



Jan du Plessis, Chairman



2018-19 Financial headlines

- Revenue £23.5bn
- Adjusted EBITDA £7.4bn
- Normalised free cash flow £2.4bn
- Reported capex £4bn
- Dividend 15.4p



Strategic focus



Progress and delivery

- Building the best converged network
- Offering differentiated customer experience
- Transforming BT into a simplified, lean and agile business



Leadership & governance



Long-term commitment



Looking to the future





Philip Jansen, Chief Executive



Introduction



Investing in the future



On our customers' side

- Introducing new customer propositions at an unprecedented pace
- Delivering fair, predictable, competitive pricing
- Accelerating the migration of customers to superfast broadband
- Taking customer experience to the next level



Fibre to the nation

Fibring up the UK faster



The 5G future

Getting 5G to more people
more quickly



Transforming our processes and systems



Transforming our culture



Building a better BT for the future



