



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 propositions and current capabilities, Centrica is well placed to deliver for its customers, shareholders and for society. We aim to be a good corporate citizen and an employer of choice.

Our areas of focus for growth are **Energy Supply, Services, Connected Home, Distributed Energy & Power, Energy Marketing & Trading**. We also have a material Exploration & Production division.

We supply energy and services to over **25 million customer accounts** mainly in the UK, Ireland and North America through strong brands such as British Gas, Direct Energy and Bord Gáis Energy all supported by around **15,000 engineers and technicians**. We are focused on delivering high levels of customer service, engagement and loyalty.

Technology is increasingly important in the delivery of energy and services to our customers. We are developing innovative products, offers and solutions, underpinned by investment in technology. In 2017 we announced the creation of a new venture 'Centrica Innovations' to identify, incubate and accelerate new technologies and innovations.

At the end of 2017, phase one of Centrica's repositioning was complete. We have simplified our business and portfolio. We now have just three divisions - **Centrica Consumer, Centrica Business and Exploration & Production**. Our asset portfolio has been materially repositioned.

We delivered our £750m p/a cost efficiency programme three years early and met our net debt targets. We are seeing encouraging signs of progress in our customer-facing businesses. In our next phase to 2020, we will further shift investment towards those businesses and focus on performance delivery, specifically growing gross margin and driving a further £500m p/a of cost efficiencies, while maintaining financial discipline.

CENTRICA CONSUMER

Our consumer strategy is designed around five offers – **energy supply, in-home servicing, 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 the UK, Ireland, Italy and North America. We now have 900,000 Hive hubs in customers' homes.

CENTRICA BUSINESS

Our business strategy is designed around five offers – **energy supply, wholesale energy, energy insight, energy optimisation and energy solutions**. Through Neas Energy, our Energy Marketing & Trading business is a leading European provider of energy management and revenue optimisation services, bringing

value to business customers by connecting and aggregating their energy production in electricity markets. We continue to build our capability and expand our global presence in LNG.

Our Distributed Energy & Power business, Centrica Business Solutions, is an established international supplier and operator of flexible Combined Heat and Power 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 and are repositioning away from large centralised generation with the sale of our Langage and South Humber power stations. We intend to pursue a sale of our nuclear investment by 2020.

EXPLORATION & PRODUCTION

Our E&P division now consists of two business units – Spirit Energy and Centrica Storage.

In December Spirit Energy was launched, a newly formed business combining Centrica's E&P business with Bayergas Norge. The transaction creates a leading independent European E&P business with an attractive mix of producing assets and development projects. It is expected to deliver medium-term production in the 45-55mmbpoe range. In January 2018, Centrica Storage received consent from the Oil and Gas Authority to produce the indigenous gas from Rough, changing its status from a storage to a producing asset.

SNAPSHOT OF 2017 RESULTS

£28bn
Group revenue

£1.25bn
Adjusted Operating Profit

£698m
Adjusted earnings

£2.07bn
Adjusted operating cash flow

£2.6bn
Group net debt

12.6p
Earnings per share

Over **900,000**
Hive hubs installed

4,778
DE&P customer sites

25.7m
Total customer accounts

33,138
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	IN-HOME SERVICING	PEACE OF MIND	HOME ENERGY MANAGEMENT	HOME AUTOMATION
<ul style="list-style-type: none"> Gas supply Electricity supply 	<ul style="list-style-type: none"> Heating & aircon installation Cover products (protection plans, warranties) On demand repair and maintenance installation (heating and aircon) 	<ul style="list-style-type: none"> Home insurance Home security and monitoring Remote diagnostics 	<ul style="list-style-type: none"> Energy insight Energy efficiency Energy optimisation Energy solutions 	<ul style="list-style-type: none"> Appliance control Home control



CENTRICA BUSINESS

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



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



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 HSES Director

"Centrica is an energy and services company. Our purpose is to provide energy and services to satisfy the changing needs of our customers. We have been doing this since 1812 and this is the core of the company. However, the needs of our customers are changing, driven by three key trends - decentralisation in the energy system, power shifting to the customer and advancements in technology. We are changing to meet our customers needs as we become a 21st century energy and services company."

IAIN CONN, GROUP CHIEF EXECUTIVE

KEY DATES



14-05-18

Trading Update & AGM



31-07-18

Interim Results



22-11-18

Trading Update

INVESTOR INFORMATION

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