

Our Strategy & Business Model

Our strategy is driven by our Purpose to help customers live sustainably, simply and affordably.

As the pace of change continues to accelerate, we are responding by focusing colleagues and technology on helping businesses and households to use energy more efficiently and sustainably. We recognise the need to help enable a more flexible energy system and are deploying a range of technologies to help build the grid of the future with both electric and hydrogen technologies.

Our Purpose | Helping you live sustainably, simply and affordably

Our Strategic Framework

Retail

We remain relentlessly focused on providing leading customer service and experience helping them to save money and decarbonise through innovative offerings.

Optimisation

We are supporting the responsible buying and selling of energy, managing risk across our business and accessing value from green generation in our trading business while continuing to build out the flexibility required for the future energy system.

Infrastructure

Investing to build a low carbon, reliable energy system including power generating renewables, flexible peaking generation and energy storage through batteries and geological storage.

Focusing on delivery

Positioned for growth

			
<p>Energy supply for residential and small business customers in England, Scotland and Wales</p>	<p>Services and solutions for residential customers in England, Scotland, and Wales</p>	<p>Energy supply services and solutions for residential and business customers in the Republic of Ireland</p>	<p>Energy supply and low carbon solutions for businesses, building and operating a portfolio of flexible assets</p>
<p>British Gas Energy is transitioning onto a new digital platform to lower cost per customer and improve service</p>	<p>Services & Solutions is focused on fixing delivery and helping customers with the energy transition</p>	<p>Bord Gáis is an established business with opportunity to explore future growth</p>	<p>Centrica Business Solutions is refocusing on its strengths in supply and services and increasing investment in energy transition assets</p>

Retail

Optimisation

Our Values

At Centrica we have clear values that guide us every day and enable us to succeed in delivering on our Strategy and Purpose for customers: Care, Collaboration, Courage, Agility and Delivery.

+ [Read more](#) on page 7

People and Planet

Our People & Planet Plan aims to create a more inclusive and sustainable future. From being a net zero business by 2045 and helping our customers be net zero by 2050, to creating the diverse and inclusive team to get there.

+ [Read more](#) on pages 40-54

Financial Framework underpinned by balance sheet strength.

Alongside our Interim Results in July we reinstated a progressive dividend policy, with dividend cover from earnings moving to around 2x over time. We also signalled our intent to make efficient use of capital, including the return of surplus structural capital to shareholders, and in November launched a £250m share repurchase programme. We will continue to invest in both organic growth and capital projects, focused on the energy transition and net zero. We intend to set out our longer term investment and return plans alongside our 2023 Interim Results in July.

Creating value from optionality



Nuclear

Trading and optimisation of energy globally, managing energy procurement and risk

Storing and producing gas to manage seasonal demand and energy security

Oil and gas production in existing UK assets

Minority stake in the UKs portfolio of existing nuclear power stations

Energy Marketing & Trading is an established business with proven capability ready to grow further

Centrica Storage has an opportunity to explore its role in the future of hydrogen

Spirit has an opportunity to explore its role in the future of hydrogen and carbon capture

We have a 20% minority stake in a declining portfolio, Centrica is exploring further investment in nuclear generation

Infrastructure

The Value we create

Customers

Helping our customers live sustainably, simply and affordably through investment in services and solutions alongside our desire to do the right thing.

Colleagues

Working together to achieve a more inclusive team where everyone feels motivated, safe and able to reach their full potential.

Investors

Evolving our strategy in a sustainable and responsible way to strengthen the success of our Company and deliver a return on investment.

Government and regulators

Enabling the delivery of national priorities through collaboration on key issues like decarbonisation, energy security and affordability.

Suppliers

Ensuring communities benefit from our business by targeting high standards across our supply chain and treating suppliers fairly.

Communities and NGOs

Tackling urgent social and environmental issues through local and national partnerships.

+ Read more on pages 12 to 13 and pages 68 to 69 in our S172 disclosure

Risk Management

The Group's Risk Management framework protects Centrica's financial, operational and strategic assets by identifying, assessing and responding appropriately to our key risks and uncertainties.

+ Read more on pages 29-33

Governance

The Group's governance framework seeks to support the creation of long-term value by enabling effective decision-making for delivery of the overarching strategy, as well as ensuring that the views of all stakeholders are properly considered and that reporting is accurate and transparent.

+ Read more on pages 56-71