

Portfolio of strong brands



A unique set of assets

>14m UK premises now reached with FTTP<sup>1</sup>; 34% take up rate  
25m retail customer connections; 1.2m relationships with UK organisations  
Market-leading mobile networks with 75% 5G UK population coverage

Our ambition

To be the world’s most trusted connector of people, devices and machines

Strategic priorities

- Deliver Openreach growth and strong returns on FTTP
- Drive Consumer growth through converged solutions
- Capitalise on Business’s unrivalled assets to restore growth
- Digitise, automate and reskill to transform the cost base and improve productivity
- Optimise the business portfolio and capital allocation



Focus going forward

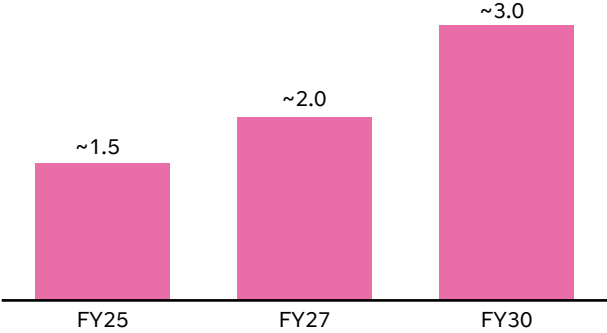
- Peak capex passed
- Converged customer experience
- UK focus
- Further £3bn cost savings
- Mid-term NFCF<sup>3</sup> guidance

Key financial measures and outlook

In FY24, BT Group delivered:

- Revenue and EBITDA growth on a pro forma<sup>2</sup> basis
- £1.3bn NCF<sup>3</sup> vs. £1.0-1.2bn guidance
- £3bn gross annualised cost savings since May 2020, achieved 12 months early, at a £1.5bn cost to achieve
- Increased full year dividend by 3.9% to 8.00pps<sup>6</sup>
- 1m premises per quarter FTTP<sup>1</sup> build run rate reached, 34% Openreach FTTP<sup>1</sup> take up
- 40% growth in retail FTTP<sup>1</sup> base and 29% growth in retail 5G base
- NPS up 1.0pts year on year to 24.0

NFCF<sup>3</sup> growth from FY25 (£bn)



Full year to 31 March	FY23 <sup>4</sup>	FY24	FY25 Outlook	End of decade
Adjusted revenue	£20,431m	£20,835m	0-1.0% growth	Consistent and predictable growth
Adjusted EBITDA	£7,999m	£8,100m	c.£8.2bn	Consistent and predictable growth ahead of revenue enhanced by cost transformation
Cash capital expenditure	£(5,307)m	£(4,969)m	<£4.8bn <sup>5</sup>	<£4.8bn to FY26; reduces by c.£1bn post peak FTTP <sup>1</sup> build <sup>5</sup>
NFCF <sup>3</sup>	£1,328m	£1,280m	c.£1.5bn	c.£2.0bn in FY27 c.£3.0bn by end of decade
Dividend	7.70pps <sup>6</sup>	8.00pps <sup>6</sup>	Progressive policy	Progressive policy
Net financial debt	£(13.5)bn	£(14.5)bn	-	-
Pension deficit <sup>7</sup>	£(3.1)bn	£(4.8)bn	-	-

Long term credit ratings: Moody’s Baa2 | S&P BBB | Fitch BBB; Target rating: BBB+

<sup>1</sup> Fibre-to-the-premises | <sup>2</sup> Pro forma numbers reflect the formation of the TNT Sports Joint Venture | <sup>3</sup> Normalised free cash flow | <sup>4</sup> On a pro-forma basis before specific items | <sup>5</sup> Outlook is for reported capital expenditure | <sup>6</sup> Pence per share | <sup>7</sup> IAS 19 Pension deficit, gross of tax

Delivered in line with our outlook across the Customer Facing Units

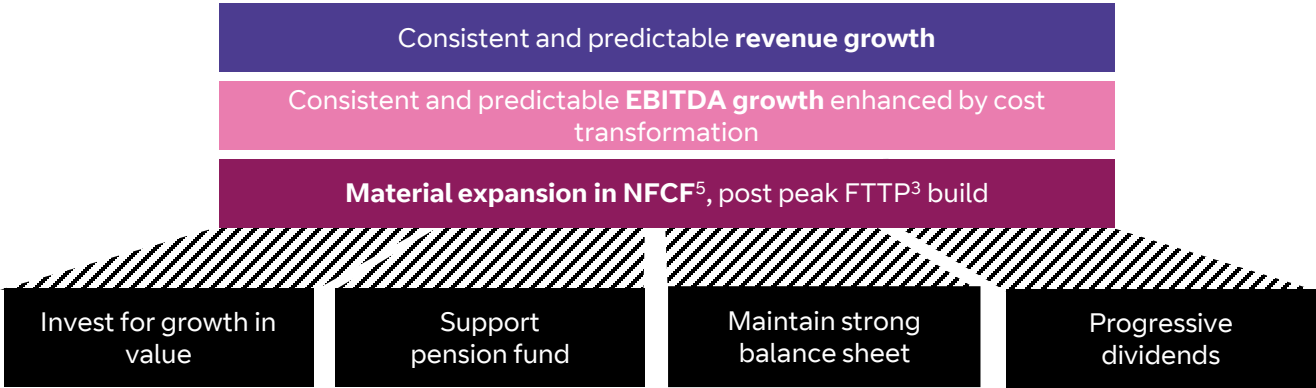
	FY24 Adjusted Revenue <sup>1</sup>		FY24 Adjusted EBITDA <sup>1</sup>	
	£m	Change YoY % <sup>2</sup>	£m	Change YoY % <sup>2</sup>
Consumer	9,833	4	2,672	5
Business	8,128	(2)	1,630	(16)
Openreach	6,077	7	3,872	9
Other	16	(41)	(29)	Nm
Intra-group items	(3,219)	(6)	-	-
Total	20,835	2	8,100	1



Strategic enablers driving future growth

		Actuals		Future BT Group
		FY23	FY24	FY28-FY30
Networks	Openreach FTTP <sup>3</sup> premises passed	10.3m	13.8m	25m-30m
	Openreach FTTP <sup>3</sup> take up	30%	34%	40-55%
	5G UK population coverage	68.1%	75%	>98%
Customer	Retail FTTP <sup>3</sup> take up <sup>4</sup>	1.8m	2.6m	6.5m-8.5m
	5G connections <sup>4</sup>	8.6m	11.1m	13.0m-14.5m
	Convergence households	23%	23%	30-50%
	Group NPS	+22.1	+24.0	+30.0-35.0
Efficiency	Units on legacy networks	10.5m	6.5m	<500k
	Total headcount	130k	120k	75k-90k

Disciplined approach to capital allocation



<sup>1</sup> Before specific items | <sup>2</sup> On a pro-forma basis | <sup>3</sup> Fibre-to-the-premises | <sup>4</sup> Consumer and Business retail connections | <sup>5</sup> Normalised free cash flow