

A message from our Chief Executive

A BETTER BT FOR ALL OF US



At BT, we connect for good. Our networks have been trusted to keep Britain connected for 180 years. We're not just part of the fabric of the nation; we're its digital backbone.

Allison Kirkby/Chief Executive

No one is building digital infrastructure faster or further than BT, connecting and protecting the country and accelerating the UK's modernisation. This is a huge responsibility for all of us across the company, and it's this sense of purpose that drives us forward.

Our ambition is clear – to become the UK's most trusted connector of people, business and society. And it could not be more relevant in today's world, especially considering the pace of technological change and the role our networks play. At BT, we're proud to underpin almost every aspect of modern life and work – and to be at the heart of the country's tech and therefore growth agenda.

Last year, we set out our refreshed and more focused strategy for long-term value creation and growth, to create a better BT for all of us: our customers, our colleagues, the country and our owners.

To enable this growth, our strategy is focused on three things:

- First, building the best, most trusted, digital networks;
- Second, connecting customers, so they thrive, as we grow, in a digital world;
- And third, accelerating our modernisation, to restore BT's leadership in everything we do.

Solid progress in the year

As I reflect on the progress we have made, it's been another year of strong delivery against our strategic priorities in what remains a very competitive market with complex economic challenges. I'm immensely grateful for the dedication of our people, the loyalty of our customers, and the sustained support of our owners as we continue this once-in-a-generation upgrade of the UK's infrastructure, and the modernisation of one of the country's most important institutions.

Highlights include:

- We hit the accelerated full fibre build target we announced this time last year; Openreach full fibre now passes more than two thirds of the country's homes and businesses.
- Our mobile network kept winning quality awards, and by a wide margin.
- Across BT, our customer satisfaction increased to an all-time high.
- Our Consumer division grew the number of customers across all its core products, as we use all our retail brands to become more relevant for more households.
- Our transformation continued ahead of plan, more than offsetting headwinds.
- We are increasingly a simpler, more UK-focused business having sold five non-core international businesses and carved out BT International.
- All of this, and much more, meant we delivered on our financial guidance for the year and adjusting for divestments, we grew EBITDA, keeping us on track for the cashflow inflection we have promised.

Build

Building the best, most trusted digital networks

BT is building the UK's digital backbone – faster, further and more efficiently than anyone else. Whether it's full fibre, 5G+, our five million public Wi-Fi hotspots or new partnerships in areas like satellite, we're innovating to provide a more seamless connectivity experience for everyone, at a national scale. Our network infrastructure is intelligent and built for the future: secure and resilient, safe and, where it's needed, sovereign by design.

Full fibre is the UK's most reliable broadband technology. Ours is a wholly owned full fibre platform, and will become the largest overall in Europe by the end of 2026. FY26 was another record-breaking year for our Openreach full fibre build and connections. We now reach 23 million homes and businesses (more than two thirds of the UK) and already connect more than 8.8m of them.

In mobile, we extended our clear network leadership even further, with EE awarded the UK's best mobile network in three separate awards. We also brought 5G+ to 73% of the population and extended our 5G footprint to reach 90.5%. From boosting mobile capacity in the busiest urban areas to becoming the first operator to switch on mobile coverage in some of the hardest-to-reach areas across the UK, our connectivity is transforming lives, work and communities, and fuelling local economies.

A message from our Chief Executive (continued)

We support more businesses than any other network and connect more homes than anyone else.

Connect

Connecting customers so they thrive, as we grow, in a digital world

Of course, building the best networks alone is not enough. To make it easier and safer for everyone to live and work in an increasingly complex and more digital age, it takes the best brands, products, services and technology solutions.

Across BT, we support more businesses than any other network and connect more homes than anyone else. We make these connections through four trusted brands: BT, EE, Plusnet and Openreach. Each of our brands means different things to different people – and in FY26 we grew customer satisfaction across all of them, as we saw increased demand for our next-generation networks and products.

In our Consumer division it was a year of firsts. We became the first major mobile network to launch under 18s smartphone plans – Safer SIMs – designed to support young people at different stages of their digital development. EE became the first major provider to offer WiFi 7 smart hub tech as standard across all full fibre plans. And as we use all three of our retail brands – BT, EE and Plusnet – our Consumer division increased the number of customers they serve across mobile, broadband and TV for the first year in eight. More than half of our broadband customers are now on full fibre, and we also increased the share of our homes that take more than one service from us (now up to 27%).

In Business, we led the way on digital sovereignty, introducing the UK's first end-to-end suite of sovereign services to help UK private and public sector customers enhance their security in the face of growing geopolitical instability. We made significant wins in the public and private sectors including BAE Systems, NIE Networks, and easyJet; and partnerships with Nscale and CrowdStrike.

And for smaller businesses, we launched BT Business Antivirus Detect and Respond: bringing the same AI-powered cyber security trusted by the world's biggest companies to smaller businesses.

Through an investment of over £8m, 27 of our retail stores across the UK were transformed to become experiential stores during the year. This will enable more people to get hands-on with the latest connected tech and find out how it can enhance their lives. We also introduced business experts into all 400 of our high-street premises across the UK to provide face-to-face support at community level.

And we continue to support customers to innovate and compete. This year we were appointed the official technology supplier for Emirates Great Britain SailGP – using two dedicated slices of our 5G+ network: one to keep fans connected to the event experience and another to ensure seamless operations for organisers behind the scenes. We also deepened our partnerships with the world's leading tech brands. Whether that's with Apple, Samsung, Cisco, Meta, Qualcomm and Google to bring the latest products to our customers, with Ericsson and Nokia to expand AI in our networks, with Microsoft, NVIDIA, Amazon, ServiceNow and Salesforce to improve the way we work, or with CrowdStrike and Norton to protect our customers with advanced cyber security. This year we also announced an agreement with Starlink to bring satellite connectivity to BT and EE consumer broadband customers in the hardest-to-reach locations.

Accelerate

Accelerating our modernisation, to restore leadership in everything we do

We are keeping up the pace on our modernisation and transformation, so that we become a simpler, more agile, digital and better BT.

This year we continued to sharpen our focus on the UK – completing all non-core divestments internationally. Having carved out BT International with new leadership, we're moving rapidly to reshape it as a next-generation, asset-light telco platform business.

We are diligently addressing our cost base, quarter on quarter, year on year. This year we closed two legacy networks, made even more progress with customer migrations and further simplified our IT estate. We are delivering ahead of plan on the £3bn transformation programme we announced two years ago, while boosting our resilience and setting us up for the future. This has enabled us to raise our overall transformation plan target to £3.7bn from £3.0bn extending the programme by one year to FY30.

Our transformation programme is not just about cost. It is fundamentally improving how we operate, with simpler processes, better ways of working and the early benefits of AI starting to come through. We completed the Better Workplace programme, our UK office transformation plan, with the opening of our flagship new Manchester office. This brought to a close the multi-year upgrade which has seen us consolidate our office spaces from around 300 to closer to 30 key locations nationwide. In addition, thousands of colleagues are now benefiting from our AI Mastery Programme, giving them the skills, confidence and opportunity to use AI in their everyday work.

3million

customers moved away from the legacy Public Switched Telephone Network to date

To date we have moved more than three million UK households to digital landlines, providing a safer, more reliable service ahead of the closure of the outdated copper-based Public Switched Telephone Network in January 2027 – alongside dedicated support for vulnerable people and Critical National Infrastructure customers. The move away from inefficient legacy networks has helped us reduce energy usage in our networks by 6%, saving costs as well as reducing our impact on the environment.

Of course, connections must come with capability – with all of us ready to get the most out of digital services at home and at work. Over the last decade, our work to close the digital divide has supported many millions of older people, those at the beginning of their career and small business owners with free digital skills training.

Our partnership with AbilityNet is a great example: taking free support directly into communities, creating safe, welcoming spaces where people can build confidence at their own pace. Together, we've supported nearly 20,000 over-65s with free training, with over 11,500 benefitting from the courses in the last year alone.

We're also protecting against growing online threats and changing risks in a digital world – blocking four million scam attempts per day, leading the industry on fraud prevention and defending people and businesses from cyber criminals (who scan individual devices more than 4,000 times a day looking for a way in).

The people behind BT

Our people are the beating heart of BT, from our front-line guides to our field engineers, those in our office hubs to our BT family around the world. I'd like to say a big thank you to every one of our colleagues and partners who has worked together to contribute to the progress we are making as a company.

This year we began an ambitious, company-wide culture reset to embed a set of new behaviours across the business and bring all our colleagues together as 'One BT'. Having worked with our people on the behaviours that they believe will create a better BT for all of us, we are now building the habits that will make us show up as 'customer first challengers, who are committed, clear and connected'. Our new behaviours define what a united, ambitious, customer focused, culture looks and feels like, and our employee engagement is now at the highest it's been in recent years.

This year I welcomed new members to my leadership team. As part of a series of planned succession moves, Katie Milligan became CEO of Openreach, succeeding Clive Selley who became CEO of International, and Greg McCall became Chief Security and Networks Officer. We also welcomed Peter Leukert as Chief Digital Officer and Leslie McGibbon joined as Chief Corporate Affairs and Brand Officer.

Another year of strong delivery

To close, it's a been another year of progress. We hit our ambitious fibre build target, extended our mobile leadership, grew the number of Consumer customers and households we serve, and drove up customer satisfaction across all our brands – all while exceeding our transformation objectives.

We took important steps to embed a new company-wide culture that is centred on delivering for our customers and our owners.

And since the year end, I'm excited to say that we have put BT and our colleagues back in the spotlight, with a suite of new products and services and our biggest campaign this decade – reigniting one of Britain's most iconic brands and celebrating our unique role in connecting, protecting and supercharging the UK.

Looking forward, we have plans to bring full fibre to 30 million UK homes and businesses, beyond the existing target to reach 25 million premises by the end of 2026. We will also expand 5G+ coverage to 99% of the population by Spring 2030. And we are now setting an expanded digital inclusion ambition: to reach 30 million people and businesses with digital skills, tools and support by 2030.

There is much more to do to realise BT's full potential, but as 'One BT' team we are laser focused on achieving it, and creating a better BT for all of us – our customers, our colleagues, the country and our owners.

Allison Kirkby
Chief Executive
20 May 2026