

centrica

taking care of the essentials



**TAKING CARE OF THE ESSENTIALS
FOR MILLIONS OF CUSTOMERS
LIKE JOHN, MEL AND SIMON**

This is Centrica



People don't want to have to worry about essential services. They want their homes to be warm and secure and their cars to start. They want to be able to phone their friends and family – and they want the peace of mind that comes with getting these services from someone they can rely on.



Centrica aims to make life easier for millions of people. We do this by offering simple solutions for everyday service needs, including energy, telecommunications, roadside assistance and financial services.



We provide many services through our leading brands. Centrica offers dependability and value for money, taking care of the essentials for millions of people.

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Our websites

www.centrica.com

www.theAA.com

www.directenergy.com

www.energyamerica.com

www.gas.co.uk

www.goldfish.com

www.PetrolBusters.com

www.talkgas.com

WHAT WE ACTUALLY DID...

We did what we promised in Britain – and we acquired three businesses in North America. We also announced a new partnership to offer a wider range of financial services.

WHAT WE PLAN TO DO...

We will offer even more value for money services to our customers in Britain and elsewhere. Specifically, we will extend our financial and telecommunications services.



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 Britain and internationally.

Sales (£m)

2000	9,933
1999	7,217
1998	7,481

Earnings per share (pence)

2000	8.3
1999	4.3
1998	2.1

Closing share price (pence)

2000	259.25
1999	175.50
1998	121.00



The AA

Apart from breakdown assistance for motorists throughout the British Isles, the AA offers competitive insurance, driving tuition and a wide range of traffic, travel and motoring information through its publications and award-winning website, theAA.com.

British Gas/Scottish Gas

Day in, day out, millions of homes in Britain rely on gas and electricity from the country's leading energy supplier. Other services to help life run smoothly range from telecommunications to 24-hour breakdown cover for kitchen appliances, home heating, plumbing and drains.

Direct Energy/Energy America

Direct Energy and Energy America, new members of the Centrica family, provide a solid basis for growth in Canada and the USA as the energy markets there are gradually becoming more open to competition.

Goldfish

Launched in 1996, the Goldfish card has more than a million customers. Goldfish Guides are a popular online source of reliable consumer advice about a wide range of products. The planned Goldfish Bank will develop banking services for customers.

Chairman's statement

It has been an important year of progress for Centrica. We have maintained our position as the leading supplier of energy in Great Britain, and we have further expanded the range of services we offer to meet customers' needs in the home and on the road. In addition, we have begun to develop our business internationally.

Our leading position in energy supply to the home enables us to develop a range of other services to meet essential needs, offering reassurance and better value for millions of customers. We have shown this approach works in Britain, and it is capable of succeeding just as well in other parts of the world. This, combined with the constant efforts to look after and retain our existing customers, is at the heart of our strategy for growth.

Performance

The events of the year confirm that the fulfilment of our strategy is on course. At the year end, we had 14 million residential customers for gas in Britain, 4 million for electricity and over 150,000 signed up for our new telecommunications service under the British Gas brand. The acquisition of the AA the previous year proved positive for members and shareholders alike, with increased profits and a record membership level of almost 11 million. In financial services, the joint venture with Lloyds TSB announced in December will allow us to extend our range under the Goldfish brand.

During the year we completed the acquisition of two businesses in North America and announced a third, giving us a base of more than one and a quarter million customers. I am confident that this gives us the ideal foundation for the Centrica approach of building a successful business in a fast-changing marketplace.

This encouraging performance was accomplished against a background of highly competitive markets, particularly in gas and electricity. There was some considerable pressure on gas costs due primarily to a dramatic increase in the price of oil.

Notwithstanding these challenging conditions, our financial performance was also encouraging. Earnings before exceptional charges and goodwill amortisation, were £403 million, compared with £331 million in 1999, an improvement of 22 per cent.



'The events of the year confirm that our strategy is on course.'

Our customers

Our strategy is based on giving our customers excellent service. While we cannot afford to be complacent, I am happy to say the evidence is that we are improving our service to customers. This is borne out particularly by the large number of residential gas customers returning to British Gas.

Our people

Our performance and potential for the future depend on the thousands of dedicated people who make up our Company. I take this opportunity to thank all our employees for their commitment to serving our customers. They continue to show that it is by focusing on the needs of our customers that we can provide our shareholders with superior returns.

Shareholder returns

We paid an interim dividend of 1.1 pence and are proposing a final dividend of 1.7 pence per share to be paid in June 2001. This gives a total of 2.8 pence for the year, an increase of 12 per cent over 1999. I am pleased to record that, taking together dividends and the increased share value, the returns to shareholders since the formation of Centrica have been in the top quarter in our comparator group of the FTSE 100 companies.

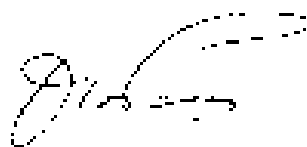
The board

During the year, Mark Clare was appointed deputy chief executive, with particular responsibility for Centrica financial services and e-commerce, and in November Phillip Bentley joined Centrica as finance director. On 1 January 2001, Roger Carr joined the board as a non-executive director. These appointments reinforce the strength of the management team, and I know that Centrica will benefit greatly from the background and experience that Phillip and Roger bring to the Company.

The future

Our vision – of becoming a leading provider of essential services in our chosen markets – has been well received. There has been clear progress during the year, against a background of very competitive market conditions. Progress in the liberalisation of international energy markets will open up attractive opportunities to develop our business, as will increased freedom to compete in some of the newer markets we are entering in Britain.

We will continue to consolidate our core businesses in Britain, and will look for growth opportunities both here and in deregulating markets internationally.



Sir Michael Perry CBE
Chairman

Chief executive's summary

We have put in place several key elements of Centrica's growth strategy during the year. We have also ensured that our core businesses continued to perform well.

There are considerable opportunities in the fast-developing markets for energy and other essential services. We have achieved a great deal, but there is more to do if we are to build and sustain our position as a market leader in Great Britain and, in future, internationally.

Centrica's vision

Our performance shows that our vision is on the right track: to be a leading supplier of essential services in our chosen markets. We have already achieved this in Britain – and we have laid the foundations for growth in North America. Competitive markets play a fundamental part in this, both in Britain and internationally. There are significant benefits for consumers as the energy and telecommunications markets become more open.

Leading brands

We are committed to building on our expertise in managing relationships with millions of people, and enhancing the service we offer under our leading consumer brands. We are developing an organisation with the competence, scale and resources to deliver as efficiently as possible the highest quality service to our customers.

In energy supply, we have retained 70 per cent of the highly competitive residential gas market in Britain and become one of the largest suppliers of electricity to the home. Our acquisition of Direct Energy, Avalanche Energy and Energy America has made Centrica today the North American market leader in the unregulated sector of energy supply – and we are well placed to grow as the markets liberalise. In some European countries the pace of liberalising energy markets is disappointingly slow. We welcome efforts to encourage free markets. The planned EU gas directive is expected to accelerate this process.

The launch of telecommunications under the British Gas and Scottish Gas brands, covering fixed, mobile and internet services, has resulted in 150,000 customers signing contracts in just three months. More customers than ever took out our service cover for home heating, drains, plumbing and kitchen appliances during the year.



'Our vision remains clear. We want to be a leading supplier of essential services in our chosen markets.'

The AA grew to a record 10.9 million members and, with its strong position in insurance, the AA brand also made an important contribution in financial services.

Further strength in financial services came with the development of the Goldfish brand. In December we announced a joint venture with Lloyds TSB to form the Goldfish Bank, in which Centrica holds a 70 per cent controlling interest. This will allow us to respond to customer demand with new banking products and services.

New technology is increasingly contributing to the development of better customer services. Customers can enter their own meter readings on the gas.co.uk site. A wide range of services for the motorist can be accessed via theAA.com. Goldfish card customers can check balances and make transactions via the internet.

The community

The privilege of playing an essential part in the lives of millions brings with it a responsibility to contribute to the community. We strive to do this in various ways. Programmes are in place to help elderly and vulnerable people. We represent the views of motorists on a wide range of issues. We encourage energy saving with effective advice to our customers, and we have instituted an environmental management programme throughout the Company. We seek to provide equal employment opportunities for disabled people and for carers.

The way ahead

We have taken some important steps during 2000. In Britain we will benefit from the increasing scale of our electricity supply business. There will be further growth in our telecommunications and financial services businesses. We will also grow our presence in North America. I am confident that in the year ahead, further progress will be made towards our vision.



Roy Gardner
Chief executive



MORE CHOICE BETTER VALUE...

John is one of two million people who switched to British Gas for their electricity supply last year. With so many suppliers to choose from, John preferred to trust his own experience of British Gas as a company that is reliable and gives value for money.

WHAT WE ACTUALLY DID...

We're now providing electricity for four million customers and over 150,000 signed up for our telecommunications services. We also removed the standing charge for residential energy customers.

WHAT WE PLAN TO DO...

We aim to supply a million telecommunications services to customers by the end of 2001 – including mobiles and web access as well as a fixed-line service.



That covers it

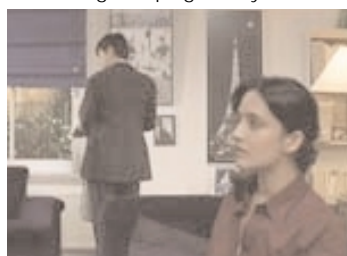
Last year 70,000 people asked British Gas to provide cover for their home heating systems, increasing the total so covered to a record 3.2 million. Plumbing cover attracted 250,000 new customers and 200,000 benefit from British Gas cover for their kitchen appliances.

Well connected

In the three months since it was launched, 150,000 people signed up for British Gas telecommunications, including fixed-line, internet and mobile telephone services.

Choosing the quiet life

Thousands more people took out car and home insurance policies through the AA, supported by a TV advertising campaign last year.



Value for money and the peace of mind that comes from a trusted supplier were amongst the reasons why people chose the AA to protect their homes and cars.

Taking care of your finances

Managing our personal finances matters – and the Goldfish card offers the service, choice and value that helps us do it better. Service and information are available round the clock, online and on the phone.

Our trial launch of a Goldfish ISA was so successful that we are

planning to extend the range of products offered under the Goldfish brand.



Operating review

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

Energy supply (Great Britain)

The number of residential energy accounts supplied by Centrica in Britain, including both gas and electricity, was over 18 million.

Gas

We were the first major national energy company to abolish the unpopular standing charge. Our bills were redesigned to make them easier to understand. Meters are read more frequently and customers can enter their own readings on our website gas.co.uk.

Such developments are showing tangible results. We retained 70 per cent of the residential gas market in Britain, with more than a million customers joining or returning to British Gas during the year. Improving customer service remains our central focus. According to figures from the Gas Consumers Council (now energywatch), the number of complaints from our gas supply customers fell by 37 per cent.

Increased European demand for gas, combined with higher oil prices, pushed up the average British wholesale price of gas for the year to around 18 pence per therm. We anticipate these factors will continue to impact upon the business in 2001.

Liquefied petroleum gas (LPG)

Some 55,000 properties enjoy the benefits of gas thanks to British Gas LP Gas. Following our acquisition of the gas cylinder business of Shell Gas, we've become the second-largest provider of LPG in Britain. These customers receive many of the same incentives enjoyed by mains gas customers, such as dual fuel discount and redemption of Goldfish points.

Gas production

Our Morecambe reservoirs produced some 20 per cent of the gas we supplied during the year. The foundations were laid for a new onshore compression plant at South Morecambe, which will enable us to bring gas ashore faster and supply an extra 400,000 customers a year from this field.

Our strategy remains to provide about 20 per cent of our energy supplies from our own resources, in North America as well as in Britain.

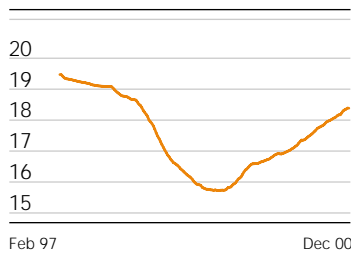
British Gas was the first major national energy company to drop the standing charge.



Consistently good customer service is the object of a company-wide training programme.



Total residential gas and electricity accounts on supply (millions).



British Gas offers a range of telecommunications – fixed-line, mobile and internet – on a single bill.



Electricity

With some four million electricity customers and, during the last quarter, around 40,000 additional people being supplied every week, British Gas is now one of the largest electricity suppliers to British homes. New ways of attracting electricity customers are being developed all the time. For example they can sign up online on the gas.co.uk site. Nearly 80 per cent of our electricity customers have opted for the benefits offered by the dual fuel scheme.

Supporting energy needs

As Britain's leading provider of energy to the home, we are committed to helping our less advantaged customers with energy efficiency schemes, benefits advice and a range of other measures.

Energy supply (North America)

The purchase of Direct Energy, Energy America and Avalanche Energy, with natural gas reserves and over a million customers, has given us a strong base in North America. The energy markets there are in the early stages of deregulation, offering significant opportunities for expansion. In time we may add non-energy essential products and services, as in Britain.

Telecommunications

In September we launched telecommunications under the British Gas and Scottish Gas brands, offering fixed-line, mobile and internet services on a single bill. Customers can view their accounts online to keep track of spending. Our mobile network is provided in partnership with Vodafone, our fixed-line networks with Cable & Wireless and Torch, who is also our internet and directory enquiries partner.

The team we have built combines our experience in looking after customers with expertise from the telecommunications industry. We have established a national telecommunications centre in Manchester, new billing systems, call centres, and marketing programmes to support the business.

By the end of the year we had signed up 150,000 customers. Our target is a million services to customers by the end of 2001.

Home services

Customer satisfaction with home services continued to improve.

There are now more than 3.2 million contracts for home heating cover. Our share of the central heating installations and replacements market remained stable, and British Gas engineers installed electrical boilers for the first time during the year.

The number of British Gas plumbing cover contracts rose strongly to 500,000, and we are trialling a new plumbing and drains cover product. Good progress was made on selling kitchen appliance contracts with 200,000 customers now covered. British Gas home security received its NACOSS accreditation, and with 25,000 contracts is one of Britain's largest suppliers of monitored home alarms.

Road services

AA membership reached an all-time record of 10.9 million at the end of its first full year as part of our Group, up 1.2 million on the year before. Retention of personal members has been very high at 85 per cent, and major manufacturer and fleet contracts were won during the year.

We attended 4.1 million vehicle breakdowns, 80 per cent of which were resolved on the spot. For the second year running, the AA was ranked the top roadside assistance provider in market research organisation J D Power's survey of almost 25,000 drivers.

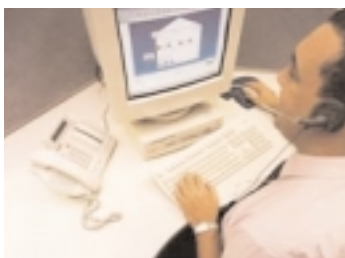
Technological developments include a new recovery vehicle and trials of portable computers to diagnose faults. The AA Vodafone Roadwatch 1800 Traffic Information service received in excess of three million calls during the year.

Financial services

With 1.6 million policies, Centrica is Britain's largest insurance intermediary. In a year of keen competition, our motor portfolio grew in the second half year. E-commerce too is making its mark, with over 40 per cent of our quotations being obtained via the website and 12 per cent of our sales being completed online. Our AA Insurance site (theAA.com) won the British insurance industry's award for its Rapidquote online service.

E-commerce allows us to provide more tailored services to our customers. On goldfishcard.com, customers can access statements, transfer balances, set up direct debits and redeem

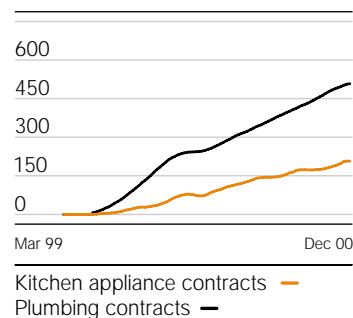
A customer service agent takes calls at the British Gas national telecommunications centre.



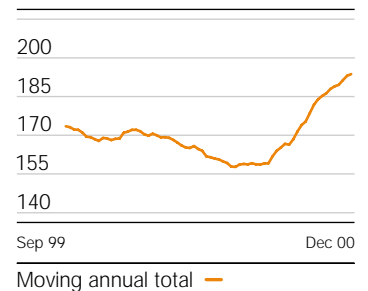
Centrica's geographical coverage in North America.



Kitchen appliance and plumbing cover (000s).



Personal and motor loans. (£m)





WHAT PEOPLE WANT...

Mel is like anyone else: if her car breaks down she wants it fixed there and then, not towed to a garage. The AA makes every effort to give you the service you want. Our members say they far prefer to have their car fixed by the roadside. So every day, around 9,000 members, like Mel, drive away happy after getting help from the AA.

WHAT WE ACTUALLY DID...

Customer satisfaction remained high under all our brands and we've upgraded all our websites including theAA.com.

WHAT WE PLAN TO DO...

We will continue to develop theAA.com as the premier source of motoring information. We will also bring in a new type of AA roadside recovery vehicle to give our members an even better service.



When you're in a tight spot

Delivering what our members wanted was one reason why, for the second year running, the AA was voted the number one roadside recovery service in the influential J D Power survey. The AA scored highest in each of the three categories – response time, the patrol attending, and answering the phone.

That extra mile gets a smile

People have appreciated the extra efforts we've made to improve service for British Gas customers.

Complaints about gas supply dropped for the fourth year running with a 37 per cent improvement this year alone.



It pays to go online

The AA website won an award for its insurance quotation service and now up to 25,000 people a week check it out for value for money cover in home and motor insurance.

As many as 12 per cent of AA motor insurance customers take out their policies online.

The Goldfish that researches

The Goldfish online consumer research guides were launched in September last year. They have been so popular that over 150,000

people checked the pages from where they were able to click through to buy from one of the listed suppliers if they wished.



Operating review continued

The John Lewis Partnership joined the Goldfish points redemption scheme, and customer satisfaction with Goldfish has remained very high during the year.

Our trial scheme for paying AA membership by instalments was so successful that we aim to extend it for other products under all Centrica brands.

We ended the year with 74,000 personal loans under the AA and Goldfish brands, an increase of 10 per cent against the background of a depressed motor loans market. Altogether the loan and credit card portfolio was more than £1.1 billion. The successful Goldfish ISA trial during the year will lead on to other products in the financial sphere, including most significantly the Goldfish Bank, our joint venture with Lloyds TSB.

Other businesses

Our Goldfish Guides, giving free consumer information for a wide range of products, were transferred to the goldfishguide.com website and went on to win the best consumer product award from the Interactive Publishing Association.

The AA website – theAA.com – provides an unrivalled source of online traffic, travel and motoring information. Much of this is contributed by the AA publishing business, Britain's number one publisher of world travel guides with sales of £28 million during the year. During the fuel crisis, motorists used the link to PetrolBusters.com for information about availability and prices and we have since acquired this company.

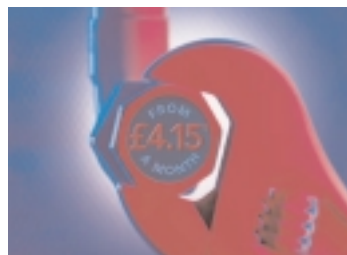
The AA driving school, Britain's second-largest national driving school and the only one that requires all its instructors to be fully qualified, celebrated its tenth anniversary by opening a new, dedicated call centre in Bristol. AA Signs continued its reassuring presence at events all over the country, placing directional signs for 40 of the top 50 events during the year.

The AA continues to be the market leader in the Republic of Ireland, with 223,000 members and growth in all categories during the year. AA Roadwatch feeds traffic updates to almost all radio stations broadcasting in Ireland.

During the year the AA attended more than four million vehicle breakdowns.



24-hour breakdown cover for kitchen appliances, plumbing and drains gives real peace of mind.



A special Arts & Business Award recognises Centrica's support for Ballet Central.



The disability minister, Margaret Hodge, presents Roy Gardner with the Two Ticks Award.



Centrica's world

As a leading supplier of essential services to millions and an employer of around 28,000 people, we take our responsibilities very seriously.

People

Our policies are designed to provide a safe and healthy working environment. We are committed to equal opportunities, and to ensuring that the diversity of our workforce reflects the community.

Our flexible working policies offer opportunities for many, particularly carers. The New Deal scheme, offering employment to disabled people and to carers, is being extended to several offices around the country. We enable some of our employees to answer calls from AA customers using special facilities installed in their homes. Centrica is proud to be a member of the Employers' Forum on Disability and in February, our chief executive became its chairman. At the end of the year, Centrica was presented the Two Ticks award in recognition of our commitment to equal opportunities for people with disabilities.

Health and safety is always a key priority. We have put in place systems to ensure that we deliver continual improvements in performance. We provide training and professional support for employees with health and safety responsibilities. We deliver improvements by focusing on selected targets and performance indicators, which are regularly monitored, audited and reviewed.

The community

We provide practical support for the less advantaged. Generally this is centred on our main purpose of providing energy and other essential services in the home and on the road.

British Gas and Scottish Gas are investing more than £40 million during 2000 and 2001 in schemes to reduce energy consumption and fuel bills. More than 50,000 fuel-poor households benefit from these measures including the distribution of 150,000 energy-efficient lightbulbs.

Our Warm-A-Life initiative identifies customers who may be in need of special assistance, offering free energy efficiency measures and a benefits health check.

In June, we supported Carers Week 2000, which focused on the financial and other consequences for people who devote their lives to caring for others. Britain's seven million carers are an important link with the elderly and vulnerable, and we attach great importance to our involvement with the Carers National Association. Our support for Help the Aged remains one of the largest such partnerships ever launched. We have assisted more than 300,000 people since the relationship began in 1999, raising awareness of winter deaths and introducing practical steps to help older people at home.

Our continued support through the AA for the National Air Ambulance Association helped a nationwide fleet of helicopters to fly 10,000 rescue missions during the year. Many accident victims received treatment more quickly as a result, saving some lives and helping others to a more speedy recovery.

In a year dominated by the fuel crisis, the AA continued to provide an effective voice for the motorist.

We proposed research to help meet Britain's targets for reducing road casualties. Through the AA Foundation for Road Safety Research, we announced our intention to develop a European Road Assessment Programme to complement the New Car Assessment Programme, which has already led to significant improvements in the safety of new cars.

The environment

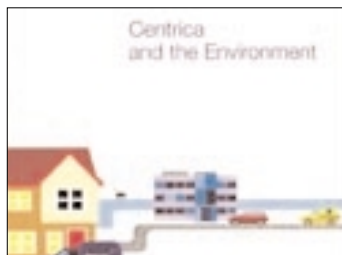
Our Think Energy initiative, a free educational resource for schools aimed at 8 to 12 year olds, is one of the largest ever undertaken. The scheme is complemented by the Schoolenergy programme which provides practical advice and financial assistance to schools. We have set goals for carbon dioxide emissions and waste recycling. We have introduced a co-ordinated programme of environmental management throughout the Company. In gas production we are working towards achieving the ISO14001 environmental management standard, and more of our businesses will seek this certification in the year ahead. Our first environment report was published on centrica.com. As well as summarising our performance in 2000, it gives information about our goals, our ongoing programmes and our impact on the environment.

British Gas is investing more than £40 million over two years to help reduce energy consumption.

Air ambulances flew 10,000 rescue missions in 2000.

Our first environment report was published on centrica.com.

Children are helping make homes more energy efficient through the Think Energy scheme.





MAKING LIFE EASIER...

Simon and his family had so much to think about when they were moving home. Moving can be a stressful experience but British Gas helps make it simpler. Switching services such as gas, electricity and home heating maintenance from the old place to the new can be done in just one call to the British Gas homemovers service.

WHAT WE ACTUALLY DID...

Thousands of customers now receive only one visit from the meter reader. Alternatively, customers can enter their own readings on the gas.co.uk site.

WHAT WE PLAN TO DO...

This year you will be able to check your bill online, make payment and access a range of information pages on the gas.co.uk site.



The invisible army

While the rest of us are having our breakfast or going about our busy lives, Centrica people are making sure that we don't have to worry about essentials.

Turn on the tap

Last year Centrica achieved record production levels from the Morecambe Bay gas field, making sure we can keep homes warm, meals cooked and water hot throughout the year.

Our teams study weather forecasts to anticipate our energy needs, making sure people can have a cup of tea when they want.



Being there

On Monday mornings there is always a surge in calls to our businesses. Through an innovative staff training scheme we share some of this load across call centres around the country, so we're at the end of the line when it counts.

All day and all of the night

Not so invisible are Centrica's 8,500 engineers and patrols, ready to respond to people's emergency needs 24 hours a day, seven days a week and 365 days a year.

It all helps people to forget about the essentials – and get on with leading their busy lives.



Summary financial review

The Group made a profit after tax for the year of £329 million compared with £182 million in 1999. Before exceptional charges and goodwill amortisation, the profit after tax was up 22 per cent at £403 million.

The financial performance of each of our major business segments is summarised below. Please note that references to operating profit are before exceptional items and charges for writing down purchased goodwill, and include our share of the results of joint ventures and associates.

Energy supply (Great Britain)

Sales from our gas and electricity supply operations in Britain at £8,390 million were 31 per cent higher than in 1999. Of this increase, £1,575 million was a result of higher volumes and prices on energy commodity trades through our Accord subsidiary. Growth in our electricity business increased sales by £552 million, more than offsetting a £209 million reduction in residential gas sales due to a slightly lower market share (at 70 per cent) and lower average prices.

Our operating profit was £545 million compared with £456 million in 1999. The £89 million increase in the year was the result of improvements in both gas and electricity profitability.

In gas, a 14 per cent increase in production from our own gas fields, higher average selling prices in the non-residential market and lower supply operating costs more than offset the impact of higher priced gas purchases, and lower average prices and numbers of customers in the residential market. Weather had a small positive impact on our sales during the year.

In electricity, losses reduced by £60 million to £107 million, compared with a loss of £167 million in 1999. This loss was after investing £104 million in growing the business, including the costs of acquiring customers. Over the year the number of electricity customers we supplied increased from 2.1 million to 4.0 million, representing a market share of approximately 15 per cent.

Energy supply (North America)

The Direct Energy and Avalanche Energy businesses we acquired in North America during the second half of the year made sales of £267 million, and contributed an operating profit of £8 million. This profit was after investing £10 million in growing the customer base. At the end of December 2000 we were supplying 845,000 gas customers and had signed up 218,000 electricity customers in preparation for the opening of a competitive power market in Ontario.

Home services

In home services our sales increased by 7 per cent to £636 million and our operating profit of £26 million was up £6 million on 1999. During the year the number of home heating service contracts grew by 70,000 to 3.2 million. We also grew our new contract product offerings including those covering plumbing, kitchen appliances and home security alarms.

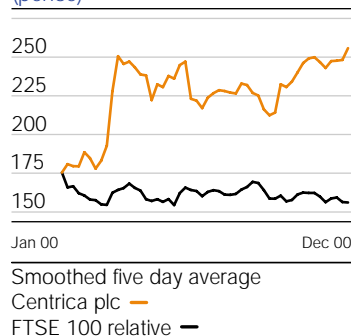
Road services

The increase in road services sales to £447 million was largely due to there being only three months' trading included in 1999, as the AA was acquired in late September of that year. An operating profit of £25 million was made during the year compared with a loss of £3 million in the last three months of 1999, and a loss of £8 million for that year as a whole. The improvement in financial performance was achieved primarily through increased membership and improved efficiencies.

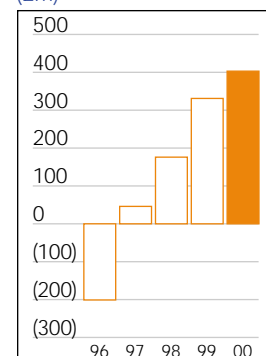
Financial services

The increase in sales in financial services to £128 million was also largely due to there being only three months of AA results included in 1999. Much of the Group's financial services activity is undertaken through joint ventures. In the year an operating profit of £9 million was made. This compared with a loss of £8 million in 1999, excluding a profit of £20 million which was made by the AA prior to its acquisition. The profit in 2000 was after investing £15 million in developing our new banking joint venture, Goldfish Bank, which was announced in December 2000. By the end of 2000, and including joint ventures, there was in excess of £1.1 billion of receivables under management across the AA and Goldfish brands, including over a million credit cards in issue, and 74,000 personal loans.

Centrica share performance (pence)



Group profit after tax* (£m)



* before exceptional charges and amortisation of goodwill.

Telecommunications

During the year we put in place the products, marketing, systems, call centre and people to enable us to launch our telecommunications business in September 2000. The net effect of our investment in establishing, building and launching the business, including marketing and customer acquisition costs, was a loss of £49 million. An additional £30 million was incurred in capital expenditure, primarily on software development and hardware for our billing and customer care systems.

Other businesses

Other businesses include the AA publishing, driving school and signs businesses, and some of the Group's e-commerce developments. These include theAA.com, traffic and travel, goldfishguide.com, and a number of other development activities. We included the results of the discontinued Energy Centre shops in other businesses in 1999.

Exceptional charges and goodwill amortisation

During the year exceptional charges of £14 million arose, which mainly related to the integration of the AA. Exceptional charges in 1999 amounted to £136 million.

Purchased goodwill is being systematically written down against profits over periods ranging from 15 to 20 years. This amortisation charge for the year was £60 million (1999: £13 million). Of this, £49 million related to the AA (acquired in September 1999) and since August 2000, £10 million related to Direct Energy in North America.

Net interest

Net interest payable increased from £7 million in 1999 to £28 million in 2000. The increase was due to a higher average level of borrowing mainly as a result of acquisitions, principally in North America during 2000 and the AA in 1999.

Taxation

Our tax charge of £109 million was £23 million higher than that incurred in 1999. The charge mainly related to our offshore gas production activities, which are ring-fenced for tax purposes. The increase was due to both increased gas production volumes and the rise in the market price for gas.

Cash flow

Before payments for exceptional items our cash inflow was £1,139 million compared with £1,453 million in 1999. The reduction of £314 million was largely caused by changes in the payment arrangements for gas transportation costs during 1999, which benefited that year by £450 million.

At 31 December 2000 we had net borrowings of £117 million, little changed from £127 million at the end of 1999.

Market capitalisation

Centrica's closing share price on the last trading day of 2000 (29 December) was 259.25 pence (1999: 175.5 pence), resulting in a market capitalisation of £10.4 billion (1999: £7.0 billion). The highest closing price during the year was 262.75 pence and the lowest was 173.25 pence.

During 2000 the Company's share price outperformed the FTSE 100 by 64.5 per cent (1999: 23 per cent).

Phillip Bentley
Finance director



'The Company's share price outperformed the FTSE 100 by 64.5 per cent.'

Operating profit/(loss)

before exceptionals and goodwill amortisation

	2000			1999		
for the year ended 31 December	Before joint ventures & associates £m	Joint ventures & associates £m	Including joint ventures & associates £m	Before joint ventures & associates £m	Joint ventures & associates £m	Including joint ventures & associates £m
Energy supply (Great Britain)	544	1	545	461	(5)	456
Energy supply (North America)	8	-	8	-	-	-
Home services	26	-	26	20	-	20
Road services	25	-	25	(3)	-	(3)
Financial services	(5)	14	9	(9)	1	(8)
Telecommunications	(49)	-	(49)	-	-	-
Other businesses	(27)	3	(24)	(41)	-	(41)
	522	18	540	428	(4)	424

Summary financial statements

	2000				1999			
	Underlying business performance			Results for the year £m	Underlying business performance			Results for the year £m
	Before goodwill amortisation £m	Goodwill amortisation £m	Exceptional charges £m		Before goodwill amortisation £m	Goodwill amortisation £m	Exceptional charges £m	
Summary group profit and loss account								
for the year ended 31 December								
Sales	9 933	–	–	9 933	7 217	–	–	7 217
Cost of sales	(7 907)	–	–	(7 907)	(5 540)	–	(30)	(5 570)
Gross profit/(loss)	2 026	–	–	2 026	1 677	–	(30)	1 647
Operating costs	(1 504)	(60)	(14)	(1 578)	(1 249)	(13)	(46)	(1 308)
Group operating profit/(loss)	522	(60)	(14)	448	428	(13)	(76)	339
Share of operating profit/(loss) in joint ventures and associates	18	–	–	18	(4)	–	–	(4)
Loss on closure of discontinued operations	–	–	–	–	–	–	(60)	(60)
	540	(60)	(14)	466	424	(13)	(136)	275
Net interest	(28)	–	–	(28)	(7)	–	–	(7)
Profit/(loss) before tax	512	(60)	(14)	438	417	(13)	(136)	268
Tax	(109)	–	–	(109)	(86)	–	–	(86)
Profit/(loss) after tax	403	(60)	(14)	329	331	(13)	(136)	182
Dividends				(112)				(100)
Transfer to reserves				217				82
				Pence				Pence
Earnings per ordinary share				8.3				4.3
				8.1				4.3
				10.1				7.9

There were no recognised gains and losses other than those shown above.

The aggregate remuneration of the directors is disclosed on page 19.

Segmental analysis

for the year ended 31 December

	Turnover		Group operating profit/(loss) before exceptional charges and goodwill amortisation		Group operating profit/(loss) after exceptional charges and goodwill amortisation	
	2000 £m	1999 £m	2000 £m	1999 £m	2000 £m	1999 £m
	Energy supply (Great Britain)	8 390	6 386	544	461	543
Energy supply (North America)	267	–	8	–	(2)	–
Home services	636	592	26	20	26	16
Road services	447	112	25	(3)	(19)	(21)
Financial services	128	26	(5)	(9)	(22)	(18)
Telecommunications	1	–	(49)	–	(49)	–
Other businesses	64	18	(27)	(16)	(29)	(18)
Continuing operations	9 933	7 134	522	453	448	365
Discontinued operations	–	83	–	(25)	–	(26)
Group	9 933	7 217	522	428	448	339

Summary group cash flow statement

for the year ended 31 December

	2000 £m	1999 £m
Cash inflow from operating activities before exceptional payments	1 139	1 453
Net interest and dividends received	(3)	30
Tax paid	(147)	(163)
Capital expenditure and financial investments	(165)	(143)
Acquisitions	(590)	(1 162)
Dividends paid	(103)	(570)
Cash inflow/(outflow) before exceptional payments, use of money market investments and borrowings	131	(555)
Exceptional payments:		
Contract renegotiation	(30)	(63)
Restructuring	(46)	(62)
Year 2000 expenditure	-	(10)
	(76)	(135)
Cash inflow/(outflow) before use of money market investments and borrowings	55	(690)
Management of money market investments	92	392
Changes in borrowings and share capital	(159)	248
Net increase in overdraft	(12)	(50)

Borrowings, net of cash and money market investments

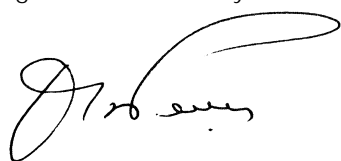
	2000 £m	1999 £m
Borrowings, net of cash and money market investments, as at 1 January	(127)	223
(Borrowings)/money market investments acquired	(56)	340
Net decrease in money market investments	(92)	(392)
Net increase in overdraft for the year	(12)	(50)
Other changes in borrowings	170	(248)
Borrowings, net of cash and money market investments, as at 31 December	(117)	(127)

Summary group balance sheet

as at 31 December

	2000 £m	1999 £m
Fixed assets	3 302	2 905
Current assets	2 114	1 792
Current liabilities	(2 649)	(2 138)
Net current liabilities	(535)	(346)
Total assets less current liabilities	2 767	2 559
Creditors due for payment after more than one year	(170)	(178)
Provisions for liabilities and charges	(1 404)	(1 414)
Net assets	1 193	967
Shareholders' funds	1 193	967

The summary financial statements on pages 16 and 17 were approved by the board of directors on 5 March 2001 and were signed on its behalf by:



Sir Michael Perry CBE
Chairman



Phillip Bentley
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

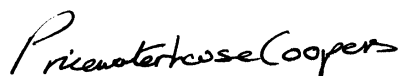
The directors are responsible for preparing the annual review and summary financial statement. Our responsibility is to report to you our opinion on the consistency of the summary financial statements within the annual review and summary financial statement with the annual financial statements and directors' 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 2000 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

5 March 2001

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.

Corporate governance

The Company has considered the Combined Code (which incorporates the Cadbury, Greenbury and Hampel reports) and the guidance in the interpretation of internal control provided by the Turnbull report.

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

Details of how the Company applies the principles set out in the Combined Code are set out in the report on Corporate Governance in the full report and accounts for the year ended 31 December 2000.

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 2000.

Principal activities and business review

A review of the business and likely future developments of the business are described in the chairman's statement on page 2, in the chief executive's summary on page 3, the operating review on pages 6 to 11 and the financial review on pages 14 and 15.

Dividends

An interim dividend of 1.1 pence per ordinary share was paid on 27 November 2000. The directors recommend that, subject to approval at the annual general meeting on 14 May 2001, a final dividend of 1.7 pence per ordinary share be paid on 21 June 2001 to those shareholders registered on 4 May 2001. This makes a total dividend for the year of 2.8 pence per share.

Directors

The directors of the Company as at 31 December 2000 are listed, together with their biographies on page 20. Phillip Bentley was appointed as an executive director on 20 November 2000 and Roger Carr was appointed a non-executive director on 1 January 2001. Peter Wood resigned as a non-executive director on 21 February 2000. All other directors served throughout the year.

Donations

The Company has made no political contributions during the period. The Group made charitable donations in the UK of £3.8 million (1999: £2.9 million) during the year and details of the Company's involvement in the community are contained on page 11.

Annual general meeting

Details of the annual general meeting to be held on 14 May 2001 at 11.00am at The Queen Elizabeth II Conference Centre, London and an explanation of the resolutions to be proposed at the meeting are contained in the accompanying Notice of the meeting.

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 2000 report and accounts please contact the Company's registrar, Lloyds TSB Registrars, at the address shown on page 21.

Summary remuneration report

The full remuneration report, which complies with the Listing Rules of the UK Listing Authority, is contained in the 2000 annual report, copies of which are available from Lloyds TSB Registrars. See page 21 for details of how to contact them. This extract provides information on the directors' emoluments, pensions and share interests (including those of their families).

Directors' emoluments and pension benefits

	Base salary/fees £000	Annual performance bonus ⁽ⁱ⁾ £000	Benefits ⁽ⁱⁱ⁾ £000	Total emoluments excluding pension 2000 £000	Total emoluments excluding pension 1999 ⁽ⁱⁱⁱ⁾ £000	Accrued annual pension at 31 December 2000 ^(iv) £ per annum
Executive directors						
M R Alexander	271	116	20	407	356	123 600
P K Bentley ^(v)	41	–	1	42	–	950
M S Clare	305	124	21	450	373	44 300
R A Gardner	507	188	36	731	674	103 600
R N B Wood	302	90	29	421	362	54 100
	1 426	518	107	2 051	1 765	
Non-executive directors						
Sir Sydney Lipworth	28	–	–	28	20	
F H Mackay	28	–	–	28	25	
P K R Mann	28	–	–	28	25	
Sir Michael Perry	169	–	–	169	150	
Sir Brian Shaw ^(vi)	48	–	–	48	12	
P J Wood ^(vii)	4	–	–	4	25	
	305	–	–	305	257	
Total emoluments	1 731	518	107	2 356	2 022	

(i) The committee retains the right to vary the annual performance bonus payments.

(ii) Benefits incorporate all assessable tax benefits arising from employment by the Company, which relate in the main to the provision of a company car.

(iii) The total emoluments shown above are in respect of directors serving during 2000. In 1999, £19,000 was also paid to a non-executive director who served during 1999.

(iv) Accrued pension is that which would be paid annually on retirement at age 65, based on eligible service to 31 December 2000.

(v) P K Bentley was appointed to the board on 20 November 2000.

(vi) The figure above for Sir Brian Shaw includes fees of £20,000 in respect of consultancy services to the AA Motoring Policy Unit.

(vii) P J Wood resigned from the board on 21 February 2000.

Executive directors' interests in shares

	As at 31 December ⁽ⁱ⁾	Beneficial interests in ordinary shares ⁽ⁱⁱ⁾	Restructured executive share options ⁽ⁱⁱⁱ⁾	Sharesave options ^(iv)	Total allocations under the Long Term Incentive Scheme ^(v)
M R Alexander	2000	27 603	86 145	22 402	994 460
	1999	27 373	86 145	22 402	808 466
P K Bentley	2000	–	–	–	181 671
	1999	–	–	–	–
M S Clare	2000	24 251	177 645	37 176	1 042 583
	1999	23 955	177 645	37 176	821 161
R A Gardner	2000	141 281	1 336 446	37 176	1 789 142
	1999	140 985	1 336 446	37 176	1 476 199
R N B Wood	2000	54 951	–	37 176	1 073 093
	1999	54 721	–	37 176	884 146

(i) Interests in shares and share options shown as at 31 December 1999, or subsequent date of appointment of the director.

(ii) Interests shown are beneficial interests in the ordinary shares of the Company. The beneficial interests of each executive director, with the exception of P K Bentley include 951 shares appropriated under the terms of the Centrica Profit Sharing Scheme.

(iii) Options granted to Company employees under the British Gas plc Executive Share Option Scheme 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.

(iv) The Company also operates an all-employee savings-related share option scheme, the Sharesave Scheme.

(v) Total allocations as at 31 December 2000 shown above include both notional allocations of shares that are subject to performance conditions and awards of shares that have reached the conclusion of the performance period but are subject to a two-year retention period. During the year, awards made in March and October 1997 under the Long Term Incentive Scheme (LTIS) reached the conclusion of their respective three year performance periods and are currently held in the two-year retention period. Also during the year, notional allocations under the LTIS were made to: M R Alexander (185,994 shares); P K Bentley (181,671 shares); M S Clare (221,422 shares); R A Gardner (312,943 shares); and R N B Wood (188,947 shares) at a base price of £2.0868.

At 31 December 2000 the following non-executive directors also held shares in Centrica plc: Sir Sydney Lipworth 18,000 shares; F H Mackay 9,000 shares; P K R Mann 2,142 shares; Sir Michael Perry 900 shares; and Sir Brian Shaw 1,000 shares. Since 31 December 2000, the following changes in directors' interests have been notified to the Company: on 22 February 2001, P K Bentley purchased 50,000 shares; and on 23 February 2001, Sir Michael Perry and Sir Sydney Lipworth purchased 5,000 shares and 13,000 shares respectively.

Board of Directors

1 Sir Michael Perry CBE

Chairman (67) **A.N.R.**

Sir Michael Perry became Chairman of Centrica plc on 1 July 1997. He was a Non-Executive Director of British Gas plc from June 1994 until demerger. He is Non-Executive Chairman of Dunlop Slazenger Group Ltd, Non-Executive Deputy Chairman of Bass plc, a Non-Executive Director of Marks & Spencer plc and a member of the Supervisory Board of Royal Ahold.

2 Mike Alexander

Managing Director British Gas Trading (53) **C.E.F.**

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 is also a Non-Executive Director of The Energy Saving Trust Limited. He was previously with BP from 1966, where he held a variety of management positions, both in the UK and overseas.

3 Phillip Bentley

Finance Director (42) **E.F.**

Phillip Bentley joined Centrica plc in November 2000 from the consumer goods group 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. Phillip was previously at BP, where he spent 15 years in senior Finance roles both in the UK and overseas.

4 Mark Clare

Deputy Chief Executive (43) **C.E.**

Mark Clare joined British Gas plc in March 1994 as Group Financial Controller, and was appointed Finance Director, Centrica plc, in February 1997. On 20 November 2000, he was appointed Deputy Chief Executive, with particular responsibility for Financial Services and E-Commerce. He was previously with STC plc, now part of the Northern Telecom group, which he joined in 1989 and where he held a number of senior finance positions. Prior to that, he spent 10 years with GEC-Marconi.

5 Roy Gardner

Chief Executive (55) **E.N.**

Roy Gardner was appointed Finance Director of British Gas plc in November 1994. From November 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 a Non-Executive Director of Laporte plc and Manchester United plc. He is president of the Carers National Association and Chairman of the Employers' Forum on Disability.

6 Sir Sydney Lipworth

Non-Executive Director (69) **A.C.R.**

Sir Sydney Lipworth was appointed to the Board on 12 March 1999. He is Chairman of the Financial Reporting Council, a trustee of the International Accounting Standards Committee Foundation and a Non-Executive Director of Carlton Communications Plc. He was Chairman of AstraZeneca plc until April 1999 and Deputy Chairman of National Westminster Bank Plc until March 2000. He was Chairman of the Monopolies and Mergers Commission until 1993 and before that Deputy Chairman of Allied Dunbar Assurance, of which he was co-founder.

7 Francis Mackay

Lead Non-Executive Director (56) **A.R.**

Francis Mackay is Executive Chairman of the Compass Group plc. He joined the Compass Group in 1986 as Finance Director. He was a key member of the management team that led the buyout of Compass Group from its former parent company, Grand Metropolitan, in 1987 and through its successful flotation in 1988. He became Chief Executive in 1991 and Executive Chairman of the Compass Group plc in July 1999.

8 Patricia Mann OBE

Non-Executive Director (63) **A.A.A.C.N.R.**

Patricia Mann was a Non-Executive Director of British Gas plc from December 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.

9 Sir Brian Shaw

Non-Executive Director (67) **A.A.A.R.**

Sir Brian Shaw became a Non-Executive Director of Centrica plc in September 1999 following the acquisition of the Automobile Association, of which Sir Brian was Non-Executive Chairman from 1995 to 1999. 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.

10 Roger Wood

Managing Director Home & Road Services (58) **A.A.C.E.**

Roger Wood joined British Gas plc in April 1996. From 1993 to 1996 he was Director General of Matra Marconi Space N.V. Previously he was Managing Director of STC Telecommunications and Group Vice President of Northern Telecom Limited. Prior to 1988 he was UK Director at ICL.

Key to membership of Committees

A Audit Committee
 AA AA Motoring Policy Committee
 C Customer Service Committee
 E Executive Committee
 F Financial and Risk Management Committee
 N Nominations Committee
 R Remuneration Committee



Information for shareholders

Shareholder product information line

Shareholders wishing to find out more about any of our products and services may telephone the Centrica shareholder product information line on 0845 600 1900. The information line is open Monday to Friday 8am – 8pm and Saturday 8am – 6pm. Alternatively, shareholders can register an interest in receiving information about our products and services in the investor information section of Centrica's website at centrica.com.

Centrica shareholder register

Shareholders who have any questions about their shareholding in Centrica should contact Lloyds TSB Registrars on our helpline 0870 600 3985 or text phone 0870 600 3950 or, if they prefer, they may write to them at:
Lloyds TSB Registrars, The Causeway, Worthing,
West Sussex BN99 6DA.

Direct dividend payments

Centrica operates a service that pays dividends automatically into shareholders' bank or building society accounts. This service gives shareholders a number of benefits and also helps Centrica improve its efficiency by reducing postage and cheque clearance costs. The benefits include:

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

Shareholders wishing to register for this service should call the Centrica shareholder helpline (0870 600 3985) and request a direct dividend payment form. The form is also available from the Centrica website.

The Centrica website

The Centrica website has recently been relaunched and may be found at centrica.com. The investor information section of the website contains up to date information for shareholders such as 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.

Electronic communications

Changes in legislation have made it possible for the Company to communicate with shareholders electronically, rather than by post. Shareholders who wish to take advantage of this service first need to register on the 'Shareview' website, which is operated by our registrar, Lloyds TSB Registrars. Registration is free and easy to complete. Shareholders can access the Shareview website via the investor information section of our website at centrica.com. All that is required is the shareholder reference number, which is printed on shareholders' tax vouchers and share certificates. There are several advantages of registering with Shareview:

- the facility to check shareholdings and historical information;
- prompt electronic notification of the availability of the Company's annual reports and notices of general meetings;
- electronic completion and return of proxy voting papers for general meetings.

Share price information

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. The Centrica share price may also be viewed on the home page of our website at centrica.com. For an accurate buying or selling price a stockbroker or high street bank should be contacted.

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. To rectify this situation, shareholders should write to Lloyds TSB Registrars to confirm the correct details.

Financial calendar

Ex-dividend date for 2000 final dividend	2 May 2001
Record date for 2000 final dividend	4 May 2001
Annual general meeting (London)	14 May 2001
Dividend payment date	21 June 2001
2001 interim results announced	6 September 2001

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 at demerger from British Gas 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.

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 5 2/3 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.

Report 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.

Centrica plc

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