C4C - Key long range metrics

								C4C Strategy (Forward looking estimates)			
	PY-4	PY-3	PY-2	PY-1	PY	FY	FY	NYF	NY +1	NY +2	
Revenues											
Linear TV ad market £bn											
Digital TV ad market £bn											
Total TV ad market £bn											
Share of NAR - Sales House %											
Total Revenue - Sales House £m											
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Share of NAR - Corporation %											
Spot Revenue - Corporation £m											
Share of Commercial Impacts (blended) %											
Digital Revenue - Corporation £m											
Digital % of Total Revenues											
Non-Advertising Revenue											
Non-Advertising % of Total Revenues											
Revenue £m											
Content and Viewing											
Content spend £m											
Originated content spend £m											
Originated content spend 2m											
Headline audience share - Portfolio %											
Headline audience share - Channel 4 main channel	%										
VOD views m											
Other Financial metrics											
Pre-tax surplus/(deficit) £m											
Cash and cash equivalents £m											
Pension deficit £m											
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C4C Strategy (Forward looking estimates)

Linear advertising Digital advertising Non-advertising Total Revenue Sub revenue streams >5%: n/a Ad Sales Cost of Sales Commercial & Business Development Net Commercial Contribution	
Content Content Overheads Marketing & Viewer Experience Industry Funding Creative Contribution	
Technology - Distribution Technology - Non Distribution Corporate Services and HR Commercial Affairs (inc FFL & GSN) Finance Corporate, Consumer Insight & Strategy and Growth Fund Operations Contribution	
Operating Surplus/(Deficit)	
Depreciation and amortisation Restructuring Interest Exceptional items Share of Growth Fund profits/losses and Profit/loss on sales	
Pre Tax Surplus/(deficit)	

	Monitoring Information (Quarterly financial reporting)									C4C Strategy (Forward looking estimates)			
£m	Q1 CYA/F	Q2 CYA/F	Q3 CYA/F	Q4 CYA/F	FY CYA/F		Var - Bud	Comparative FY PYA	Var - PYA	NYF	NY+1F	NY+2F	
Property, plant and equipment Box JV Growth Funds Right of Use Asset Deferred tax assets Intangible assets Non-current assets													
Programme stock and rights Advertising trade debtors Other trade debtors Prepayments and accrued income Cash and cash equivalents Current assets													
Borrowings Trade and other creditors Accruals and deferred income VAT and Corporation tax Current liabilities													
Provisions Pension deficit Lease Liability Non-current liabilities													
Net assets													
Retained earnings Content reserve Revaluation reserve Total equity													
Net cash/ (debt)													

	Monitoring Information (Quarterly financial reporting)									C4C Strategy (Forward looking estimates)			
£m	Q1 CYA/F	Q2 CYA/F	Q3 CYA/F	Q4 CYA/F	FY CYA/F	FY CYB	Var - Bud	Comparative FY Var - PYA PYA	NYF	NY+1F	NY+2F		
Opening cash and cash equivalents													
Surplus/(Deficit) before Tax Add back Depreciation and Amortisation Other non-cash Adjusted Surplus/(Deficit)													
Decrease/(increase) in Content rights - Television Decrease/(increase) in Content rights - Film4 Production Decrease/(increase) in Debtors - Airtime Decrease/(increase) in Debtors - All other Other working capital movements, net Defined benefit pension funding Tax (paid)/repaid													
Net cash flow from operating activities													
Net Growth Fund (investments)/disposals Other (additions)/disposals to non-current assets													
Net cash flow from investing activities													
Credit facility - amounts drawn down/(repaid), net													
Net cash flow from financing activities													
Net increase/(decrease) in cash and cash equivalents													
Closing Cash and cash equivalents													
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