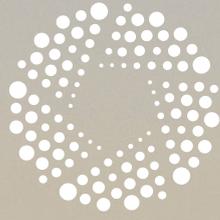


Proposition series
September 2017

Powering Resilience

Keep your business on 24/7



Reliable power is mission-critical

As more businesses become digital, the challenge is not just about keeping the lights on. It's about protecting your business systems and precious information resources. It's about managing continuity and managing risk. We can help you keep your business 'always on' today and protect against future energy uncertainty for tomorrow.

Energy resilience is business resilience

Forecasting long-term energy costs and ensuring continuity of energy supply has become increasingly unpredictable. Threats such as cyber attacks, terrorism, regulatory change and natural disasters are all adding to the list of potential business risks and disrupting business continuity.

Resilience raises your competitive advantage by protecting you from ever-changing environmental, market and technology conditions to maintain operational stability and prevent downtime. By deploying on-site generation and energy insights you give your business the control and flexibility that you need – today and for the future.

Centrica Business Solutions reduces your exposure to commercial, regulatory and technology risks and strengthens your resilience to keep your business going, 24/7.

Powering Resilience – solving key challenges

- How do you avoid downtime?
- How do you ensure continuity and consistency of energy supply?
- How do you reduce dependence on the grid?
- How do you reduce exposure to volatile energy markets?
- How do you ensure compliance with energy legislation?
- How do you develop a future-proof energy strategy?

86%

Percentage of companies that say their board of directors is devoting more time to the oversight of risk management than it did two years ago

Source: Global risk management survey, 10th Edition, Deloitte, 2017



Powering Resilience – five benefits for your business

Ensure continuity of supply

Secure your energy supply and scale it for the future with our on-site generation and storage solutions, improving site resilience. Your business and customers will be protected, even if you experience a catastrophic system failure.

How we can help

- Remove the risk of disruption and ensure your business is 'always on' with our breadth of on-site generation and storage solutions such as ENER-G Combined Heat and Power (CHP), back-up generators, battery storage and solar
- Add flexibility to your energy use by shifting load from the grid to on-site generation

Reduce operational failures

Modernise your energy infrastructure so that it's more reliable and less likely to incur downtime and costs. We can also help you extend the life of your on-site energy assets with insights that give you early warning of potential equipment failures.

How we can help

- Highlight energy and equipment issues before they become critical with alerts from our unique energy insights solution, Panoramic Power
- Proactive management of energy assets via our expert operations and maintenance support teams, including our Energy Control Centre and tailored SLAs

Minimise commercial risk

Implement a commercial strategy that reflects your appetite for risk, helps you forecast and manage costs accurately and protects you from market volatility, enabling a predictable cost base. Our scale, expertise and experience means we can offer you innovative commercial options to suit your needs.

How we can help

- Secure your future energy costs by using our expertise to implement an appropriate commercial strategy. Manage your costs with our range of commercial contracts, funding options and resilience as a service offer
- Reduce your exposure to energy market risk and volatility with our trading expertise and market-leading trading platform

Strengthen your compliance with regulations

Reduce your risk of non-compliance, and avoid damaging incidents and potential fines, with intelligence from our energy management platforms and expert guidance on regulatory issues and compliance. Helping you meet the demands of your internal and external stakeholders.

How we can help

- Monitor and support compliance requirements more effectively with our energy insight capability
- Comply with regulations through our experience and knowledge of health and safety legislation, regulatory environments and our long-standing relationships with regulators

Protect against market change

Develop an energy strategy for the long term that takes advantage of our deep experience of energy markets. You can be protected from future market disruption, while benefiting from the latest innovations in energy technology.

How we can help

- Build and execute your future energy strategy with our experienced, proven and respected company-wide resources
- Stay at the forefront of innovation through our committed investment in emerging technologies globally



Why Centrica Business Solutions

Breadth of portfolio

Our broad portfolio and end-to-end capabilities allow us to be your one-stop shop for energy solutions that support your security-of-supply needs – protecting your business and providing reliability through a single, continuous point of contact.

Industry and technical expertise

We deploy and manage solutions across 3,700 sites for 1,000+ enterprise and public sector customers. The depth of experience this gives our expert global workforce helps us ensure our customers are compliant with regulations and health and safety requirements globally.

Global player in the energy markets

Our investment in innovative, market-leading businesses and deployment of the latest innovations in energy technology, protects our customers against market change by developing long-term energy strategies. Which is why we hold market-leading positions in several national markets across Europe and the US.

Financial stability and de-risked financial proposition

Centrica is an established leading player in the global energy industry. As a FTSE 100 company with £28 billion in annual revenue, our enduring stability means that we are in no danger of disappearing when times get tough. We can help you to improve the resilience of your energy assets, while minimising commercial risk and providing financial confidence.

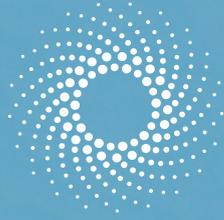
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Powering Performance

Enhance business value and efficiency



Drive your business performance with energy

Excellence in operations and effective cost management are key focus areas for many businesses and energy is a significant consideration for both. Energy is, however, very often misunderstood and inefficiently managed. Getting the most out of your energy resources to uncover new opportunities and improve operational efficiency is a challenge we can help with – by introducing energy data and insights, approaches and technologies to optimise your day-to-day performance and achieve your business goals.



Energy efficiency is business efficiency

Organisations are under pressure to reduce costs and deliver lasting performance improvements across their operations. Ensuring you have the right intelligence to identify inefficiencies and hidden value within your energy infrastructure enables you to take action and drive improved business performance.

Taking control of your energy reduces costs by optimising your operational processes: detecting equipment failures before they occur, monitoring asset energy consumption to identify improper use, and systems benchmarking to detect energy waste. Our end-to-end managed services simplify your energy management too, meaning less downtime, increased flexibility and an improved return on your investments.

Centrica Business Solutions offer a broad range of market-leading energy solutions that give you actionable energy insights, efficient energy products and flexible commercial options to improve and enhance your operational performance.

Powering Performance – solving key challenges

- How do you gain better visibility of your energy usage and costs?
- How can you make business decisions based on actionable insights?
- How do you identify your inefficiencies?
- How do you improve efficiency across your operational processes?
- How do you reduce energy consumption and costs?
- How do you meet your carbon emissions targets?
- How do you simplify your energy infrastructure and management processes?

56%

Percentage of CEOs who see high or volatile energy costs as a significant area of concern

Source: Global CEO Survey 2017, PwC



Powering Performance – five benefits for your business

Gain intelligence you can act on

Our advanced analytics platforms, technologies and audit methodologies monitor your entire energy infrastructure to identify inefficiencies – providing you with the insights you need to take effective action and improve performance.

How we can help

- Our Panoramic Power sensors and cloud-based analytics platform uses new technologies such as Internet of Things (IoT) and machine learning to give you continuous real-time energy insights to make business decisions that enhance value
- Assess your energy needs and efficiency with our energy auditing capability and expertise, providing actionable areas of improvement

Optimise your operations

Make the best use of the resources you have with insights from our advanced energy data analytics and reporting tools – predictive analytics will help you adjust your operational processes to minimise costly downtime, reduce waste, enhance agility and increase productivity.

How we can help

- Identify hidden optimisation opportunities and benchmark your energy systems to similar plants, processes and operating environments through our energy insights
- Enable predictive maintenance and prevent operational failures and downtime by using advanced failure detection with our energy insights solution, Panoramic Power
- Capture and analyse energy data to create practical, actionable steps to optimise your operations – with advice and guidance from our expert analysts

Improve energy efficiency

Improve your operations, reduce energy usage, and achieve your carbon emissions targets with our energy-efficient technologies and solutions. Adjust how and when you consume energy to take advantage of supply-side incentives, and integrate your energy assets to optimise overall performance.

How we can help

- We are experts in delivering energy-efficient technologies and our range of onsite generation, storage technologies and site efficiency solutions include Combined Heat and Power (CHP) systems, solar photovoltaic (PV), battery storage, LED lighting and heating, ventilation and air conditioning solutions (HVAC)
- Use our expertise in energy to optimise your power consumption and make it more economic by shifting your usage from the grid to on-site generation and storage

Exceed your financial objectives

Achieve superior financial performance by improving operational performance and reducing your energy costs. By accessing flexible commercial options, you can achieve operational savings immediately – avoiding the need for capital investment.

How we can help

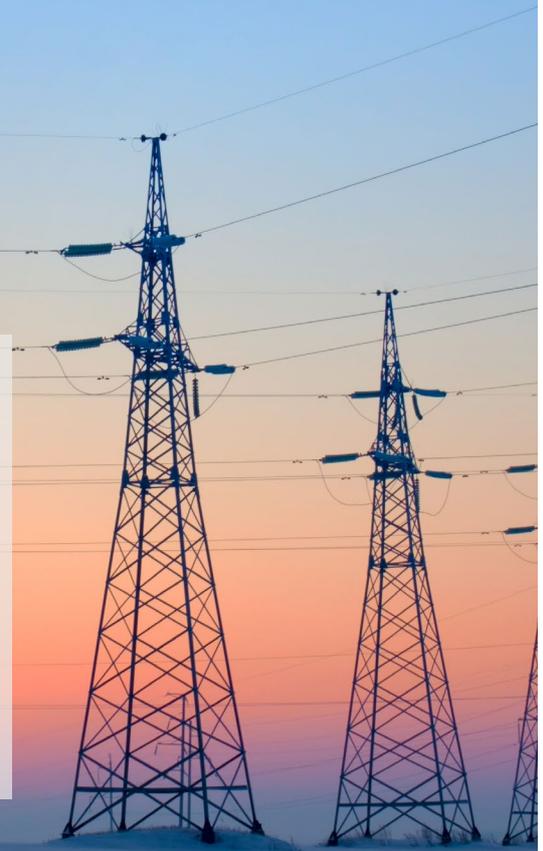
- Meet your financial goals with our flexible commercial options – including a fixed payment guarantee, combined supply and solution packages, energy performance contracts and energy service agreements
- Manage your costs with 'as a service' offers and only pay for what you need
- Generate revenues from on-site assets through our optimisation services such as Demand Side Response

Simplify your energy management

By delivering managed, end-to-end solutions, we'll help you standardise and simplify your approach to energy, and repurpose the resources involved in managing multiple suppliers and integrating disparate technologies.

How we can help

- We deliver solutions based on your requirements, using proven blueprints and our industry expertise
- Our end-to-end capability which includes operations and maintenance support to simplify procurement and follow-on operations
- Our integrated customer portal provides visibility over your energy infrastructure and the information to manage it enabling you to take action to enhance value



Why Centrica Business Solutions

Breadth of portfolio

Our broad portfolio, expertise and end-to-end capabilities allow us to be your one-stop shop for energy solutions. This means we can help you simplify and consolidate your approach to energy management and ultimately power new levels of performance and efficiency for your business.

Industry and technical expertise

We are unique within the energy supply market in being able to combine supply and solutions to offer creative commercial packages to our customers. Our global workforce offers exceptional energy market expertise in engineering, design, technology and operational management. Our experience in energy trading and as an energy aggregator allows us to offer unique propositions for our customers, helping them to manage financial goals, improve energy efficiency and simplify their energy management.

Global player in the energy markets

Our ongoing investment in new technologies gives our customers access to cutting edge energy innovations such as our unique energy insights solution, Panoramic Power and market leading integrated customer portal. We are a global player in the energy markets and hold market-leading positions in several national markets, including Europe and the US, providing standardisation of service across continents.

Financial stability and de-risked financial proposition

Centrica is an established, leading player in the global energy industry. As a FTSE100 company with £28 billion in annual revenue, we are here for the long term, and our financial strength gives our customers the flexibility to invest in their own development via innovative commercial models.

Discover more opportunities for Powering Performance within your current energy system by visiting: centricabusinesssolutions.com

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Proposition series
January 2018

Powering the Future

Drive your business vision forward





Driving your business vision forward

As the pace of market and technological changes accelerate, their effects are being felt in every organisation in every industry. Traditional business models are being rewritten. Digital disruption, the interconnected global economy and expectations from shareholders to customers for businesses to be sustainable and deliver business growth, are impacting organisations across the board.

But while this adds to the pressure of doing business, it also creates opportunities for those prepared to grasp them. Energy is providing organisations with opportunities to grow in new and innovative ways.

We can give you the insight and innovations you need to meet these challenges, partnering with you to ensure energy will power your business now and in the future.

Energy strategy is business strategy

Most organisations are still looking at energy through the lens of cost, compliance and reliability. Energy has traditionally been seen as a constraint, but the key to seeing energy as an asset is the development of a detailed energy strategy. This helps organisations take control of their power, futureproof their business and support their business vision by finding new sources of value, advantage and sustainability.

With new energy technologies and the rise of distributed energy solutions, progressive organisations are already finding and exploiting the untapped opportunities within their own energy usage. By being more energy-agile, they are transforming energy into competitive advantage.

Centrica Business Solutions can help you take a long-term view of your energy strategy to identify and capture these opportunities. Our investments in emerging technologies provide access to innovative energy solutions. Our broad array of energy skills, expertise and managed service options transform how effectively you use energy. These all deliver tangible benefits and become key assets to your business to support new growth and sustainability initiatives – across all territories.

Powering the Future – solving key challenges

- How do you build a future-focused energy strategy?
- How do you stay on top of new developments in a rapidly evolving energy market?
- How do you deploy energy solutions to support growth opportunities?
- How do you realise a sustainable energy strategy?
- How do you expand into new territories quickly and efficiently?
- How do you maintain product and service consistency across multiple sites?
- How do you ensure that energy is supporting your business vision?

35%

Percentage of respondents with a formal energy strategy who see competitive advantage, revenue and efficiency opportunities as a result

Source: Centrica research Nov 2017

Powering the Future – five benefits for your business

Drive a growth-oriented energy strategy

We can support your long-term growth objectives with a comprehensive distributed energy plan that evolves with your business. Our expertise in energy transformation, structured approach and insights into the future of energy markets will help support your growth and

How we can help

- We will work closely with you to understand your business goals and apply our experience within the rapidly changing energy market
- Our consultation-led approach will help develop an energy strategy that helps you capitalise on energy transformation opportunities
- We will share our points of view on the energy market with you through Power Perspectives – our thought leadership series on current and future energy trends

Build leadership through sustainability

We have the end-to-end energy solutions and expertise to help you address your organisation's sustainability challenges and help you to satisfy stakeholder expectations, strengthen your brand and demonstrate your industry leadership.

How we can help

- Our expert advice, insights and analytics solutions help improve energy sustainability and identify carbon reduction opportunities. Low-carbon and renewable technologies include Combined Heat and Power (CHP), Solar, LED Lighting and Battery
- Demonstrate the effectiveness of your sustainability programmes to customers, employees, shareholders and regulators with our Environmental Reporting capability

Enable your business expansion

We can help bring together your energy infrastructure and solutions across multiple sites and territories, making it easier for you to capitalise on opportunities for growth by delivering a consistent range of energy solutions.

How we can help

- We can provide essential guidance to support your expansion strategy through our extensive knowledge of local energy markets around the world
- Our global/national footprint enables easier access to new markets
- We can reduce the complexities of your energy management and standardise your processes and technologies by being your single supplier

Unlock opportunities through innovation

We work at the leading edge of the energy industry and continually invest in emerging technologies, making us the ideal partner for helping you access innovative energy solutions and ideas to identify new revenue streams and prepare for the future of energy.

How we can help

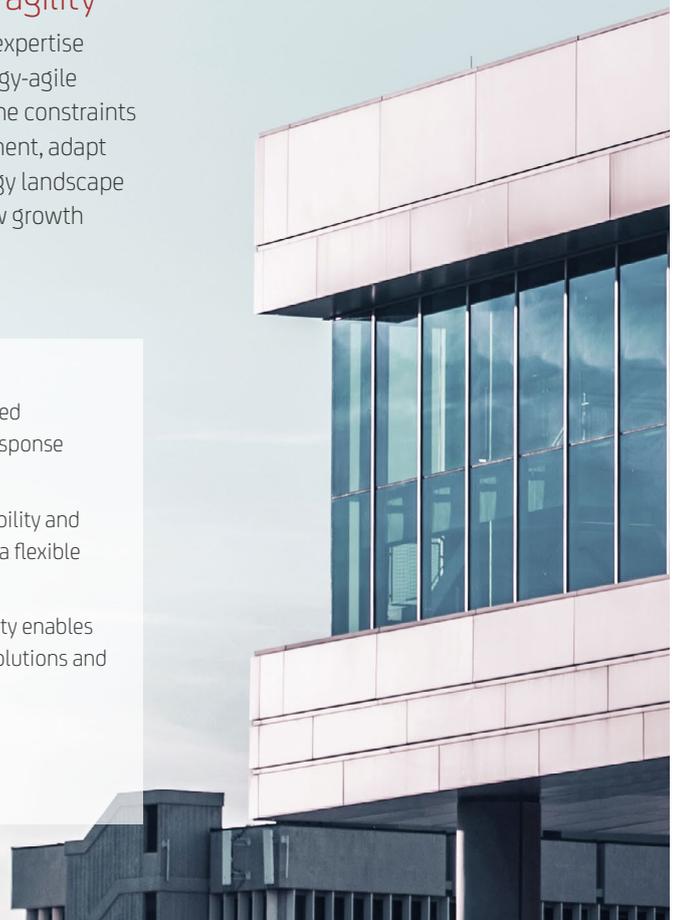
- Benefit from the leading-edge thinking and transformational innovations emerging from our incubation and acceleration of new energy technologies
- Our expert account and engineering teams can share the insights from our innovation programmes to help you to identify new business opportunities
- Access a broad eco-system of innovative technologies and ideas through our partnerships with leading technology vendors

Power your business agility

Our end-to-end solutions and expertise help you to create a more energy-agile organisation that transcends the constraints of traditional energy management, adapt quickly to a transforming energy landscape and respond with speed to new growth opportunities.

How we can help

- We design and deliver tailored solutions to enable faster response to business needs
- Our managed services capability and breadth of skill sets provide a flexible use of resources
- End-to-end delivery capability enables faster deployment of new solutions and infrastructure



Why Centrica Business Solutions

Breadth of portfolio

Our comprehensive energy solutions portfolio, end-to-end delivery capability and use of innovative technologies make us a powerful single supplier solution. We can deliver market-leading solutions that help you to meet the energy and sustainability objectives of your organisation.

Industry and technical expertise

As thought leaders in world energy market trends and developments, we have an innovation programme that incubates and accelerates new technology. Our global workforce of energy experts combine their exceptional knowledge with insightful vertical expertise to develop effective long-term energy strategies for our customers – with the end-to-end capabilities to deliver managed services. We provide the experts so you can stay focused on your business.

Global player in the energy markets

All our customers benefit from the unmatched insight into regulatory environments and market structures that we gain from our global footprint. Centrica works with enterprise customers as their single supplier in multiple markets throughout the world and occupies market-leading positions in several national markets, including the US and Europe.

Financial stability and de-risked financial proposition

We're a leading player in the global energy industry. As a FTSE100 company with a £28 billion annual revenue and a proven provider on numerous energy solution frameworks, our financial strength allows us to invest in the very latest innovations and market-leading technology.



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