Track record of growth

£30-35bn
FY22-26 capex

National Grid Investment
£ billion

FULL YEAR

0 1 2 3 4 5 6 7
02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21 22
Growth visibility

£30-35bn
FY22-26 capex

REGULATED INVESTMENT

> 90%

01  UK ET
02  UK ED
03  New York
04  New England
05  NG Ventures

ALREADY COMMITTED

> 60%

01  Agreed in rate plans & committed NGV
02  Other

GREEN INVESTMENT

c.£13bn

01  Green
02  Other

1. Aligned to Green Financing Framework, and excludes other clean investment such as nuclear connections and leak prone pipe replacement.
UK and NGV growth profile

Five years to FY26

**ELECTRICITY TRANSMISSION**
- UM – major project early engineering
- UM – regular filings
- Baseline allowances

**WPD**
- ED2
- ED1

**NG Ventures**
- Other
- Transmission
- NG Renewables
- Grain expansion
- Interconnectors

**NOTE:** UM – uncertainty mechanisms
US growth profile - 5 years to FY26

Half of the Group’s £30 – 35 billion investment will be in the US.
Strong balance sheet

Remaining within Credit Ratings

• BBB+ S&P
• Baa1 Moody’s
Step change in efficiency

New organisational structure

>£400m p.a. cost efficiency by end of 3 years

Efficiency through:
- Digital
- Innovation
- Standardisation

Targeting 100bps outperformance through RIIO-T2

Targeting >95% allowed returns across US businesses
## EPS growth

Building blocks to deliver **5-7% EPS CAGR¹**

<table>
<thead>
<tr>
<th>US</th>
<th>UK ET</th>
<th>NG Ventures</th>
<th>Efficiencies</th>
<th>WPD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreed bill increases</td>
<td>Aligned capitalisation rate</td>
<td>Major projects completing</td>
<td>&gt;£400m cost efficiency programme</td>
<td>Strong asset and earnings growth</td>
</tr>
<tr>
<td>Inflation protection</td>
<td>Move from RPI to CPIH inflation</td>
<td>NSL and Viking interconnectors</td>
<td>Controllable costs flat as assets grow</td>
<td>Greater certainty of growth</td>
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<tr>
<td>Better storm cost recovery</td>
<td>100bps outperformance target</td>
<td>Isle of Grain expansion</td>
<td>&gt;20%</td>
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<td>Regulatory settlements</td>
<td></td>
<td>US onshore renewable projects</td>
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<td>outside of rate cases</td>
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</tbody>
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¹ Compound annual growth rate FY21-26
Financial framework

- **Operating Cash Flow**
  - RAB growth: 6-8% CAGR\(^1\)
  - Debt capacity: Grows £2-3bn p.a.

- Committed investments in regulated businesses: c.£30bn over 5 years
- Committed shareholder returns: Dividend growth in line with CPIH
- Committed credit rating: Maintain current BBB+/Baa1 rating band

1. Compound annual growth rate FY21-26