



Introducing Scottish Gas Net Zero...

We've been around for over 200 years

Always adapting to meet the needs of our customers



1812

The Gas Light & Coke Company, the original company from which British Gas descended, is incorporated in 1812



1858

The world's first domestic water heater is designed



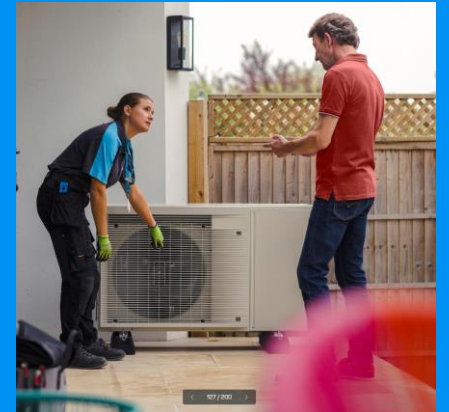
1986

The gas industry is privatised and British Gas PLC is formed



2013

We launched Hive and our first smart thermostat



2023

We're installing energy efficient heat pumps across the UK

***And we're on a
mission to create a
greener future***

***Powering
Greener
Homes***







*“History repeats
itself because
human nature
changes with
geological
leisureliness”*



***We know this is not
going to be easy
and these changes
will not look the
same for everyone***



***But we're uniquely
positioned to help
customers on this
journey***

***Whatever it looks like
for them.***





A photograph of an industrial facility, likely a refinery or chemical plant. The scene is dominated by a complex network of blue-painted steel structures, including pipes, walkways, and scaffolding. In the foreground, four workers wearing orange high-visibility safety suits and white hard hats are walking away from the camera down a paved path. The background shows more industrial equipment and a clear sky. The overall tone is professional and industrial.

***We're part of Centrica, an international
energy services and solutions company***

We power over 8 million homes and business in Britain

- With over 6,500 expert engineers across the UK
- Visiting over 5m homes every year
- Over 2m homes using Hive thermostats
- We launched a £100m support fund to help customers who need it most
- We're recruiting the equivalent of an apprentice every day from now until 2030
- We have the UK's largest return to home EV fleet



Our unique Centrica strengths set us apart

We make it

We store it

We move it

We sell it

We mend it



Why do our customer choose us?

Industry-leading expertise

From expert engineers to energy trading and large-scale infrastructure projects we're energy leaders

Market leading technology

Through our Hive platform, DSR capability and best in class partnerships we'll provide optimum solutions

Dedicated support

Our account management will ensure that you and your customers are getting the best

Competitive pricing

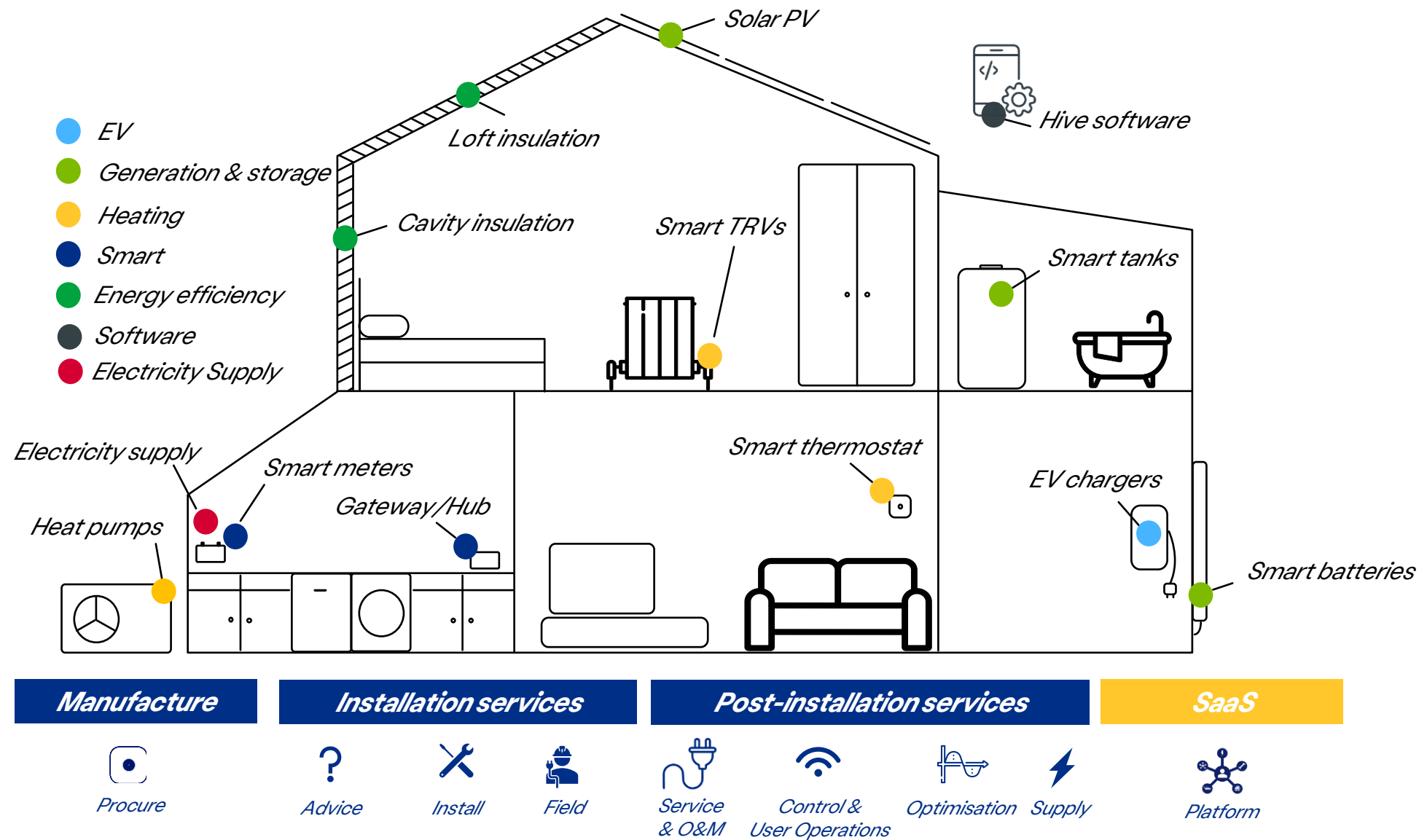
We'll provide you a clear ROI underpinned by quality and performance

One stop shop

We can provide an end-to-end Net Zero solution for your business



We provide solutions for the future of home electrification whilst investing in hydrogen solutions



We enable you to deliver solutions across the UK
—
from new builds to social housing





***And we are building a new,
dedicated Net Zero workforce***

A diverse, flexible, productive Net Zero workforce



A mix of different skills and trades...

Experienced leadership supported by apprentice level installers to drive competitiveness



With the right training, accreditation and experience...

- MCS accreditations.
- High training levels and skills development journey.
- Consistent on the job experience.



And an entrepreneurial performance culture focused on growth

- Positive culture: Performance incentivisation
- Flexibility: Travel expectations for coverage
- Productivity: Jobs/engineer ambition

Powering positive change in our communities

Proud supporters of Team GB and Paralympics GB.

We're pioneering a new school's programme that'll teach over 850,000 UK kids about greener energy use



My approach to change since I met the Chair of Scottish Gas in 1984

Embrace Change

Behave with positive intent

Be kind

Adopt pace over perfection

Invest in building relationships

Don't accept "no" or "maybe"

Complex transformational projects by their nature will involve unavoidable change

See challenges as a problem to solve – positivity is infectious

Acknowledge and behave like everyone is striving for the same goal

Be agile with the information available at the time, make decisions and get stuff done

Projects are delivered by people so make time to build trusting relationships

If change is to happen, we have to make it happen

Less Polarisation

***More
Collaboration***