20.4%

For each wedge:
Width = Weighting
Length = Achievement
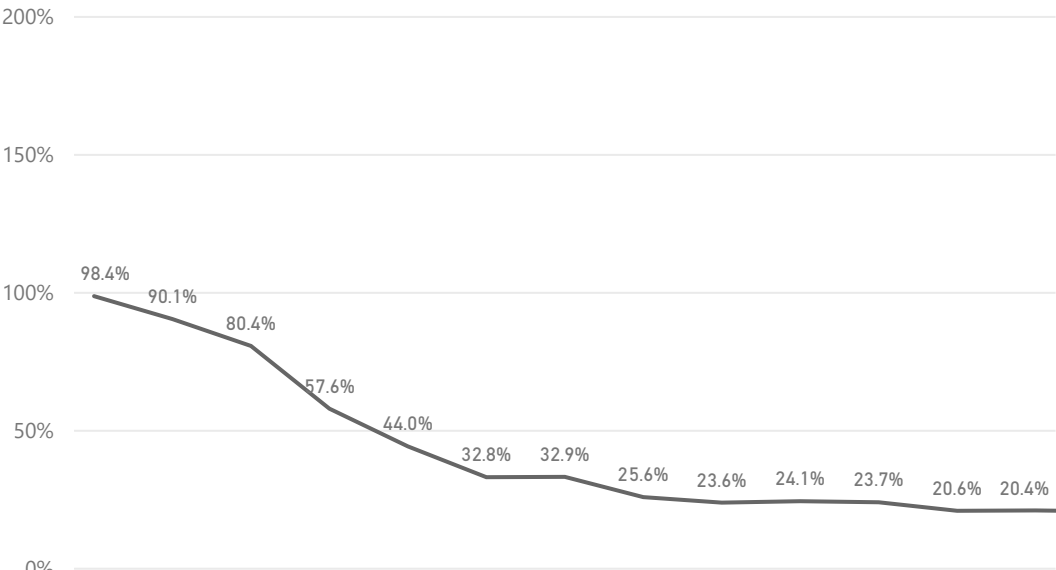
Our Industry · Our People · Our Passengers · Our Stakeholders

FYF scorecard outturn at each period

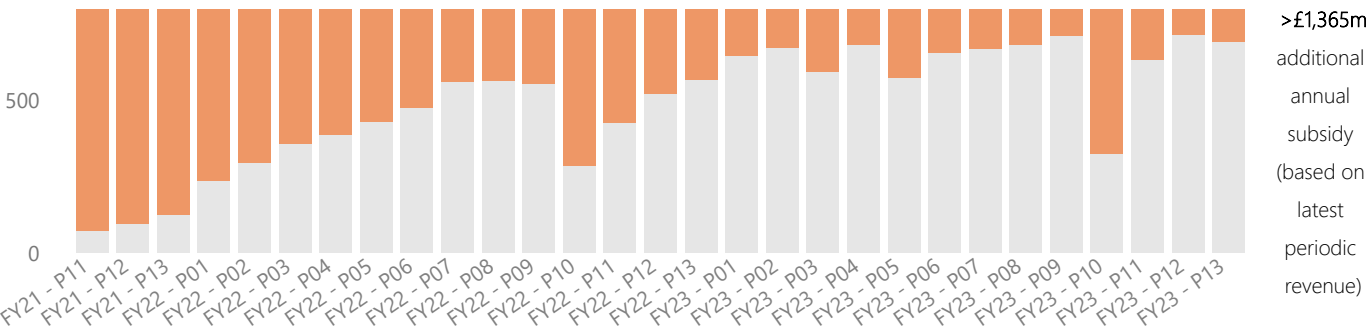98.4% · 90.1% · 80.4% · 57.6% · 44.0% · 32.8% · 32.9% · 25.6% · 23.6% · 24.1% · 23.7% · 20.6% · 20.4%

On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement

Industry Perspective

	Weighting	Period Revenue	% of pre-COVID
Industry revenue and increased subsidy	0.0%	695	87%

Industry earnings £m · Increase In Government Subsidy £m

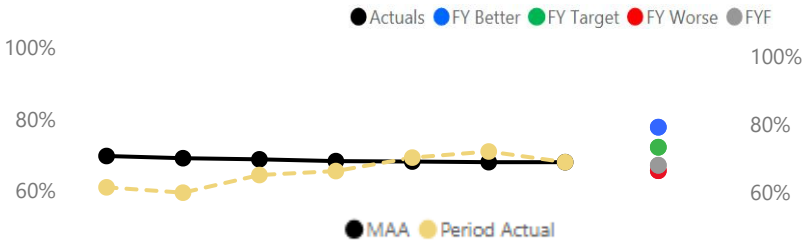>£1,365m additional annual subsidy (based on latest periodic revenue)

On the Side of Passengers and Freight Users

Recent trend in actual performance

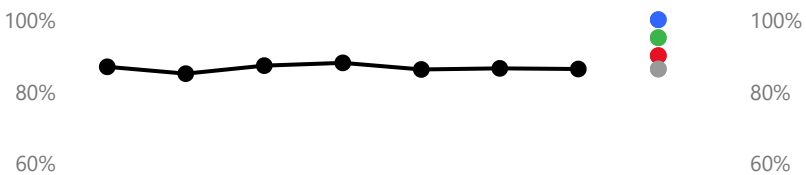| On Time	Weighting	YTD (MAA)	FY Outturn	Achievement
	12.5%	67.8%	67.8%	23%

Passenger Satisfaction (Wavelength)	Weighting	YTD	FY Outturn	Achievement
	15.0%	7.72	7.72	0%
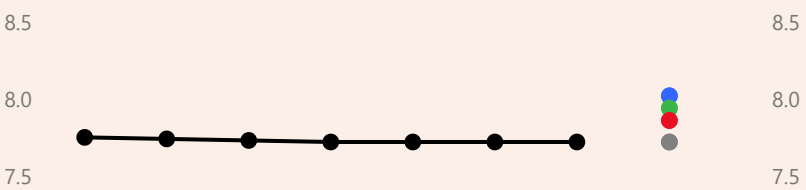
Passenger Safety – Train Accident Risk Reduction (TARR)	Weighting	YTD	FY Outturn	Achievement
	10.0%	86.3%	86.3%	0%

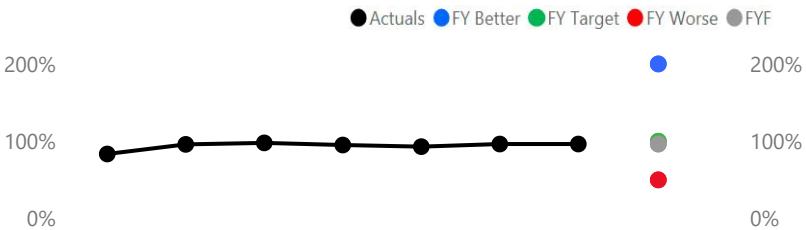| Freight Cancellations	Weighting	YTD (MAA)	FY Outturn	Achievement
	7.5%	7.62%	7.62%	0%
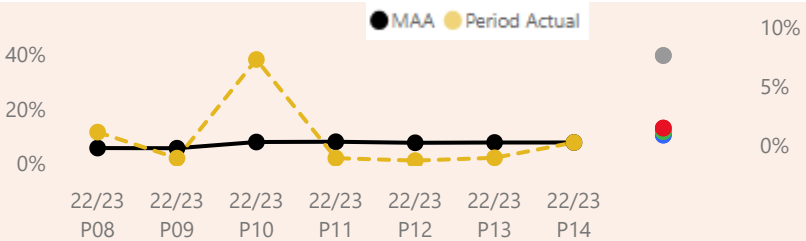
Easy to engage with, an efficient and dependable partner

Recent trend in actual performance

Complaints Handling	Weighting	YTD	FY Outturn	Achievement
	5.0%	96.4%	96.4%	96%

Financial Performance Measure (FPM)	Weighting	YTD	FYF	Achievement
	15.0%	−£865.5	−£865.5	0%
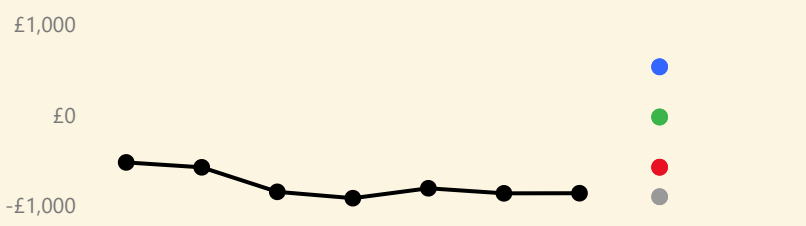
Enhancement Milestones and Acceleration	Weighting	YTD	FY Outturn	Achievement
	10.0%	60.0%	60.0%	60%
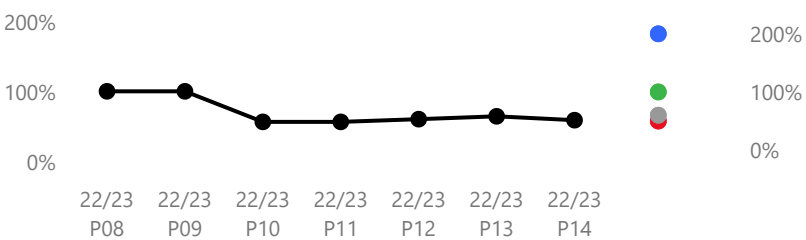
Proud to Work for Network Rail

Recent trend in actual performance

Employee Engagement	Weighting	YTD	FY Outturn	Achievement
	5.0%	49.0%	49.0%	0%
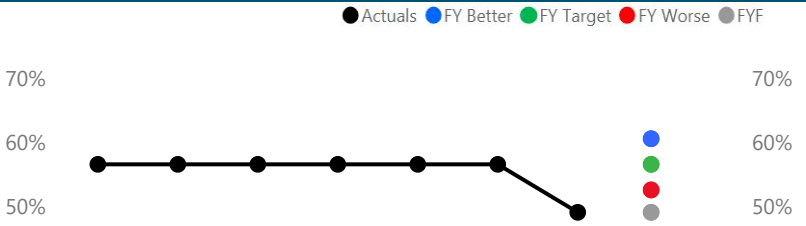
Workforce Fatalities and Weighted Injuries	Weighting	YTD (MAA)	FY Outturn	Achievement
	5.0%	0.074	0.074	0%
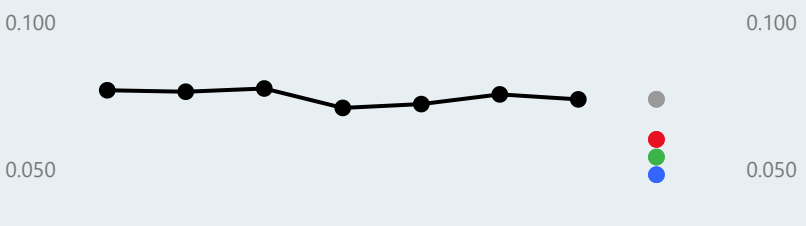
Personal Accountability for Safety	Weighting	YTD	FY Outturn	Achievement
	5.0%	945	945	0%
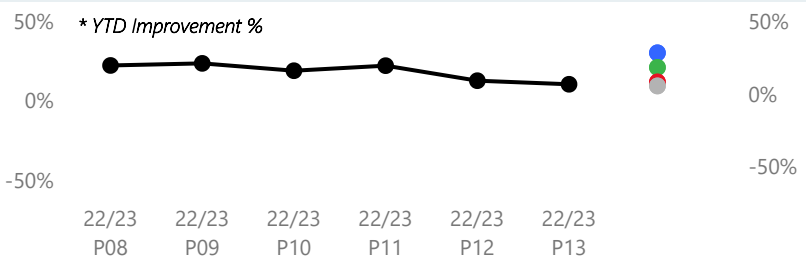
Instinctive Industry Leader

Recent trend in actual performance

Effective Volumes	Weighting	YTD	FY Outturn	Achievement
	5.0%	91.3%	91.3%	13%
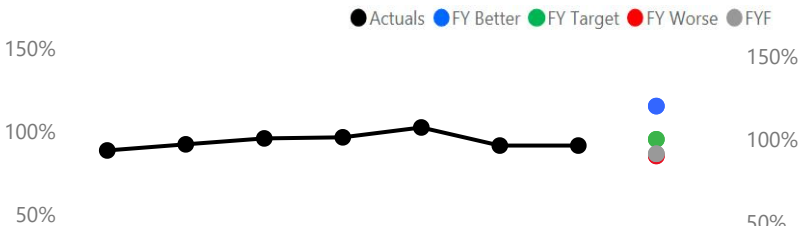
Environmental Sustainability Index	Weighting	YTD	FY Outturn	Achievement
	5.0%	120.5%	120.5%	121%
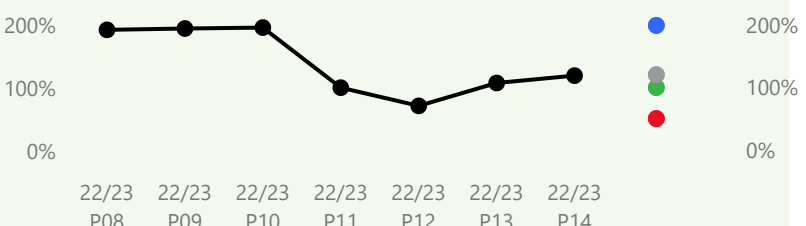
*Environmental Sustainability Index YTD reported 2 periods in arrears

On the Side of Passengers and Freight Users

Legend: — Target | ■ Significantly better than target | ■ On or better than target | ■ Worse than target | ■ Significantly worse than target

Scorecard Weighting	Measure	Eastern	North West and Central	Scotland's Railway	Southern	Wales and Western	National
12.5%	On Time	70.6%	63.2%	69.1%	68.0%	62.3%	67.8%
0.0%	Consistent Region Measure - Performance (CRM-P)	1.65	1.82	1.29	2.65	2.38	Only reported at Region level
0.0%	Freight Delivery Metric (FDM)	86.1%	87.5%	88.9%	85.9%	82.5%	86.0%
15.0%	Passenger Satisfaction (Wavelength)	7.73	7.73	7.99	7.64	7.74	7.72
0.0%	Passenger Satisfaction - Managed Stations	76.9%	64.1%	69.3%	85.9%	71.9%	75.1%
10.0%	Passenger Safety - Train Accident Risk Reduction (TARR)	91.0%	74.6%	94.0%	100.0%	95.0%	86.3%
7.5%	Freight Cancellations	7.6%	6.5%	6.9%	7.7%	9.4%	7.6%

Easy to Engage With, Efficient and Dependable Partner

Weighting	Measure	Eastern	North West and Central	Scotland's Railway	Southern	Wales and Western	National
5.0%	Complaints Handling	113.6%	30.6%	102.2%	140.1%	127.1%	96.4%
15.0%	Financial Performance Measure (FPM)	-£285.6	-£223.8	-£97.7	-£162.3	-£218.8	-£865.5
10.0%	Enhancement Milestones and Acceleration	112.4%	140.0%	25.9%	156.8%	111.1%	60.0%

*Scotland reporting against enhancement milestones only due to no current SPEED projects

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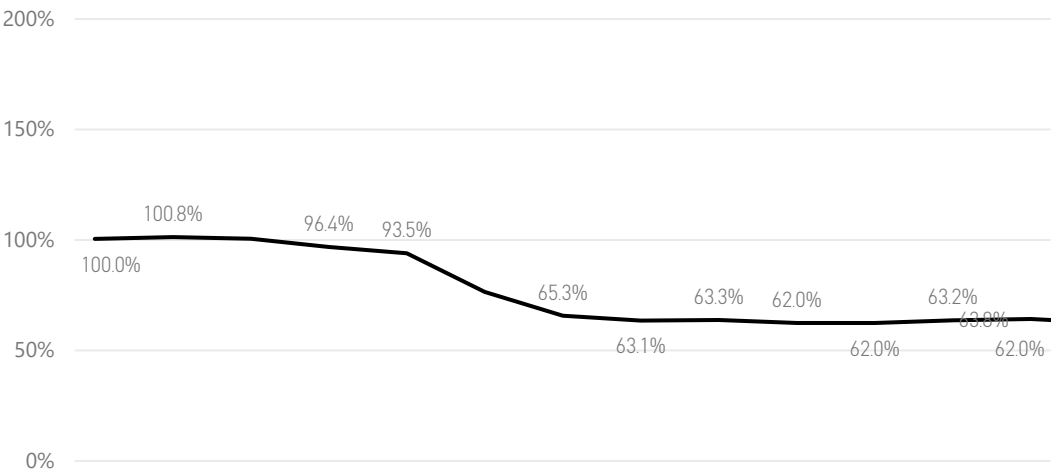| Weighting	Measure	Eastern	North West and Central	Scotland's Railway	Southern	Wales and Western	National
5.0%	Employee Engagement	51.0%	48.0%	57.0%	46.0%	46.0%	49.0%
5.0%	Workforce Fatalities and Weighted Injuries (FWI)	0.047	0.069	0.165	0.151	0.074	0.074
5.0%	Personal Accountability for Safety	246	218	29	180	147	945

Instinctive Industry Leader

Weighting	Measure	Eastern	North West and Central	Scotland's Railway	Southern	Wales and Western	National
5.0%	Environmental Sustainability Index	156.5%	60.5%	115.6%	58.8%	157.1%	120.5%
5.0%	Effective Volumes	112.6%	89.3%	69.0%	104.0%	81.2%	91.3%
0.0%	Composite Reliability Index (CRI)	2.4%	-3.8%	29.3%	5.9%	2.6%	2.0%
0.0%	Service Affecting Failures (SAFs)	7733	5486	1776	5075	3191	23261

Overall

	Measure	Eastern	North West and Central	Scotland's Railway	Southern	Wales and Western	National
	Scorecard Outturn	62.0%	43.8%	62.7%	50.3%	47.4%	20.4%

On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement

62.0%

FYF scorecard outturn at each period

100.0% 100.8% 96.4% 93.5% 65.3% 63.1% 63.3% 62.0% 62.0% 63.2% 63.0% 62.0%

On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement

On the Side of Passengers and Freight Users

KPI	Weighting	YTD	FY Outturn ▼	Achievement
On Time	12.5%	70.6%	70.6%	44%
Consistent Region Measure – Performance (CRM-P)	0.0%	1.65	1.65	0%
Freight Delivery Metric (FDM)	0.0%	86.1%	86.1%	0%
Passenger Satisfaction (Wavelength)	15.0%	7.73	7.73	14%
Passenger Safety – Train Accident Risk Reduction (TARR)	10.0%	91.0%	91.0%	20%
Freight Cancellations	7.5%	7.6%	7.6%	0%
North & East Route Scorecard	0.0%	109.5%	109.5%	110%
East Coast Route Scorecard	0.0%	77.6%	77.6%	78%
East Midlands Route Scorecard	0.0%	106.7%	106.7%	107%
Anglia Route Scorecard	0.0%	90.6%	90.6%	91%

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KPI	Weighting ▼	YTD	FY Outturn	Achievement
Complaints Handling	5.0%	114%	114%	114%
Financial Performance Measure (FPM)	15.0%	-£285.6	-£285.6	0%
Enhancement Milestones and Acceleration	10.0%	112%	112%	112%

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KPI ▲	Weighting	YTD	FY Outturn	Achievement
Workforce Fatalities and Weighted Injuries	5.0%	0.047	0.047	188%
Employee Engagement	5.0%	51%	51%	0%
Personal Accountability for Safety	5.0%	246	246	200%

Instinctive Industry Leader

KPI ▲	Weighting	YTD	FY Outturn	Achievement
Environmental Sustainability Index	5.0%	156%	156%	156%
Effective Volumes	5.0%	113%	113%	163%
Composite Reliability Index (CRI)	0.0%	2%	2%	0%
Service Affecting Failures (SAFs)	0.0%	7,733	7,733	0%
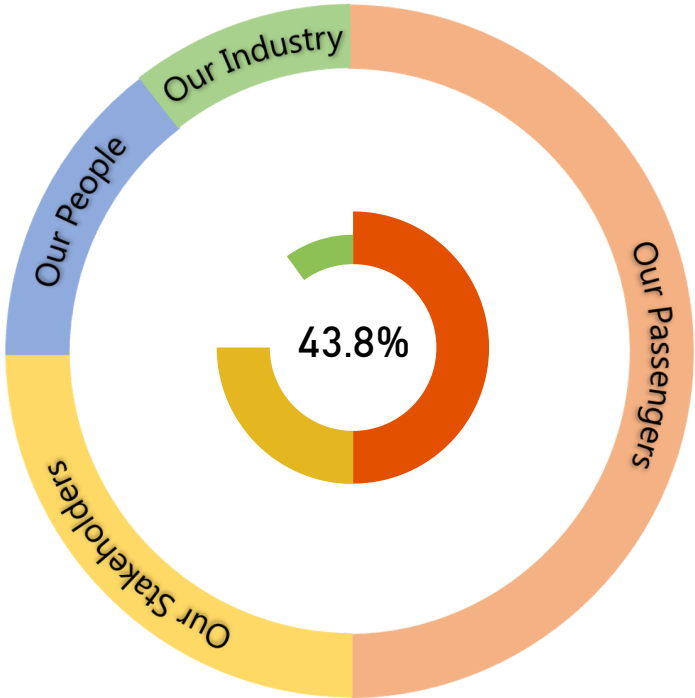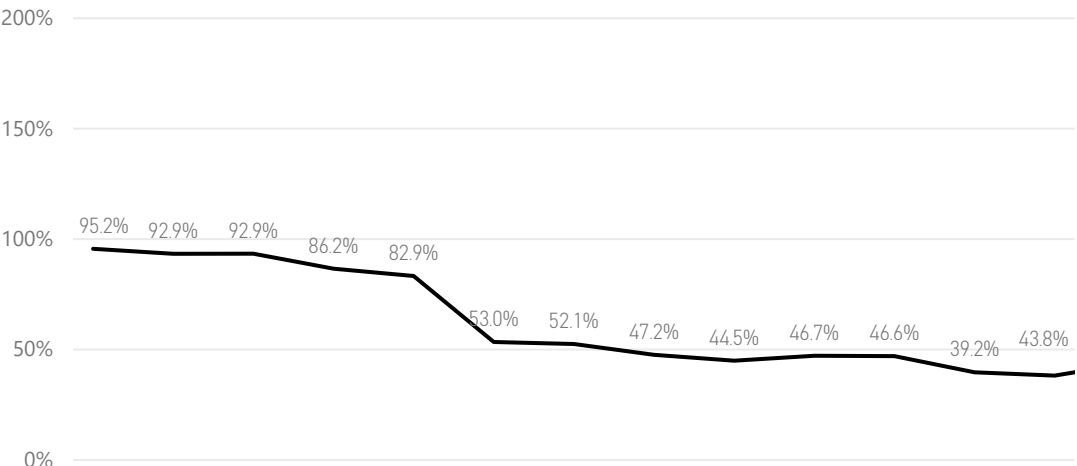
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43.8%

FYF scorecard outturn at each period

95.2% 92.9% 92.9% 86.2% 82.9% 53.0% 52.1% 47.2% 44.5% 46.7% 46.6% 39.2% 43.8%

On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement

On the Side of Passengers and Freight Users

KPI	Weighting	YTD	FY Outturn	Achievement
On Time	5.0%	63.2%	63.2%	16%
Time to 3	0.0%	82.83%	82.83%	0%
Consistent Region Measure – Performance (CRM-P)	0.0%	1.82	1.82	0%
Freight Delivery Metric (FDM)	0.0%	87.52%	87.52%	0%
Passenger Satisfaction (Wavelength)	4.0%	7.73	7.73	0%
Passenger Satisfaction – Managed Stations	0.0%	64%	64%	3%
Passenger Safety – Train Accident Risk Reduction (TARR)	5.0%	79%	75%	0%
Freight Cancellations	5.0%	6.53	6.53	0%
Chiltern	4.0%	91%	91%	91%
Merseyrail	4.0%	76%	76%	76%
TPE	4.0%	98%	98%	98%
Avanti	8.0%	63%	63%	63%
WMT	4.0%	83.4%	83.4%	83%
Northern	4.0%	115.8%	115.8%	116%
Cross Country Time to 3 at Birmingham New Street	1.0%	66.7%	66.7%	0%
Arriva Rail London T3	1.0%	91.2%	91.2%	67%
Caledonian Sleeper Right Time Arrivals	1.0%	86.8%	86.8%	200%

Easy to engage with, an efficient and dependable partner

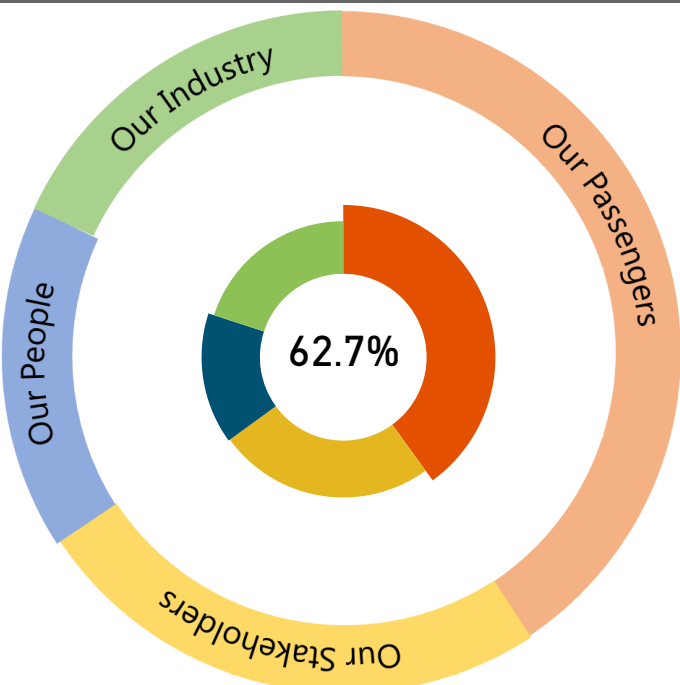| KPI	Weighting	YTD	FY Outturn	Achievement
Complaints Handling	5.0%	31%	31%	0%
Financial Performance Measure (P&L)	5.0%	-£157.1	-£157.1	0%
Financial Performance Measure (Enhancements)	5.0%	£9.9	£9.9	133%
Financial Performance Measure (Renewals)	5.0%	-£82.1	-£82.1	0%
Enhancement Milestones and Acceleration	5.0%	140%	140%	140%

Proud to Work for Network Rail

KPI	Weighting	YTD	FY Outturn	Achievement
Employee Engagement	5.0%	48%	48%	0%
Workforce Fatalities and Weighted Injuries	5.0%	0.069	0.069	0%
Personal Accountability for Safety	5.0%	218	218	0%
Safety Conversations	0.0%	2,577	2,577	200%

Instinctive Industry Leader

KPI	Weighting	YTD	FY Outturn	Achievement
Environmental Sustainability Index	5.0%	61%	61%	61%
Effective Volumes	5.0%	89%	89%	0%
Composite Reliability Index (CRI)	0.0%	-3.8%	-3.8%	0%
Service Affecting Failures (SAFs)	0.0%	5,486	5,486	14%
Freight Growth	0.0%	3.08	3.08	0%
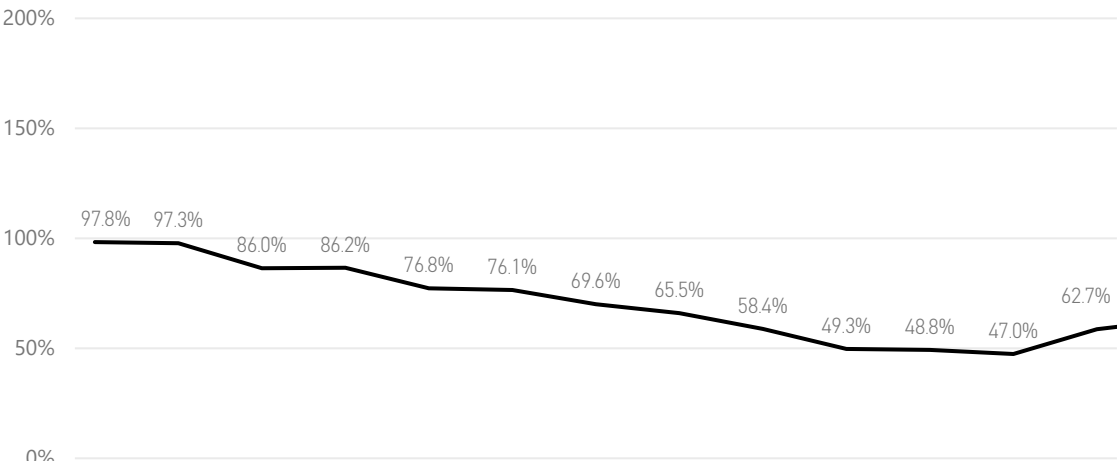
62.7%

Our Industry
Our Passengers
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FYF scorecard outturn at each period

200%
150%
100% 97.8% 97.3% 86.0% 86.2% 76.8% 76.1% 69.6% 65.5% 58.4% 49.3% 48.8% 47.0% 62.7%
50%
0%

On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement

On the Side of Passengers and Freight Users

KPI	Weighting	YTD	FY Outturn	Achievement
Consistent Region Measure – Performance (CRM-P)	0.0%	1.29	1.29	0%
Freight Delivery Metric (FDM)	3.0%	88.9%	88.9%	0%
Passenger Satisfaction (Wavelength)	5.0%	7.99	7.99	0%
Passenger Safety – Train Accident Risk Reduction (TARR)	5.0%	94.0%	94.0%	80%
Freight Cancellations (NR responsibility)	1.0%	6.9%	6.9%	0%
ScotRail Journey Times	1.0%	92%	92%	100%
Average Speed of Freight Services, % Improvement	2.0%	4.9%	4.9%	23%
ScotRail PPM	2.5%	89.0%	89.0%	0%
PPM by Sector - Intercity	1.5%	83.2%	83.2%	88%
PPM by Sector - Express (E&G)	1.5%	90.0%	90.0%	110%
PPM by Sector - Rural	1.5%	84.5%	84.5%	57%
PPM by Sector - Suburban East	1.5%	88.4%	88.4%	77%
PPM by Sector - Suburban West	1.5%	90.4%	90.4%	73%
Caledonian Sleeper Right Time Arrivals	2.0%	82.1%	82.1%	200%
Cross Country BPI Northbound (T-3)	1.0%	108.0%	108.0%	200%
Cross Country BPI Southbound (T-3)	1.0%	96.0%	96.0%	100%
Transpennine Express BPI Northbound (T-3)	1.0%	110.0%	110.0%	200%
Transpennine Express BPI Southbound (T-3)	1.0%	88.0%	88.0%	25%
LNER BPI Northbound (T-3)	1.0%	118.0%	118.0%	200%
LNER BPI Southbound (T-3)	1.0%	95.0%	95.0%	50%
Avanti BPI Northbound (T-3)	1.0%	115.0%	115.0%	200%
Avanti West Coast BPI Southbound (T-3)	1.0%	74.0%	74.0%	0%
Lumo BPI Northbound	1.0%	107.0%	107.0%	200%
Lumo BPI Southbound	1.0%	98.0%	98.0%	100%
PPM failures as a result of extreme weather incidents	1.0%	7,437	7,437	0%

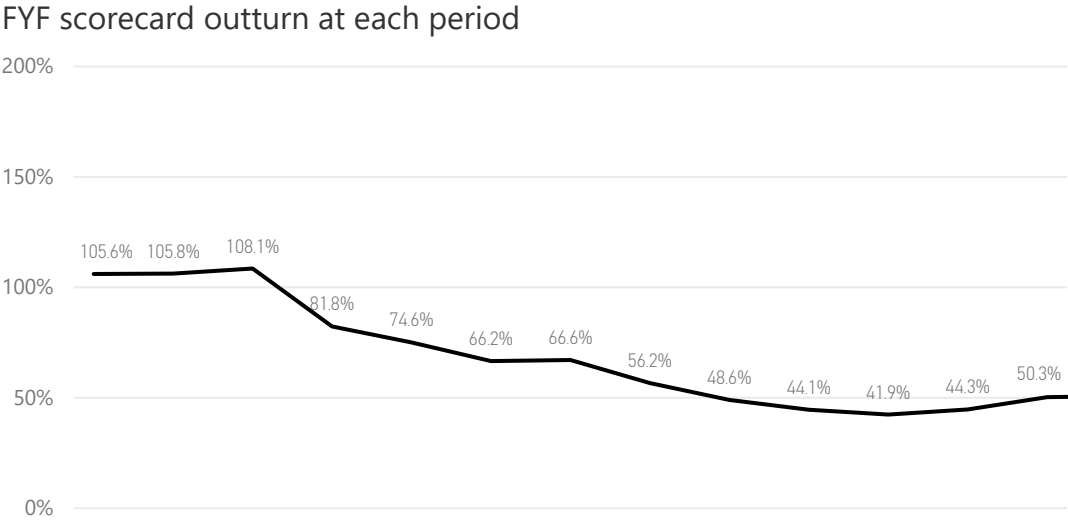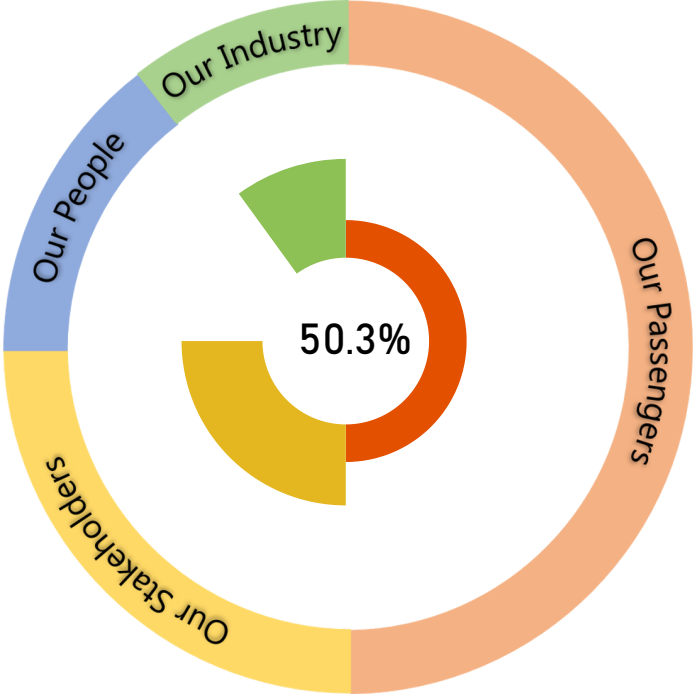## Easy to engage with, an efficient and dependable partner

KPI	Weighting	YTD	FY Outturn	Achievement
Complaints - % Closure within 29 Calendar Days	3.0%	95.0%	95.0%	100%
Financial Performance Measure (FPM) – Gross Profit & Loss	5.0%	-£61.0	-£61.0	0%
Financial Performance Measure (FPM) – Gross Enhancements	5.0%	-£3.2	-£3.2	78%
Financial Performance Measure (FPM) – Gross Renewals	5.0%	-£33.5	-£33.5	0%
Funding Compliance (versus 10% Annual Rollover Allowance)	5.0%	5%	5%	100%
Net Cost of Operating Scotland's Railway	0.0%	0%	0%	0%
Sustainability Strategy - % of milestones delivered	2.0%	87%	87%	135%

Proud to Work for Network Rail

KPI	Weighting	YTD	FY Outturn	Achievement
Employee Engagement	3.0%	57%	57%	0%
Workforce Fatalities and Weighted Injuries	5.0%	0.165	0.165	0%
Top 10 Milestones to Reduce Level Crossing Risk	5.0%	8	8	100%
Personal Accountability for Safety	2.0%	29	29	200%

Instinctive Industry Leader

KPI	Weighting	YTD	FY Outturn	Achievement
Environmental Sustainability Index	2.0%	116%	116%	116%
Effective Volumes	4.0%	69.0%	69.0%	0%
Composite Reliability Index (CRI)	2.0%	29.3%	29.3%	151%
Service Affecting Failures (SAFs)	2.0%	1,776	1,776	97%
Enhancement Milestones	4.0%	25.9%	25.9%	52%
Non-Traction Energy Usage, % Reduction	2.0%	11%	11%	0%
Scottish Freight Growth on Baseline	2.0%	-6.8%	-6.8%	0%
ScotRail Passenger Numbers (million pasenger journeys)	2.0%	64	64	73%

50.3%

FYF scorecard outturn at each period

105.6% 105.8% 108.1% 81.8% 74.6% 66.2% 66.6% 56.2% 48.6% 44.1% 41.9% 44.3% 50.3%

On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement

On the Side of Passengers and Freight Users

KPI	Weighting	YTD	FY Outturn ▾	Achievement
On Time	12.0%	68.0%	68.0%	0%
Kent	8.0%	35%	35%	0%
Sussex	8.0%	33%	33%	0%
Wessex	8.0%	92.0%	92.0%	92%
NRHS	2.0%	43%	43%	0%
Stations	2.0%	98%	98%	98%
Wavelength	3.0%	7.64	7.64	0%
Freight Cancellations	2.0%	7.69%	7.69%	0%
Passenger Safety – Train Accident Risk Reduction (TARR)	5.0%	100.0%	100.0%	200%

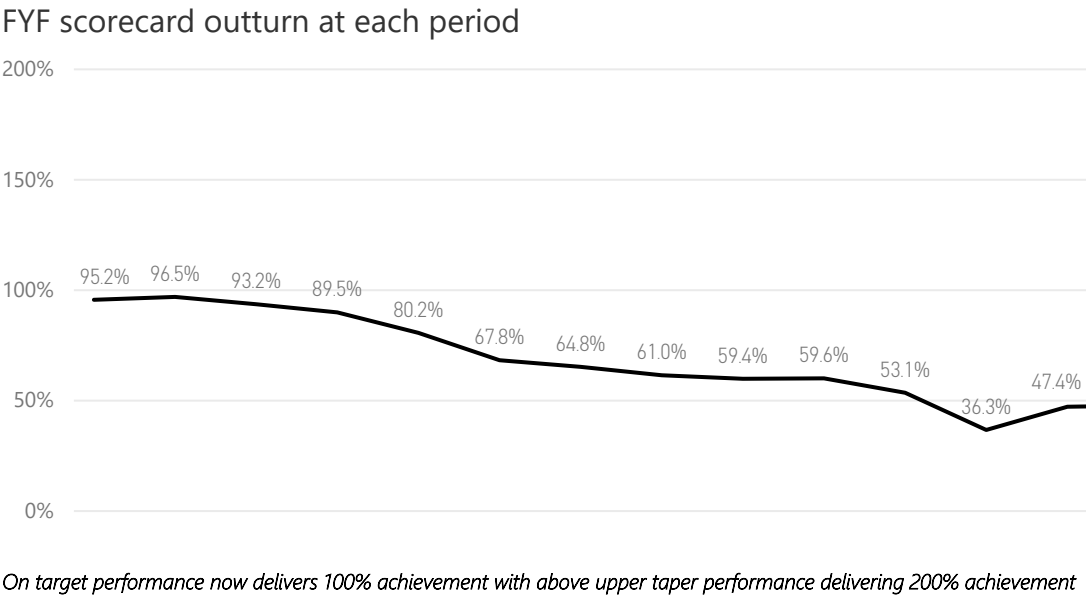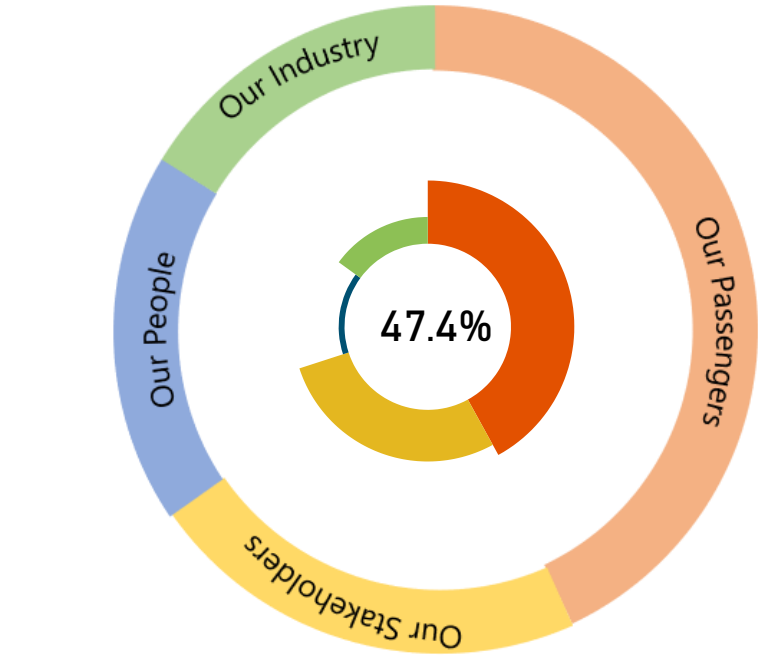## Easy to engage with, an efficient and dependable partner

KPI	Weighting	YTD	FY Outturn ▾	Achievement
Complaints Handling	5.0%	140%	140%	140%
FPM - Gross Enhancements	5.0%	£1.6	£1.6	116%
FPM - Gross Renewals	5.0%	-£50.5	-£50.5	3%
FPM - P&L	5.0%	-£113.3	-£113.3	0%
Enhancement Milestone Delivery and Acceleration	5.0%	157%	157%	157%

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KPI	Weighting	YTD	FY Outturn ▾	Achievement
Employee Engagement	5.0%	46%	46%	0%
Workforce Fatalities and Weighted Injuries	5.0%	0.151	0.151	0%
Personal Accountability for Safety	5.0%	180	180	0%
Mental Health and Wellbeing	0.0%	83.5%	83.5%	167%

Instinctive Industry Leader

KPI Alias	Weighting	YTD	FY Outturn ▾	Achievement
Environmental Sustainability Index	3.0%	59%	59%	59%
Effective Volumes	7.0%	104%	104%	120%
Southern Strategic Priorities	0.0%	86%	86%	171%

47.4%

Our Industry
Our Passengers
Our Stakeholders
Our People

FYF scorecard outturn at each period

95.2% 96.5% 93.2% 89.5% 80.2% 67.8% 64.8% 61.0% 59.4% 59.6% 53.1% 36.3% 47.4%

On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement

On the Side of Passengers and Freight Users

KPI	Weighting	YTD	FY Outturn	Achievement
On Time	0.0%	62.3%	62.3%	0%
Consistent Region Measure – Performance (CRM-P)	0.0%	2.38	2.38	0%
Freight Delivery Metric (FDM)	4.0%	82.53%	82.53%	0%
Passenger Satisfaction (Wavelength)	4.0%	7.74	7.74	0%
Passenger Satisfaction (Managed Stations)	0.0%	72%	72%	0%
Passenger Safety – Train Accident Risk Reduction (TARR)	5.0%	95%	95%	100%
Freight Cancellations	0.0%	9.40%	9.40%	0%
Transport for Wales - Customer Scorecard	8.0%	52%	52%	52%
Great Western Railway - Customer Scorecard	15.0%	88%	88%	88%
Heathrow Express - Customer Scorecard	2.0%	43%	43%	0%
Cross Country On Time to 3 passing Awre from Cardiff	2.0%	82.4%	82.4%	200%
MTR - PPM	2.0%	92.7%	92.7%	55%

Easy to engage with, an efficient and dependable partner

KPI	Weighting	YTD	FY Outturn	Achievement
Complaints Handling	3.0%	127%	127%	127%
Financial Performance Measure (FPM)	15.0%	-£218.8	-£218.8	0%
Enhancement Milestones and Acceleration	10.0%	111%	111%	111%

Proud to Work for Network Rail

KPI	Weighting	YTD	FY Outturn	Achievement
Employee Engagement	6.0%	46%	46%	0%
Workforce Fatalities and Weighted Injuries	6.0%	0.074	0.074	0%
Personal Accountability for Safety	3.0%	147	147	30%

Instinctive Industry Leader

KPI	Weighting	YTD	FY Outturn	Achievement
Environmental Sustainability Index	0.0%	157%	157%	157%
Effective Volumes	10.0%	81%	81%	0%
Composite Reliability Index (CRI)	3.0%	2.6	2.6	80%
Service Affecting Failures (SAFs)	2.0%	3,191	3,191	88%