



# Networks at BT

28 June 2022

# Agenda

**BT, the UK's leading network provider**

Howard Watson, Chief Technology Officer

**Building the strongest foundations**

Neil McRae, Chief Architect

**Create standout customer experiences**

Greg McCall, Managing Director, Service Platforms

**Lead the way to a bright, sustainable future**

Prof Tim Whitley, Managing Director, Applied Research

**Financial delivery and outlook**

Emily Clark, Chief Financial Officer, Networks

**Q&A**

Howard Watson, Chief Technology Officer

# We are successfully executing our 2030 Network strategy and vision

- ✓ Unparalleled fixed and mobile networks
- ✓ Continued investment in a simpler converged service
- ✓ Industry leading, diverse pool of technology talent
- ✓ Standout customer solutions built on leading network capabilities
- ✓ Applying research, targeting sustainability and customer outcomes
- ✓ Structurally transforming our cost base



# 30m

Consumer customers representing >50% UK households

# 1.0m+

Enterprise customers enabled by our business services

# 180+

Countries served by our Global operations

# 7.2m+

5G ready customers – 120% more year on year

# 1.1m+

Consumer FTTP customers and rising...

# 5,000+

Patents in our portfolio

## Best and Most Reliable Mobile Network

**99%** overall population coverage across 4G

**87%** 4G geographic coverage - highest coverage in the UK

**50%** 5G population coverage

**90%** target 5G geographic coverage by 2028

**Mobile Traffic**  
(Tbps in the busiest hour)



## Largest and Broadest Reach Fixed Network

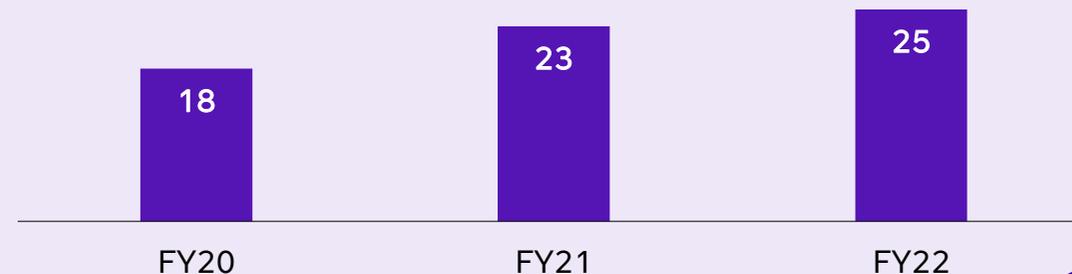
**7.6m** premises passed with FTTP today

**29m+** premises on superfast

**28Tbps<sup>1</sup>** total traffic peak

**25m** target full fibre premises by 2026

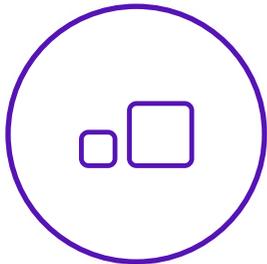
**Fixed Broadband Traffic**  
(Tbps in the busiest hour)



<sup>1</sup> Terabits per second

<sup>2</sup> Total traffic peak = Broadband + Ethernet + Mobile

We leverage the scale of BT's passive infrastructure assets to deliver the best network capabilities



5.6k

Exchanges inc  
106 Metro Nodes



c100k

Fibre Cabinets



>565,000km

Duct



4.6m

Telegraph Poles



20k

Macro cell sites  
(Plus > 1500 indoor sites)



1k

Digital Hubs



18k

Wi-Fi Hotspots  
(+ 5.6M Hub hotspots)



20k

Payphones

# Serving our customers with the UK's Best Network

## Unmatched depth and reach in network

- UK's largest core network
- Largest high bandwidth footprint - up to 10 Gbps for business customers
- Largest spectrum portfolio in UK

## Core network performance

- Highly resilient architecture
- Better than 99.999% core availability

## Best Network

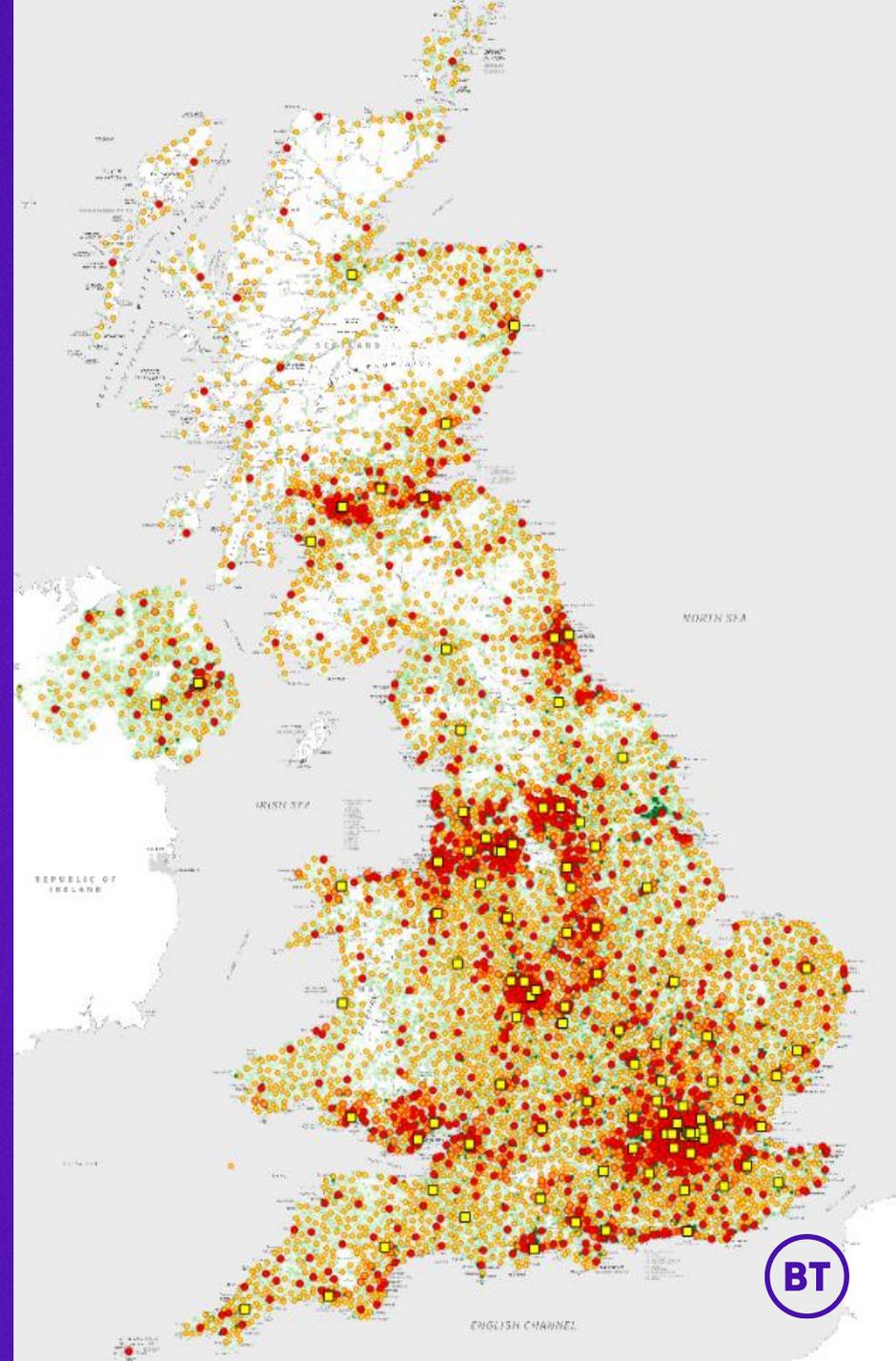
- RootMetrics' fastest and most reliable network since 2014
- Umlaut connect's UK Benchmark overall network winner for the 7th consecutive year
- Ofcom largest fixed network awards

20,000  
Cellsites

1,900  
High  
bandwidth  
Ethernet  
Exchanges

28+  
Tbps<sup>1</sup> Core  
traffic

150,000  
Ethernet  
based circuits



# A network that underpins the UK's critical national infrastructure

**The UK's Emergency Services Network** runs on top of our broadest reach and highly resilient network

## **999: 6 call centres**

handle all 999 calls across the UK, passing calls to the relevant emergency service

**Met Police premises** fully connected to its force across the UK cities, towns and streets

**Ministry of Defence partner** for unified communications, fixed & wireless networks

**110 Live NHS Trust accounts** supporting live critical NHS services across the country

**99.7%** ESN<sup>1</sup> road coverage from our macro cell sites

**39m** Emergency calls handled this year

**500** Met Police London sites provided with highspeed Wide Area Network + IP<sup>2</sup> telephony

**100** years as a critical communication and connection provider

**80m** Smart messages delivered per month for NHS (vaccine and flu campaigns)

# Our Network strategy is crucial to realising BT's 2030 Ambition



# We are evolving a great network into a simple, flexible, platform for growth

On track to deliver our Network 2030 vision: A radically simplified, converged network based on 5G and FTTP

## Market leader in 5G

Make 5G the primary solution  
'on the go'

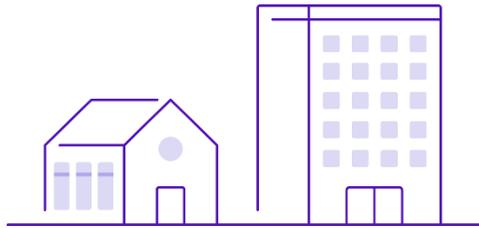
90% geographic coverage by 2028



## Market leader in Full Fibre

Make FTTP the backbone  
for all future applications

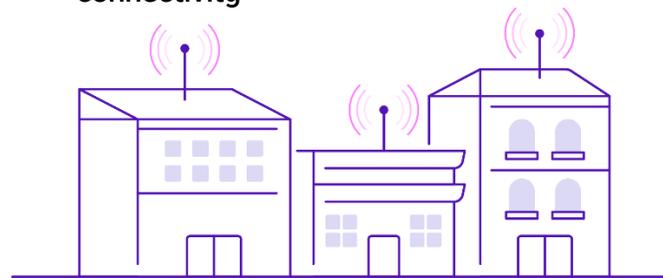
25m premises by 2026



## Broadest reach

Ensure rich customer experience everywhere

Small cells, Fixed Wireless Access, Neutral Host,  
Shared Rural Network, Wi-fi, Satellite  
connectivity



## Enhanced Network capabilities

Build secure, flexible and robust  
**Edge Computing** and **Network Cloud**  
as target for majority of network  
capabilities

Best in class network cybersecurity

Now underpinned by a converged core network enabling simplification of products, platforms and infrastructure

These fundamental  
principles will enable us  
to shape our network:

**1** Drive innovation by enabling  
APIs<sup>2</sup> for service and partner  
ecosystems "NaaS<sup>1</sup>"

**2** Create a single flexible  
network architecture relying  
on converged programmable  
network functions

**3** Leverage data-driven  
network optimisation  
and automation

# This strategy will deliver great outcomes for customers and BT



## Best yet simpler network with lower costs

More price competitive, more sustainable and energy efficient



## Connectivity for everything

Machines, sensors, indoors, rural, hard-to-reach premises and businesses



## Rich yet simple NaaS<sup>1</sup> APIs<sup>2</sup>

Easy and efficient access to maximise benefit from our best-in-class network



## Faster time to market

Enabling products and services to come to market in days



Majority 5G population coverage in the UK

Wide Population coverage with ultra-fast

Significantly reduced Legacy footprint

High Network Customer Satisfaction

Reduced cost base



## Innovation in services

Enabling differentiated network services and incremental revenues



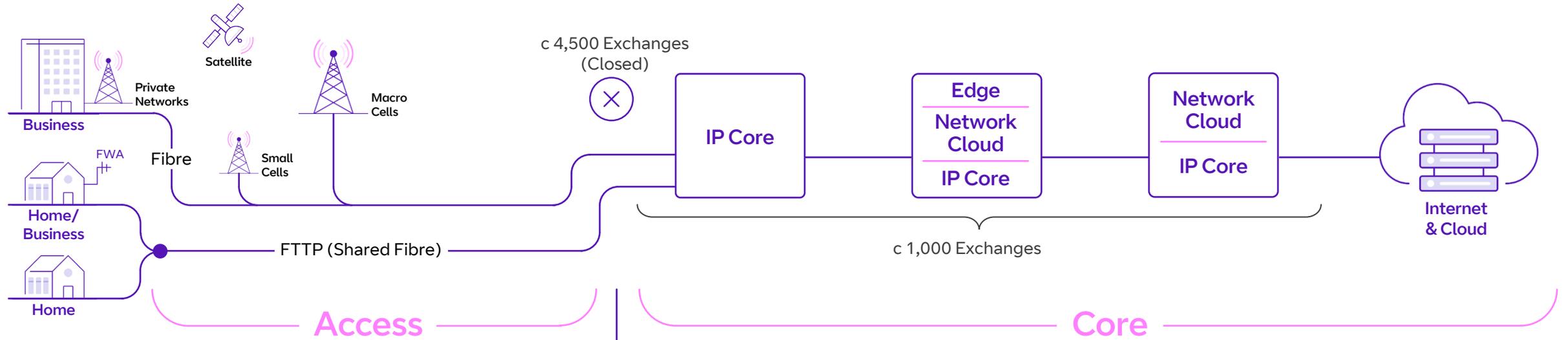
## Automated operations and orchestration

Built on real-time telemetry from our network infrastructure

# Build the strongest foundations

Neil McRae

# We are building a radically simplified network architecture based on 5G and FTTP to maintain our network leadership



## Mobile

5G rollout  
Macro cells; Small cells  
5G private networks

## FWA<sup>1</sup> and Satellite

Hard to reach locations  
Trials underway

## Fixed

FTTP for consumer and business  
Dedicated fibre for large business locations and cell sites  
Delivering the core infrastructure for broadband to c10m customers

## Converged IP Core

New 5G core live and 94% mobile cell sites using common IP Core  
Combined IP core network for fixed and mobile traffic  
Optimisation and scale of network benefits both traffic types

## Network Cloud

Private Cloud platform built to host mobile core and service applications  
Content and edge applications

## High Capacity Network

1,000 locations connected to Openreach access networks  
Content providers hosted within network to optimise delivery  
Network scaled for high evening capacity

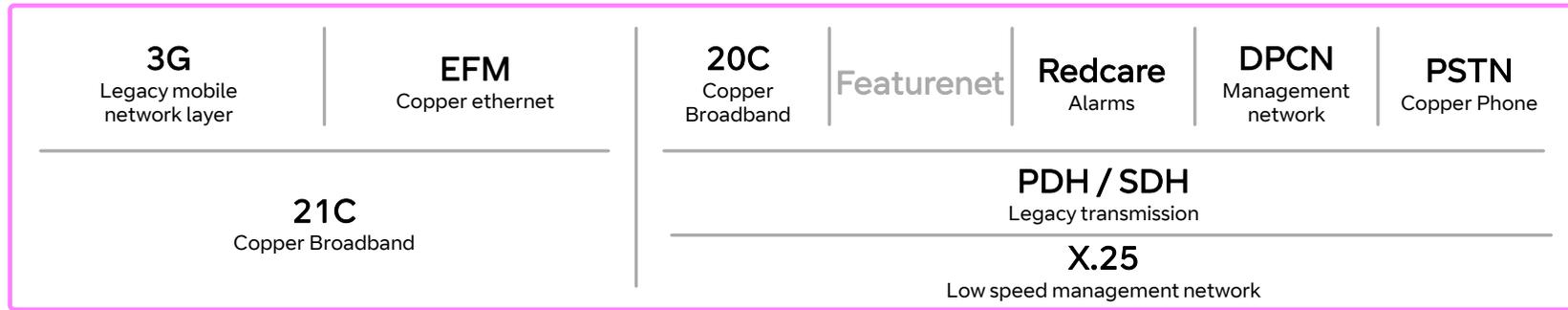
# Through closing platforms and buildings our network will be simpler and more sustainable

We are moving all customers off legacy products enabling full closure of legacy platforms



82% of all legacy customer units are on our Copper Phone platforms

We can shutdown our legacy networks



We successfully shut Featurenet this year

And ultimately close ~4,500 exchanges / buildings

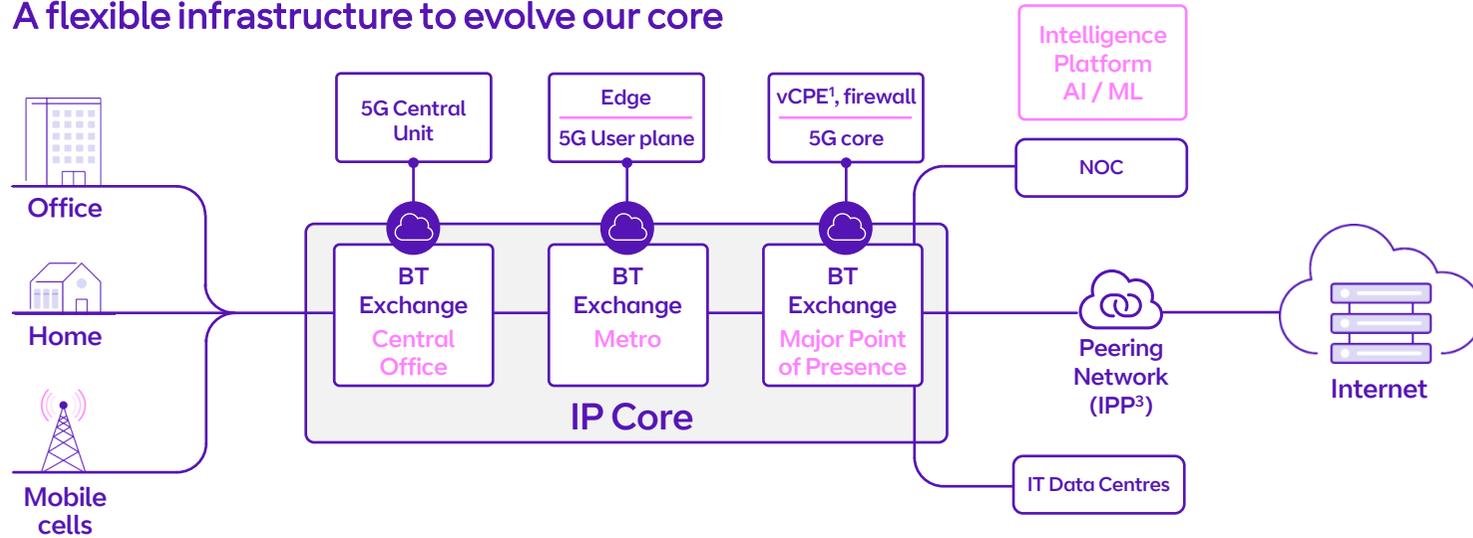


We will pilot 5 closures by 2024

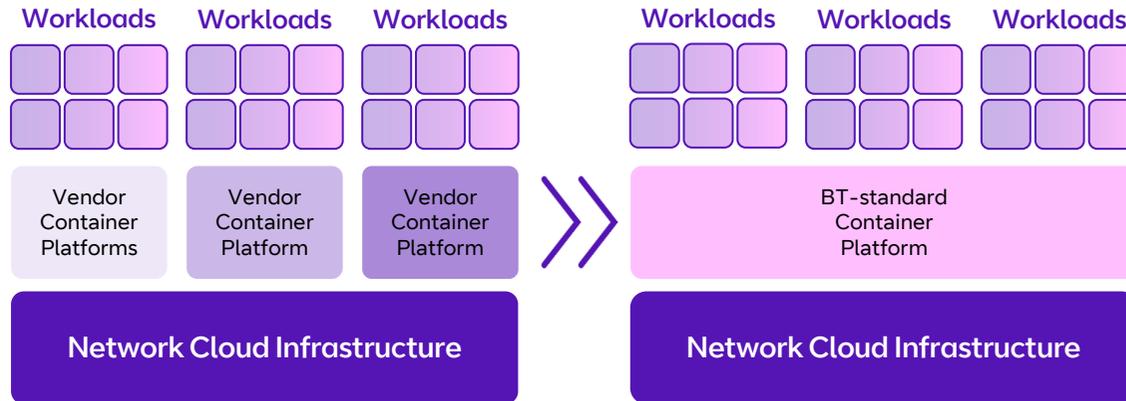
Releasing 550GWh of annual energy consumption and at least 30% of run cost

# Our Network Cloud is enabling flexible, secure and enhanced network capabilities

## A flexible infrastructure to evolve our core



## Evolving to simplify vendor integration



<sup>1</sup> Virtual customer premise equipment

<sup>2</sup> Application Programming Interface

<sup>3</sup> Internet Peering Platform

## Current Status

2,000+  
compute  
servers

12  
locations

Hosting  
new 5G  
core

## Automation and tooling

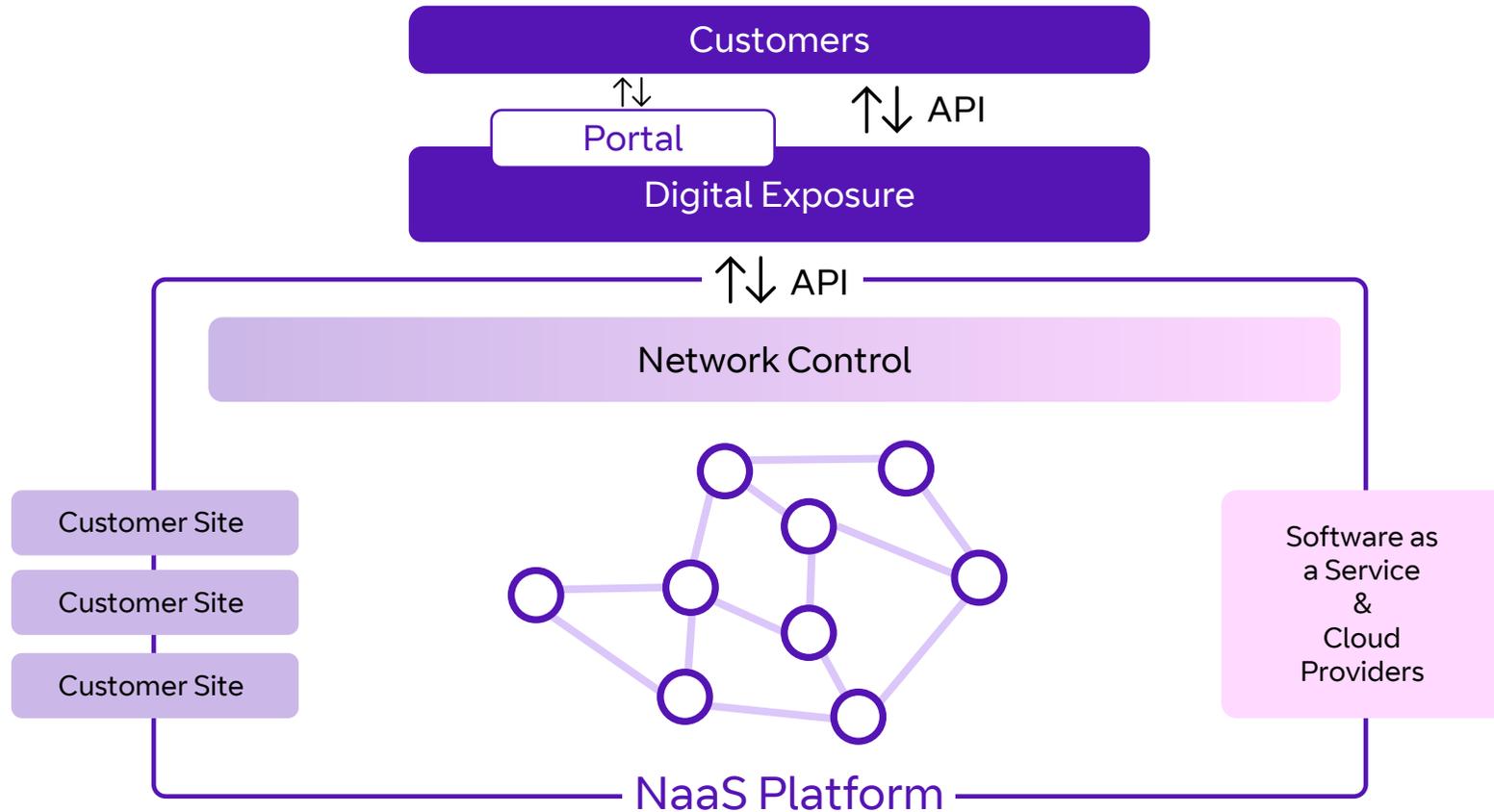
- Extensive use of software tooling
- Automated build – infrastructure as code
- Rich Telemetry
- Native container platforms driving simplification

## Benefits

- Flexible private cloud for hosting the core of our network
- Rapid scaling up/down of core function
- Cloud scale automation

# We are proactively targeting the enablement of Network as a Service (NaaS)

A new platform enabling customers and partners to operate our network with automated journeys from start to finish



## Network as a Service

Digital customer experience via Portal and APIs

Real time control for customers

Enables rapid turn up and customisation of network connectivity

## Network as a Service Platform

Fully software controlled network

Automated fault remediation

Powerful telemetry, AI and optimisation technology

Underpinned by high capacity all-IP network

Co-located with key Cloud providers

# Our platform uniquely positions us to leverage new Edge computing capabilities

This will unlock the next stage of cloudification, shifting work loads off premises and off devices and taking compute power wherever it is needed

## Edge unlocks several benefits

- 1 Consistent and responsive experience
- 2 Addresses security and privacy needs
- 3 Guarantees data residency and sovereignty
- 4 Compute offload enables lighter devices
- 5 Optimises bandwidth resources



## With several paths to monetisation



Partner with public cloud and specialist providers by offering space and power in our estate



Offer a BT Edge platform on our Network Cloud infrastructure



Offer end to end solutions running on partners' or BT's Edge infrastructure



## And BT is best placed

Unrivalled estate of potential Edge locations:

**~100**

Hub/metro sites across major UK cities

**~1,000**

Tier 1 exchanges in close proximity to customer and mobile sites

Customer relationships in at least **50% of UK households** via:

Best 4G and 5G network<sup>1</sup>

Largest FTTP footprint

# Our network is secure and trusted, maintained through leading class controls

## We have a broad set of Cyber defence capabilities

 Global Security Operations Centres	 World-class technology e.g. Microsoft, CrowdStrike
 Threat prioritisation framework	 Continuous monitoring
 Visual analytics – Supported with AI and Machine Learning	 Automated security responses
 3,000 security experts	 Threat Assessment, SAFE Security

## Constantly challenging ourselves to stay ahead of the threats

### War gaming

BT uses war gaming and simulation to test how we react to issues when they occur

### Red teaming

Trained to ‘Nation State level’, BT Security probes and tests ourselves the way our adversaries do

### Remaining within risk appetite

Having the right key controls in place and continually measuring them

Protecting our customers with these capabilities the same way we protect ourselves is a key growth area for BT

# We continue to attract, develop and retain the best talent

7,000

Networks employees ranging from architects, planners, engineering and operational field force

~400

Graduate and apprentice talent pipeline

~300

Researchers and innovators delivering state of the art research and testing new technology

435

Top talent hires from leading global firms



# We are building the best team of World Class Technologists

## Best team

### Inclusive Culture

Listening, sharing experience and embracing diversity

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### Focused on Diversity

Targeted improvement in diversity index across gender, ethnicity and disability

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### Strong Engagement

Continuous improvement agenda to strengthen and maintain engagement

## World Class Technologists

### Digital and Cloud Expertise

Re-skilling and hiring to ensure right skills for future

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### World Class Tech Pathways

Investing in colleagues' growth and development

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### Great Leaders

Developing and supporting leaders to maximise outcomes for themselves and their teams



**Hiring...**  
**Growing...**  
**Retaining**  
**Great Talent**

# We are investing in key initiatives to deliver our people priorities

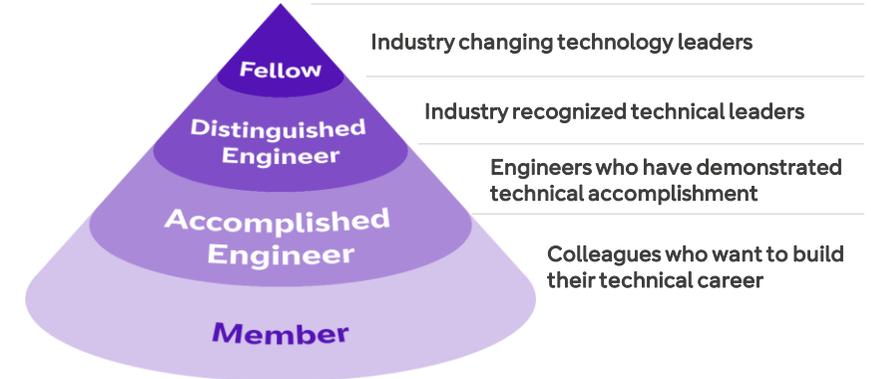
## Returners Programme

Re-engaging talent that has been out of the workforce



## The Tech Fellowship

Multi-level engineering community

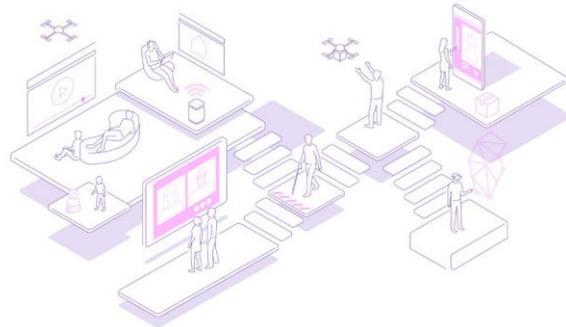


## The Leader Lab

Partnering with world class universities



## Leader Lab



## Network Cloud Learning

Upskilling our technical experts



# Create standout customer experiences

Greg McCall

# Our Network leadership enables us to deliver great customer solutions



## Customer Centric

### Customer Driven

- Providing the coverage and capacity our customers demand wherever they are
- 

### Flexible and Adaptive

- Scalable and resilient to meet demands all the time
- 

### Digital Exposure

- Easy to consume – Network as a Service
- Driven by portal and API interaction with our customers



## Scalable and Automated

### 5G and FTTP

- Harnessing the best of fixed and mobile
- 

### Single converged core

- Simplified through common converged infrastructure, utilising cloud technology for flexibility
- 

### Automated and Responsive

- Able to adapt and self optimize, reduced latency, leveraging software to simplify scaling and operations

This is the new network leadership

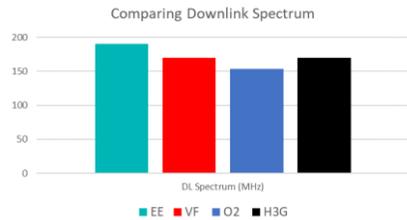
# Our network credentials put us in a clear leading position to drive value and deliver differentiated experiences for our customers

## Mobile

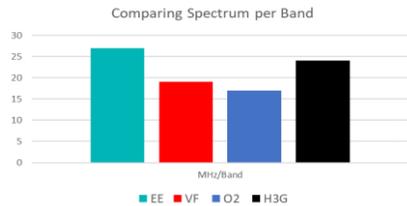
- UK network leader
- Since launch, EE has been first with every 'G'.  
**We've been #1 for reliability for eight years running<sup>1</sup>**
- Our spectrum holdings mean we have a clear advantage of wide bandwidths



We have 12% more spectrum than Vodafone and H3G and 24% more than O2



Our spectrum holdings have wider bandwidths on average than other operators



	Overall		Reliability		Accessibility		Speed		Data		Call	
	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Metro	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Belfast	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Bristol	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Cardiff	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Coventry	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Edinburgh	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Glasgow	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Leeds	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Liverpool	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
London	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Manchester	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Newcastle	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Nottingham	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three
Sheffield	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three	EE	O2	Vodafone	Three

## Fixed

- Largest fixed network in the UK with the widest reach
- Highest overall service satisfaction for landline and broadband<sup>2</sup>
- BT customers are more likely to recommend us to friends and family<sup>2</sup>

Broadband customer service<sup>22</sup>

	Average broadband	BT	KCOM	NOW	pluznet	sky	TalkTalk	Virgin
Satisfaction with service overall	83% ↑	88% ↑	85%	N/A	N/A	79%	84%	78%
Satisfaction with speed of service	80%	83%	79%	N/A	N/A	78%	82%	73%
Customers with a reason to complain	20% ↓	18% ↓	17% ↓	N/A	N/A	20%	16% ↓	21%
Overall satisfaction with complaint handling*	50%	55%	49%	N/A	N/A	43%	54%	43%
Ofcom complaints per 100,000 subscribers**	49	42 ↓	20	N/A	N/A	56 ↓	21 ↓	75 ↑
Average call waiting time (mm:ss)**	2:16	1:46 ↓	0:53 ↓	8:53 ↑	0:31	2:07 ↓	2:17 ↓	1:02 ↓



“One clear winner when it comes to customer service.”

“According to the latest tests from telecoms regulator Ofcom, it appears that **BT is leading the way** with the broadband company performing top for overall satisfaction amongst its customers.”

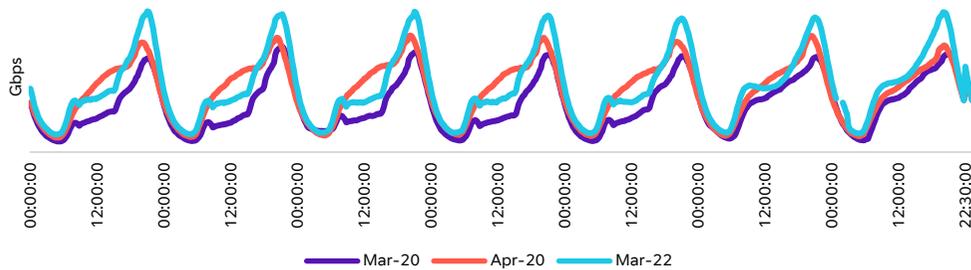
“BT scored a significantly better result for its internet service than any of its rivals”

# Strong growth in demand and changing habits mean our networks are more essential to customers than ever

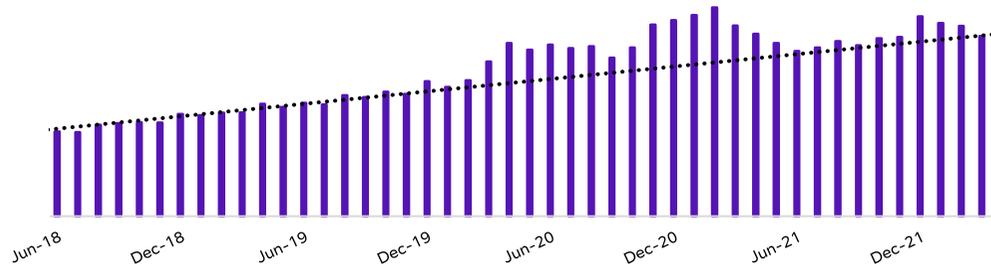
- Customers habits have changed for good
- Our networks are critical for home-working and education
- This drives higher and longer daytime usage, with content continuing to drive evening peaks

## Fixed

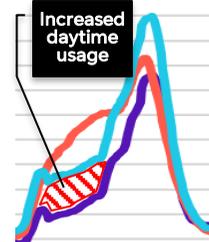
Fixed usage profile



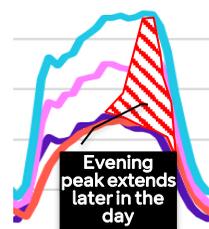
Fixed Daily Average Usage per premise trend - Gbytes per user per day



## Fixed

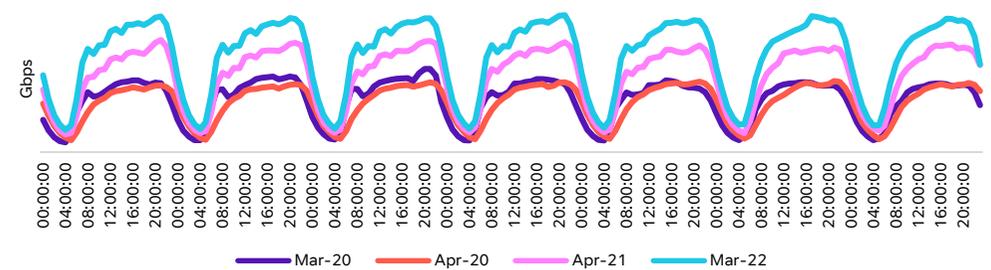


## Mobile

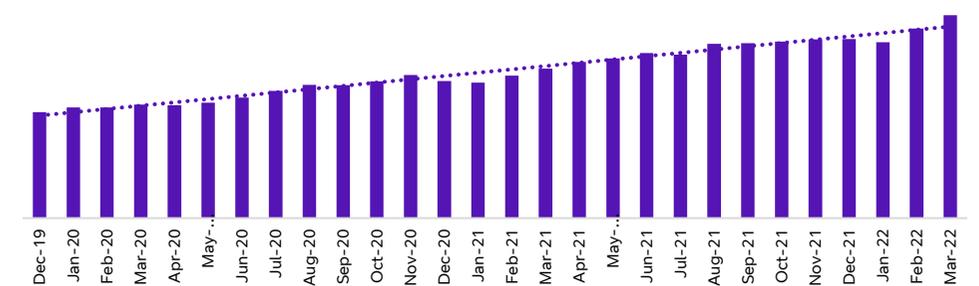


## Mobile

Mobile usage profile



Daily Average Usage Per user trend - Gbytes per user per day



# Wi-Fi will evolve to meet the future needs of Consumers and Enterprises

Secure and optimised customer experience and connectivity will be critical. We are uniquely positioned to deliver this.

Today we digitally enable the home:

- Full Fibre allowing customer speeds over 1Gbps<sup>1</sup>
- High quality Wi-Fi with whole home coverage

For Enterprises, our “Hybrid Connect” hub delivers both back-up and speed-boost

In the future, next generation, low latency Wi-Fi will offer a great experience for

- Virtual reality
- Cloud gaming and enhanced video conferencing
- Connecting many more devices, sensors and machines

Hubs will intelligently differentiate between critical services and leisure activities

For business and outside the home, Wi-Fi will scale:

- Up to 46Gbps of wireless throughput (6x increase over current systems)
- Higher performance Enterprise access points bringing reliable connection speeds of 10Gbps



**Ultrafast Ultrareliable  
Ultra-connected**



**Ultra Low  
Latency**



**Ultra High  
Capacity**

# Leveraging our converged core, 5G and FTTP capability we are building a network platform to address future network demands



## Small cell networks

Outdoor small cells for capacity  
Indoor small cells  
Neutral host  
Wi-Fi



## Smart city networks

Council networks  
Infrastructure connectivity  
Sensors and devices



## Future transport networks

TFL/BAI<sup>1</sup>  
Future railway mobile comms system  
Cellular vehicle-to-everything



## Private networks

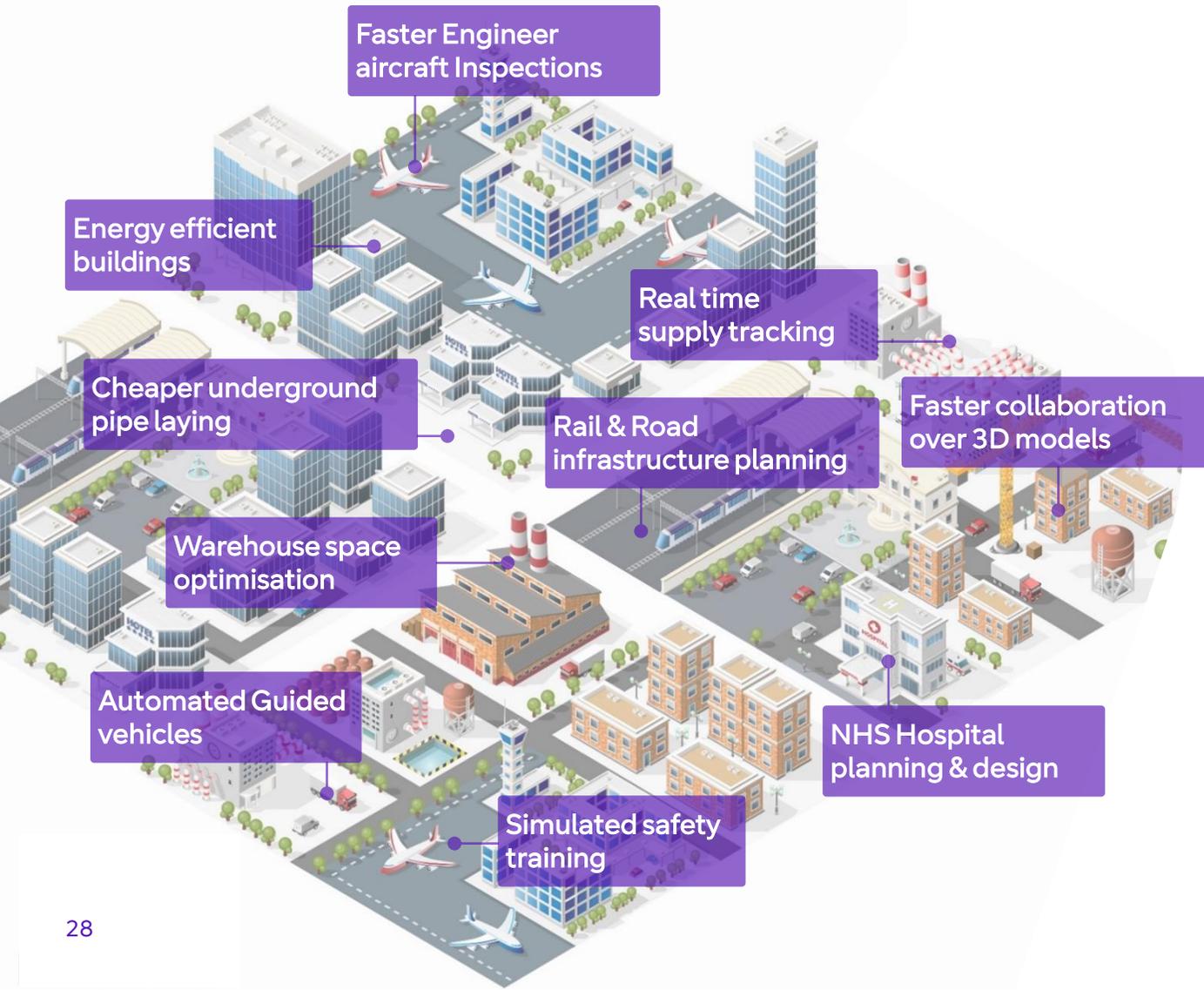
Connectivity+  
5G Stand Alone Evolution  
On-premises compute  
Full Service wrap



## Broadcast networks

Digital TV  
Digital Radio  
Future TV Distribution

# Every part of 5G is enabling new opportunities with customers



## Vertical application examples



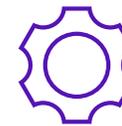
### Health

IoT & Digital Twins provide real time operational Intelligence



### Government

Real-time workflow and cloud data automation



### Manufacturing & Logistics

Automated Guided Vehicles (AGVs) in an industrial setting



#### More reliable:

Simplified network



#### More responsive:

Lower latency



#### More secure:

Latest security protocols, standards



#### More flexible:

Can be optimised and tuned

# 5G solutions underpin great propositions and solutions for enterprises and consumers to unlock growth



## The role of 5G

### From private networks...

### To hybrid and macro networks

Selectively offering private networks to customers where we can bundle Cloud, Security and other solutions to more scalable hybrid and macro networks, with Mobile Network Operators becoming key market players



## Customers

### From connectivity only...

### To platforms+

Moving further up the technology stack from only delivering connectivity to platforms and vertical specific applications will be key to unlocking further value & remaining competitive



## What we offer

### From standalone network / components...

### To end-to-end solutions

Current over-the-top apps lack integration across tech stack. By focusing on specific demand-driven solutions, we will provide end-to-end integrated solutions with best-of-breed partners



## Monetisation

### From bespoke commercial models...

### To as-a-service models

Hyperscalers have proved that modern as-a-service models are the preferred option for many customers. As solutions become more integrated, we will develop new commercial models to better serve our customers

**Transition towards hybrid and macro networks strengthens our position**

# Lead the way to a bright, sustainable future

Prof Tim Whitley

# We shape the future of network technology through customer and industry collaboration

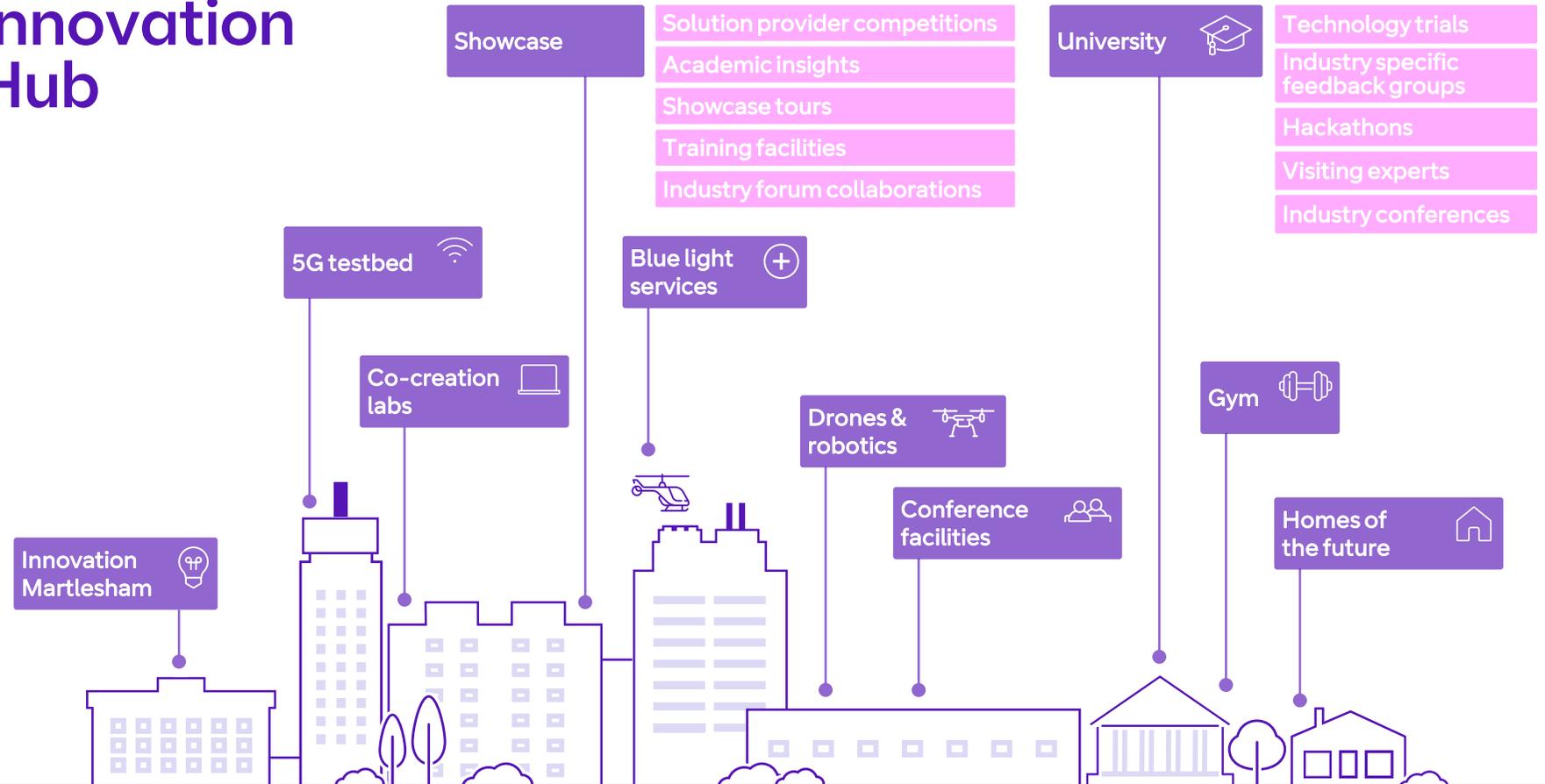
## We collaborate across industry partners

- Working with the world's best universities
- Providing collaboration labs
- Contributing to global standards
- Partnering on breakthrough world-firsts

## We co-create with our customers

- Understanding our customer challenges
- Driving insight into our research programme
- Co-working with customers to trial new solutions
- Market-sector specific innovation hubs

## Innovation Hub



Best Network

Sustainability

Future Growth

# Our research shapes next generation networks and unlocks growth opportunities



## Networks research

- Smart capacity planning
- Ultra MIMO<sup>1</sup>
- Hollow Core Fibre for low latency applications
- Highly sensitive radio
- Smart surface antennas



## Ultra-secure converged networks

- Quantum-secured network services
- QKD<sup>2</sup> London Metro Network Trial



## Future Cyber defence

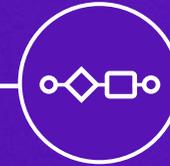
- Capabilities enabling future infrastructure and services
- Adapt defences in response to real-time threat detection
- Integrating prevention/detection and response capabilities
- Eagle-i proposition

## Future AI applications

- Automating management processes across the entire network
- Home Wi-Fi optimisation
- Field force optimisation

## Immersive & Interactive Applications

- Volumetric Video leveraging high bandwidth, low latency networks
- Remote expert, remote education



We proactively respond to new demands on our network and harness disruptive technology to meet future customer needs

# Financial Delivery and Outlook

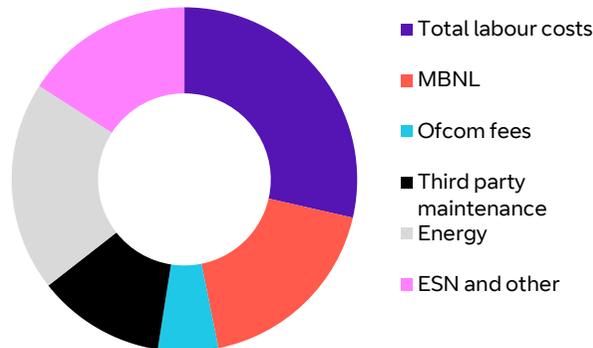
Emily Clark

# We continue to prioritise fixed and mobile investments to maintain No.1 Network position

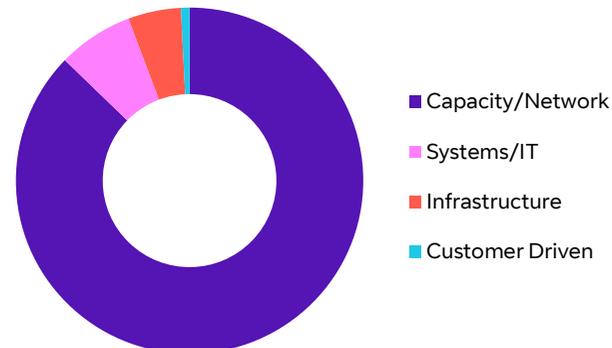
We are responsible for 22% of BT Group's investment<sup>1</sup>

Networks	FY21	FY22	Change
Operating costs	1,489	1,455	↓
Capital expenditure	994	1,052	↑
Total managed costs	2,483	2,507	↑

## Operating costs



## Capital expenditure



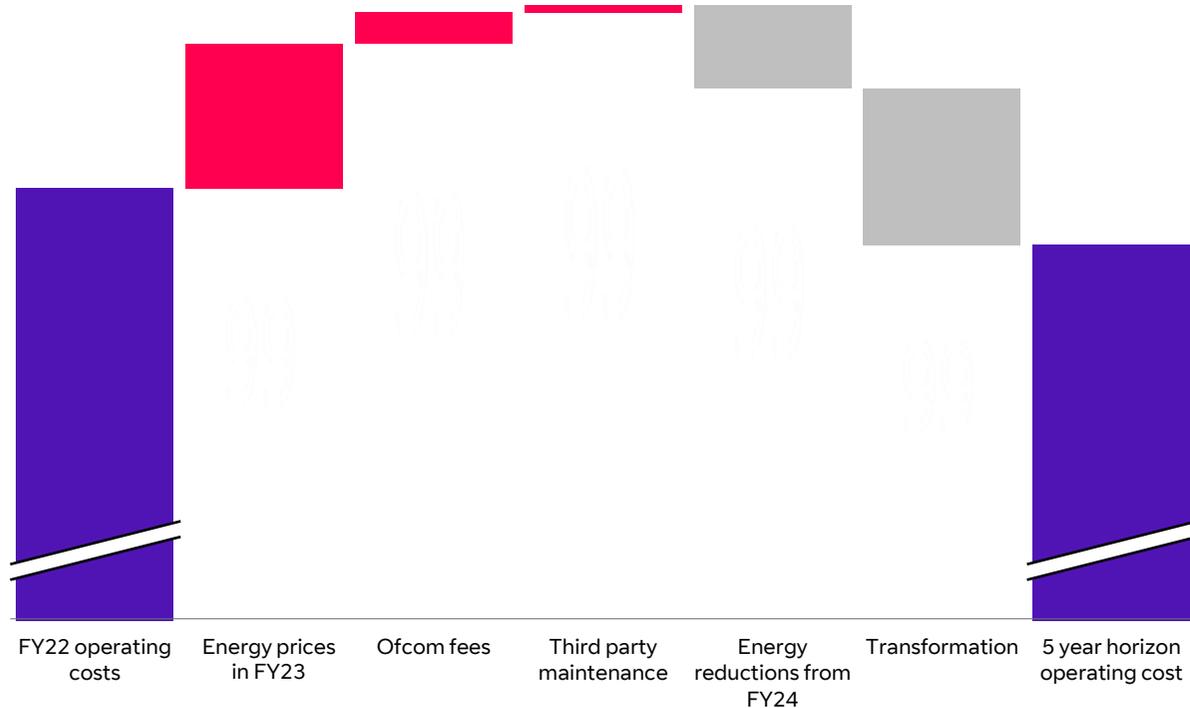
UK Operating costs down 2% last year, mainly driven by:

- Increase in mobile coverage and capacity driving higher operating costs due to new annual licence fees
- Offset by lower labour cost and lower energy cost due to price upside and lower consumption

Capital expenditure increased by 6% last year, which continued to enable:

- Maintaining our No.1 Network position
- Continued coverage investment in 5G rollout
- Mobile core investment and Huawei swap out programme
- Openreach FTTP rollout through fixed core network investment
- Closure of legacy platforms
- Underpinning BT's physical and cyber security through continuous investment

# Operating costs reduce over the next 5 years despite volume growth and inflationary pressures



Operating costs in the medium term are largely driven by

- Running our fixed and mobile networks
- PSTN<sup>1</sup> closure



Energy cost increase in FY23 due to market prices



Ofcom fees increasing due to new annual licence and CPI adjustments



Energy reduction programme in place with large savings from PSTN closure

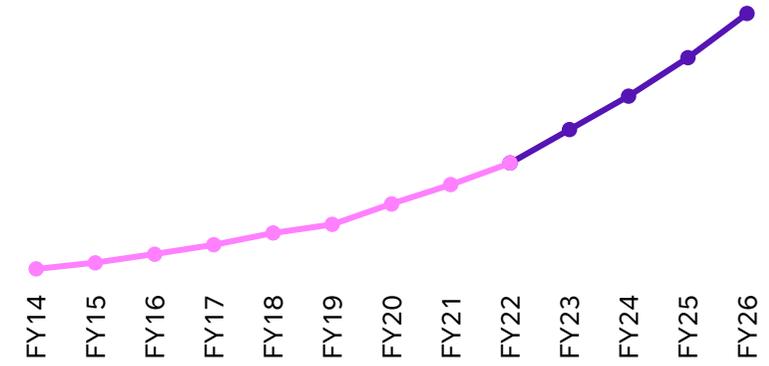


Transformation savings from legacy closures, automation and procurement initiatives

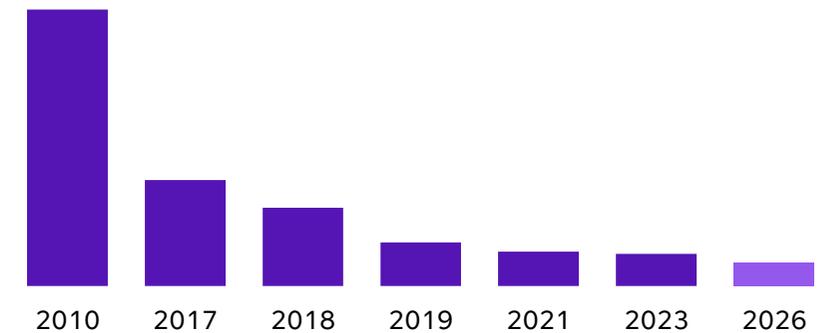
# We have a multi-year programme of investment to deliver our converged network vision enabling growth while reducing unit cost



Exponential Traffic Growth (Tbps)<sup>1</sup>



Core Network Unit Cost (£/Mbps)<sup>2</sup>



<sup>1</sup> Terabits per second  
<sup>2</sup> £/Megabit per second

# We have a focused programme of Cost Transformation, to enable continued investment in growth and offset inflationary pressure

## £350m +

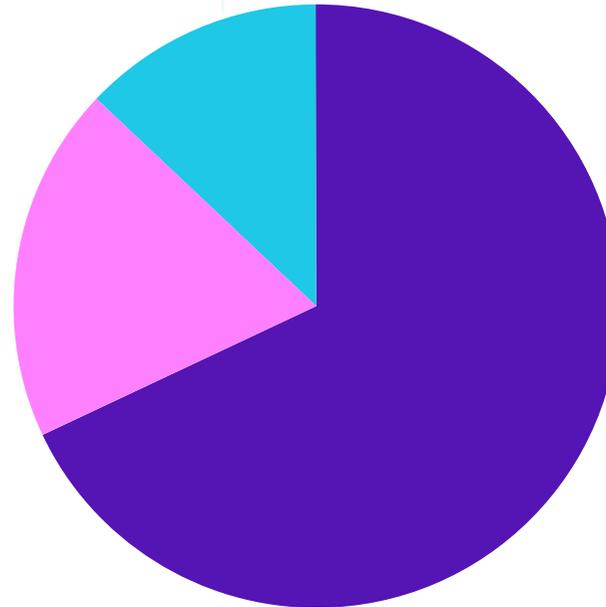
of gross operating cost transformation over next 5 years

### Energy

- Closure of legacy networks
- New energy efficient equipment
- The Better Work Place Programme & exchange closures
- Enhanced monitoring tools for decision making

### 3rd Parties

- Installing BT (Enterprise) dedicated fast fibre at RAN sites. Key to #1 Network
- Lease, rental and accommodation optimisation
- Sourcing, partnership and contract optimisation working with BT Sourced



### Operational Efficiency

- Automation and operational excellence
- Organisational design optimisation
- Lower cost strategic architecture
- Legacy network decommissioning
- Legacy transmission link removal

# We are successfully executing our 2030 Network strategy and vision

- ✓ Unparalleled fixed and mobile networks
- ✓ Continued investment in a simpler converged service
- ✓ Industry leading, diverse pool of technology talent
- ✓ Standout customer solutions built on leading network capabilities
- ✓ Applying research, targeting sustainability and customer outcomes
- ✓ Structurally transforming our cost base

**Q&A**

Howard Watson

