A photograph of a woman with short brown hair, wearing an orange sweater and blue jeans, smiling warmly. She is holding a young child upside down by their arms. The child is wearing a red shirt and is also smiling. The background is a plain, light-colored wall.

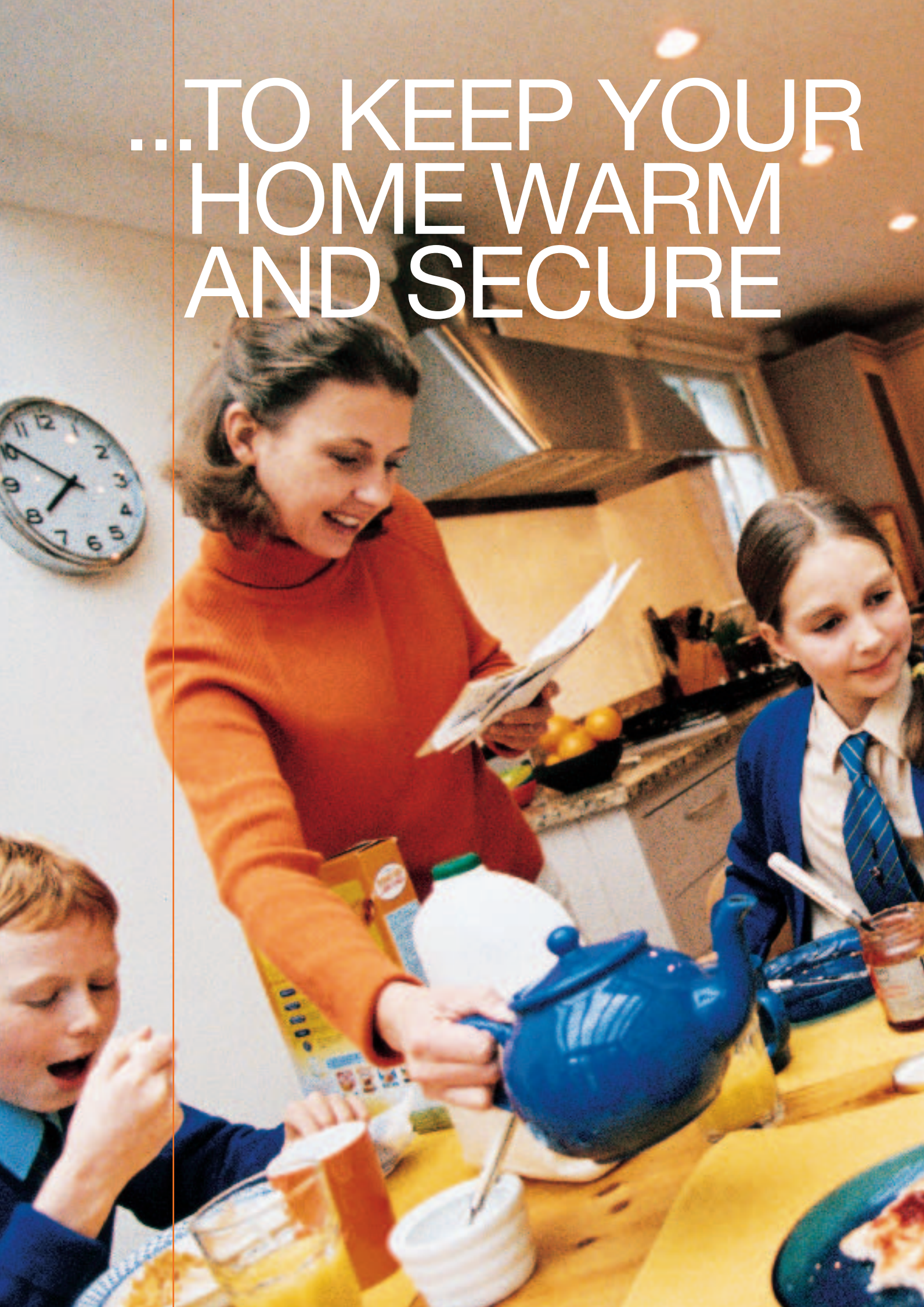
Centrica plc
Annual review & summary
financial statement 2001

WHO DO
YOU TRUST?

centrica

taking care of the essentials

...TO KEEP YOUR
HOME WARM
AND SECURE



Gerri seems to get more mail every day from people who are offering gas, electricity and phones.

So why does she stay with us? Maybe it's something to do with trust.

'I just feel safe with British Gas, you can trust them to be reliable and efficient.'

British Gas

13.4 million
gas accounts

Dual-fuel discount and no standing charge are just some of the ways we keep in touch with customers' needs – reasons why millions stay with British Gas and over 2.5 million have returned.

5.4 million
electricity accounts

In less than three years, British Gas has become the country's leading residential electricity supplier. And for just £3 per week, customers can get cover for electrical breakdowns and repairs.

3.3 million
home heating
cover contracts

The yearly inspection that comes with British Gas home heating cover gives comfort about performance and safety. And if anything does go wrong a qualified engineer normally visits within 24 hours.

743,000
plumbing cover
contracts

British Gas plumbing cover provides a breakdown repair service 24 hours a day. Proof once more that the essentials are covered by British Gas.

562,000
appliances covered

We depend on so many gadgets these days: cookers, microwaves, dishwashers and more. British Gas cover offers customers a 24-hour helpline and unlimited call-outs.

British Gas 



...TO KEEP YOU ON THE MOVE

John has been an AA member for 20 years.

So, when his youngest daughter, Tess, got her first car he made sure she became a member too.

Not only did we help her pass her test and find her car, she knows we'll always be quick to respond.

'With their reputation I know the AA will always be there when I need them.'



The AA

12 million
record membership

People continue to place their trust in the AA, with membership growing 10.9% in 2001.

13.7 million
visitors to theAA.com

It's easy to get information from theAA.com, from route planning to insurance quotes. Motor and home insurance policies issued or renewed online get a 5% discount automatically.

1.6 million
insurance policies

The AA is the UK's largest intermediary for personal insurance products and almost half of all AA motor insurance quotes are obtained online via our redesigned website at theAA.com.

424 million
pounds in loans

The AA helps spread the cost of major purchases in a simple, no-nonsense way. Loan decisions can be given by phone in minutes and a cheque sent out the next day.

7 million
calls for information

The AA's traffic information lines can now be accessed from the majority of mobile phones in the UK. The volume of calls grew by over 75% in 2001.





...TO GIVE YOU SOMETHING MORE

When Elliot's turn came to move up to primary school he didn't want his brother's hand-me-downs.

Mum knows whenever she spends on her Goldfish card she'll get something back.

'Points, points, points. I buy everything on my card to get the points.'

Goldfish

1 million
cards issued

Goldfish is one of the best-known credit card brands in the UK. The points earned with each purchase make it worth using regularly.

new bank
licence granted

Simple, innovative and fun: the values of Goldfish will now be applied to a broad range of financial services. In 2002, customers of Goldfish Bank will start using services online and by phone.

11 billion
points awarded

Many Goldfish customers choose to redeem their reward points against their gas bills, a benefit that's delivered a discount of more than £17 million in just five years.

fun
wine and travel

Goldfish cardholders order more than 6,000 bottles of wine per month – more than half paid for with Goldfish points. The Travel Service arranges 500 holidays a month in season.

practical
goldfish.com

Customers securely control their own affairs 24/7 online: view statements, make payments, check and redeem Goldfish points, transfer balances and contact customer support.



Every day we touch the lives of millions of people.

Through our leading brands, Centrica provides warmth, comfort and peace of mind.

People know us through our brands but behind those brands lie the skill, knowledge and expertise of thousands of employees.

Centrica has unrivalled experience in providing essential services to people in their homes and on the road. We aim to enhance the service we provide to our customers and the value we give to our shareholders by continually deepening our understanding of what our customers want.

We do this by training our people, enhancing our systems and developing our brands. Centrica strives to ensure that all our experience and knowledge is shared across our businesses for the benefit of customers and shareholders alike.



Centrica's vision is to be a leading supplier of essential services in our chosen markets.

Our strategy is to retain and attract customers in our core businesses with continual improvements in service and value, while at the same time developing new opportunities in the UK and internationally.

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Visit our websites

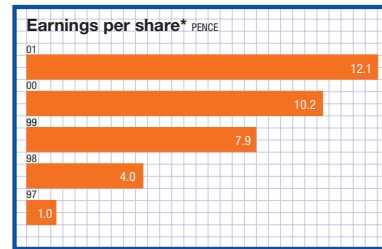
You can find out more about Centrica and the businesses in our Group by visiting our websites.

www.centrica.com provides information about the Group, including our environmental and social responsibility, and shareholder services.

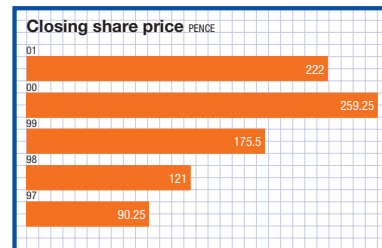
You can find out more about the products and services we offer by visiting our customer sites:

- www.theAA.com
- www.house.co.uk
- www.britishgasbusiness.co.uk
- www.goldfish.com
- www.onetel.co.uk
- www.directenergy.com
- www.energyamerica.com

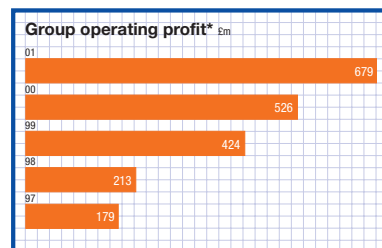
2001 at a glance



Earnings per share* increased by 19%



Centrica continued to outperform the FTSE 100



Operating profit* up by 29%

*Before exceptional charges and goodwill amortisation, including joint ventures and associates

Chairman's summary

Our performance, combined with the steps we have taken, positions Centrica well for the way ahead.

I am delighted to report excellent progress in 2001 towards realising our vision.

Performance

Operating profit*, at £679 million, was 29% up on 2000 and earnings* were £482 million, 19% ahead of 2000. Earnings after exceptional charges and goodwill amortisation were down compared to 2000 because of higher exceptional charges, goodwill amortisation and taxation. We remain the premier supplier of energy to British homes, with 13.4 million residential gas accounts now augmented by more than 5.4 million electricity accounts. The home services division also performed well.

Our Morecambe Bay gas fields produced good results and we acquired interests in three power stations in line with our strategy to supply around 20% of our needs from our own resources.

The AA reached a record of over 12 million members by the year end. We have extended the range of services and the AA remains the UK's largest independent insurance intermediary.

As part of our preparations for the launch of Goldfish Bank we obtained our banking licence. With the acquisition of One.Tel in the UK, our telecommunications business comfortably achieved our 2001 year-end target of 1 million customers.

We are developing our business in North America, where we are the leading unregulated supplier of energy. We established a presence in continental Europe by acquiring a 50% interest in the Belgian company Luminus NV.

Providing what our customers demand enables us to deliver superior returns for our shareholders.

Shareholder returns

We paid an interim dividend of 1.2 pence and are proposing a final dividend of 1.9 pence per share to be paid in June 2002. This gives a total of 3.1 pence for the year, an increase of 10.7% over 2000. While our share price has not maintained last year's peak, it has nevertheless continued to outperform the FTSE 100 index. I am pleased to record that since the formation of Centrica, the total return to shareholders has been in the top quarter of the FTSE 100. Since the year end we have raised £426 million of new equity by way of a placing of new ordinary shares.

The board

We announced changes to the responsibilities of a number of executive directors during the year to ensure our focus remains firmly on delivering

customer value and service through leveraging our leading brands. Mark Clare remains deputy chief executive and has assumed responsibility for British Gas. Mike Alexander has become Centrica's chief operating officer and Roger Wood managing director of the AA. These changes took effect on 1 January 2002.

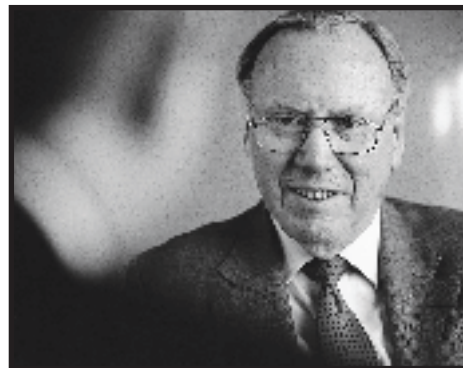
Francis Mackay left the board on 31 December 2001, having played an important role as the lead non-executive during the formative stage of Centrica's development. We are most grateful for the major contribution he has made.

Social responsibility

We believe that clear policies help us to manage our business in a sustainable way for the benefit of all our stakeholders. We have reviewed our health and safety policy and are putting in place measures to help us better understand the impact we have on the environment and how effectively we support the communities in which we operate. In 2001 we recorded improvements in many of these areas.

The future

The outlook may seem more challenging than a year ago, but there is no doubt that Centrica has a wide



range of opportunities as the energy markets in North America and Europe are opened up to competition. In telecommunications there are still some barriers to overcome before we see a fully competitive

telecommunications market here at home. It is important now to sustain the momentum towards removing these barriers.

Supplying what our customers demand enables us to deliver superior returns for our shareholders. I thank all our employees for the important contribution they have made to maintaining and enriching customer satisfaction during the year. Our positive performance, combined with the steps taken to lay the foundations for strategic growth, positions Centrica well for the way ahead.

A handwritten signature in blue ink, which appears to be 'M. Perry'.

Sir Michael Perry GBE Chairman

Chief executive's summary

Our progress confirms we have the strategy that will enable us to achieve our vision.

Centrica passed some important milestones in 2001.

We expanded in North America, established a presence in Europe and did well in our core businesses. Our progress confirms we have the strategy that will enable us to achieve our vision of being a leading supplier of essential services in our chosen markets.

Our leading brands – British Gas, the AA and Goldfish – stand for trust and reliability. Our core capabilities are developing lasting brands, managing customer relationships efficiently, and improving our understanding of customers so we can better meet their needs.

We continue to look at ways to enhance the organisational capability necessary to deliver our strategy.

British Gas

At the year end, Centrica had a 67% share of the British residential gas market and we are now the largest supplier to the residential electricity market as well, with over 5.4 million customers.

When we acquired the energy supply business of Enron Direct in December, we almost doubled our commercial electricity base.

Our Morecambe fields and other equity interests produced 26% of the gas we supplied during the year. Through further investment we speeded up production and increased our reserves at Morecambe. We also invested in the acquisition of additional gas assets.

We acquired enough power generation capacity to meet around 20% of our requirement.

At the year end we had more than 3.3 million home heating cover contracts and we installed a record number of central heating systems during the year.

In just one year, British Gas Communications established itself as an indirect access competitor to BT, and in July we acquired the UK business of One.Tel giving us a further 650,000 customers.

AA

Membership of the AA has reached a new record and we have expanded our range of services. The acquisition of Halfords Garages provides the basis for our planned development of more than 150 AA Service Centres.

Some 45% of car and 16% of home insurance quotes in 2001 were obtained via theAA.com, as were numerous car and personal loans. The AA launched Golf England, a three-way venture which will offer a range of benefits, including a smart card, to golfers and golf clubs in England.

Goldfish

In 2001 we invested in developing our new joint venture with Lloyds TSB Bank plc. Having obtained our banking licence we will build on the strong brand franchise of the credit card and introduce new services for Goldfish customers in 2002.

North America

In North America we developed our customer base and prepared for the opening of the Texas and Ontario power markets in January and May 2002 respectively. At the beginning of 2002 we made further progress by reaching agreement to acquire the home and business services operation of Enbridge Inc in Canada and NewPower Holdings Inc in the United States.

Continental Europe

In September we purchased a 50% interest in the Belgian company Luminus NV, which allows us to be involved in the formative stages of market development during the process of liberalisation.

Social responsibility

At Centrica we take our wider responsibilities to society seriously. Our community programmes



help older and vulnerable people, including those who experience fuel poverty. We work towards equal employment opportunities for the disadvantaged. Information about the progress of our environmental

management programme is posted on our website.

Delivering our strategy

We continue to look at ways to enhance the organisational capability necessary to deliver our strategy, making best use wherever we operate of our experience in developing brands, managing customer relationships and competing in fast-changing markets.

I look forward to further progress in 2002.

A handwritten signature in black ink, which appears to read 'Roy Gardner'. The signature is fluid and cursive.

Roy Gardner Chief executive

Operating review

Our focus remains on improving our customer service at all points of contact.

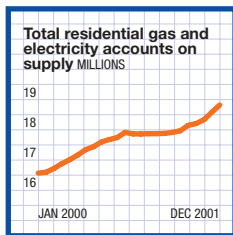
United Kingdom

British Gas

The number of residential energy accounts supplied by British Gas in Britain, including both gas and electricity, rose to 18.8 million. We managed to retain a 67% share of the residential gas market. However our margins were under pressure with the cost of gas increasing by 25% from 2000 to 2001 and we have addressed this with a price increase in April 2001 and a further increase in January 2002. British Gas has become the largest supplier of electricity to homes in Britain, with more than 5.4 million customers. Home services had over 3.3 million customers by the year end.

Energy supply

Customer service and our popular dual-fuel offer have contributed to the numbers returning to British Gas during 2001 and also choosing us for electricity. We now read meters quarterly and offer a range of payment schemes.



British Gas was ranked highest in the J.D. Power and Associates 2001 domestic customer satisfaction study of electricity suppliers. Customer complaints about gas supply recorded by energywatch fell for the second year in succession. Our new website house.co.uk allows customers to manage their bills, protect their homes, obtain advice on home improvements and even helps them when moving house.

In December, we acquired the energy supply



Our interests in three power stations help serve the needs of our growing electricity customer base.

business of Enron Direct, almost doubling our base of commercial electricity customers. We are now the largest supplier of gas to business and also a leading supplier in the business electricity market. We launched

britishgasbusiness.co.uk to cater for our business customers.

For customers beyond the reach of mains gas we supply liquefied petroleum gas (LPG) to tanks or in cylinders. British Gas LP Gas is the second largest supplier of LPG in the UK.



J.D. Power ranked British Gas highest in their customer satisfaction survey of electricity suppliers.

We acquired the entire economic interests in power stations in Peterborough and King's Lynn through long-term lease arrangements. We also acquired a 60%

stake in Humber Power in Lincolnshire. The combined output of these facilities is enough to supply electricity to 2.5 million homes. We now produce around 20% of our customers' peak electricity needs ourselves.

Centrica is one of the largest energy traders in the UK and the emerging European wholesale market. We supported the government's implementation of the New Electricity Trading Arrangements (NETA), which have helped reduce energy procurement costs. Our weighted average cost of electricity dropped by 19% compared with 2000.



Our new website house.co.uk opened its doors in October providing online access to a range of essential home services.

Home services

We installed a record 111,000 central heating systems. Our home services business now also includes monitored home security systems, kitchen appliance servicing, plumbing and drains cover and home electrical cover. All together, we delivered more than 5 million of these home services and products to customers during 2001.

Plumbing cover has become popular with 743,000 contracts and home heating cover contracts continued to grow to 3.3 million.

The home services business was strengthened by the acquisitions of National Homecare in June and Trolhurst in November.

British Gas home security is the UK's largest provider of monitored home security systems. Our systems are recognised by continued accreditation from the National Approved Council for Security Systems (NACOSS) and an award from the Metropolitan Police in 2001.

Responsible energy

We spent £11.4 million as part of the Government's Energy Efficiency Standards of Performance (EESoP) scheme which helps to reduce energy use,

Energy sourcing

The rate of gas delivery from Morecambe was improved 14% by an onshore compression plant, a new well was drilled and we committed £55 million to acquiring gas assets.



Honor Blackman lent her support to the British Gas Help The Aged Stepping Out campaign.

harmful emissions and fuel bills. One major scheme enabled us to lower the price of condensing boilers to match that of conventional ones. As a result, 20,000 of the new central heating installations used the fuel-efficient condensing boilers, cutting gas bills by up to 37%.

Over 35,000 people experiencing fuel poverty in 2001 have responded to our Warm-a-Life scheme.

We have invested more than £4 million in our partnership with Help The Aged since 1999, benefiting some 1.3 million people.

More than a third of all schools in Britain have so far taken part in Think Energy, a British Gas programme that helps teachers, schoolchildren and their families learn about energy efficiency and about the consequences of waste.

We raised awareness of carbon monoxide risks by distributing more than 3 million leaflets.

Accreditation to the international environmental standard ISO 14001 was achieved by a number of our operating units.

Telecommunications

Since its launch in 2000, British Gas Communications has become a leading indirect access competitor to BT. Our British Gas telecommunications business is built on the trust our customers place in the brand. It is the only telecoms business to provide a single bill for fixed, mobile and internet calls.

In July 2001 we acquired One.Tel in the UK with 650,000 customers. One.Tel joined British Gas Communications as part of our telecommunications business with a combined customer base of more than 1 million.

The AA

AA membership grew by 10.9% to over 12 million at the year end. We enhanced our roadside service and relaunched theAA.com.

Road services

Since September 1999, when Centrica acquired the AA, total membership including affinity, manufacturer and fleet arrangements has grown by over 2 million.

We answered 90% of breakdown calls in 2001 in 15 seconds or less. We attended some 4.2 million call-outs, on average within 35 minutes, and we introduced new procedures to keep members informed of progress until the patrol arrives.

We have continued developing diagnostic laptops for our patrols. We introduced patrol vehicles with fixed-wheel towing capability to facilitate quick recovery of cars that cannot be repaired at the roadside.

Key business highlights

40 million product relationships

Centrica has more than 40 million product relationships worldwide – clear evidence that people trust Centrica through its leading brands to take care of the essentials.

investment in our UK gas fields

Through further investment we improved the rate of gas delivery and increased our reserves. We continue to supply around 20% of our own requirements.

three power stations

Our interests in three power stations has enabled us to produce around 20% of the current peak requirement of our 5.4 million electricity customers.

1.3 million North American customers

As the energy markets are opening up, Direct Energy and Energy America are becoming the suppliers of choice in Canada and the USA.

1 million telecoms customers

By adding the strong One.Tel brand to our existing British Gas telecoms business, Centrica is well on the way to becoming a leading provider of telecommunications.

Operating review continued

The acquisition of Halfords Garages was one of the highlights of the year. A development programme is under way to launch these garages, along with our existing workshops, as AA Service Centres in 2002.

In December we signed an agreement with Inchcape plc to launch an AA-branded service supplying new and used cars.

Personal finance

Nearly 1.6 million insurance policies were arranged through the AA in 2001. 45% of our car insurance quotes are now obtained online. This service won the British Insurance Industry's e-commerce award for the second year running.

Decisions on car and personal loans are also given online. At the end of 2001 our joint venture with HBOS provided loans to more than 77,000 customers and the loan book stood at a record £424 million.

The AA launched Golf England, a three-way venture which will offer 4 million golfers and 1,900 clubs in England a range of benefits including smart cards containing credit facilities, handicap information, booking services and affinity deals.



Online route information is one of the interactive free services available on theAA.com.

our five-year campaign on motoring tax and transport investment, was rewarded in March when the government cut the tax on low-sulphur fuel and road tax on smaller cars.

The AA initiated a European Road Assessment Programme (EuroRAP) during the year. In the UK, we backed a safety campaign to reduce risk on the motorways.

During the year more than 6,500 people were rescued by air ambulances sponsored by the AA, about half of them from road accidents.

We introduced a text messaging service enabling members who are deaf or hard of hearing to communicate with roadside assistance more easily.

Our patrol force and workshops retained accreditation to the international environmental standard ISO 14001.

Goldfish

We invested in preparing for the launch of Goldfish Bank in 2002 and received our banking licence.

Goldfish has more than a million credit cards in issue. In the last two years we have developed goldfish.com and put our consumer guides on the web.

The success of Goldfish reflects our approach of meeting customers' needs with products that are innovative, simple to understand and easy to use. Marks & Spencer and John Lewis are among the partners offering cardholders a wide range of attractive redemptions, and in 2001 we added Leisure Vouchers, owned by Whitbread, covering Victoria Wine, Pizza Hut and David Lloyd Leisure.

North America

With 1.3 million customers in Canada and the USA at the year end, we have built on the strong customer base of Direct Energy in Canada and Energy America in the USA. Some 24% of our North American gas supplies come from our own fields in Alberta.



A major marketing campaign in Canada has supported our Direct Energy field sales activity.

We have signed up around 600,000 customers in Ontario in anticipation of the opening of the electricity market in 2002, while in Texas we obtained a licence to sell electricity to residential customers from January 2002.



The AA's new patrol vehicle with integrated towing gear.

Other AA services

Our relaunched website theAA.com recorded 13.7 million visits for the year, up from 6.8 million the previous year.

Our traffic and travel information service is available to most mobile

phone users in the UK, and took over 7 million calls last year. The AA has enabled Ford to become the first car manufacturer to offer its customers a live, in-car traffic and travel information service. Commercial radio stations broadcast information from AA Roadwatch and AA Signs provided 54,000 road signs for spectator events in 2001.

The AA printed 880,000 AA travel guides last year. We produced 2.9 million atlases and launched a new Street-by-Street series covering UK towns and regions. Publishing sales in 2001 reached £30 million, up from £28 million the previous year.

In the Republic of Ireland, AA Ireland is the leading roadside assistance provider and largest independent personal insurance provider.

Responsible motoring

The AA's role as the voice of the motorist, including

Some of our customers are protected from volatile prices by five-year fixed price contracts and we offer a number of other tariff options.

We took our first step in developing home services by taking full ownership of Greensource, an Ontario-based heating, ventilation and air conditioning service company.

Continental Europe

We moved into European energy retailing by purchasing a 50% interest in the Belgian energy company Luminus NV. This is a joint venture with five Flemish municipalities. Between them, these municipalities cover nearly 600,000 electricity customers and 200,000 gas customers. This market will see a phased introduction of electricity competition between January 2002 and July 2003.

We continue to look for further European opportunities.



During 2001 we raised over £200,000 for our charity of the year – the Cystic Fibrosis Trust.

Social responsibility

We were pleased that our approach to social responsibility was acknowledged by our inclusion in the FTSE4Good index in 2001.

Some 10,000 UK call handlers and engineers attended a course in better understanding customers' individual needs.

Our employment scheme for carers and disabled people has been promoted by the Employers Forum on Disability (EFD) as a model for other employers, through its publication Recruitment that Works.

We are an Employment Service Disability Two Ticks employer. Our chief executive is chairman of the EFD, a member of the National Employment

Panel, and president of Carers UK.

We introduced a revised health and safety policy with clear accountabilities and a best-practice approach to implementation.

We accept our responsibility to minimise our impact on the environment while helping customers to make informed decisions about our products and services.

Systematic environmental management has been introduced in our UK businesses. Further information about our environmental policy, targets and performance can be found online at centrica.com/environment.



Our experience of providing opportunities for disabled people was highlighted in a new guide for employers.

Social responsibility

50,000

households more energy efficient

More than 50,000 households benefited from our energy efficiency installations. 8,000 schools took part in Think Energy, a programme to raise awareness about energy wastage in the home.

35,000

responded to Warm-a-Life

British Gas Warm-a-Life helps with insulation grants, one-off bill reduction and a benefits entitlements check. It's an integrated package to address the problems of customers experiencing fuel poverty.

1.3 million

aided by Help The Aged Partnership

Since 1999, British Gas has supported Help The Aged with more than £4 million to combat poverty and isolation among older people, funding community projects, energy efficiency schemes and the SeniorLine telephone advice service.

new

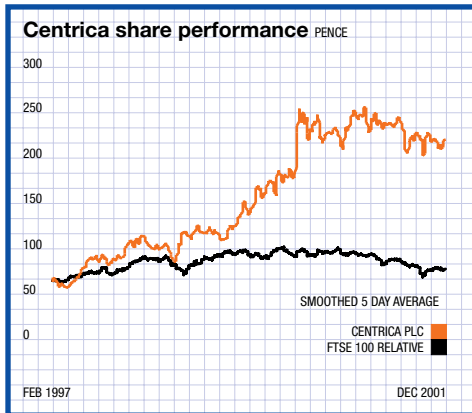
employment opportunities

Centrica is committed to equal opportunities for carers, disabled people and the long-term unemployed. Through our employment programmes we have now recruited some 130 people from these groups in centres and offices around the country.

safer roads

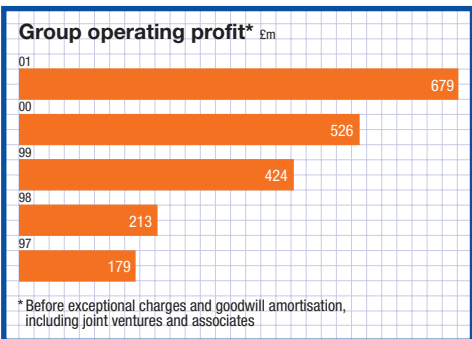
across Europe

Following the success of the AA-supported car safety scheme, we are now promoting EuroRAP to raise the safety standard of roads in Britain and across the Continent.



Centrica aims for a total shareholder return (TSR) ranking in the first quartile of FTSE 100 companies, taking account of share price growth and reinvested dividends. We promote growth in earnings and cash flow and seek to

maximise return on capital. In 2001, the FTSE 100 index fell by 16.2%. Centrica's closing share price on 31 December 2001 was 222 pence (29 December 2000: 259.25 pence), resulting in a market capitalisation of £8.9 billion (2000: £10.4 billion). Over the year our share price out-performed the FTSE 100 by 2.1%. Since demerger in February 1997, Centrica's share price has outperformed the FTSE 100 by 182.9%.



Earnings

Earnings decreased £12 million to £323 million in 2001 reflecting higher exceptional charges, goodwill amortisation and taxation. Earnings before exceptional charges and

goodwill amortisation, were up 19% to £482 million. Most of the earnings improvement came from our growing electricity supply business, AA activities and North America, which was only included in the Group's results for the last quarter of 2000. Substantial investment was again made in our newly-established businesses, telecommunications and Goldfish. Operating profit* was £679 million (2000 restated: £526 million). This represents a return on capital employed of 48%.

UK energy supply

Turnover in UK energy supply, was £10,302 million. Excluding trading activity through our Accord subsidiary turnover was 19% higher than in 2000. Growth in our electricity business increased

	Turnover		Operating profit	
	2001	2000	2001	2000
Residential gas	4,029	4,078	3	294
Non-residential gas	1,381	1,110	41	55
Electricity	1,242	792	40	(107)
Gas production	80	64	552	309
Accord	3,570	2,346	16	(20)
Total	10,302	8,390	652	531

* Before exceptional charges and goodwill amortisation, including joint ventures and associates

turnover by £450 million. Residential gas turnover reduced by £49 million. Residential gas showed an operating profit* of £3 million (2000: £294 million). Gas costs averaged 20.5 pence per therm during the year (2000: 16.3 pence). Gas production showed an operating profit* of £552 million (2000: £309 million) reflecting higher gas prices.

Electricity showed an operating profit* of £40 million (2000: loss of £107 million) after £66 million (2000: £104 million) of revenue investment, being mainly customer acquisition costs incurred in growing the business. The result includes a contribution in respect of our interests in three power stations.

British Gas home services

Home services' turnover increased by 14% to £722 million reflecting the development of new products and service contracts. Operating profit* at £36 million was up £10 million on 2000.

Since demerger Centrica's share price has outperformed the FTSE 100 by 182.9%.

Telecommunications

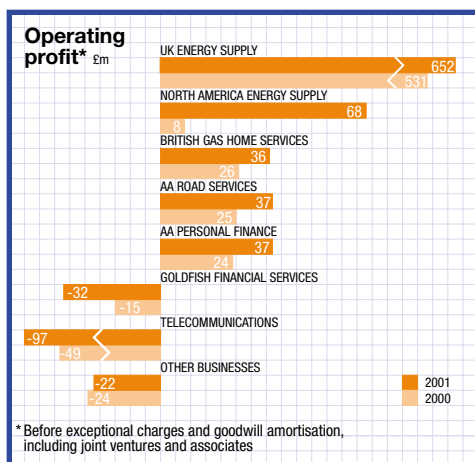
We continued building our telecommunications business at an operating loss* cost of £97 million (2000: loss £49 million). One.Tel, acquired in July, contributed an operating profit* of £4 million in its first six months.

The AA

Road services showed an increase in turnover to £486 million, or 9% higher than in 2000. An operating profit* of £37 million was made during the year (2000: £25 million). The improvement in financial performance was achieved primarily through increased membership and improved efficiencies. Personal finance showed an operating profit* of £37 million (2000: £24 million).

Goldfish

In August 2001, we reached agreement with our former partner to acquire their entire rights and interest in the Goldfish credit card for £85 million (net) and these have since been placed in Goldfish Bank which has also acquired the book of credit card receivables. We have a 70% economic interest in the bank and Lloyds TSB Bank plc owns the balance. During the year, Goldfish financial services made an operating loss* of £32 million (2000: loss £15 million). Since 3 September 2001, the Goldfish credit card has contributed a profit of £7 million. Investment expenditure of £14 million was charged to the profit and loss account during the year.



North America

The North American businesses had a turnover of £768 million (2000: £267 million), and contributed an operating profit* of £68 million (2000: £8 million). In January 2001, we acquired the remaining 73% of Energy America not already owned by us.

before exceptional items was £869 million compared with £1,139 million in 2000. The reduction of £270 million was largely caused by the first significant cash payment of petroleum revenue tax relating to our South Morecambe gas field. Acquisition cash outflows amounted to £607 million (2000: £590 million), net of funding provided to Goldfish Bank to acquire credit card receivables.

Balance sheet

The net assets of the Group increased during the year from £1,298 million to £1,536 million. Net indebtedness, excluding wholesale borrowings to finance Goldfish Bank credit card receivables, increased to £433 million (2000: £117 million).



Other businesses

In September 2001, we acquired a 50% interest in Luminus NV, an energy supply business in Belgium. Other businesses include the profitable AA publishing, AA Ireland, the AA driving school and AA signs as well as some of the Group's online activities, including house.co.uk, theAA.com and traffic and travel. These activities together made an operating loss* of £22 million (2000: loss £24 million).

Exceptional charges and goodwill amortisation

During the year exceptional charges of £80 million arose, which included £35 million incurred in the integration of the AA and One.Tel, and £8 million in relation to our LPG business. The Group recognised losses of £37 million arising from the failure of Enron Corporation. The goodwill amortisation charge for the year was £86 million (2000: £60 million).

Net interest

Net interest payable was £43 million (2000: £28 million). The increase was due to higher average indebtedness mainly as a result of acquisitions, offset by lower interest rates.

Taxation

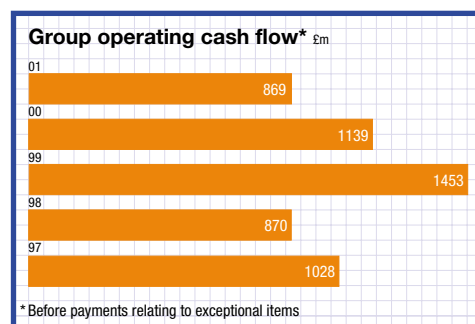
The tax charge of £155 million (2000 restated: £89 million), mainly arose from the higher profits of offshore gas production activities, which are ring-

fenced for tax purposes. The Group has net unrecognised deferred tax assets of £198 million (2000 restated: £198 million).

Post balance sheet events

Since the year end, we have raised £426 million of new equity by way of a placing of new ordinary shares. We have also announced that agreement has been reached to acquire the home and business services operation of Enbridge Inc, a Canadian company, for a total consideration of Can\$1,000 million and New Power Holdings Inc, a US company, for US\$208 million, including expenses and related costs. These transactions are subject to customary regulatory approvals and completions are anticipated in the spring.

Phillip Bentley Group finance director



Cash flow

Our cash inflow

*Before exceptional charges and goodwill amortisation, including joint ventures and associates

Summary financial statements

	2001			2000		
	Results for the year before goodwill amortisation and exceptional charges	Goodwill amortisation and exceptional charges	Results for the year	Results for the year before goodwill amortisation and exceptional charges as restated	Goodwill amortisation and exceptional charges as restated	Results for the year as restated
	£m	£m	£m	£m	£m	£m
Summary group profit and loss account for the year ended 31 December						
Turnover	12,611	–	12,611	9,933	–	9,933
Cost of sales	(10,224)	–	(10,224)	(7,921)	–	(7,921)
Gross profit	2,387	–	2,387	2,012	–	2,012
Operating costs:						
Exceptional items	–	(80)	(80)	–	(14)	(14)
Other	(1,755)	(86)	(1,841)	(1,504)	(60)	(1,564)
	(1,755)	(166)	(1,921)	(1,504)	(74)	(1,578)
Group operating profit/(loss)	632	(166)	466	508	(74)	434
Share of operating profit/(loss) in joint ventures and associates	47	(2)	45	18	–	18
Profit before interest and taxation	679	(168)	511	526	(74)	452
Net interest	(43)	–	(43)	(28)	–	(28)
Profit/(loss) before taxation	636	(168)	468	498	(74)	424
Taxation	(164)	9	(155)	(92)	3	(89)
Profit/(loss) after taxation	472	(159)	313	406	(71)	335
Minority interest	10	–	10	–	–	–
Profit attributable to the Group	482	(159)	323	406	(71)	335
Dividends			(124)			(112)
Transfer to reserves			199			223

	Pence	Pence	as restated Pence	as restated Pence
Earnings per ordinary share				
– basic		8.1		8.4
– diluted		8.0		8.3
– adjusted	12.1		10.2	

The dividend accrual does not include £4 million of dividends payable in respect of share issues after the balance sheet date as detailed on page 15. The aggregate remuneration of the directors is disclosed on page 19.

	2001 £m	2000 as restated £m
Statement of total recognised gains and losses for the year ended 31 December		
Retained profit for the financial year	199	223
Exchange translation differences	–	–
Total recognised gains and losses for the financial year	199	223
Prior year adjustment	105	
Total gains and losses recognised since last annual report	304	

	2001		2000		2001		2000	
	Turnover		Operating profit/(loss) before exceptional charges and goodwill amortisation, including share of results of joint ventures and associates		Operating profit/(loss) after exceptional charges and goodwill amortisation, including share of results of joint ventures and associates		Net assets/(liabilities)	
	£m	£m	£m	£m	£m	£m	£m	£m
Segmental analysis for the year ended 31 December								
UK energy supply	10,302	8,390	652	531	601	530	678	410
British Gas home services	722	636	36	26	30	26	(162)	(117)
Telecommunications	102	1	(97)	(49)	(111)	(49)	59	3
North America energy supply	768	267	68	8	39	(2)	652	530
AA road services	486	447	37	25	(8)	(19)	445	483
AA personal finance	141	128	37	24	18	7	305	288
Goldfish financial services	22	–	(32)	(15)	(37)	(15)	112	(64)
Other businesses	68	64	(22)	(24)	(21)	(26)	50	(39)
Unallocated net liabilities							(603)	(196)
Group	12,611	9,933	679	526	511	452	1,536	1,298

Summary group cash flow statement

for the year ended 31 December

	2001 £m	2000 £m
Cash inflow from operating activities	825	1,063
Dividends received from joint ventures and associates	16	10
Returns on investments and servicing of finance	(15)	(13)
Taxation paid	(109)	(147)
Capital expenditure and financial investment	(337)	(165)
Acquisitions	(607)	(590)
Equity dividends paid	(115)	(103)
Cash (outflow)/inflow before use of liquid resources and financing	(342)	55
Management of liquid resources	(257)	92
Financing	686	(159)
Increase/(decrease) in net cash	87	(12)

Debt, net of cash and current asset investments

	2001 £m	2000 £m
Debt, net of cash and current asset investments, as at 1 January	(117)	(127)
Loans and finance leases acquired	(37)	(56)
Net increase/(decrease) in current asset investments	257	(92)
Increase/(decrease) in net cash	87	(12)
Drawdown from Goldfish working capital facility	(610)	–
Net (increase)/decrease in other debt	(635)	168
Exchange adjustments	12	2
Debt, net of cash and current asset investments, as at 31 December	(1,043)	(117)
Of which:		
Goldfish Bank working capital facility	(610)	–
Other businesses	(433)	(117)
Total group net debt	(1,043)	(117)

Summary group balance sheet

as at 31 December

	2001 £m	2000 as restated £m
Fixed assets	3,749	3,302
Current assets	3,445	2,220
Creditors due for payment within one year	(3,842)	(2,689)
Net current liabilities	(397)	(469)
Total assets less current liabilities	3,352	2,833
Creditors due for payment after more than one year	(632)	(170)
Provisions for liabilities and charges	(1,184)	(1,365)
Net assets	1,536	1,298
Shareholders' funds	1,502	1,298
Minority interests	34	–
Capital employed	1,536	1,298

The summary financial statements on pages 16 and 17 were approved by the board of directors on 28 February 2002 and were signed on its behalf by:

Sir Michael Perry GBE
Chairman

Phillip Bentley
Group finance director

Summary reports

Independent auditors' statement to the members of Centrica plc

We have examined the summary financial statement of Centrica plc.

Respective responsibilities of directors and auditors

The directors are responsible for preparing the annual review and summary financial statements in accordance with applicable law. Our responsibility is to report to you our opinion on the consistency of the summary financial statements with the annual financial statements and Directors' report and its compliance with the relevant requirements of section 251 of the United Kingdom Companies Act 1985 and the regulations made thereunder. We also read the other information contained in the annual review and summary financial statement and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summary financial statements.

Basis of opinion

We conducted our work in accordance with Bulletin 1999/6, 'The auditors' statement on the summary financial statement' issued by the Auditing Practices Board for use in the United Kingdom.

Opinion

In our opinion the summary financial statements are consistent with the annual financial statements and the Directors' report of Centrica plc for the year ended 31 December 2001 and comply with the applicable requirements of section 251 of the Companies Act 1985, and the regulations made thereunder.



PricewaterhouseCoopers

Chartered Accountants and Registered Auditors

1 Embankment Place, London WC2N 6RH

28 February 2002

The Auditors have issued an unqualified report on the full financial statements containing no statement under section 237 (2) or section 237 (3) of the Companies Act 1985.

Full report and accounts

This summary financial statement is a summary of the full information contained in the Centrica report and accounts. It does not contain sufficient information to allow as full an understanding of the results of the Group as would be provided by the full report and accounts. If you would like a copy of the Centrica 2001 report and accounts please contact the Company's registrar, Lloyd's TSB Registrars, at their address shown on page 21.

Corporate governance

The Company is committed to high standards of corporate governance. Throughout the year, the Company fully complied with the provisions of the Combined Code on corporate governance ('the Code').

Details of how the Company applies the principles of the Code are set out in the report on corporate governance in the full report and accounts for the year ended 31 December 2001.

The board has delegated authority to a number of committees to deal with specific aspects of the management and control of the Group namely the audit, remuneration, nominations, executive, customer service and AA motoring policy committees. Directors' membership of these committees is shown on page 20.

There are three sub-committees of the executive committee: the Group risk management committee; the financial risk management committee; and the health, safety and environment committee.

Summary directors' report

The annual review and summary financial statement is a summary of the information contained in the annual report and accounts for the year ended 31 December 2001.

Principal activities

The principal activities during 2001 were:

- the provision of gas, electricity and energy-related products and services in Great Britain and North America;
- the operation of gas fields in Great Britain and North America and power stations in Great Britain;
- energy trading in the UK and European markets;
- roadside assistance and other motoring services in Great Britain and Europe;
- the provision of financial services in the UK; and
- the provision of telecommunications services in Great Britain.

Dividends

An interim dividend of 1.2 pence per ordinary share was paid on 28 November 2001. The directors recommend that, subject to approval at the annual general meeting on 13 May 2002, a final dividend of 1.9 pence per ordinary share be paid on 19 June 2002 to those shareholders registered on 3 May 2002. This makes a total dividend for the year of 3.1 pence per share (2000: 2.8 pence per share).

Political and charitable donations

An outline of the Group's involvement in the community appears on pages 8 to 13. Charitable donations in the UK during the year amounted to £4.0 million (2000: £3.8 million). In line with Group policy, no donations were made for political purposes.

Annual general meeting resolutions

The Notice of annual general meeting to be held on 13 May 2002, is enclosed with this annual review. The directors are authorised by the shareholders to purchase the Company's own shares, within certain limits and as permitted by the Articles of Association. Although no such purchases have been made to date pursuant to this authority, the directors will seek to renew the authority at the 2002 annual general meeting.

Summary remuneration report

The full remuneration report, which complies with the Listing Rules of the UK Listing Authority, is contained in the 2001 annual report, copies of which are available from the Centrica website at www.centrica.com or Lloyds TSB Registrars (see page 21 for contact details).

This summary provides information on the directors' emoluments, pensions and share interests (including those of their families).

Composition and role of the remuneration committee

The board has established a remuneration committee, which consists entirely of independent non-executive directors, chaired by Patricia Mann. The other members of the committee throughout 2001 were Roger Carr, Sir Sydney Lipworth, Sir Michael Perry, Sir Brian Shaw and Francis Mackay, who was a member until 31 December 2001, the date of his resignation from the board.

The committee makes recommendations to the board, within agreed terms of reference, on the Company's framework of executive remuneration and its cost. The committee is also responsible for the implementation of remuneration policy and determining specific remuneration packages for each of the executive directors. To assist in reaching its decisions, the committee has access to survey and other information and advice provided by external consultants and by the Group's director of human resources.

Framework and policy on executive directors' remuneration

The remuneration policy is designed to reward executive directors and senior employees within the Group competitively, taking into account the Company's performance, the markets in which the Group operates, and pay and conditions elsewhere in the Group. The policies have previously been approved by shareholders and there are no proposals for change. No director votes on any matter relating to himself or herself.

In constructing the remuneration packages, the emphasis is on linking reward to both short-term and long-term performance objectives and accordingly a significant proportion of the remuneration package is performance-related against demanding targets. In agreeing the level of base salaries and the annual performance bonus scheme, the committee takes into consideration the total remuneration available to executives and retains a discretion to vary individual elements of the remuneration package.

Components of remuneration

The components of remuneration for each executive director include a base salary, an annual performance bonus and an annual grant of options and allocation of shares made under the Executive Share Option Scheme and the Long Term Incentive Scheme which are both subject to performance conditions. In common with other senior management, executive directors are entitled to a range of other employment benefits and are eligible on the same basis as other employees to participate in the Company's all-employee share schemes.

Directors' emoluments, pension benefits and interests in shares

	Total emoluments excluding pension 2001 ^{(i),(ii)}	Total emoluments excluding pension 2000 ^{(i),(ii)}	Accrued annual pension 2001 ^(iv)	Beneficial interests in ordinary shares 2001	Restructured executive share options 2001 ^(v)	Sharesave options 2001	Executive share options 2001 ^(vi)	Total allocations under the Long Term Incentive Scheme 2001 ^(vii)
As at 31 December	£000	£000	£ pa					
Executive directors								
Mike Alexander	506	407	160,400	27,849	86,145	22,402	308,269	1,129,858
Phillip Bentley	536	42	9,500	50,000	–	5,071	308,269	317,069
Mark Clare	553	450	61,900	24,539	177,645	37,176	329,098	1,187,130
Roy Gardner	847	731	140,000	166,569	1,336,446	37,176	508,227	2,012,367
Roger Wood	559	421	73,200	55,197	–	37,176	308,269	1,208,491
	3,001	2,051						
Non-executive directors								
Roger Carr ^(viii)	30	–	–	4,700	–	–	–	–
Sir Sydney Lipworth ^(ix)	45	28	–	31,000	–	–	–	–
Francis Mackay	30	28	–	9,000	–	–	–	–
Patricia Mann	30	28	–	2,142	–	–	–	–
Sir Michael Perry	180	169	–	15,900	–	–	–	–
Sir Brian Shaw ^(x)	50	48	–	1,000	–	–	–	–
	365	301						
Total emoluments	3,366	2,352						

(i) The total emoluments figures above for executive directors include base salary, annual performance bonus and all assessable tax benefits arising from employment by the Company which relate in the main to the provision of a company car.

(ii) In addition to the emoluments figure shown above, Phillip Bentley also received a payment of £250,000 in 2001 in respect of the first tranche of compensation for loss of entitlement under his previous employer's performance bonus and share option schemes.

(iii) In addition to the emoluments shown above, £4,000 was also paid to a former non-executive director who served during 2000.

(iv) Accrued pension is that which would be paid annually on retirement at age 65 based on eligible service to 31 December 2001.

(v) Options granted under the British Gas plc Executive Share Option Scheme prior to February 1997 were cancelled and replaced by non-Inland Revenue

approved options over Centrica plc shares to an equivalent value at the time of demerger. Options are no longer granted under this scheme.

(vi) Options granted under the Centrica Executive Share Option Scheme on 31 May 2001.

(vii) Total allocations held under the Centrica Long Term Incentive Scheme shown above include both allocations of shares that are subject to performance conditions and allocations of shares that have reached the conclusion of the performance period but are subject to a two-year retention period.

(viii) Roger Carr was appointed to the board on 1 January 2001.

(ix) The emoluments figure above for 2001 for Sir Sydney Lipworth includes fees of £15,000 in respect of services as a non-executive director of Goldfish Bank Limited.

(x) The emoluments figures above for Sir Brian Shaw include fees of £20,000 per annum in respect of consultancy services to the AA Motoring Policy Unit.

There have been no changes in the interests of the directors in the share capital of the Company between 1 January 2002 and 28 February 2002.

Board of directors



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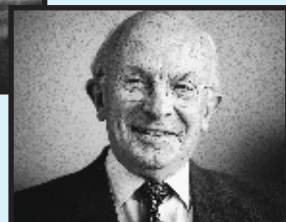
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1 Sir Michael Perry *GBE*
Chairman (68) *A.N.R.*

Sir Michael Perry became chairman of Centrica plc in 1997. He was a non-executive director of British Gas plc from June 1994 until demerger. He is a member of the supervisory board of Royal Ahold and was until December 2001 the non-executive chairman of Dunlop Slazenger Group Ltd.

2 Mike Alexander
Chief operating officer (54) *C.E.*

Mike Alexander joined British Gas plc in 1991, becoming director CIS and Eastern Europe (E&P) in 1992 and managing director of Public Gas Supply in 1994. He was managing director of British Gas Trading from 1997 until the end of 2001. On 1 January 2002, he was appointed chief operating officer. He is also a non-executive director of Associated British Foods plc.

3 Phillip Bentley
Group finance director (43) *E.*

Phillip Bentley joined Centrica plc in 2000 from Diageo plc, where he was the finance director of Guinness-UDV. Prior to that, he was group treasurer and director of risk management of Diageo plc from 1997, and group treasurer of Grand Metropolitan plc from 1995. He was previously at BP, where he spent 15 years in senior finance roles.

4 Roger Carr
Non-executive director (55) *A.R.*

Roger Carr was appointed to the board in 2001. He is chairman of Chubb plc, the senior non-executive director of Six Continents PLC and a non-executive director of Cadbury Schweppes plc. He was previously chief executive of Williams plc and chairman of Thames Water. He is a member of the Industrial Development Advisory Board and the CBI council.

5 Mark Clare
Deputy chief executive and Managing director, British Gas (44) *C.E.*

Mark Clare joined British Gas plc in 1994 as group financial controller, and was appointed finance director, Centrica plc, in 1997. In 2000, he was appointed deputy chief executive, and from 1 January 2002, managing director of British Gas. He is a non-executive director of BAA plc and The Energy Saving Trust Ltd.

6 Roy Gardner
Chief executive (56) *E.N.*

Roy Gardner was appointed finance director of British Gas plc in 1994. From 1995, he had responsibility for the business units which subsequently formed Centrica plc. Prior to joining British Gas plc, he was managing director of GEC-Marconi Limited and a director of GEC plc. He is non-executive chairman of Manchester United plc (from 31 March 2002), president of Carers UK and chairman of the Employers' Forum on Disability.

7 Sir Sydney Lipworth
Non-executive director (70) *A.C.R.*

Sir Sydney Lipworth was appointed to the board in 1999. He is a trustee of the International Accounting Standards Committee Foundation and a non-executive director of Carlton Communications Plc. He was previously chairman of AstraZeneca plc, deputy chairman of National Westminster Bank Plc, chairman of the Monopolies and Mergers Commission and deputy chairman of Allied Dunbar Assurance.

8 Francis Mackay
Non-executive director (57) *A.R.*

Francis Mackay is executive chairman of Compass Group plc and non-executive chairman of Kingfisher plc.
Francis Mackay resigned from the board on 31 December 2001.

9 Patricia Mann *OBE*
Senior non-executive director (64) *A.AA.C.N.R.*

Patricia Mann was a non-executive director of British Gas plc from 1995 until demerger. She was vice president international of J Walter Thompson Co Ltd and remains a director of JWT Trustees Ltd. She is on the board of the UK Centre for Economic and Environmental Development and is a former director of the Woolwich Building Society and Yale and Valor plc.

10 Sir Brian Shaw
Non-executive director (68) *A.AA.R.*

Sir Brian Shaw joined the board in 1999 following the acquisition of the Automobile Association, of which he was non-executive chairman. He is a former chairman of Furness Withy, ANZ Grindlays Bank and the Port of London Authority. Sir Brian is an elder brother of Trinity House and a bencher of Gray's Inn.

11 Roger Wood
Managing director, the AA (59) *AA.C.E.*

Roger Wood joined British Gas plc in 1996 and was managing director of British Gas Services from 1997 until September 1999. He was then managing director home & road services until the end of 2001. On 1 January 2002, he was appointed managing director of the AA. Previously he was director general of Matra Marconi Space NV, group vice president of Northern Telecom Ltd and a UK director at ICL.

Key to membership of committees

- A* Audit committee
- AA* AA motoring policy committee
- C* Customer service committee
- E* Executive committee
- N* Nominations committee
- R* Remuneration committee

Information for shareholders

Financial calendar

Ex-dividend date for 2001 final dividend	1 May 2002
Record date for 2001 final dividend	3 May 2002
Annual general meeting, Queen Elizabeth II Conference Centre, London SW1	13 May 2002
Final dividend payment date	19 June 2002
2002 interim results announced	5 September 2002
Interim dividend payment date	end-November 2002

Centrica shareholder helpline

Centrica's shareholder register is maintained on our behalf by Lloyds TSB Registrars who are responsible for making dividend payments and updating the register, including details of changes to shareholders' addresses and purchases or sales of Centrica shares. If you have a question about your shareholding in Centrica, you should contact:

Centrica shareholder helpline: 0870 600 3985
Text phone: 0870 600 3950
Write to: Lloyds TSB Registrars, The Causeway, Worthing,
West Sussex BN99 6DA

Duplicate shareholder accounts

Shareholders who receive more than one copy of Centrica communications may have shares registered inadvertently in at least two accounts. This happens when the registration details of separate transactions differ slightly. If you wish to coordinate these accounts, call the Centrica shareholder helpline to request an account combination form. The form is also available from our website (see below).

Direct dividend payments

Centrica normally declares two dividends each year – see Financial calendar above. We offer you the opportunity to pay dividends automatically into your bank or building society account. This service gives shareholders a number of benefits:

- there is no chance of the dividend cheque going missing in the post; and
- the dividend payment is received quicker as the cash is paid into your account on the payment date without the need to wait for the cheque to clear.

Arranging your dividend payment in this way also helps Centrica improve its efficiency by reducing postage and cheque clearance costs. If you wish to register for this service, call the Centrica shareholder helpline to request a direct dividend payment form. The form is also available from our website (see below).

The Centrica website

The Centrica website at www.centrica.com provides news and details of the Company's activities, plus information on the share price and links to our brand sites.

The investor information section of the website contains up-to-date information for shareholders including the Company's latest results and key dates such as dividend payment dates. It also holds historical details such as past dividend payment dates and amounts, and a comprehensive share price information section. Visit www.centrica.com/investors

Electronic communications

Shareholders who prefer to receive communications from Centrica electronically are encouraged to register their e-mail address via our investors website (see above).

The Company's annual report is available on the Centrica website and, by registering, shareholders will receive an electronic notification when the Company's annual reports and notices of general meeting become available. Shareholders are also able to complete and return voting papers for the Company's annual general meeting electronically.

Registration is free and easy to complete. All that is required for registration is the shareholder reference number which is shown on your tax vouchers and share certificates.

Once you are registered, you may also look up a range of information including the number of Centrica shares you hold, the registered name and address details and information held for dividend payment instructions.

Share price information

The Centrica share price, and historical details, may be viewed on our website (see opposite). Shareholders can find share prices listed in most national newspapers. Ceefax and teletext pages also display share prices that are updated regularly throughout the trading day. For an accurate buying or selling price, you should contact a stockbroker or High Street bank.

To confirm the number of Centrica shares you hold, call the Centrica shareholder helpline.

Useful historical information

Demerger

Centrica plc traded on the London Stock Exchange for the first time on 17 February 1997, the date of demerger from British Gas plc. Shares were acquired in Centrica plc on the basis of one Centrica share for every British Gas plc share held at demerger. Shares in Centrica plc, acquired on demerger, are treated as having a base cost for Capital Gains Tax purposes (calculated in accordance with taxation legislation) of 64.25 pence each.

Share capital consolidation

On 10 May 1999, the ordinary share capital of Centrica plc was consolidated on the basis of nine new ordinary shares of 5⁵/₈ pence for every ten ordinary shares of 5 pence held on 7 May 1999. The consolidation was linked to the payment of a special dividend of 12 pence per ordinary share on 23 June 1999.

Reports in alternative formats

As part of our commitment to shareholders with disabilities, we are happy to send, on request, literature in the following formats:

- large print;
- Braille; and
- audio tape.

Shareholders who wish to receive all future shareholder communications in one of these alternative formats should register their name, address, shareholder reference number and preferred format with Lloyds TSB Registrars. The annual report is also available on a text only version of our website.

Shareholder product information line

Shareholders wishing to find out more about any of our products and services should contact:

Centrica shareholder product and services information line 0845 600 1900. This information line is open Monday to Friday 8am – 8pm and Saturday 8am – 6pm.

Shareholder benefits

We have recently introduced a series of offers on selected products and services. If you would like to receive information about these items, and have not previously registered, please call the Centrica shareholder helpline or visit the shareholder benefits page of our website (see opposite).

Centrica plc
Company registered in England No 3033654
Registered office: Millstream, Maidenhead Road, Windsor,
Berkshire SL4 5GD
Telephone: 01753 494000 Fax: 01753 494001
www.centrica.com

