

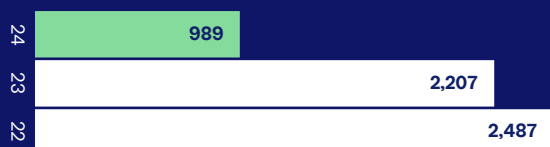
Key performance indicators

Our key performance indicators (KPIs) help the Board and executive management team assess performance against our refreshed strategy laid out in July 2023.

Financial

Group free cash flow from continuing operations (£m)

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.



Group adjusted operating profit from continuing operations (£m)

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



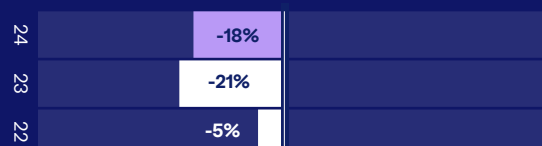
Group adjusted basic earnings per share from continuing operations (EPS)

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



Total greenhouse gas (GHG) emissions – 50% reduction by 2032 and net zero by 2040 (Base year 2019)⁽¹⁾

Achieving net zero is essential to the future of our business and our planet, which is why we have a green-focused investment strategy. This has contributed to our emissions falling by 18% against our base year. Although emissions rose from 2023 due to security of supply driving increased gas-fired power generation alongside gas production and storage, reductions remain on track with our goal.

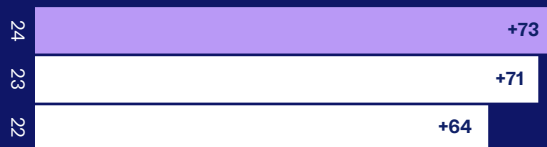


(1) Following an update to our Climate Transition Plan (see page 73), we accelerated our net zero goal which was previously focused on achieving a 40% reduction in emissions by the end of 2034 and net zero by 2045. The goal measures Scope 1 (direct) and 2 (indirect) GHG emissions based on operator boundary. Comprises emissions from all operated assets and activities including the shipping of Liquefied Natural Gas alongside the 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 2,120,446mtCO₂e. 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 2040.

Non-financial

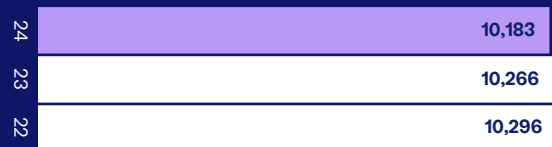
British Gas Services & Solutions – Services Engineer Net Promoter Score (NPS)⁽¹⁾

Providing a great service is fundamental to our ability to attract and retain customers. Having embedded strong operational performance, reschedule rates remain low which is helping to underpin improvements in customer satisfaction. Consequently, NPS improved by 2 points.



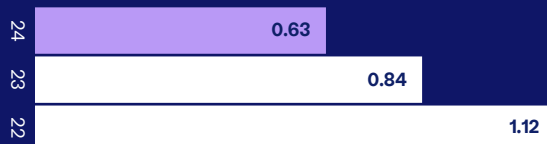
Total customers (m)⁽²⁾

Strong customer retention provides a solid platform for growth. Marked improvements in customer satisfaction is helping us achieve better customer retention. Our focus is now on growing our customer base which remained broadly flat over the year, having decreased slightly by 1%.



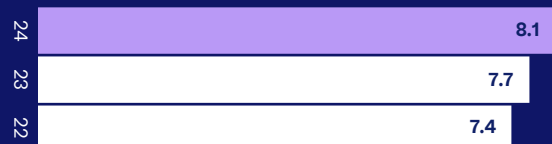
Total recordable injury frequency rate (TRIFR)

Keeping colleagues and customers safe is core to any responsible business. We focus on preventative measures and process review, to ensure we continuously improve performance. As a result, our TRIFR per 200,000 hours reduced by 25%. Most incidents related to slips, trips and musculoskeletal injuries.



Colleague engagement⁽³⁾

Having an engaged and motivated team, is intrinsic to our success. Through continued focus on creating a more inclusive and supportive place to work whilst connecting colleagues with our strategy and new Purpose, engagement improved by 0.4 points. We have now reached top quartile performance for our sector for the first time.



(1) Measured independently, through individual questionnaires, the customer’s willingness to recommend British Gas following a gas engineer visit. For wider business unit NPS, see pages 33 to 35.

(2) Includes British Gas Energy, British Gas Services & Solutions and Bord Gáis Energy households, as well as business customer sites in British Gas Energy and Centrica Business Solutions. For business unit customer numbers, see pages 33 to 35.

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