

Doing Right Now

Closing Remarks

John Pettigrew

Chief Executive

Thank you so much for attending, whether it's virtually or here live today. I started the day by saying that there were four key takeaways, and one overarching theme.

The first is that the strategic pivot that we've made in the last few months really does give us visibility and certainty of the investment that we need. And I'm hopeful that what you've seen today actually is that visibility, and that certainty is not just for the next five years. But actually, there are waves of investment that are going to be coming through in all of our businesses as we position ourselves to the energy transition.

The second theme is that National Grid's role is absolutely vital in terms of the energy transition. And again, through all the breakouts that we've done, I'm hopeful, you've seen that each of our businesses is really focusing on what is the role that they play. What investment is needed. And how can we be an enabler to the energy transition, whether it's in our gas business or electric business, whether it's transmission or whether it's distribution.

The third takeaway is that you should take confidence that we've got a track record that demonstrates that we can deliver. But over and above that, I'm hoping that you took away also through some of the demonstrations of the innovation that we've got going on and some of the fantastic technology, that not only do we have a track record, but we're already thinking about, how do we do things differently to be able to deliver the energy transition in a way that's affordable for all our customers. We talk a lot about making sure we take everybody along on the journey with us, and really focusing in on technology and digitization and trying to hold customer bills down is our way of being able to contribute to the energy transition in a way that customers can afford.

And then fourthly, I talked about the fact that we're going to be investing £13 billion in green investments over the next five years, and that number is only going to increase going forward. As I said earlier, there are many companies investing in green investments, but few are doing it at the level of National Grid. And then the overarching theme that I used earlier on is that National Grid is **The Energy Transition Company**. And if there's one thing you do take away from today, it is that we have a very clear vision, and we have a very clear structure in how we're going to achieve it.

Today, you've seen the capability that we have just at the top of National Grid, and the capability below that is absolutely awesome. So you should take away a lot of confidence in our ability to deliver.