

# About BT

## Who we are

We're one of the world's leading communications services companies. We're based in the UK but we serve customers in 180 countries.

## What we do

We develop and sell communications products and services and build and operate networks that are an essential part of modern lives, businesses and communities.

## How we're organised

BT is organised into two types of units: customer-facing units that sell products and services and corporate units that support the whole group.

## Financial highlights

### Revenue

£23.4bn (1)%

### Profit before tax

£2.7bn +2%

### Basic earnings per share

21.8p +6%

### Net cash inflow from operating activities

£4.3bn (14)%



For more information on our financial performance see page 34.

### Change in underlying<sup>a</sup> revenue

(0.9)%

### Adjusted<sup>b</sup> EBITDA

£7.4bn (2)%

### Adjusted<sup>b</sup> earnings per share

26.3p (6)%

### Normalised free cash flow<sup>c</sup>

£2.4bn (18)%

### Capital expenditure<sup>d</sup> (excluding BDUK clawback)

£3.8bn +8%

### Alternative performance measures

We assess the performance of the group using a variety of performance measures. These measures are not all defined under IFRS and are therefore termed 'non-GAAP' measures. We present a reconciliation from these non-GAAP measures to the nearest prepared measure in accordance with IFRS on pages 185 to 187. The alternative performance measures we use may not be directly comparable with similarly titled measures used by other companies.

<sup>a</sup> Underlying revenue excludes specific items, foreign exchange movements and disposals.

<sup>b</sup> Items presented as adjusted are stated before specific items. See page 185 for more information.

<sup>c</sup> After net interest paid, before pension deficit payments (including the cash tax benefit of pension deficit payments) and specific items.

<sup>d</sup> Additions to property, plant and equipment and software in the period less proceeds from disposals.



## Our customer-facing units

### Consumer

Across our three brands – BT, EE and Plusnet – we connect customers to information, entertainment, friends and family, at home and on the move. Between them, the three brands serve the whole of the UK, providing mobile, broadband, home phone and TV services. We buy access to fixed-line and broadband infrastructure from Openreach, and we use EE's mobile network to provide mobile phone services.

Led by  
**Marc Allera**  
CEO, Consumer

#### External revenue

£10,588m +3%

Percentage of  
group revenue

45%



### Global Services

We are a leading enterprise communications provider, serving enterprise customers in 180 countries. We provide managed network and IT infrastructure services, enabling customers' digital transformations.

Led by  
**Bas Burger**  
CEO, Global Services

#### External revenue

£4,735m (6)%

Percentage of  
group revenue

20%



### Enterprise

We sell communications and IT services to businesses and public sector organisations in the UK and Ireland. We also provide network products and services to communications providers operating in Great Britain. We're focused on four main product markets: fixed voice, mobile, converged connectivity and networked IT services.

Led by  
**Gerry McQuade**  
CEO, Enterprise

#### External revenue

£5,933m (4)%

Percentage of  
group revenue

25%



### Openreach

We build and operate the fixed network that connects the UK's homes and businesses. We are responsible for providing wholesale 'last mile' fixed access from premises to exchanges, and installing and maintaining the fibre and copper communications networks.

Led by  
**Clive Selley**  
CEO, Openreach

#### External revenue

£2,200m (3)%

Percentage of  
group revenue

10%



## Our corporate units

### Strategy and Transformation

We are responsible for developing and setting corporate, network and product strategies for the group. We also drive pan-BT transformation programmes.

Led by  
**Michael Sherman**  
Chief strategy  
and transformation officer

### Technology

We are responsible for designing, building and operating BT's core and mobile networks, platforms and IT systems in the UK and globally. We also work with the customer-facing units to develop and roll out products and services for their customers.

Led by  
**Howard Watson**  
Chief technology  
and information officer

### Corporate functions

The remaining corporate units carry out central activities on behalf of the group. We benefit from shared expertise and economies of scale. They include: Finance, HR, Legal and Company Secretarial, Compliance, Corporate Affairs, Property, Facilities, Procurement, Regulatory Affairs and Group Business Services.