

Q4 2020/21							Full year 2020/21							Full year 2021/22							Full year 2022/23						
INCOME STATEMENT £m unless otherwise stated	Mean	Median	High	Low	Estimates	Mean	Median	High	Low	Estimates	Mean	Median	High	Low	Estimates	Mean	Median	High	Low	Estimates	Mean	Median	High	Low	Estimates		
<b>Revenue</b>																											
Consumer	2,384	2,375				9,878	9,849				9,984	10,014				10,110	10,112										
Enterprise	1,401	1,408				5,487	5,494				5,248	5,293				5,057	5,077										
Global	923	924				3,746	3,747				3,543	3,554				3,506	3,544										
Openreach	1,329	1,329				5,227	5,227				5,402	5,415				5,534	5,561										
Other	6	7				24	25				19	24				19	24										
Eliminations	(745)	(746)				(2,980)	(2,981)				(2,999)	(2,986)				(3,025)	(2,993)										
<b>Total Group Revenue<sup>1</sup></b>	5,298	5,299	5,456	5,168	17	21,382	21,383	21,540	21,252	17	21,217	21,228	21,472	20,648	17	21,201	21,296	21,741	19,950	17							
YoY Margin	(5.9)%	(5.9)%	(3.1)%	(8.2)%	17	(6.3)%	(6.3)%	(5.6)%	(6.9)%	17	(6.8)%	(6.8)%	0.4%	(3.2)%	17	(6.1)%	(6.1)%	(6.1)%	1.5%	(3.4)%	17						
<b>EBITDA<sup>1</sup></b>																											
Consumer	526	527				2,134	2,137				2,233	2,238				2,361	2,390										
Enterprise	428	430				1,494	1,498				1,615	1,614				1,556	1,565										
Global	150	149				590	589				572	571				578	577										
Openreach	74	74				2,758	2,755				3,104	3,097				3,231	3,225										
Other	(13)	(14)				61	60				40	42				40	42										
<b>Total</b>	1,838	1,835	1,870	1,792	17	7,441	7,438	7,473	7,395	17	7,564	7,586	7,737	7,250	17	7,766	7,820	7,964	6,994	17							
YoY Margin	(8.5)%	(8.6)%	(6.8)%	(10.7)%	17	(5.9)%	(5.9)%	(5.5)%	(6.5)%	17	34.8%	34.8%	35.1%	34.5%	17	35.7%	35.6%	36.6%	35.1%	35.1%	17						
Adjusted profit before tax	524	527	661	340	17	2,295	2,297	2,431	2,110	17	2,023	2,023	2,344	1,676	17	2,523	2,528	3,034	2,004	17							
Reported profit before tax	270	247	448	(65)	17	1,862	1,838	2,039	1,526	17	1,495	1,477	1,651	1,236	17	2,167	2,183	2,652	1,581	17							
Profit after tax	218	201	375	(40)	17											1,770	1,734	2,132	1,312	17							
<b>INCOME STATEMENT £m unless otherwise stated</b>																											
<b>Total Group revenue<sup>1</sup></b>																											
Operating costs before D&A and specific items																											
<b>Total Group EBITDA<sup>1</sup></b>																											
Depreciation and amortisation <sup>1</sup>																											
Of which lease depreciation																											
<b>Adjusted operating profit</b>																											
Net finance expense																											
Of which lease interest																											
Share of post tax profits/losses of associates & joint ventures <sup>1</sup>																											
<b>Adjusted profit before tax</b>																											
Total specific items																											
Of which impact operating profit																											
Of which net interest on pensions																											
<b>Reported profit before tax</b>																											
Tax - excluding tax on specific items																											
Tax rate before specific items																											
Tax on specific items																											
Profit after tax																											
Adjusted basic earnings per share (pence)																											
Reported basic earnings per share (pence)																											
Dividend per share (pence)																											
Average number of shares in issue (m)																											
<b>CASH FLOW &amp; NET DEBT £m unless otherwise stated</b>																											
<b>Cash capital expenditure</b>	(1,020)	(1,019)	(889)	(1,116)	17	(4,222)	(4,221)	(4,092)	(4,318)	17	(4,388)	(4,490)	(4,284)	(4,448)	17	(4,560)	(4,569)	(4,444)	(4,644)	17							
Normalised free cash flow	524	512	602	443	17	1,358	1,342	1,432	1,273	17	1,334	1,338	1,671	1,096	17	1,312	1,309	1,721	667	17							
Net (debt)/cash (reported)	(18,075)	(18,103)	(17,011)	(19,315)	17	(18,062)	(18,103)	(17,011)	(19,315)	17	(18,202)	(18,138)	(17,518)	(20,100)	17	(18,659)	(18,616)	(17,769)	(21,469)	17							
Lease liabilities	(6,361)	(6,294)	(6,256)	(6,622)	15	(6,341)	(6,294)	(6,256)	(6,422)	15	(6,343)	(6,294)	(6,230)	(6,622)	15	(6,366)	(										