



***“A year of successful business transformation  
and improved financial performance”***

**Preliminary results for the 12 months ended 31 March 2010**

# **Business overview**

**Bill Halbert, Executive Chairman**

# 2010: Delivering KCOM's transformation

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## Focused on

- Increasing near and longer term financial strength and performance
- Improving competitive position and future growth potential

## Delivery against transformation objectives

- Strengthened business fundamentals
- Simplified strategy and restructured business model
- Development of strategic relationships

***KCOM Group transformed to a  
fully integrated communications services provider***



# Financial highlights

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## **Planned revenue reduction to £412.8m (2009: £472.4m)**

- Consistent with focus on long term profitable customer relationships & exiting low margin commodity based operations

## **Increasing profitability and reduced debt**

- EBITDA, cash generation, dividend and net debt levels all better than market expectations
- EBITDA before exceptional items improved to £69.8m (2009: £65.1m)
- Profit before tax and exceptional items increased 64 per cent to £29.4m (2009: £17.9m)
- Net cash flow from operations increased 20 per cent to £74.6m (2009: £62.3m)
- Net bank debt reduced to £116.8m (2009: £157.9m)

## **Increase in proposed final dividend to 1.25 pence (2009 1.00 pence)**

# Delivering our strategy

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## **Clear Group business model**

- Kingston Communications including KC & Eclipse
- Kcom managed communications business

## **Tightened focus**

- Focused on activities customers value most including hosted & managed services and applications & contact centre integration

## **Extension in both the reach, range and quality of our communications services**

- Agreements with BT Wholesale and Phoenix IT Group provide access to extensive national network coverage and market leading products and support services

## **Reduced ongoing capital investment and fixed costs**

- Fixed costs become variable
- Opportunity and flexibility to invest in developing core strengths of the Group

## **Group now well positioned for growth**

- Both KC, through geographic expansion and new product introduction, and Kcom, through enhanced capability, have growth opportunities

# Business overview: Kcom

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## Focus for transformational activity during year

- Reduced cost base
- Exiting low margin, non-core activities
- Partnership approach

## Solid competitive platform for growth

- Customer segments – such as offering a range of managed services to mid-market customers
- Development of tailored propositions
- Future proposition roadmap - new launches planned for Summer 2010



# Business overview: Kingston Communications

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**KC growth plans to offset behavioural decline in fixed line call revenue**

**Investment in products and services**

- £2.8m upgrade programme strengthening the IP core of the network
- Further investment in broadband service performance

**New services**

- KC Cloud
- KC One – currently in consultation with Ofcom with a view to launch bundles in the Autumn

**Geographic expansion by targeting nearby locations**

**Launch of new KC brand**



Proud to be  
part of local life



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# Financial overview

**Paul Simpson, Chief Financial Officer**

# Summary financial results

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	Mar 10 £m	Mar 09 £m	Movement
<b>Revenue</b>	412.8	472.4	(13%)
<b>EBITDA</b>	69.8	65.1	7%
<i>EBITDA %</i>	17%	14%	-
<b>Operating profit</b>	36.7	30.0	22%
<b>Profit before taxation</b>	29.4	17.9	64%
<b>Net cash inflow from operations</b>	74.6	62.3	20%
<b>Net debt</b>	116.8	157.9	£41.1m
<b>Full year dividend per share (pence)</b>	1.75	1.50	17%

All P&L amounts stated before exceptional items

## Strong EBITDA progression

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	Mar 10 £m	Mar 09 £m	Movement £m
<b>Reported EBITDA</b>	<b>69.8</b>	<b>65.1</b>	<b>4.7</b>
Share scheme provision release	-	(1.5)	
Other share scheme costs	1.7	0.7	
IAS19 curtailment gain	(1.7)	-	
Pension – net of interest cost and return on assets	4.6	1.2	
<b>'Trading' EBITDA performance</b>	<b>74.4</b>	<b>65.5</b>	<b>8.9</b>

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# Segmental performance

## Kingston Communications

- Revenue decline due to Eclipse and Information Services
- Resilient EBITDA performance

Revenue	Mar 10 £m	Mar 09 £m	Movement
Kingston Communications	123.5	127.9	(3%)
Kcom	291.0	345.6	(16%)
PLC	(1.7)	(1.1)	(55%)
	<b>412.8</b>	<b>472.4</b>	<b>(13%)</b>

## Kcom

- Revenue decline driven by planned exit from product only sales and impact on related field engineering services

EBITDA	Mar 10 £m	Mar 09 £m	Movement
Kingston Communications	57.3	57.9	(1%)
Kcom	22.7	14.2	60%
PLC	(10.2)	(7.0)	(46%)
	<b>69.8</b>	<b>65.1</b>	<b>7%</b>

## PLC

- 2010 reflects net increase in pensions cost of £1.7m and an increase in net share plan cost of £2.5m

# Kingston Communications

	Mar 10 £m	Mar 09 £m	Movement
<b>Revenue</b>			
KC	90.9	91.2	-
Eclipse	21.5	24.2	(11%)
Information Services	11.1	12.5	(11%)
	<b>123.5</b>	<b>127.9</b>	<b>(3%)</b>
<b>Gross Margin</b>	98.7	98.6	-
<i>Gross Margin %</i>	80%	77%	
<b>EBITDA</b>	57.3	57.9	(1%)
<i>EBITDA %</i>	46%	45%	

# Kcom segment

	Mar 10 £m	Mar 09 £m	Movement
<b>Revenue</b>			
Kcom	274.8	333.6	(18%)
Smart 421	16.2	12.0	35%
	<b>291.0</b>	<b>345.6</b>	<b>(16%)</b>
<b>EBITDA</b>			
Kcom	20.9	12.9	62%
Smart 421	1.8	1.3	38%
	<b>22.7</b>	<b>14.2</b>	<b>60%</b>
<i>EBITDA %</i>	<i>8%</i>	<i>4%</i>	

# Kcom

	Mar 10 £m	Mar 09 £m	Movement
<b>Revenue</b>			
Product re-sale & network support	59.0	114.8	(49%)
Managed services	60.2	60.6	-
Connect services	155.6	158.2	(2%)
	<b>274.8</b>	<b>333.6</b>	<b>(18%)</b>
<b>Gross margin</b>	<b>77.4</b>	<b>84.5</b>	<b>(8%)</b>
<i>Gross margin %</i>	<i>28%</i>	<i>25%</i>	
<b>EBITDA</b>	<b>20.9</b>	<b>12.9</b>	<b>62%</b>
<i>EBITDA %</i>	<i>8%</i>	<i>4%</i>	

## PLC and associated costs

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	Mar 10 £m	Mar 09 £m	Movement £m
PLC and associated costs	6.5	7.1	
IAS 19 pension – net of interest cost and return on assets	4.6	1.2	
IAS 19 curtailment gain	(1.7)	-	
Share scheme expense/(net credit)	0.8	(1.3)	
<b>Total</b>	<b>10.2</b>	<b>7.0</b>	<b>3.2</b>



# Exceptional Costs

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	Mar 10 £m	Mar 09 £m
Restructuring costs	1.1	1.8
Restructuring costs relating to employees	5.0	12.6
Loss on sale of business	2.1	0.2
Onerous lease	2.0	7.0
Other	-	0.8
<b>Exceptional items – other</b>	<b>10.2</b>	<b>22.4</b>
Exceptional item – impairment of goodwill	-	106.9
<b>Total charged to Income Statement</b>	<b>10.2</b>	<b>129.3</b>

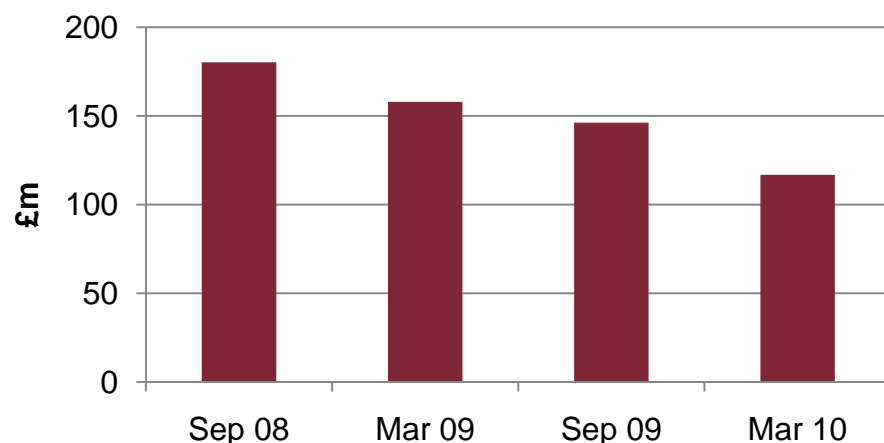
# IAS 19 Pensions

- Overall deficit decreased from £61.0m to £50.4m
- Reduction in discount rate leads to increase in liabilities
- Preliminary funding agreement reached with Trustees

Movement in Deficit	Mar 10 £m	Mar 09 £m	Movement
Assets	156.9	135.0	21.9
Liabilities	(207.3)	(196.0)	(11.3)
<b>Deficit</b>	<b>(50.4)</b>	<b>(61.0)</b>	<b>10.6</b>

	Mar 10	Mar 09
Inflation	3.5%	3.5%
Rate of increase in salaries	4.5%	4.5%
Discount rate for scheme liabilities	5.6%	6.5%
Expected return on plan assets	7.0%	6.5%

# Significant reduction in debt



- As a result of actions undertaken, £63.4m reduction in net debt over 18 month period from Sep 08 (£180.2m) to Mar 10 (£116.8m)
- Permanent reduction in working capital (and volatility) as a result of strategic decisions

	Sep 08	Mar 09	Sep 09	Mar 10
Net debt to EBITDA	2.7x	2.4x	2.2x	1.7x

# Strong cash generation

	Mar 10	Mar 09	
	£m	£m	
<b>Movement in net debt</b>			
Opening net debt	157.9	168.9	
Closing net debt	116.8	157.9	
<b>Reduction in period</b>	<b>41.1</b>	<b>11.0</b>	
			<b>Movement</b>
<b>Reconciliation of Movement</b>			<b>£m</b>
Net cash inflow from operations (pre-exceptional)	94.4	70.0	24.4
Exceptional items and ETV	(19.8)	(7.7)	(12.1)
<b>Net cash inflow from operations</b>	<b>74.6</b>	<b>62.3</b>	<b>12.3</b>
Capex	(17.6)	(25.0)	7.4
Interest and taxation	(7.3)	(13.5)	6.2
Dividends	(7.7)	(12.3)	4.6
Other	(0.9)	(0.5)	(0.4)
<b>Total</b>	<b>41.1</b>	<b>11.0</b>	<b>30.1</b>



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# 2011: Looking forward

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- Second year of transformation
- Pension consultation and tri-annual valuation
- Improve financial position through appropriate combination of debt and working capital management and expenditure control
- Businesses well positioned for sustainable growth