Forward-looking statements caution

This presentation contains certain forward-looking statements which are made in reliance on the safe harbour provisions of the US Private Securities Litigation Reform Act of 1995. These statements relate to analyses and other information which are based on forecasts of future results and estimates of amounts not yet determinable. These statements include, without limitation, those concerning: the potential impact of Covid-19 on our people, operations, suppliers and customers; current and future years’ outlook; revenue and revenue trends; EBITDA and profitability; free cash flow; capital expenditure and costs; return on capital employed; return on investment; shareholder returns including dividends and share buyback; net debt; credit ratings; capital markets; our group-wide transformation and restructuring programme; cost transformation plans and restructuring costs; investment in and roll out of our fibre network and its reach, innovations, increased speeds and speed availability; our broadband-based service and strategy; investment in and rollout of 5G; the investment in converged network; improvements to the customer experience and customer perceptions; our investment in TV, enhancing our TV service and BT Sport; the recovery plan, operational change, regular cash contributions and interest expense for our defined benefit pension schemes; effective tax rate; growth opportunities in technologies, networked IT services, the pay-TV services market, broadband, artificial intelligence and mobility and future voice; growth of, and opportunities available in, the communications industry and BT’s positioning to take advantage of those opportunities; expectations regarding competition, market shares, customer spend, prices and growth; expectations regarding the convergence of technologies; plans for the launch of new products and services; retail and marketing initiatives; network performance and quality; the impact of regulatory initiatives, decisions and outcomes on operations; BT’s possible or assumed future results of operations and/or those of its associates and joint ventures; investment plans; modernisation plans; adequacy of capital; financing plans and refinancing requirements; divestments; demand for and access to broadband and the promotion of broadband by third-party service providers; improvements to the control environment; digital skills, climate/environment, responsible tech/human rights and diversity/inclusion targets (including plans in respect of operations, progress monitoring/reporting, engagement, resources, training and recruitment); and those statements preceded by, followed by, or that include the words ‘aims’, ‘believes’, ‘expects’, ‘anticipates’, ‘intends’, ‘will’, ‘should’, ‘plans’, ‘strategy’, ‘future’, ‘likely’, ‘seeks’, ‘projects’, ‘estimates’ or similar expressions.

Although BT believes that the expectations reflected in these forward-looking statements are reasonable, it can give no assurance that these expectations will prove to have been correct. Because these statements involve risks and uncertainties, actual results may differ materially from those expressed or implied by these forward-looking statements. Factors that could cause differences between actual results and those implied by the forward-looking statements include, but are not limited to: the duration and severity of Covid-19 impacts on our people, operations, suppliers and customers; failure to respond effectively to intensifying competition and technology developments; failure to address the lingering perception of slow pace and connectivity in broadband and mobile coverage, which continues to be raised at a UK parliamentary level; underwriting of our strategy and investor confidence caused by an adversarial political environment; challenges presented by Covid-19 around network resilience, support for staff and customers, data sharing and cyber security defence; unfavourable regulatory changes; attacks on our infrastructure and assets by people inside BT or by external sources like hacktivists, criminals, terrorists or nation states; a failure in the supplier selection process or in the ongoing management of a third-party supplier in our supply chain, including failures arising as a result of Covid-19; risks relating to our BT transformation plan; failure to successfully manage our large, complex and high-value national and multinational customer contracts (including the Emergency Services Network and the Building Digital UK (BDUK) programme) and deliver the anticipated benefits; changes to our customers’ needs, budgets or strategies that adversely affect our ability to meet contractual commitments or realise expected revenues, profitability or cash generation; customer experiences that are not brand enhancing nor drive sustainable profitable revenue growth; pandemics, natural perils, network and system faults, malicious acts, supply chain failure, software changes or infrastructure outages that could cause disruptions or otherwisedamage the continuity of end to end customer services including network connectivity, network performance, IT systems and service platforms; insufficient engagement from our people; adverse developments in respect of our defined benefit pension schemes; risks related to funding and liquidity, interest rates, foreign exchange, counterparties and tax; failures in the protection of the health, safety and wellbeing of our employees or members of the public or breaches of health and safety law and regulations; financial controls that may not prevent or detect fraud, financial misstatement or other financial loss; security breaches relating to our customers’ and employees’ data or breaches of data privacy laws; failure to recognise or promptly report wrongdoing by our people or those working for us or on our behalf (including a failure to comply with our internal policies and procedures or the laws to which we are subject); and the potential impacts of climate change on our business.

BT undertakes no obligation to update any forward-looking statements whether written or oral that may be made from time to time, whether as a result of new information, future events or otherwise.
Foundation
Over the last two years Global has reduced exposure to risk, increased focus and become more profitable

Strategy
Drive over-the-top networking and security services, deliver platform-based modular solutions

Ambition
Pivot to our Growth Portfolio, creating standout customer experiences and sustainable, profitable growth
## Market trends have accelerated

<table>
<thead>
<tr>
<th>Two years ago</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Tech drives customer competitiveness</td>
<td>• ‘As a service’ becoming the standard</td>
</tr>
<tr>
<td>• Innovation across the telco ecosystem</td>
<td>• Emergence of platform-based solutions</td>
</tr>
<tr>
<td>• Shift to OTT products and services</td>
<td>• Network &amp; data management critical</td>
</tr>
<tr>
<td>• Customers punish commercial rigidity</td>
<td>• Customer demand commercial flexibility</td>
</tr>
<tr>
<td>• Stretched CIO budgets</td>
<td>• Demonstrable ‘value-add’ is key</td>
</tr>
<tr>
<td>• Focus on trusted partners</td>
<td>• Trust a key purchasing criteria</td>
</tr>
<tr>
<td>• Proliferation of providers / suppliers</td>
<td>• Explosion of new software players</td>
</tr>
<tr>
<td>• Shift from hardware to software models</td>
<td>• Integration and interoperability fundamental</td>
</tr>
</tbody>
</table>
Focused on business outcomes

Technology is critical to MNCs

Choice leads to complexity

Global is solution-orientated

Refer to the glossary slide for definitions
Primary objectives:
- Enable multiple applications
- Connect to the hybrid-cloud
- Ensure security & performance
Make security integral to your business

Primary objectives:
• Embed security in the network
• Proactive threat intelligence
• Dynamic responses
Why Global: six key differentiators

**Trust**
Won through deep customer relationships, reliable service quality and leading security

**Choice**
The freedom to choose from a range of innovative technology vendors and switch if needed

**Integration**
Ensuring that the ecosystem of different providers and tools work well together

**Customer experience**
The methodology & technical expertise to deliver a smooth technology transformation

**Global reach**
Globally consistent services, delivered with a deep understanding of local markets

**Commercial flexibility**
Lower cost to serve than ‘DIY’, made possible by scale and relevance to tech partners

Deep capability and market knowledge
In September 2018 we set out three business directives:

- **We are radically repositioning** our business around our core markets.
- We are **future-proofing** Global by building value in strategically selected areas of growth.
- We are moving at pace to **reduce risk** and deliver **higher returns**.
Global is now more focused on the core

...on global, not national, solutions

Recent divestments

- France: domestic operations (2020)
- Germany: systems integration unit (2018)
- Spain: domestic operations (2019)
- LatAm: selected domestic operations (2020)

...on MNCs

Revenue by customer segment (%)

- Regional Enterprises
  - Q2 18/19: 15%
  - Q2 20/21: 10%
- Technology, Life Sciences & Business Services
  - Q2 18/19: 28%
  - Q2 20/21: 26%
- Resources, Manufacturing & Logistics
  - Q2 18/19: 28%
  - Q2 20/21: 31%
- Banking & Financial Services
  - Q2 18/19: 28%
  - Q2 20/21: 33%

.....on customer experience

Net Promoter Score (12 month rolling average)
The business has pivoted to growth technologies

Better serving our customers with a strong network of partners

Our Growth portfolio now represents almost a quarter of revenue

...and our sales engine is driving future growth

<table>
<thead>
<tr>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>17%</td>
<td>60%</td>
<td>23%</td>
</tr>
<tr>
<td>11%</td>
<td>43%</td>
<td>49%</td>
</tr>
<tr>
<td>38%</td>
<td>52%</td>
<td>8%</td>
</tr>
</tbody>
</table>

- Zoom Managed Service launch
- Zscaler Graded Service Model launch
- CrowdStrike Endpoint Detection & Response launch
- ServiceNow Service management platform signed
- Dell Universal CPE launch
- Azure BT becomes one of the first Azure Networking Managed Service partners
- Cisco SD-WAN launched

Revenue Q2 18/19
Revenue Q2 20/21
Won Orders Q2 20/21
Pipeline 2 Nov 2020

Managed Service launch
Graded Service Model launch
Endpoint Detection & Response launch
Service management platform signed
Universal CPE launch
BT becomes one of the first Azure Networking Managed Service partners
Cisco SD-WAN launched
Our divestments and wider transformation programme have simplified our business and reduced our risk profile

| More standardised solutions | Revenue from bespoke solutions down to 11%  
|                            | Reliability metrics up 14%                  |
| Rationalised supplier base | Supplier base reduced by 30%                |
| Simpler operating model    | Organisation redesigned, roles & responsibilities clarified  
|                            | Number of statutory entities reduced by 25% |
| Automated and simplified processes | Bid turnaround reduced by 18 days  
|                                | Average delivery reduced by 25 days         |
Our transformation has improved our financial returns

**Higher EBITDA**

<table>
<thead>
<tr>
<th>Year</th>
<th>£604m</th>
<th>£634m</th>
</tr>
</thead>
<tbody>
<tr>
<td>18/19</td>
<td>522</td>
<td>215</td>
</tr>
<tr>
<td>19/20</td>
<td>82</td>
<td>419</td>
</tr>
</tbody>
</table>

**Lower capex**

<table>
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<tr>
<th>Year</th>
<th>£245m</th>
<th>£223m</th>
</tr>
</thead>
<tbody>
<tr>
<td>18/19</td>
<td>242</td>
<td>203</td>
</tr>
<tr>
<td>19/20</td>
<td>3</td>
<td>20</td>
</tr>
</tbody>
</table>

**Higher ROCE**

FY 17/18: IFRS 15 pro forma. FY 18/19: IFRS 16 and changes to internal shared cost allocations pro forma. FY 19/20: as reported.
Global was able to respond with agility to customer challenges during the pandemic by leveraging our scale and expertise.

**PEPSICO**
- Increased remote access by 20k-30k, in days not months

**STATE STREET**
- Delivered 10x current bandwidth in three days

**Nestlé**
- Enabled remote work for 130k employees across 170 countries

**Credit Suisse**
- Trading from home enabled using soft-turrets & mobile call recording
- Doubled remote access capability to 22k employees, within a week

**Lloyds Banking Group**
- Critical bandwidth upgrades delivered in 60 hours

**QBE**
- Delivered Zoom Video for “townhall” with 3k staff, within 60 minutes

**Multinational tech conglomerate**
- 6k extra contact centre licences delivered

**Rapid transition to a remote working**

**Heavy fluctuations in demand**

**Upsurge in digital sales and CRM channels**

**Increased need for supply chain resilience**

**Rapid transition to a remote working**

**Heavy fluctuations in demand**

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Our strategy for growth

Maria Grazia Pecorari - MD Strategy & DigiCo

Kevin Brown - MD BT Security
Global’s role in delivering BT Group’s strategy

2030 Ambition
To be the world’s most trusted connector of people, devices & machines - for MNCs and governments

Global strategy
- Build the strongest foundations
- Create standout customer experiences
- Lead the way to a bright, sustainable future
  - Simplify
  - Growth portfolio
  - Asset light model
  - DigiCo
  - Future skills
  - ThreatCo

Global goals
- Leading digital infrastructure managed service provider
- Leading security managed service provider
- Outstanding customer experience
- Leading employee experience
- Majority growth portfolio
- ROCE well exceeding BT cost of capital
Global integrates, secures and manages network & cloud infrastructure and services for MNCs and governments in the UK and around the world

Our ecosystem

Global & cloud networking
Connect to sites and to the cloud, securely, with high performance, flexibility and end to end SLAs.

Refer to the glossary slide for definitions
Global integrates, secures and manages network & cloud infrastructure and services for MNCs and governments in the UK and around the world

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Provide and manage connectivity in local areas, securely, across multiple devices, operating systems and networks.

Digital workplace
Deploy, manage and secure collaboration and contact centre services, with integrated voice-over-IP services globally.

Security
Secure customers’ journey to the cloud, protect their data and assets, anticipate and ward off cyber threats, with threat prevention and security control services.

Refer to the glossary slide for definitions
Our ecosystem is in transition

Our ecosystem

Global & cloud networking
- Multi-cloud connectivity
- CNFs and hyper-scalers
- Hybrid networking

Edge networking
- Device proliferation
- Consumerisation
- IOT

Digital workplace
- Cloud applications and vendor growth
- AI

Security
- Vendor proliferation
- Expanding threat landscape

Refer to the glossary slide for definitions
Customer spend is shifting to security, to software-defined and cloud services, and to new network underlay infrastructure

MNC market, £bn

### Security

<table>
<thead>
<tr>
<th>Year</th>
<th>Managed security services</th>
<th>Security hardware &amp; software</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>2030</td>
<td>47</td>
<td>47</td>
</tr>
</tbody>
</table>

### Global networking

(excludes 5G)

<table>
<thead>
<tr>
<th>Year</th>
<th>SD-WAN and new underlay</th>
<th>Traditional WAN (incl. MPLS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>35</td>
<td>32</td>
</tr>
<tr>
<td>2030</td>
<td>32</td>
<td>32</td>
</tr>
</tbody>
</table>

### Edge networking

<table>
<thead>
<tr>
<th>Year</th>
<th>SD-LAN</th>
<th>LAN (incl. WiFi)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>2030</td>
<td>26</td>
<td>26</td>
</tr>
</tbody>
</table>

### Digital workplace

<table>
<thead>
<tr>
<th>Year</th>
<th>Unified Comms &amp; IP Voice</th>
<th>Traditional voice (PSTN)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>2030</td>
<td>18</td>
<td>18</td>
</tr>
</tbody>
</table>

Source: IDC, Gartner, BT estimates
This shift creates cost, risk and complexity for CIOs and CISOs

- Complexity of estate
- High criticality of connectivity
- Risk and cost of migration
- Operational and commercial flexibility
- Scale of vendor management
- Lack of basic IT hygiene
- Compliance
- Skills & talent shortages
This new complexity creates a market opportunity for BT

Technology change brings more, interdependent choices for our customers

Step change in our portfolio & IT architecture to make these work brilliantly

**Platform & Software**
- Threat management & remediation
- Network management, cloud and primary controls

**Connectivity**
- BT and third party

Connectors and data flows
DigiCo: we are driving a step change in innovation to accelerate our growth in secure, network and cloud managed services

<table>
<thead>
<tr>
<th>Growth portfolio focus</th>
<th>State of the art IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over the top, cloud based and software defined</td>
<td>Cloud native, API and micro-services architecture, Agile and DevOps</td>
</tr>
</tbody>
</table>

**Modularity**

“Lego like” product and IT approach

**Powered-up ecosystem engagement**

Vendor curation and co-creation. Channel-to-market

**Digital-native**

Automation, simplicity, re-use. Design-thinking and customer co-creation

**Data-centric**

Strong foundations. Persona and use case based.
This approach amplifies our differentiation: BT Meetings example

<table>
<thead>
<tr>
<th>EXPERIENCE</th>
<th>CHOICE</th>
<th>SECURITY</th>
<th>FLEXIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>What matters to customers</td>
<td>Seamless experience across collaboration apps.</td>
<td>Choice of apps and avoidance of vendor lock in.</td>
<td>Scale the service securely.</td>
</tr>
</tbody>
</table>

**BT focus**

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>We integrate, deploy, migrate, monitor and manage the entire experience consistently across different vendors and BT’s network.</td>
<td>We provide choice of platform and vendor with the freedom to move.</td>
<td>We provide additional security features and include them in our standard packages, with optional enhanced features for key personas.</td>
<td>We use our scale to differentiate via flexible pricing.</td>
</tr>
</tbody>
</table>

**Roadmap focus**

<table>
<thead>
<tr>
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<th>CHOICE</th>
<th>SECURITY</th>
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</tr>
</thead>
<tbody>
<tr>
<td>One, digitally enabled experience</td>
<td>One way to manage all collaboration apps</td>
<td>Advanced fraud detection capability</td>
<td>Simple pricing per user, per month for our managed service, with flexible volumes and terms.</td>
</tr>
<tr>
<td>Automatic eBonding in customers’ ServiceNow instance</td>
<td>Integrated BT voice across all Interoperable service - providing “on net” voice experience and easy user migration across apps.</td>
<td>Digital identity management “add ons”</td>
<td>Option of MPLS /dedicated gateways.</td>
</tr>
<tr>
<td>Insights and metrics cross-services.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Four key pillars driving Security as the enabler for growing Global Leadership

**Leadership**
- Guiding customers through a fragmented market
- CISO Boardrooms
- Market Analysts
- Gartner
- IDC
- Market Recognition

**Trust**
- A partner to rely on
- Advisory
- Governments & MNCs
- Partners

**Choice**
- Selecting the best vendors from a crowded market
- Customer propositions
- Customer Journeys
- Portfolio

**Innovation**
- Tooling addressing capacity challenges
- Ecosystems
- Leveraging partner innovation
The customer is the centre of our world to give them the choice they need

Voice of customer

Make security integral to your business

Customer propositions

Cloud
- Secure your SD-WAN
- Take a Zero Trust approach to security

Cyber
- Protect your end-users and secure your data
- Secure your hybrid cloud

Compliance
- Accelerate threat detection and response

Customer journeys

Secure your SD-WAN
Take a Zero Trust approach to security
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Advisory

Security controls
Threat management

Global Security Operation Centre model with graded service

ThreatCo

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- Take a Zero Trust approach to security

Cyber
- Protect your end-users and secure your data
- Secure your hybrid cloud

Compliance
- Accelerate threat detection and response

Customer journeys

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Advisory

Security controls
Threat management

Global Security Operation Centre model with graded service

ThreatCo

Voice of customer

Customer propositions

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ThreatCo
Eagle-i is the first step in the execution of our strategy, providing rapid proactive protection to reduce risk likelihood.
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Eagle-i better accelerates threat detection and response…
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Eagle-i better accelerates threat detection and response…

…to better manage cyber-risks

Mitigate…

Data    Fines
£4.7tn
Brand
Ops.
Financial
Manage

Example KPIs

↑ Speed of detection
↑ Speed of response
↑ % Security control device coverage
↓ Likelihood against risk

Example KPIs

↑ Speed of detection
↑ Speed of response
↑ % Security control device coverage
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The step change in innovation in our Growth portfolio amplifies its differentiation.
Our strategy for growth

Our Growth portfolio is well positioned to address the market opportunity

Security is at the core of the portfolio and a critical growth driver

DigiCo and ThreatCo:
  • Platform based approach bringing to bear the benefits of digital
  • Step change in innovation
Our financial progress & outlook

Martin Smith – CFO
In September 2018 we set out the financial projections for our business

Illustrative projection

- **Revenue**:
  - Today
  - Time

- **Operating costs**:
  - Time

- **Capex**:
  - Time

Projected outcomes

- **EBITDA**
- **Free Cashflow**
- **Target double-digit ROCE in 2 years**
We have successfully delivered the first two years of our strategic transformation and achieved our double-digit ROCE target

Global reported and proforma financials, FY18 to FY20

<table>
<thead>
<tr>
<th>£m</th>
<th>FY18</th>
<th>FY19</th>
<th>YOY (£m)</th>
<th>YoY</th>
<th>FY19</th>
<th>FY20</th>
<th>YOY (£m)</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Revenue</td>
<td>5,019</td>
<td>4,735</td>
<td>(284)</td>
<td>(6)%</td>
<td>4,735</td>
<td>4,361</td>
<td>(374)</td>
<td>(8)%</td>
</tr>
<tr>
<td>of which GWV</td>
<td>418</td>
<td>293</td>
<td>(125)</td>
<td>(30)%</td>
<td>293</td>
<td>164</td>
<td>(129)</td>
<td>(44)%</td>
</tr>
<tr>
<td>Operating Costs</td>
<td>4,589</td>
<td>4,230</td>
<td>(359)</td>
<td>(8)%</td>
<td>4,131</td>
<td>3,727</td>
<td>(404)</td>
<td>(10)%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>430</td>
<td>505</td>
<td>75</td>
<td>17%</td>
<td>604</td>
<td>634</td>
<td>30</td>
<td>5%</td>
</tr>
<tr>
<td>Capex</td>
<td>278</td>
<td>245</td>
<td>(33)</td>
<td>(12)%</td>
<td>245</td>
<td>223</td>
<td>(22)</td>
<td>(9)%</td>
</tr>
<tr>
<td>NFCF</td>
<td>115</td>
<td>296</td>
<td>181</td>
<td>157%</td>
<td>235</td>
<td>255</td>
<td>20</td>
<td>9%</td>
</tr>
<tr>
<td>ROCE</td>
<td>0.3%</td>
<td>7.9%</td>
<td>+7.6pp</td>
<td></td>
<td>6.4%</td>
<td>12.8%</td>
<td>+6.4pp</td>
<td></td>
</tr>
</tbody>
</table>

1 As reported  
2 Pro forma (IFRS 15 pro forma for FY18, IFRS 16 and changes to internal shared cost allocations pro forma for FY19)  
3 Global Wholesale Voice
Our financial performance remains robust in FY21 despite Covid-19, reflecting business resilience and mitigating actions we are taking

Global FY21 H1 performance

- Revenue down 13%:
  - Covid-19 related lower non-contracted business, and milestone slippage
  - divestments, legacy portfolio declines and FX movements
  - excluding divestments and FX revenue was down 10%

- EBITDA down 5%:
  - revenue decline, divestments, prior year favourable one-offs, and FX movements
  - offset by transformation and Covid-19 mitigation actions
  - excluding divestments, one-offs, and FX, EBITDA was up 6%

- Completed the sale of our domestic operations and infrastructure in Latin America

- Continued headwind from reduced spend and a cautious approach from MNCs due to Covid-19

- Rolling 12-month order intake up 10%

Global’s H1 revenue & EBITDA movements

<table>
<thead>
<tr>
<th></th>
<th>H1 FY21</th>
<th>H1 FY20</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>£1,916m</td>
<td>£2,196m</td>
<td>(13)%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>£289m</td>
<td>£304m</td>
<td>(5)%</td>
</tr>
<tr>
<td>Op Profit</td>
<td>£94m</td>
<td>£57m</td>
<td>65%</td>
</tr>
<tr>
<td>Capex</td>
<td>£81m</td>
<td>£96m</td>
<td>(16)%</td>
</tr>
<tr>
<td>NFCF</td>
<td>£57m</td>
<td>£40m</td>
<td>43%</td>
</tr>
</tbody>
</table>
Our strategic transformation has evolved, our financial ambitions increased and we aim to pivot to sustainable, profitable growth.

Illustrative projection

- Revenue
- Operating costs
- Capex

Projected outcomes

- EBITDA
- Free Cashflow
- ROCE

Pivot to Growth portfolio

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Revenue FY21</th>
<th>Revenue FY25</th>
<th>Revenue FY30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legacy portfolio</td>
<td>18%</td>
<td>5%</td>
<td>20%</td>
</tr>
<tr>
<td>Mature portfolio</td>
<td>60%</td>
<td>60%</td>
<td>80%</td>
</tr>
<tr>
<td>Growth portfolio</td>
<td>22%</td>
<td>35%</td>
<td></td>
</tr>
</tbody>
</table>
Foundation
Over the last two years Global has reduced exposure to risk, increased focus and become more profitable

Strategy
Drive over-the-top networking and security services, deliver platform-based modular solutions

Ambition
Pivot to our Growth Portfolio, creating standout customer experiences and sustainable, profitable growth
API: application programming interface. A computing interface that defines interactions between software intermediaries

AWS: Amazon Web Services

CIO: Chief Information Officer

CISO: Chief Information Security Officer

Cloud: on-demand availability of computer system resources, especially data storage and computing power

Cloud, edge: decentralized processing power at the edge of a network

Cloud, private: cloud services dedicated to a single user or organisation

Cloud, public: cloud services open to multiple users or organisations

CNF: carrier neutral facility. Typically a data centre open to hosting multiple organisations’ processing power and data

CRM: customer relationship management (system)

DevOps: a set of practices that combines software development and IT operations, shortening the systems development life cycle

GSIP: global session initiation protocol (trunking). Enables a user to make calls over the interest or private WAN

LAN: local area network. A group of devices that share a common communications line to a server within a distinct geographic area

LAN, DC-: data centre local area network

LAN, SD-: software-defined local area network

Micro-services: a series of decentralized, small, adaptable applications which combine to provide a service useful to the user

MNC: multi-national corporation

MPLS: multi-protocol label switching. A network routing technique that directs data from one node to the next based on short path labels

Over-the-top (application): an application or service that provides a product over the internet and bypasses traditional distribution

PSTN: public switched telephone network. Network of telephone lines, core networks and switching centres to allow telephones to connect to each other, typically for voice communications

SLAs: service-level agreement. A commitment (usually contractual) between a service provider and a customer

SOC: security operations centre

VNF: virtual network function. A software application that has well defined interfaces and provides network services

Voice-over-IP / IP voice (VoIP): a method and group of technologies for the delivery of voice communications and multimedia sessions over internet protocol networks, such as the internet

WAN: wide area network. A network that extends over a large geographic area to connect multiple LANs and devices together

WAN, SD-: software-defined wide area network