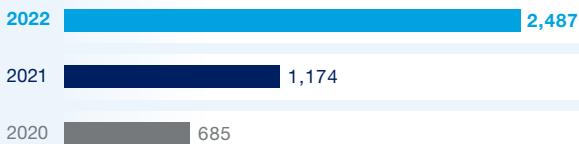


Key Performance Indicators

Our Key Performance Indicators (KPIs) help the Board and executive management assess performance against our Group Priorities set out in 2019.

In 2022, metrics across this section have been updated to better reflect the lead KPIs that are now employed to track performance across our key focus areas. This means that we are no longer reporting total shareholder return, aggregated Brand Net Promoter Score (NPS), aggregated complaints and process safety incident frequency rate (Tier 1 and 2) in this section, although performance is available elsewhere in the report. In particular, customer complaints and NPS are particularly important to our business and are tracked by business unit in the Business Review section.

Group free cash flow from continuing operations (£m)⁽¹⁾⁽²⁾



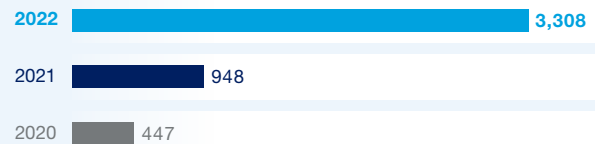
Free cash flow from continuing operations is the Group's primary measure of cash flow. It reflects the cash generation of the business after taking into account the need to continue to invest.

Free cash flow increased by 112% predominantly as a result of the increased operating profit in the Upstream segment and the acceleration of cashflows in British Gas Energy from government support schemes.

Link to Group Priorities



Group adjusted operating profit from continuing operations (£m)⁽¹⁾⁽²⁾



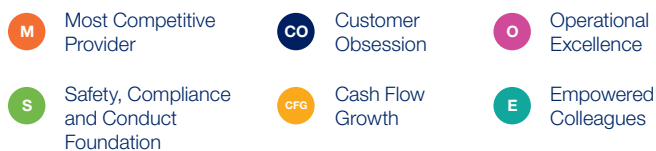
Group adjusted operating profit from continuing operations is one of our fundamental financial measures.

Group adjusted operating profit was up 249% predominantly reflecting increased profit in Upstream and Energy, Marketing & Trading.

Link to Group Priorities



Our Group Priorities



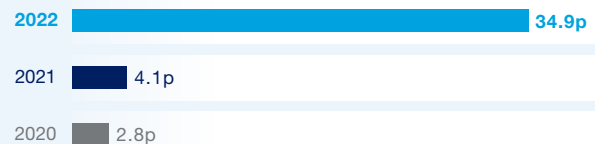
+ [Read more](#) about Our Group Priorities on our website [centrica.com](https://www.centrica.com)

+ [Read more](#) about adjusted performance measures on [pages 253 to 257](#)

(1) Excludes Direct Energy which was classified as a discontinued operation in 2021.

(2) See notes 2, 4 and 10 to the Financial Statements for definition and reconciliation of these measures.

Group adjusted basic earnings per share from continuing operations (EPS)⁽¹⁾⁽²⁾



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 adjusted basic EPS was up 751%, reflecting the increased operating profit and lower effective tax rate due to the profit tax.

Link to Group Priorities



British Gas Services & Solutions – Services Engineer Net Promoter Score (NPS)⁽ⁱ⁾



Everything we do is focused on helping our customers live sustainably, simply and affordably. Following the recruitment of over 800 engineers coupled with a reduction in average sickness rates, our capacity to serve customers improved which led to our NPS rising by 4 points.

[Link to Group Priorities](#)



Total customers (m)⁽ⁱⁱ⁾⁽ⁱⁱⁱ⁾

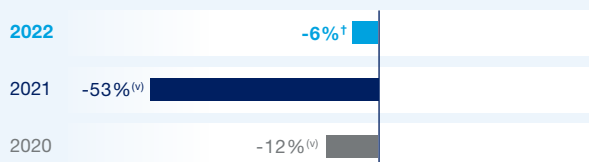


Total customer numbers increased year-over-year, reflecting both organic growth and the addition of customers from failed suppliers in British Gas Energy and Bord Gáis Energy. This more than offset customer losses in British Gas Services & Solutions.

[Link to Group Priorities](#)



Total greenhouse gas (GHG) emissions – 40% reduction by 2034 & net zero by 2045 (2019 base year)^(iv)



With Whitegate power station resuming normal operations following an outage in 2021, savings dropped from the 53% temporary reduction achieved that year to a 6%[†] reduction. Overall, we are making positive progress against our long-term goal to be a net zero business by 2045 (see page 43).

[Link to Group Priorities](#)



Total recordable injury frequency rate (TRIFR)⁽ⁱ⁾

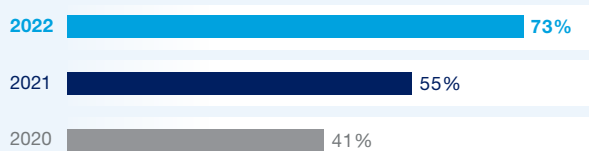


We want to keep our colleagues and customers safe, so we work hard to maintain a strong safety culture. Although we made good progress in some areas, our TRIFR per 200,000 hours rose by 5% and was largely due to an increase in slips, trips and musculoskeletal injuries.

[Link to Group Priorities](#)



Colleague engagement^{(ii)(vi)}



Our success is reliant on having a motivated and engaged team. Having focused on creating a more inclusive and supportive place to work whilst connecting colleagues with our Purpose and leaders, engagement improved by 18% to 73% favourable.

[Link to Group Priorities](#)



† Included in DNV Business Assurance Services UK Limited (DNV)'s independent limited assurance engagement. See page 258 or centrica.com/assurance for more.

(i) Measured independently, through individual questionnaires, the customer's willingness to recommend British Gas following an engineer visit. KPI moved from the previously reported aggregated Brand NPS to more transparently track and share performance in this key part of our customer-facing services business. For wider business unit NPS performance, see pages 22 to 24.

(ii) Excludes Direct Energy which was classified as a discontinued operation in 2021.

(iii) Includes British Gas Energy, British Gas Services and Bord Gáis Energy households and small and medium business customer sites in British Gas Energy and Centrica Business Solutions.

(iv) Net zero goal measures scope 1 (direct) and 2 (indirect) GHG emissions based on operator boundary, which now includes all emissions from our shipping activities relating to Liquefied Natural Gas (LNG) alongside the retained Spirit Energy assets in the UK and the Netherlands. Non-operated nuclear emissions are excluded. Target is normalised to reflect acquisitions and divestments in line with changes in Group structure against a 2019 base year of 2,132,680mtCO₂e. It's also aligned to the Paris Agreement and based on science to limit global warming, corresponding to a well below 2°C pathway initially and 1.5°C by mid-century.

(v) Restated due to LNG shipping and Spirit Energy's remaining assets moving into scope in 2022.

(vi) Measured through colleague responses to a survey asking them to rate how they feel about the company. The survey moved from annual to quarterly in 2021.

+ [Read more](#) about our non-financial performance on [pages 39 to 54](#) and [258 to 260](#).