

Q3 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	2,595	2,593				9,844	9,872				10,022	10,001				10,101	10,134										
Enterprise	1,302	1,355				5,484	5,480				5,314	5,286				5,103	5,125										
Global	961	964				3,883	3,912				3,731	3,735				3,674	3,658										
Openreach	1,309	1,306				5,218	5,215				5,387	5,403				5,511	5,542										
Other	5	6				21	25				17	24				17	24										
Eliminations	(754)	(751)				(2,992)	(2,995)				(2,999)	(3,000)				(3,004)	(3,000)										
<b>Total Group Revenue<sup>1</sup></b>	5,478	5,485	5,599	5,331	14	21,480	21,514	21,791	21,051	15	21,472	21,449	22,178	20,968	15	21,402	21,417	22,205	20,303	15	21,402	21,417	22,205	20,303	15		
YoY Margin	(5.2)%	(5.1)%	(3.1)%	(7.8)%	14	(5.8)%	(5.7)%	(4.5)%	(7.8)%	15	0.0%	(0.2)%	2.4%	(2.4)%	15	(0.3)%	(0.1)%	0.7%	(3.2)%	15							
<b>EBITDA<sup>1</sup></b>																											
Consumer	560	557				2,178	2,180				2,261	2,278				2,352	2,381										
Enterprise	427	426				1,691	1,686				1,650	1,662				1,557	1,534										
Global	142	142				582	587				574	575				578	589										
Openreach	738	736				2,922	2,918				3,056	3,071				3,174	3,149										
Other	(2)	(1)				41	41				31	30				31	30										
<b>Total</b>	1,863	1,861	1,898	1,822	14	7,414	7,413	7,496	7,276	15	7,572	7,597	7,745	7,252	15	7,692	7,774	7,994	7,000	15	7,692	7,774	7,994	7,000	15		
YoY Margin	(5.8)%	(5.9)%	(4.0)%	(7.9)%	14	(6.3)%	(6.3)%	(5.2)%	(8.0)%	15	21.1%	2.3%	3.8%	(0.9)%	15	1.6%	1.3%	5.1%	(3.5)%	15	34.0%	34.6%	33.7%	34.4%	15		
Adjusted profit before tax	544	548	623	527	7	2,281	2,282	2,467	2,174	15	2,394	2,404	2,646	2,122	15	2,477	2,551	3,020	1,971	15	2,477	2,551	3,020	1,971	15		
Reported profit before tax	435	429	486	382	6	1,788	1,798	2,073	1,121	15	2,008	2,033	2,246	1,736	15	2,108	2,172	2,638	1,517	15	2,108	2,172	2,638	1,517	15		
Profit after tax	351	338	401	303	7	1,435	1,447	1,680	919	15	1,621	1,624	1,827	1,415	15	1,700	1,711	2,121	1,259	15							
<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>																											
Cash capital expenditure	(1,043)	(1,048)	(965)	(1,100)	7	(4,189)	(4,178)	(4,094)	(4,307)	15	(4,346)	(4,351)	(4,198)	(4,457)	15	(4,505)	(4,524)	(4,341)	(4,655)	15							
Normalised free cash flow	331	377	500	(59)	6	1,345	1,348	1,430	1,201	15	1,386	1,361	1,544	1,262	15	1,315	1,320	1,601	853	15							
Net (debt)/cash (reported)	(18,184)	(18,197)	(18,070)	(18,270)	4	(18,321)	(18,266)	(17,710)	(19,007)	15	(18,207)	(18,158)	(17,544)	(19,101)	15	(18,680)	(18,576)	(17,660)	(19,747)	15							