2010/11

nationalgrid

Annual Report and Accounts

Contents

Contents

Directors' Report

page 81.

National Grid is an international electricity and gas company based in the UK and northeastern US. We play a vital role in connecting millions of people to the energy they use, safely, reliably and efficiently.

In accordance with the requirements of the Companies Act 2006 and the UK Listing Authority's Listing, and

Disclosure and Transparency rules, pages 10 to 108

comprise the Directors' Report and were approved

by the Board. The location within the main body of the Annual Report of the specific requirements of the

Directors' Report can be found in the checklist on

Business Overview

pages IFC to 09

- IFC Company highlights
- 02 Contents
- 04 Chairman's statement
- 06 Chief Executive's review
- 08 Board of Directors

Operating and Financial Review pages 10 to 79

Directors' Report

Corporate Governance

pages 80 to 95

- 80 Chairman's foreword
- 80 Governance framework
- 81 Our Board
- 84 Our Board and Committee governance structure
- 88 Audit Committee
- 89 Risk management and internal control
- 91 Risk factors
- 94 Shareholder and share capital information

Directors' Remuneration Report pages 96 to 108

96 Directors' Remuneration Report

If you require a full search facility, please go to the pdf of the Annual Report and Accounts 2010/11 at www.nationalgrid.com and use a word search.

Financial Statements

pages 109 to 183

- 109 Contents of financial statements
- 111 Independent Auditors' report to the Members of National Grid plc
- 112 Consolidated financial statements under IFRS
- 125 Notes to the consolidated financial statements analysis of items in the primary statements
- 152 Notes to the consolidated financial statements supplementary information
- 177 Company financial statements under UK GAAP

Important notice

This document contains certain statements that are neither reported financial results nor other historical information. These statements are forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. For a description of factors that could affect future results, reference should be made to the full Cautionary Statement on the back cover of this document and the Risk factors section on pages 91 to 93.

Useful Information

pages 184 to 188

- 184 Definitions and glossary of terms
- 187 Summary consolidated financial information
- 188 Useful information

- Dividend policy Financials 04 Safety 06 Safety Weather challenges
 Reorganisation and investment
 Operating responsibly Strategy Investing for the future People and talent 06 04 06 04 07 05 Governance 07 Efficiency Our people Looking forward 05 Outlook BritNed - case study 05 City Year London - case study Connecting our energy future 28 Operating environment Contents of the Operating and Financial Review Regulatory environment How the UK electricity industry works How the US electricity industry works Business drivers, principal risks and opportunities Vision, strategy and objectives Key performance indicators 16 How the UK gas industry works How the US gas industry works 18 Where we operate Performance against objectives 20 Management structure from 4 April 2011 Financial performance 23 Management structure until 3 April 2011 Financial position and financial management 24 Principal operations Accounting policies 26 Review of the year 90 Compliance management The role of the Board 83 Articles of Association The Board and its Committees Post balance sheet events Internal control 81 Non-executive Director independence Financial reporting Shareholders Roles of the Chairman, Chief Executive and Disclosure committee Annual General Meeting Share capital Dividends Senior Independent Director Confidential reporting procedures and whistleblowing 95 Director induction, development and support Shareholdings 82 Internal (corporate) audit Performance evaluation 83 Director appointment and election External audit Share dealing, individual savings accounts Conflicts of interest Auditor independence and objectivity (ISAs) and ShareGift Directors' indemnity Audit information Corporate governance practices: Internal control, risk and compliance 83 Code of Ethics 89 differences from New York Stock Exchange Change of control provisions Risk management (NYSE) listing standard Review of the year 96 Remuneration Committee 96 Remuneration policy 102 Performance graph 103 Remuneration during the year ended 31 March 2011 110 Statement of Directors' responsibilities 112 Accounting policies119 Adoption of new accounting standards 120 Consolidated income statement 121 Consolidated statement of comprehensive

 - 122 Consolidated balance sheet
 - 123 Consolidated statement of changes in equity124 Consolidated cash flow statement
 - 177 Company accounting policies

 - 179 Company balance sheet
 - 180 Notes to the Company financial statements
 - 188 Financial calendar
 - 188 Key milestones
 - 188 Share price and charts
 - 188 Capital Gains Tax (CGT)
 - 188 Website and electronic communication