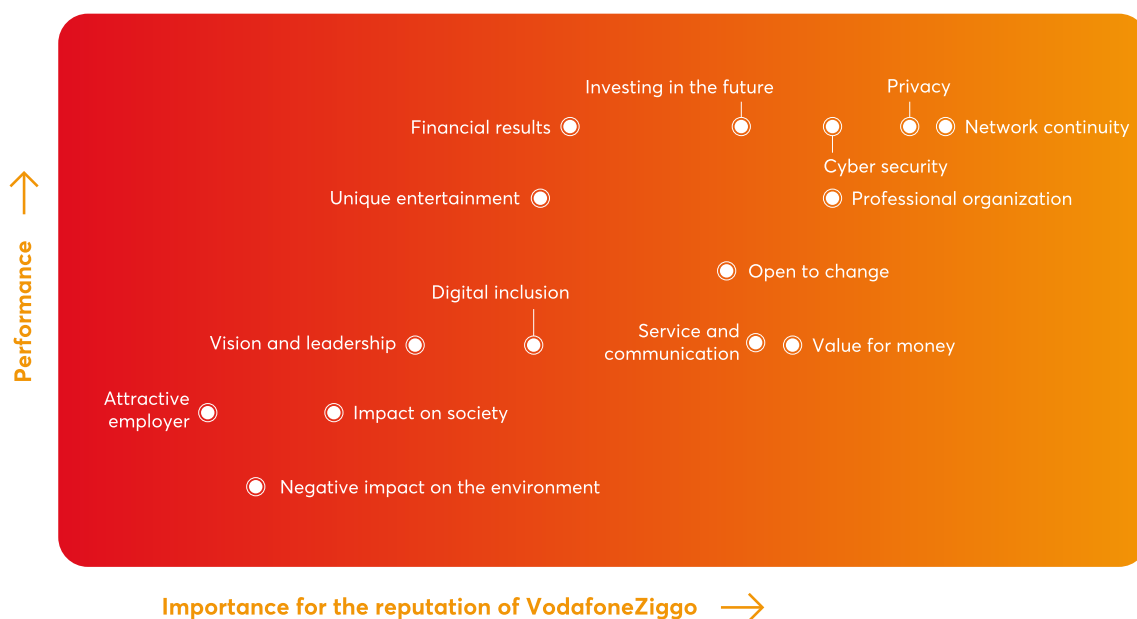
This last group is subdivided into:

- politics
- ministries and regulators
- industry
- influencers and experts
- social organizations

Material topics

By means of our stakeholder dialogues we constantly gather information from these stakeholders. The External Affairs department gathers all this information and reports with regular intervals to the management board that in turn decides which actions are required.

Using surveys and personal interviews, we asked the three stakeholder groups a number of questions regarding a number of material topics. We asked them how important they considered certain topics to be for our reputation and how they rated our performance on these topics.



1. *Attractive employership*
Makes an effort to be a responsible and attractive employer.
2. *Cyber security*
Complies with the law, has control over its own systems and processes, safeguards the security of customer data.
3. *Digital participation*
Makes an effort to enable as many people as possible (including underprivileged digital groups) to participate in the digital society on an equal basis.
4. *Financial performance*
Is financially sound, performs in accordance with goals and is focused on growth.
5. *Impact on society*
Is aware of its role in society, is socially committed and acts responsibly in view of a better world.
6. *Impact on the environment*
Is aware of its environmental impact, feels responsible and makes an effort for a clean world.
7. *Invests in the future*
Invests in (technological) developments that prepare the organization and the customers for the future.
8. *Network continuity*
Has a reliable network and good network quality (network coverage and capacity and speed of fixed and/or mobile internet, few disruptions).
9. *Open to change*
Is innovative, flexible and proactive in changing circumstances and open to the development and use of innovative services, applications, products and content.

10. *Privacy*
Safeguards the privacy of customers and users and handles personal customer data in a responsible way (as well as using big data appropriately).
11. *Professional organization*
Is a credible, professional organization you can rely on.
12. *Service and communication*
Puts the customer centre stage in its service provision and communication, one to one as well as in the media.
13. *Unique entertainment*
Offers unique and high-quality content (broadcasting packages).
14. *Vision and leadership*
Has a clear vision and is leading in the public debate about telecom trends and issues and acts according to its own vision.
15. *Value for money*
Provides products and service that are good value for money.

About this report

With this annual report we provide information to our stakeholders about the main developments, performance and themes of 2018. We draw an honest picture of things that went well and provide insight in the challenges we see ahead of us. In addition, we refer to our corporate website <https://www.vodafoneziggo.nl/en/>, which contains new information about the latest developments and projects.

Design and contents

The annual report was partly realized thanks to the efforts of the internal working group Reporting. This was made up of eleven senior managers, each of whom was responsible for the content of at least one chapter. Together with the ten board members, they agreed on the design of the report and provided all the qualitative and quantitative data for the report. The complete board reviewed the draft text of the annual report and agreed on the final version. The department Societal Value is responsible for the composition, final editing and publication of this annual report.

KPMG has provided limited [assurance](#) on:

- The number of children whose digital skills were improved with Online Masters as shown on page 8 of the PDF version of the Dutch version of the Annual Report;
- The Carbon Footprint as shown on page 107 of the PDF version of the Dutch version of the Annual Report.

The original annual report was drafted in Dutch. This document is an English translation of the original. In the case of any discrepancies between the English and the Dutch text, the latter will prevail.

The [reporting criteria](#) of the sustainability performance are the applied internal reporting criteria based on the definitions of the Greenhouse Gas Protocol.

Our ambition

Our goal is to produce an even more transparent and detailed annual report, in which we focus on the subjects our stakeholders attach the most importance to. To gain a clear insight into the exact impact we have on the world around us, we will commission regular impact studies in the coming years.

In case you have any questions about this annual report or VodafoneZiggo, please send an email to pers@vodafoneziggo.com.

Powered by:

Website

F19 Digital Reporting

Design

Marco van Buren

Text

Rob Vissers

