



- **Back to growth in B2C**
- Established **B2C ecosystem**
- **Leader in B2B**
- Ahead in **technological transition**



- **Consolidated mobile market**
- **Fiber leadership**, largest footprint
- Successful launch of **B2C ecosystem**
- **Reinforced and accelerated B2B**



- **Strengthened network**
- Solid mobile **commercial momentum**
- **Technology agnostic** access in fixed



- **Converged champion**
- **£540m** run-rate synergies
- **Fiber opportunity**