

Key performance indicators

Our key performance indicators (KPIs) help the Board and executive management team assess performance against our strategy.

Financial

Group adjusted EBITDA (£m)

2025		1,417
2024		2,305
2023		3,500

1,417
£m

Group adjusted EBITDA reflects earnings before interest, tax, depreciation and amortisation and includes the Group's share of EBITDA from joint ventures and associates.

Group adjusted operating profit (£m)

2025		814
2024		1,552
2023		2,752

814
£m

Group adjusted operating profit is one of our fundamental financial measures.

Group adjusted basic earnings per share (EPS) (pence)

2025		11.2p
2024		19.0p
2023		33.4p

11.2p

EPS is a standard measure of corporate profitability. Adjusted EPS is used to measure the Group's underlying performance against its strategic financial framework.

Group free cash flow (£m)

2025		(167)
2024		989
2023		2,207

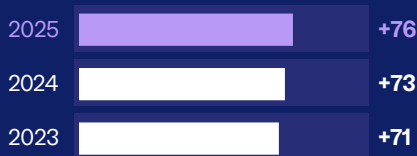
(167)
£m

Free cash flow is the Group's primary measure of cash flow. It reflects the cash generation of the business after taking into account the need to continue to invest.

- **Read more** about our strategy on pages 14 to 17 and our financial performance on pages 18 to 29
- **Read more** about our non-financial performance on pages 42 to 57 and 253 to 255

Non-financial

Home Services UK Engineer Net Promoter Score (NPS)⁽¹⁾



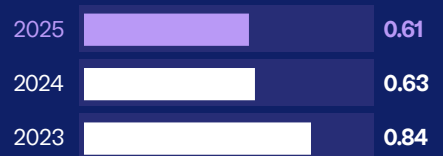
Providing a great customer service builds trust and lasting relationships. With operational improvements and low reschedule rates, customer satisfaction continued to rise. Accordingly, NPS increased by 3 points.

Total Retail customers (m)⁽²⁾



Our ability to attract and retain customers underpins growth. Strong operational performance, greater levels of customer satisfaction and the Supplier of Last Resort process, led to customer numbers growing across our retail businesses by 1%.

Total recordable injury frequency rate (TRIFR)



Safety is a top priority. We focused on preventative measures and process reviews, which drove a 3% improvement in TRIFR per 200,000 hours worked. Most incidents related to minor slips, trips and musculoskeletal injuries.

Colleague engagement⁽³⁾



An engaged team drives business success. Although top quartile performance was maintained for most of the year, uncertainty arising from organisational changes contributed to engagement landing at 0.1 points below the top quartile for our sector and 0.2 points lower than last year.

Total greenhouse gas (GHG) emissions – 50% reduction by 2032 and net zero by 2040 (Base year 2019)⁽⁴⁾



Net zero is key to the future of our business and planet. Reductions in GHG emissions are on track and grew from 18% to 25%. This followed a decrease in emissions from Liquefied Natural Gas shipping, power generation and gas production including an unplanned outage at Barrow Terminal.

† Included in DNV's independent limited assurance report. See page 253 or centrica.com/assurance for more.

(1) Measured independently, through individual questionnaires, the customer's willingness to recommend British Gas following a Home Services gas engineer visit. For wider Retail NPS, see page 25.

(2) Includes Home Energy Supply and Home Services households and Business customer sites. 2024 restated to align with scope. Comparable 2023 data is not available. For a wider breakdown, see page 25.

(3) Engagement is based on an average score out of 10 and measures how colleagues feel about the Company.

(4) The goal measures Scope 1 (direct) and 2 (indirect) GHG emissions based on operator boundary and is normalised to reflect acquisitions and divestments in line with changes in Group structure against a 2019 base year of 2,120,446tCO₂e. See more on page 45.