



Centrica plc is an international energy and services company. Everything we do is focused on satisfying the changing needs of our customers.

The world of energy is changing and, with our chosen businesses, distinctive positions and current capabilities, Centrica is well placed to deliver for its customers and for society.

We will satisfy our customers, deliver cash flow growth and returns for our shareholders and be efficient and excellent in our operations.

We are shifting investment towards our customer-facing businesses – organised around two global customer-facing divisions: **Centrica Consumer** and **Centrica Business** focused on the residential consumer and the business customer respectively.

Our areas of focus are **Energy Supply & Services, Connected Home, Distributed Energy & Power, Energy Marketing & Trading** and the optimisation around **Central Power Generation**.

We supply energy and services to around **28 million customer accounts** mainly in the UK, Ireland and North America through strong brands such as British Gas, Direct Energy and Bord Gáis supported by around **12,000 engineers and technicians**.

We are focused on delivering high levels of customer service, improving customer engagement and loyalty. We are developing innovative products, offers and solutions, underpinned by investment in technology.

The role of **Exploration & Production** is to provide diversity of cash flows and the balance sheet strength required to supply energy and services to our customers. It continues to play an important role in our portfolio.

We aim to be a good corporate citizen; employer of choice and to provide leadership in a dynamic and changing world.

#### CENTRICA CONSUMER

Our consumer strategy is designed around five areas of offer – **energy supply, services, peace of mind, home energy management and home automation**.

We provide a variety of compelling propositions, offers and bundles for our residential consumers including British Gas Rewards, a programme to reward millions of loyal customers.

Our Connected Home business offers a range of innovative products and services including the Hive product range, now available in North America.

We launched BoilerIQ, the UK's first subscription-based connected boiler product that intelligently uses sensors to remotely identify faults, creating a unique customer experience.

#### CENTRICA BUSINESS

Our business strategy is designed around five areas of offer – **energy supply, wholesale energy, energy insight, energy optimisation and energy solutions**.

Our Energy Marketing & Trading business is a leading provider in Europe, through the Neas Energy brand, of energy management and revenue optimisation services, bringing value to business customers by connecting and aggregating their energy loads and resources in electricity markets. We continue to build our capability and expand our global presence in LNG.

Our Distributed Energy & Power business is an established international supplier and operator of flexible CHP solutions, through ENER-G Cogen providing more efficient power generation for business customers. We are investing in fast response distributed generation and battery projects in the UK.

#### EXPLORATION & PRODUCTION

We are targeting active management of the most attractive E&P developments in our portfolio and reducing scale to between 40–50mmboe of gas and oil per annum, with a focus on the UK, Netherlands and Norway.

#### SNAPSHOT OF 2016 FINANCIAL RESULTS

**£27.1bn**  
Group revenue

**£1,515m**  
Operating profit

**£895m**  
Adjusted earnings

**£2,686m**  
Operating cash flow

**£3,473m**  
Group net debt

**16.8p**  
Earnings per share

Over  
**500,000**  
Hive hubs installed

**4,000**  
DE&P customer sites

**27.5m**  
Total customer accounts





**36,494**  
Employees worldwide

Unless otherwise stated, all references to operating profit or loss, taxation, earnings and earnings per share are adjusted figures.

# Our customer-facing strategic framework






## CENTRICA CONSUMER

ENERGY SUPPLY	SERVICES	PEACE OF MIND	HOME ENERGY MANAGEMENT	HOME AUTOMATION
<ul style="list-style-type: none"> <li>Gas supply</li> <li>Electricity supply</li> </ul>	<ul style="list-style-type: none"> <li>Heating &amp; aircon installation</li> <li>Repair and maintenance                             <ul style="list-style-type: none"> <li>Heating &amp; aircon</li> <li>Plumbing &amp; drains</li> <li>Electrical wiring</li> <li>Appliances</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Home risk management</li> <li>Remote diagnostics</li> </ul>	<ul style="list-style-type: none"> <li>Energy insight</li> <li>Energy efficiency</li> <li>Energy optimisation</li> <li>Energy solutions</li> </ul>	<ul style="list-style-type: none"> <li>Appliance control</li> <li>Home control</li> </ul>

## CENTRICA BUSINESS

ENERGY SUPPLY	WHOLESALE ENERGY	ENERGY INSIGHT	ENERGY OPTIMISATION	ENERGY SOLUTIONS
<ul style="list-style-type: none"> <li>Gas supply</li> <li>Electricity supply</li> </ul>	<ul style="list-style-type: none"> <li>Trading partner</li> <li>Energy commodities &amp; risk products</li> <li>Central Power Generation</li> </ul>	<ul style="list-style-type: none"> <li>Energy resource management &amp; monitoring</li> <li>Operational insights from energy data</li> <li>Preventative maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Asset optimisation</li> <li>Aggregation and optimisation of distributed energy resources ("VPP")</li> <li>Access to energy, capacity &amp; flexible markets</li> </ul>	<ul style="list-style-type: none"> <li>Multi-technology solutions</li> <li>Design, install, maintain &amp; service</li> <li>Business services</li> </ul>

## Our leadership team



**IAIN CONN**  
Group Chief Executive



**JEFF BELL**  
Group Chief Financial Officer



**MARK HANAFIN**  
Chief Executive, Centrica Business



**MARK HODGES**  
Chief Executive, Centrica Consumer



**CHRIS COX**  
Managing Director, Exploration & Production



**CHARLES CAMERON**  
Director of Technology & Engineering



**MIKE YOUNG**  
Group Chief Information Officer



**GRANT DAWSON**  
Group General Counsel & Company Secretary



**JILL SHEDDEN**  
Group HR Director



**NICK BAIRD**  
Group Corporate Affairs Director



**SIMON WILLS**  
Group Director, HS&E

## 2017 Outlook

"We are making strong progress in implementing our customer-focused strategy. We are delivering improved customer service and more innovative offerings and solutions – while repositioning the portfolio, building capability and driving significant cost efficiencies. 2016 was a busy year for the team, but they have delivered a lot, and Centrica enters 2017 a much stronger company – with encouraging underlying momentum and well-equipped to deliver longer-term returns and growth."

**IAIN CONN, GROUP CHIEF EXECUTIVE**

## KEY DATES



**08-05-17**

Trading Update & AGM



**01-08-17**

Interim Results



**23-11-17**

Trading Update

## INVESTOR INFORMATION

Equity ticker: CNA  
Exchange: LSE (London)  
Currency: GBP