Summer- autumn 2019 Investor presentation

Includes Half Year financial results to 30 June 2019

Cautionary statement

This Review is intended to focus on matters which are relevant to the interests of shareholders in the Company. The purpose of the Review is to assist shareholders in assessing the strategies adopted and performance delivered by the Company and the potential for those strategies to succeed. It should not be relied upon by any other party or for any other purpose.

Forward looking statements are made in good faith, based on a number of assumptions concerning future events and information available to Directors at the time of their approval of this report. These forward looking statements should be treated with caution due to the inherent uncertainties underlying any such forward looking information. The user of these accounts should not rely unduly on these forward looking statements, which are not a guarantee of performance and which are subject to a number of uncertainties and other facts, many of which are outside of the Company’s control and could cause actual events to differ materially from those in these statements. No guarantee can be given of future results, levels of activity, performance or achievements

For a full list of definitions, please refer to the Glossary of Alternative Performance Measures on page 22 of the Half Year results statement.

Contents

Investment case, business model & strategic priorities

Investment case

Diversity is our strength…

International diversified transport company with strong cash flow supporting multiple growth opportunities & an attractive dividend yield

- Leading international public transport operator with best in class margins
- Internationally diversified portfolio with over 70% of earnings outside of UK
- Stable & growing revenues
- Disciplined capital allocation – targeted returns at least 15%
- Strong sustainable cash flow generation driving growth both organically & via acquisitions
    - Sustainable compounding growth
- Stable, long-term financing & commitment to investment grade rating
- Strong dividend: medium-term dividend cover of at least 2.0x Group earnings
- Strong ESG credentials

Business model

Internationally diversified & balanced portfolio

What we do

Student Transportation (North America school bus)
Revenue £775m (2017: £770m)

Urban Bus (UK bus, North America transit, ALSA urban bus)
Revenue £710m (2017: £670m)

Regional/long haul coach (ALSA regional & long haul, UK coach)
Revenue £655m (2017: £620m)

Charter & other (North America, ALSA & UK)
Revenue £245m (2017: £180m)

Rail (German Rail)
Revenue £70m (2017: £80m)

*Data above rounded to nearest £5m

Where & what we operate

Sources of revenue

USA	£982m	40%
Spain	£684m	27%
UK	£577m	24%
Canada	£79m	3%
Germany	£68m	3%
Morocco	£49m	2%
Switzerland	£12m	1%
Total	**£2451m**	

Sources of revenue

Contract revenues	49%
Passenger revenues	38%
Private hire	6%
Grants & subsidies	3%
Other revenues	4%

Strategic priorities

Driving our business forward through our three strategic priorities

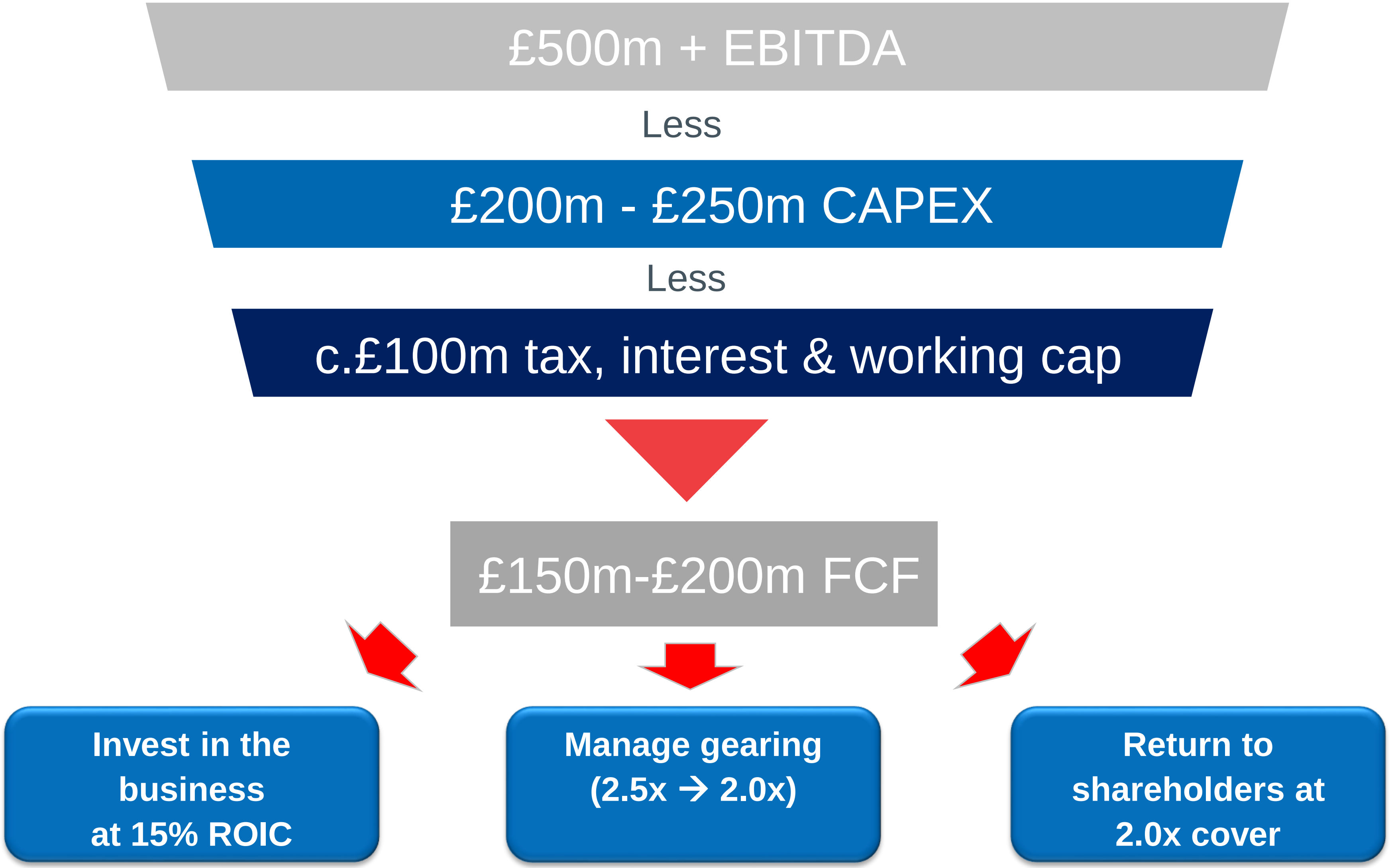
Delivering operational excellence	Deployment of technology	Growing our business through acquisitions & market diversification
We aim to be the safest, most reliable, convenient & best value transport provider in the modes we operate	We utilise technology to raise customer & safety standards, drive efficiencies in our business & facilitate growth	We continue to look to grow our unique portfolio of international bus, coach & rail businesses through selective bolt-on acquisitions & diversification into complementary markets

Our strategy is delivering

Delivering strong & sustainable revenue growth	Industry-leading margins converting to record profits	Converting to strong free cash flow	To reinvest in growing the business & return to shareholders
○ 5 year revenue CAGR 7.1%* ○ Robust organic growth boosted by acquisitions	○ 5 year operating profit CAGR 8.2%* ○ 5 year EPS CAGR 11.4% ○ Group operating margin up 50 bps over last 5 years	○ Generated over £785m* of FCF over last 5 years ○ Gearing reduced to 2.3x after £506m* of investment in the business since 2014	○ Built a $0.5bn Transit bus business in 6 years ○ Acquisitions delivering 15% returns ○ DPS up 48.6%* over last 5 years

*To 31 Dec 2018

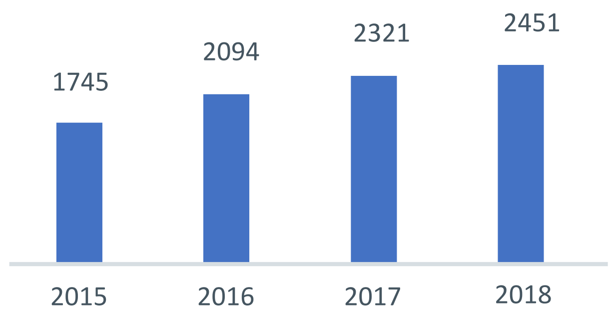
Capital allocation
Sustainable compounding growth



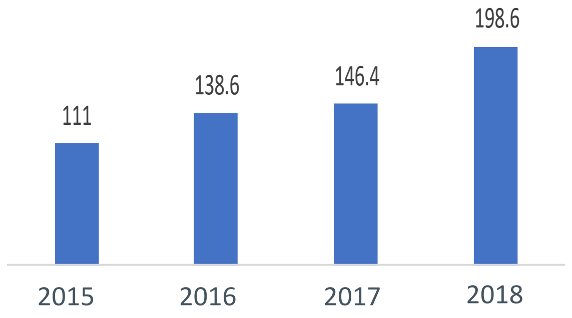
Delivering on our strategy
Strong track record of profitable growth

Focus on operational excellence is delivering sustainable & growing returns

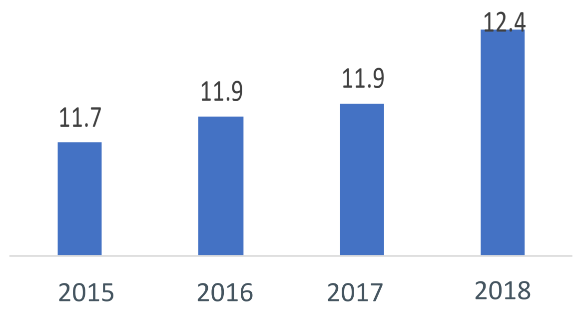
Revenue (£m)



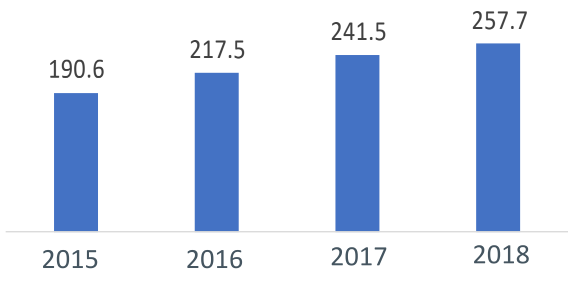
Free Cash Flow (£m)



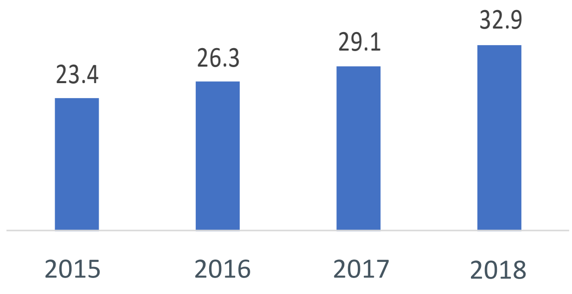
ROCE (%)



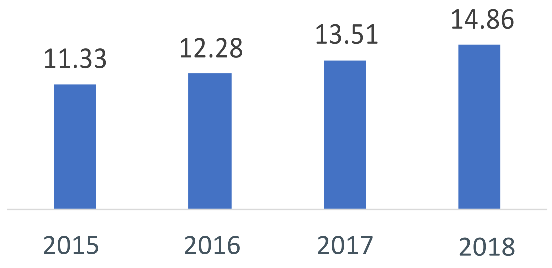
Normalised operating profit (£m)



Earnings per share (p)



Dividend per share (p)



Key financial and valuation metrics

Attractive valuation for a company with stable & growing revenues, strong cash generation & compounding growth

2018 Operating margin 10.5%

Generated over £785m of FCF over last 5 years

EV/EBITDA* 7.1x

2018 Dividend 14.86p

Up 48.6% over 5 years

IG debt rating: Moodys Baa2 Fitch BBB-

FCF yield* 8.5%

PE* 12.0x

2018 EPS 32.9p

5 year CAGR 11.4%

Dividend yield* 3.9%

*Prospective 2019 based on consensus forecasts compiled by Nasdaq as at 1/8/2019, closing price 420p at 31/7/2019

Our markets

Our markets

Attractive markets with opportunity for growth




ALSA

Spain, Morocco & Switzerland

Bus & Coach

€4bn market in Spain

30% market share in Spain

North America

School Bus & Transit

$24bn school bus market

$25bn transit market

13% school bus market share

UK bus

Regional Bus

£4.8bn market (excluding London)

80% local market share

Rail

Germany

€9bn

regional & urban market

UK coach

Scheduled Coach

£350m market

60% share

Capital intensive……………………………………Capital Light

Our markets
ALSA – Spain, Morocco & Switzerland

Market size

- €4bn in Spain

Features

- Regulated & highly segmented market with 3 levels of Government regulation; national, regional & urban
- Each concession is exclusive to the operator

Competition

- Intercity competition from state-backed rail & low cost airlines
- Concessions awarded through competitive public tender, up to 10 years

Growth drivers

- Concession renewals, urban contract wins in Spain & Morocco, selective acquisitions
- Recent entry into Switzerland – building scale in discretionary travel & ski transfer markets

ALSA has leading position in a highly fragmented market

National Express adding value through quality of service - ALSA the top rated transport company in Spain – and the implementation of RMS is sustaining competitive advantage

Our markets
North America

Market size

- $24bn School Bus – *c.*1/3 outsourced, $25bn Transit *c.*1/3 outsourced

Features

- Fragmented school bus market with top 4 players accounting for nearly 50%
- Low barriers to entry but hard to get scale
- Local relationships are key

Competition

- Bigger players - access to capital, geographical reach, scale advantages & investment in technology
- Top 6 players – First Student, National Express, STA, Illinois Central, Krapf, Cook Illinois

Growth drivers

- Price increases on renewal & market share shift - organic & acquisitions
- Significant growth opportunities in charter services & greater utilisation of fleet

National Express is second largest player with 13% market share & best in class margins

National Express adding value through utilising class-leading technology to drive customer service, safety & efficiency, resulting in industry leading retention rates

Our markets
UK bus

Market size
- £4.8bn

Features
- Primarily de-regulated with low barriers to entry

Competition
- National & local bus operators, car & rail
- Top 5 players – Stagecoach, FirstGroup, Go-Ahead, Arriva, National Express

Growth drivers
- Increasing passenger volumes through modal shift, attractive fares in our low fare zones & more convenient payment options including mobile apps & contactless pay

Largest 5 operators represent around 70% of UK de-regulated bus market

National Express adding value through our pioneering partnership approach with local transport authority, working together in passengers' interests

Our markets
UK coach

Market size
- £350m

Features
- Highly de-regulated
- Operators able to compete flexibly on selected routes

Competition
- Selective competition from rail, large bus operators & localised services
- Main competitor is Megabus (Stagecoach) but on limited number of routes

Growth drivers
- Increasing passenger volumes through competitive pricing, better distribution channels, enhanced digital marketing & revenue management systems

National Express only true national player with 60% market share
80% operated by third-party operators

National Express adding value through innovative marketing,
using our enhanced CRM systems together with RMS

Our markets
Rail

Market size
- Germany €9bn regional & urban market

Features
- Liberalising German market with DB needing to exit 40% of market share
- Strong pipeline of contracts coming up for tender
- Franchise sizes smaller than UK ~€20m to €100m revenue p.a.– lower risk

Competition
- Domestic & international competition in Germany as market liberalises

Growth drivers
- Bidding further franchises

National Express rail revenues secured through to 2033 in Germany

National Express adding value through innovative marketing techniques & focus on raising operational standards

Financial highlights

Half year 2019

2019 Half year key highlights

Continuing to deliver strong financial results

Strong revenue growth	Record profits	Converted to cash	Reinvested & returned
○ Revenue up 7.8% at constant FX ○ Robust organic growth boosted by acquisitions ○ Growth in all core divisions	○ Record H1 statutory PBT of £88.4m (up 10.4%) ○ Normalised PBT up 10.7% at constant FX ○ Operating margin 10.4%, up 60bps ○ EPS up 12.7%	○ Generated £96m of free cash ○ Gearing at 2.5x after absorbing IFRS 16 & £136m of M&A	○ Invested in 4 acquisitions ○ Acquisitions delivering returns of at least 15% ○ ROCE at 12.2%, up 80bps underlying ○ 10% increase in interim dividend

2019 Financial highlights
Strong start to the year

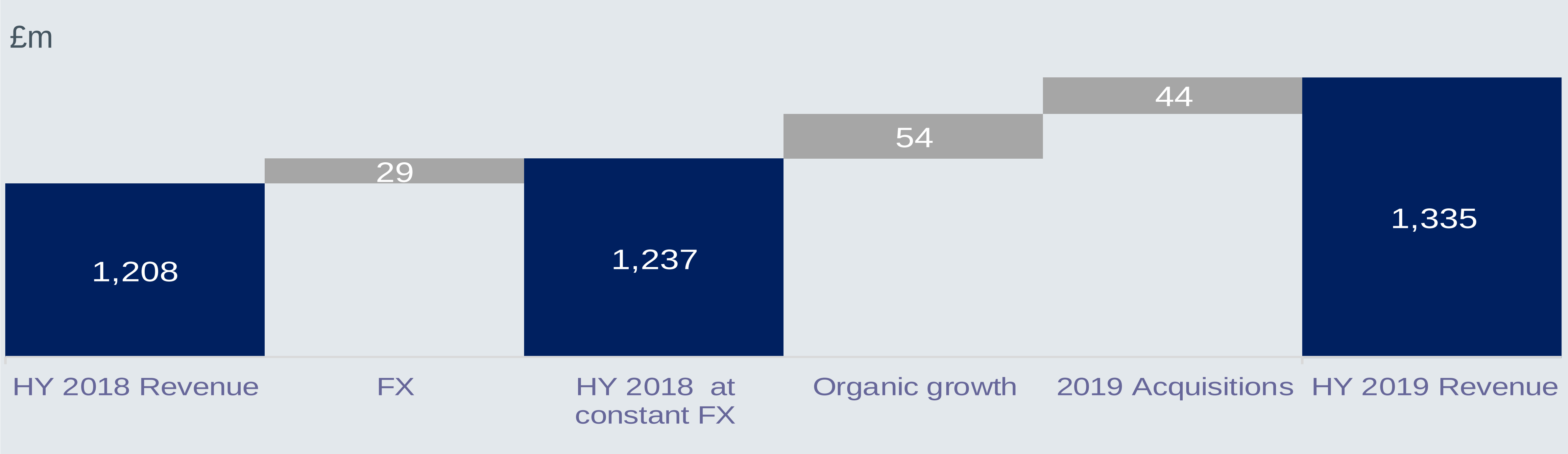
Continuing operations £m	2019	2018	Change	Change in Constant FX
Revenue	1,334.5	1,207.7	+10.5%	**+7.8%**
Group normalised operating profit	139.3	118.7	+17.4%	**+14.7%**
Group normalised PBT	114.6	100.7	+13.8%	**+10.7%**
Normalised EPS	16.9p	15.0p	+12.7%	

Statutory £m	2019	2018	Change
Group statutory operating profit	113.1	98.1	+15.3%
Group statutory PBT	88.4	80.1	+10.4%
Group PAT from continuing operations	69.2	63.0	+9.8%
Statutory EPS	13.1p	12.1p	+8.3%

Free cash flow	£95.6m	£85.2m	+£10.4m
Net debt	£1,276.3m	£922.1m	+£354.2m
Gearing	2.5x	2.3x	0.2x
Interim dividend	5.16p	4.69p	+10.0%

Revenue

Strong growth from both organic & recent acquisitions

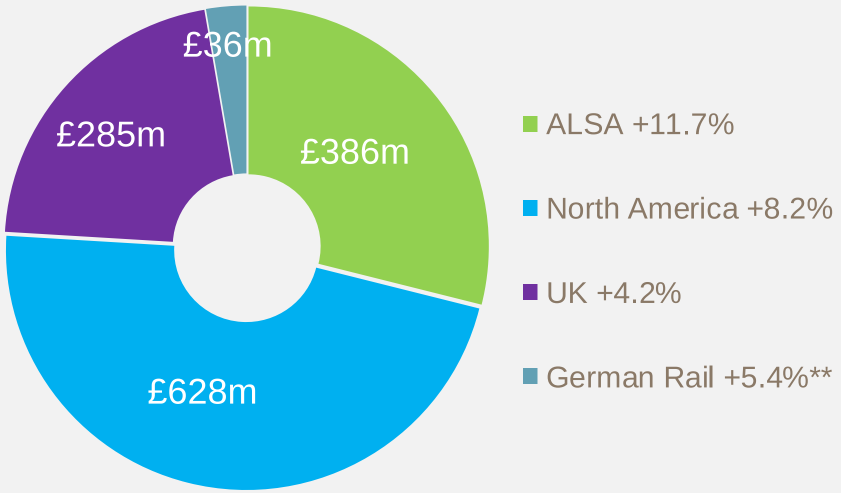


- Strong revenue increase, up 7.8% in constant currency
- Organic growth of 4.3% supplemented with acquisitions in North America & Spain
- Favourable impact from currency, with Sterling weaker versus the Dollar

Divisional summary

Revenue & margin up across all businesses

Revenue (YOY change*)

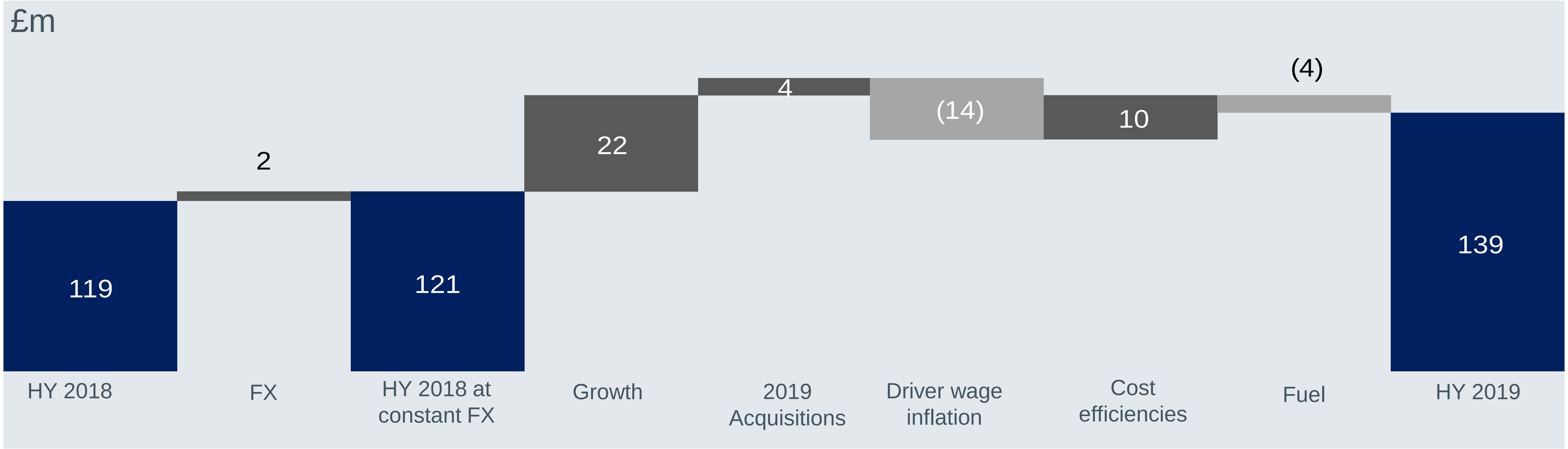


Operating profit

	HY 2019	Change*	Op profit margin
ALSA	€54.8m	€6.2m	12.4%
North America	$83.3m	$7.1m	10.3%
UK	£36.6m	£5.0m	12.8%
Other	£(9.6)m	£1.8m	
Group	**£139.3m**	**£20.6m**	**10.4%**

*Year-on-year change shown in constant currency
**Underlying revenue growth

Operating profit
Strong organic growth



- Operating profit up 14.7% on a constant currency basis
  - Operating margin up 60 bps – underlying up 40 bps excluding impact of IFRS 16
- Strong organic growth supplemented with acquisitions; strong growth delivered across all divisions
- Driver wage inflation of £14m mostly offset by cost efficiencies
- £4m of higher hedged fuel costs

Income statement
Double digit growth

£m	H1 2019	H1 2018	Change
Operating profit	**139.3**	**118.7**	**+17.4%**
Share of results of associates & JVs	0.3	0.3	-
Net finance costs	(25.0)	(18.3)	(£6.7m)
Profit before tax	**114.6**	**100.7**	**+13.8%**
Tax (ETR 23%)	(25.9)	(22.4)	(£3.5m)
Profit after tax	**88.7**	**78.3**	**+13.3%**
EPS	**16.9p**	**15.0p**	**+12.7%**

- PBT up 10.7% in constant currency, up 13.8% on a reported basis
- Finance costs up £6.7m, reflecting impact of IFRS 16, higher level of debt & higher mix of debt in Sterling
- Effective tax rate at 22.6%, in line with previous guidance
- 12.7% EPS growth

Superior cash and returns

Nearly £100m of free cash in first half

£m	H1 2019	H1 2018	FY 2018
EBITDA	**243.0**	**188.6**	**402.1**
Working capital	(40.3)	(22.2)	(17.5)
Maintenance capex	(76.7)	(59.1)	(123.9)
Pension deficit payments	(3.7)	(3.7)	(7.4)
Operational cash flow	**122.3**	**103.6**	**253.3**
Tax/interest	(26.7)	(18.4)	(54.7)
Free cash flow	**95.6**	**85.2**	**198.6**

- EBITDA includes £29.1m benefit from IFRS16
- Maintenance capex predominantly in fleet investment
- Increase in working capital principally reflecting a growing business
- FCF of £95.6m

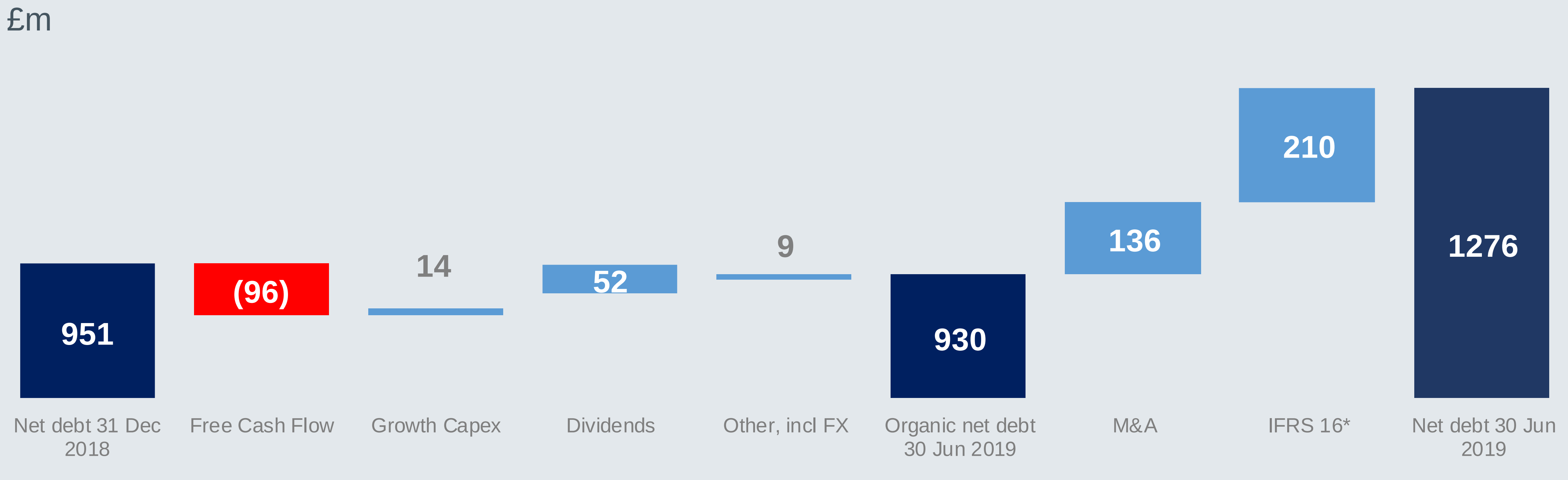
Superior cash and returns

Investing for growth & delivering returns to shareholders

£m	H1 2019	H1 2018	FY 2018
Cash flow available for growth & dividends	**95.6**	**85.2**	**198.6**
Net growth capital expenditure	(13.6)	(4.2)	(5.8)
Net (outflow)/inflow from discontinued operations	(1.2)	1.2	0.4
Acquisitions	(135.7)	(58.9)	(154.5)
Dividends	(51.9)	(47.3)	(70.8)
Other, including forex	(7.4)	(10.2)	(31.5)
Net funds flow	**(114.2)**	**(34.2)**	**(63.6)**
IFRS 16	(210.6)	-	-
Net debt	**(1,276.3)**	**(922.1)**	**(951.5)**

- Growth capex reflects mobilisation of contracts in German Rail, Rabat & Switzerland
- Acquisition net expenditure of £135.7m includes £106m for WeDriveU
- Net debt includes £211m on transition related to IFRS 16 operating leases

Underlying net debt
Impact of IFRS 16 & acquisitions



*On transition to IFRS 16

- IFRS 16 transitional adjustment added 0.2x to underlying gearing
- Acquisitions added 0.2x to underlying gearing

Growth

Acquisitions in 2019

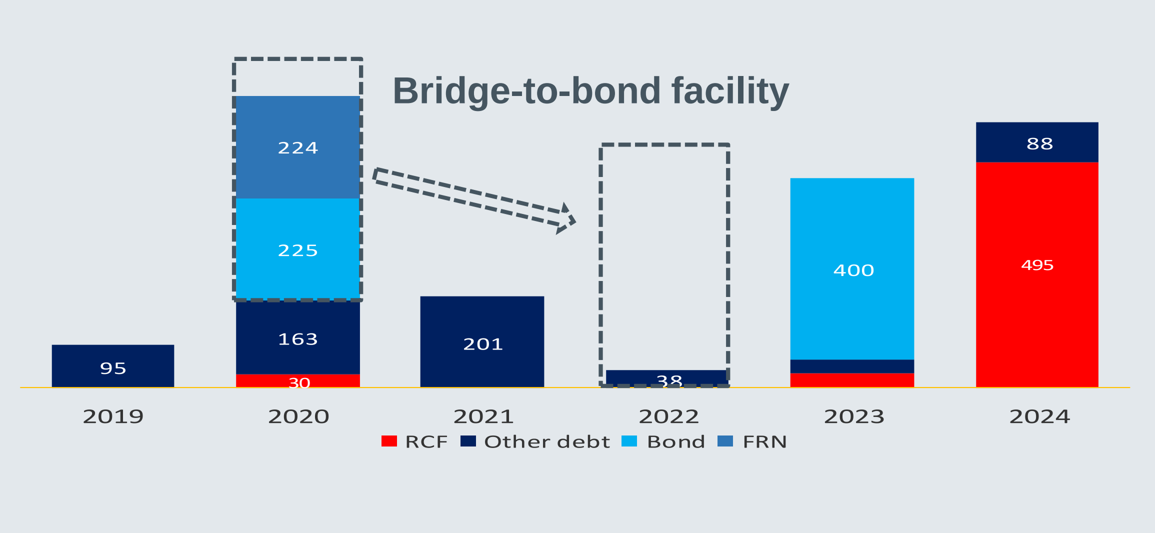
4 acquisitions in the first half of the year

- Combined total net consideration of £128.8m of which £5.6m is deferred consideration; options to purchase the remaining 40% of WeDriveU valued at £105m
- Targeting businesses that complement &/or have the ability to expand/grow our position in new markets
- 3 in North America:
  - 60% stake in WeDriveU – providing access to the fast-growing corporate shuttle market in Silicon Valley, with strong potential to grow across North America
  - 2 smaller transit businesses giving entry to new market segments
- 1 in Spain: A chauffeur services business, further expanding our position in Galicia
- H1 profit contribution from acquisitions of £3.7m after deal fees
- Post period end:
  - Final stages of acquiring a provider of accessible transport services business in the UK
  - Strategic disposal of Ecolane: $42m cash; $10m equity stake

Financial strength

Liquidity extended well beyond Brexit

Extended debt maturity profile



- £748m cash & committed headroom*
- Bank facilities extended to 2024
- £500m bridge-to-bond facility to 2022
- 2020 refinancing underway

Robust financial strategy

- Strong commitment to investment grade rating
- Gearing & interest cover well within covenants
  - Net debt/EBITDA <3.5x
  - Interest cover >3.5x
  - Frozen GAAP
- Minimum cash & committed facility headroom of £300m
- Rolling 3-year fuel hedge
- De-risked pension
- No single contract material to Group

Available cash and undrawn committed facilities at 30 June 2019

Guidance

2019

- Net maintenance capital expenditure of around 1.1x – *c*.£220m
- Effective normalised tax rate in the low 20s %, normalised cash tax rate <15%
- LFL fuel costs £6m higher
- Full year free cash flow of at least £160m
- Dividend cover of at least 2.0x Group normalised earnings
- IFRS 16: EBITDA *c.* +£60m; Net debt +£211m on transition; underlying gearing +0.2x

Business review
Half year 2019

North America

Another record half year with disciplined school bidding season

Delivering operational excellence

- Disciplined bid season for 2019/20
  - Average price increase of around 3.9% across portfolio and 5.9% on our contracts up for bid & renewal
  - Contract retention 92% on contracts up for renewal
- Acquisition of WeDriveU – fast growing corporate shuttle business, with further growth potential in university & hospital markets
  - Transit & shuttle now >$0.5bn, providing further diversification

Creating new business opportunities

- 3 acquisitions: building on & providing entry into new/fast growing market segments
- Strong pipeline

Risk

- Driver wage pressure – expected to be 3.4% in 2019/20

Generating superior cash & returns

	2019	2018
Revenue	$812.3m	$750.6m
Op profit	$83.3m	$76.2m
Margin	10.3%	10.2%

Revenue: +8.2% in constant currency, with solid organic growth together with acquisitions

Profit: +9.3% in constant currency. Growth from 2019 acquisitions & the continuing business combined with cost efficiencies more than offsetting cost pressures from driver wages & adverse weather conditions – margin up 10 bps to 10.3%

ALSA

Another record half year with strong organic growth

Delivering operational excellence

- Increasingly sophisticated RMS driving revenue, volume & yield
  - Record passengers, up 8m, +4.8%
  - Growth across each segment & ancillary revenues up 17%
  - RPA & AI – improved forecasting & yield
- Rabat contract starting in September
- Successful renewal of Bilbao – our largest urban contract
- Concession renewal process restarted but subject to legal challenge

Generating superior cash & returns

	2019	2018
Revenue	€442.1m	€395.7m
Op profit	€54.8m	€48.6m
Margin	12.4%	12.3%

Revenue: +11.7% at constant currency - strong organic growth benefitting from RMS, boosted by an acquisition in Spain; another strong ski season & solid growth in Morocco

Profit: +12.8% at constant currency – strong organic growth across the business & benefit from acquisitions more than offsetting higher fuel costs & driver wages – margin up 10bps

Creating new business opportunities

- Acquisition of a chauffeur services business in Galicia
- Opportunities in intercity & further cities in Morocco

Risk

- Further competition from rail
- Intercity concession renewal - impact delayed for a number of years

UK
Strong first half, particularly in coach

Delivering operational excellence

- Strong growth in core coach – revenue up 4.7% & passengers up 3.7%
- RMS & targeted marketing campaigns driving occupancy, up 4.7%
- Retained key airport contracts at Stansted – shuttle & coach operations
- Bus continuing to grow revenue & passengers, with commercial revenue per mile up 3.5%
- New low fare products & routes stimulating demand
- Extending footprint - new tender wins in Staffordshire & Warwickshire

Creating new business opportunities

- 15 new commercial partners
- New routes & additional services
- Birmingham Clean Air Zone 2020
- Accessible transport market

Risk

- Advanced fare discounting in rail
- Concession income

Generating superior cash & returns

	2019	2018
Revenue	£285.3m	£273.6m
Op profit	£36.6m	£31.6m
Margin	12.8%	11.5%

Revenue: +4.2% - strong growth in core coach revenues, up 4.7% & commercial bus revenues up 0.8%; new tender & contract wins in Bus, up 30%

Profit: Up 15.7% - margin up 130 bps, reflecting strong organic revenue growth - return of Glastonbury, together with partnership renewal receipts & strong growth in B2B & ancillary revenues

German Rail

Positive underlying performance

Delivering operational excellence

- Underlying revenue growth of 5.4%
- Successful mobilisation of 1st service under the RRX contract – started in June
  - 2nd service to start in December 2019 – continuing mobilisation with driver training & recruitment underway

Generating superior cash & returns

	2019	2018
Revenue	€40.7m	€43.7m
Op profit	€2.7m	€1.3m
Margin	6.6%	2.9%

Revenue: Down 6.8% in constant currency reflecting adjustments due to a change in accounting presentation - underlying revenue performance up 5.4%

Profit: Up €1.4m.

Creating new business opportunities

- Pipeline of German rail opportunities
- Looking to submit further bids over next 12 months
- Looking at other international rail opportunities

Risk

- Failure to win bids in Germany at acceptable rates
- Mobilisation on new contracts

Strategic review

Half year 2019

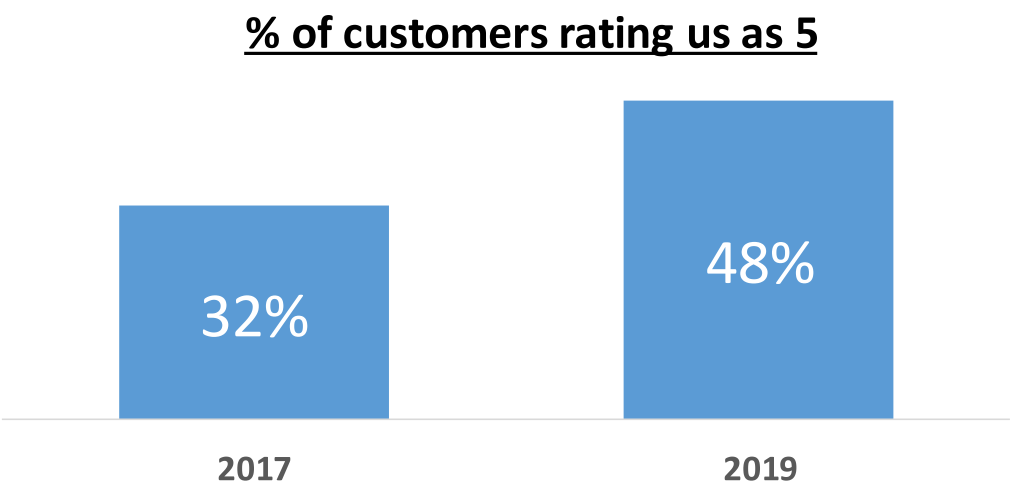
School bus

Disciplined approach & focus on service driving margin opportunity

- Margin up 10 bps
  - 9% profit growth despite bad weather
- Disciplined bid season
  - Rate increases of 3.9% > driver wage inflation of 3.4%
  - 92% retention, 400bps margin difference between buses won & lost
  - Encouraging performance in extended contracts
  - Early progress on 2020 bid season
- Strengthening the bench to drive the business further
  - Senior hires at the crucial SVP level - 200+ years experience
- Driver wage control
  - New tech driving granular scheduling control

Customer satisfaction:

- Trajectory of highly satisfied customers gone from 1/3 to 1/2
- Significant margin opportunity by moving 4s to 5s



Transit
Growth trajectory & opportunity - market overview

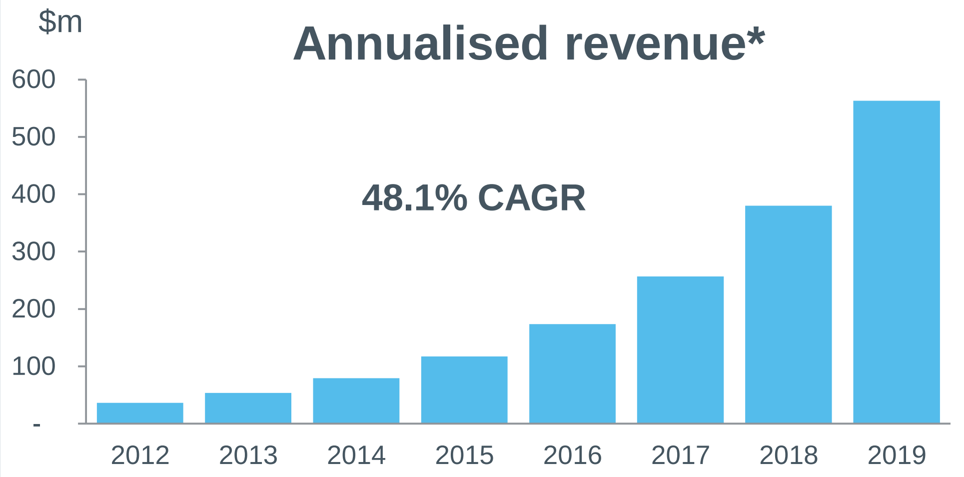
Transit has the opportunity to double in size over the coming years

Paratransit - $7bn market
- New technology makes transportation more accessible
- Demand is projected to increase: move from traditional vehicles to a broader range of services

Fixed Route - $5bn market
- Government funding is expected to increase for fixed route
- Growth in urban living will continue to increase the need for public transportation
- Growth from attractive adjacent markets e.g. microtransit & BRT

Coach - $4bn market
- Rising disposable income levels are expected to fuel growth

Shuttle - $5bn market
- Largest growth anticipated in corporate shuttle, specifically on the West Coast

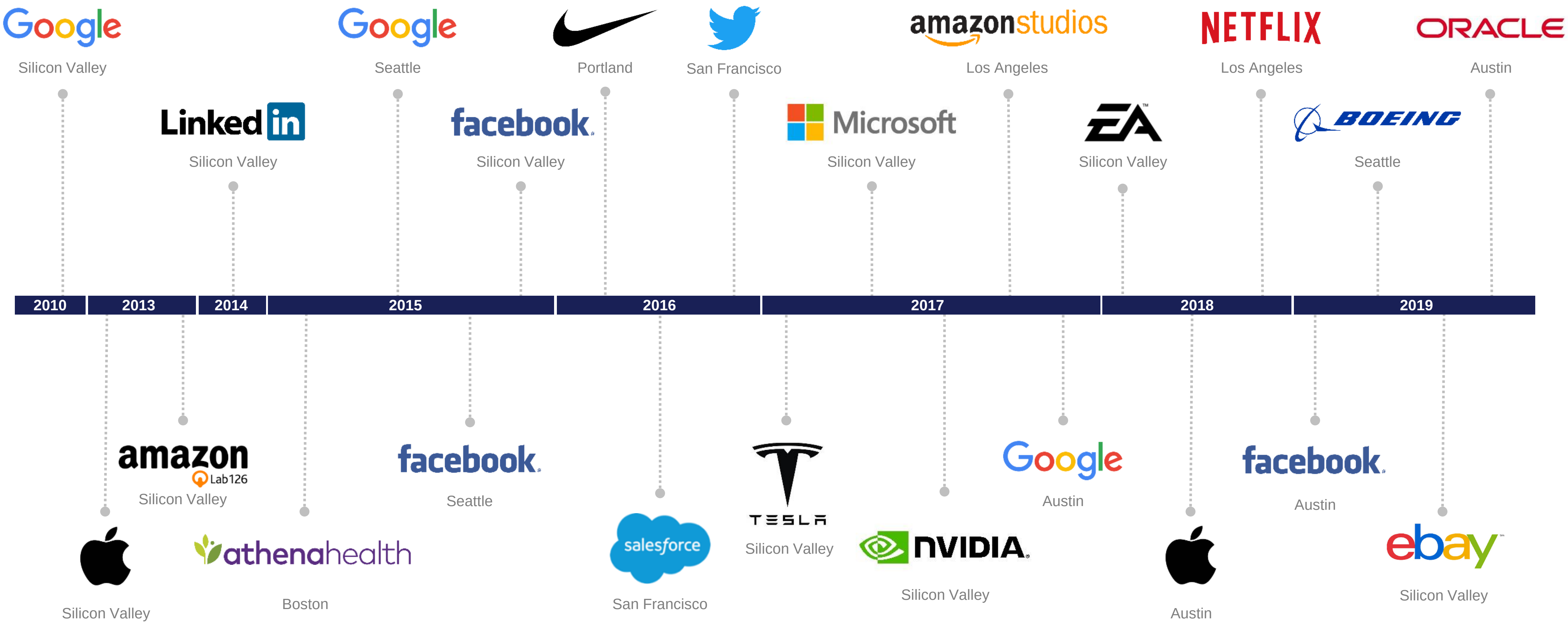


*2019 projected annualised revenue

- Disposal of Ecolane for $42m in cash, $10m equity stake in technology fund
- Significant multiple of original purchase price

WeDriveU

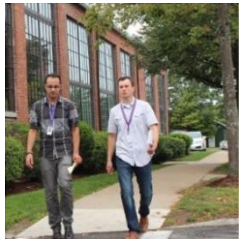
A decade of partnering with the world's top brands



Agile, asset-light, high margin business model

RESIDENTIAL BUS SERVICE
Passengers are picked up close to residence and are driven to work.

INTRA-/INTER-CAMPUS SERVICE
Passengers are transported around a large campus and to and from remote campus locations.

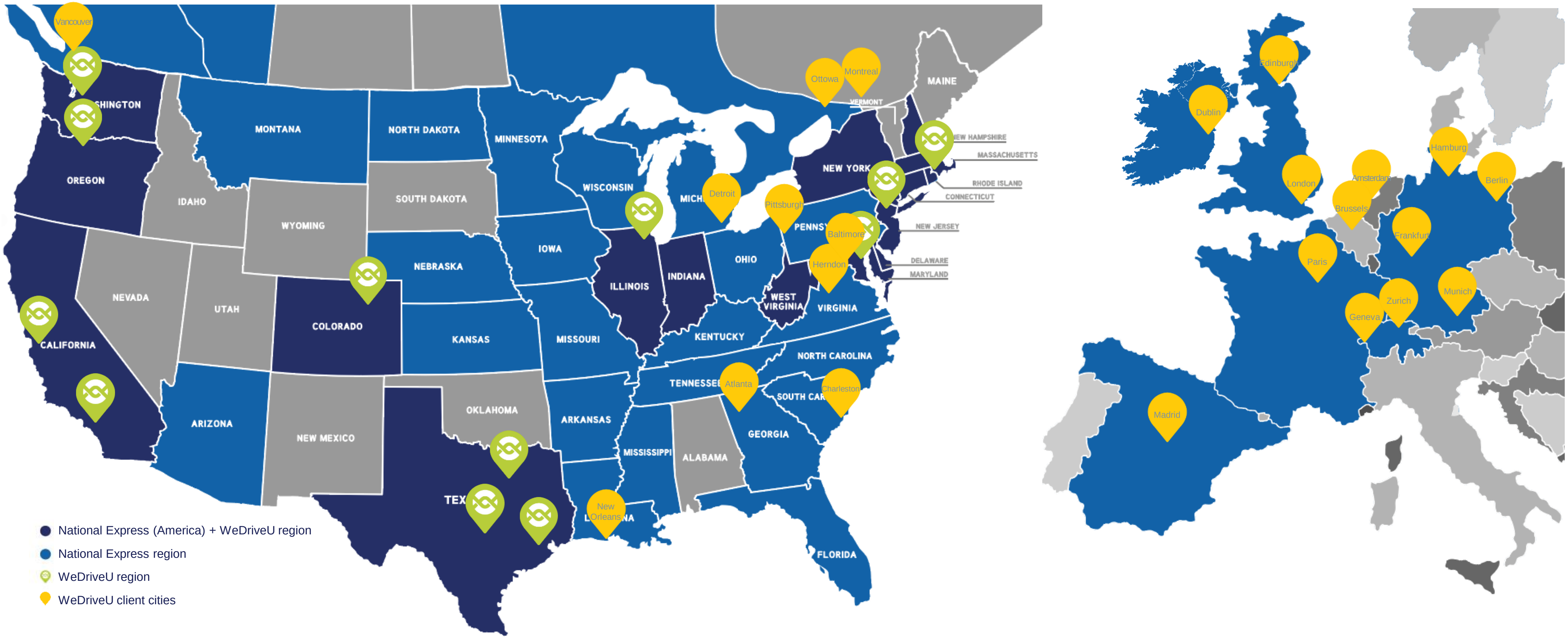


LAST MILE
Passengers are picked up from mass transit or are shuttled to work from remote parking.

ON DEMAND
Private app-based service for employees within geo-fenced locations.

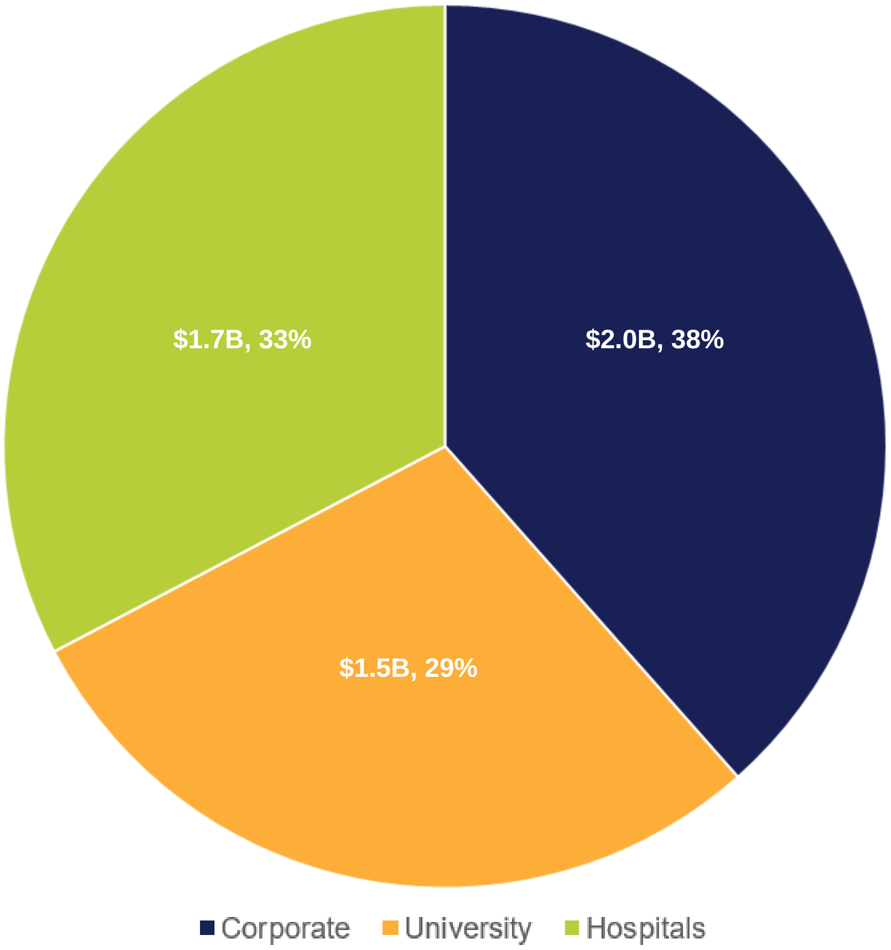
- Typical corporate shuttle contract 3-5 years
  - Ability to extend term
  - To date, 100% contract retention
- Two contract types
  - Driver Only – WeDriveU provides driver and management, customer provides the vehicle and maintenance
  - Full Service – WeDriveU provides driver, management, vehicle and maintenance
- Lease vehicles once revenue is contracted and align vehicle lease term with contract term
- Reimbursed for vehicle operating costs (no fuel hedging)
- Target gross margins of 15-20%
- Business model is highly predictable, capital efficient and well positioned for the next phase of growth

Synergies on adapting WeDriveU model to National Express footprint

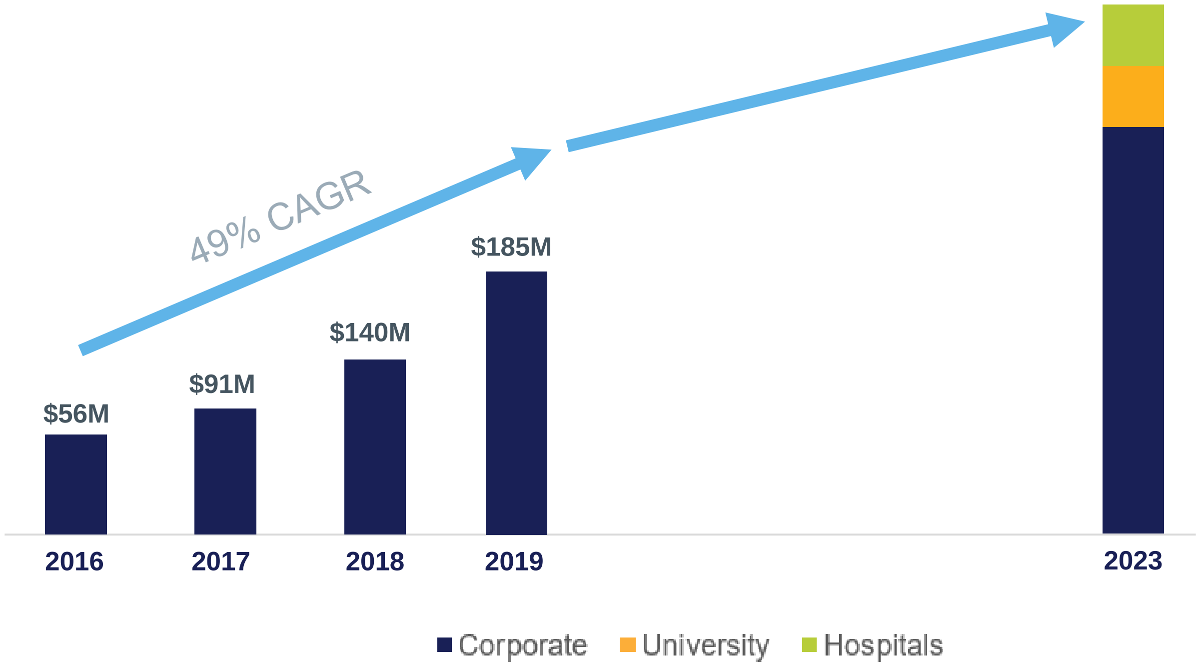


Potential for significant revenue growth over next 5 years

$5.2B U.S. market



Opportunity to grow corporate & enter university & hospital markets



*2019 projected annualised revenue

Technology update

Delivering now; prepared for the future

- Our focus: using technology to improve service & drive efficiency
  - We are wary of the hype
- A clear roadmap to embrace and adopt emerging technology
  - Complemented by Innovation Hubs in Birmingham, Madrid & Chicago

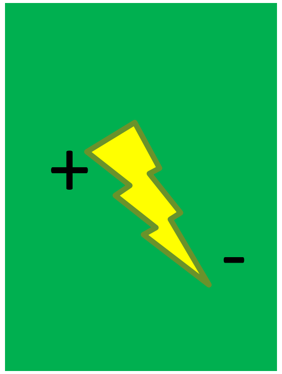
Safety and operations

Saving lives, changing behaviors, delivering efficiency

	Done	Doing	Dividend
TARGET ZERO	• Smart Cameras • Risk Profiling • Speed monitoring • Digital wing mirrors	• Real time feedback on driving style • Predicting risk • Driver aids	• Cost of Safety £100m p.a. • 14% saving YTD in preventative costs
	• On Board telematics • Analytics: Schedule + network optimisation	• Advanced scheduling solutions • Network optimisation tools	• US: $1m for every minute saved • Broader opportunity

New fuels and growth

Preparing for the future, delivering growth now

	Done	Doing	Dividend
	• EV's in each BU • Only purchased EV's in West Midlands this year	• Depot redesign: Perry Barr • Maintenance optimisation	• Spend £350m on maintenance + fuel • Substantial savings in medium/long term
	• RPO and yield management • API integrations	• AI/RPA: better pricing decisions • API platform strategy	• RMS driving organic growth • YTD growth in API channels of 34%

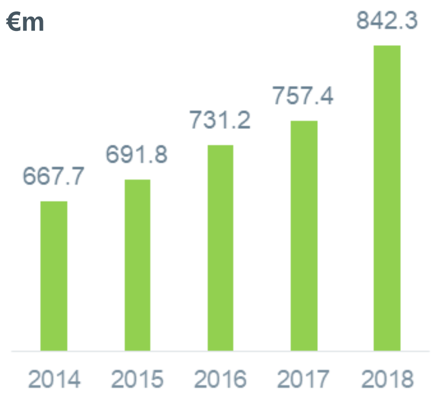
EV = electric vehicle, RPO = price optimisation, RPA = robotic process automation, API = application programming interface, RMS = revenue management system

ALSA

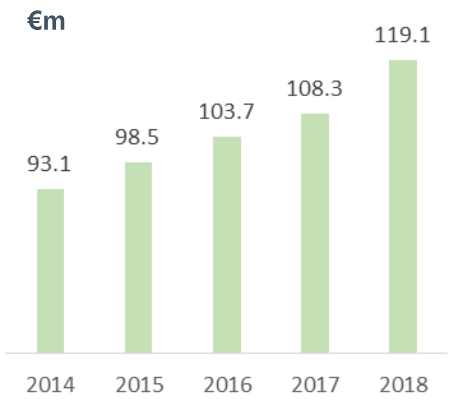
Consistent growth; increasing opportunities with diversified portfolio

- Strong & consistent growth record
  - 4 year CAGRs: EBIT 6.4%, revenue 6.0%
  - €1bn annualised revenue business in 2020
- Around €1bn revenue secured in the period including Bilbao – largest urban contract (up to 2034)
- RMS driving sales
  - Strong Easter - revenue +9.1%, pax +5.5%, yield +3.4%
  - Occupancy +4.7% to 50.1%; UK coach is c.60%
- Concession renewal process restarted but subject to legal challenge
  - Small concession renewals initially
  - Larger concessions re-mapping to dictate pace
  - Impact limited in short-/medium-term

5 year revenue growth



5 year EBIT growth



Morocco doubles in size with Rabat

- Rabat our largest contract in Morocco: 15 years +7, €1bn revenue over the life
- Strong pipeline of opportunities to double business again

UK
Organic growth through sophisticated pricing

- Organic commercial growth
  - Core coach revenue up 4.7% and pax up 3.7%
    - RMS further enhanced with machine learning, RPA & AI
  - UK bus commercial revenue up *c.*1% and pax up 0.5%
    - 64% of journeys on digital tickets; contactless users travel more

- Increasingly efficient
  - Core coach revenue per up 8.4% and occupancy *c.*60%
  - Bus revenue per mile up 3.5%

- Investing in service
  - Coach: adding to busiest routes and new weekend services
  - Bus: 19 new routes, building from West Mids hub

Accessible Transport Group

- Awarded BCC home-to-school contract in July
- In process of acquiring business
- US expertise and Living Wage significant
- Interesting growth market

Record Glastonbury

- 68,000 journeys
- 1,367 vehicles, including bus shuttles
- Yield and occupancy management

Positive outlook

- Currently trading ahead of expectations
  - Strong organic growth driven by sophisticated pricing
- North America: school bus discipline & improved control targeting margin growth
  - Transit revenue growing fast, targeting $1bn
  - Excited by WeDriveU acquisition
- Spanish concession renewal restart: short-/med-term impact limited; re-mapping determines pace
  - Morocco – interesting growth opportunity
- RRX mobilisation & bond refinancing are short term costs
- Good cash visibility & generation; disciplined deployment to generate growth
  - Both organic & strong acquisition pipeline
- Interim dividend up 10% - fourth time in five years

Appendix

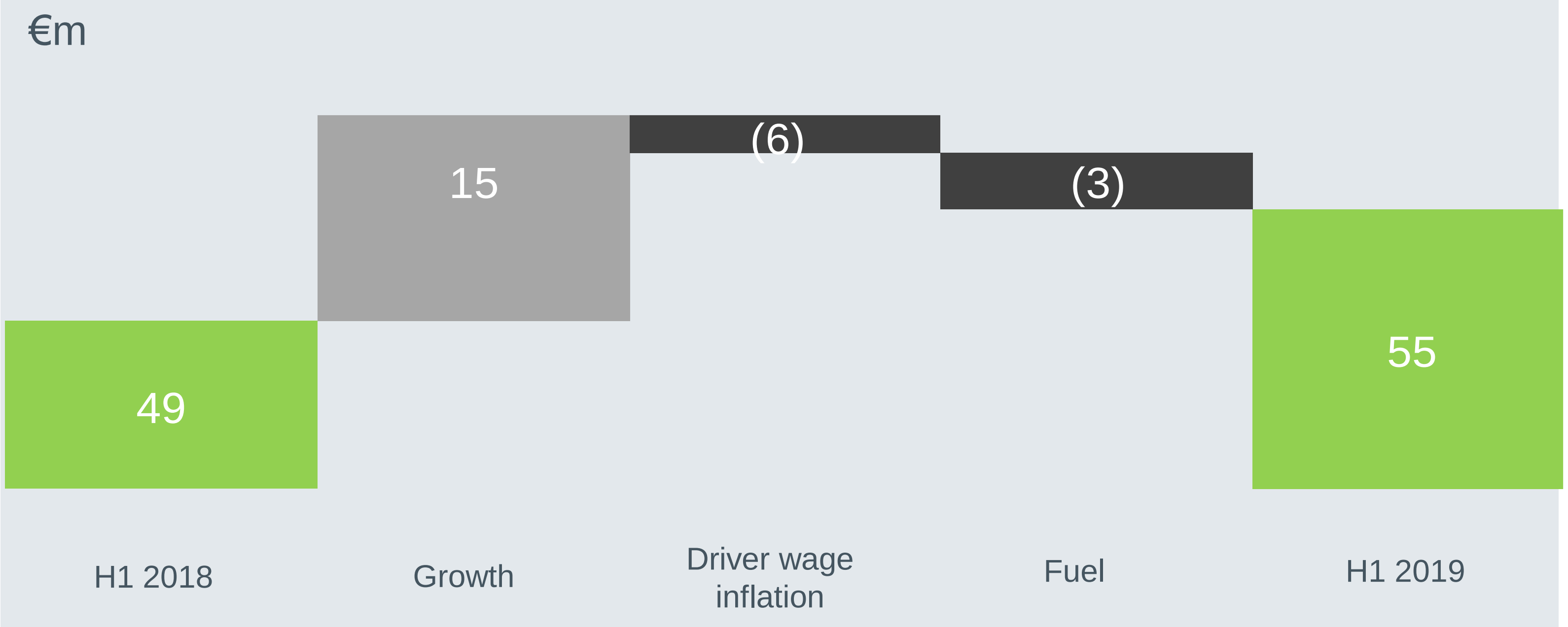
Full year
Summary divisional figures

2018 (£m)	ALSA	N America	UK	German Rail
Revenue	745.1	1,060.8	577.0	67.8
Depreciation	44	69	20	1
Capex	46	72	5	5
Vehicle age (years)	7.7	8.2	8.9*	n/a
Normalised op. profit	105.3	96.9	79.9	3.0
Driver wages(1)	28%	51%	24%	6%
Fuel(1)	11%	4%	6%†	8%

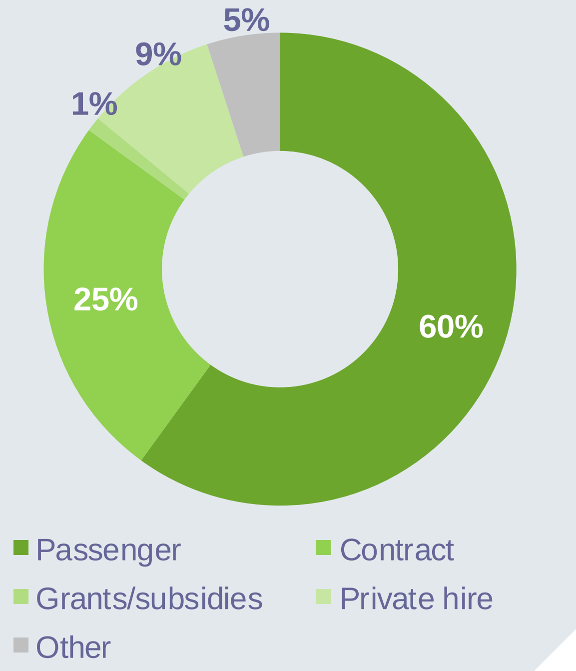
1 As a percentage of revenue
** Bus operations only*
† Excludes Third Party operators

ALSA – operating profit bridge

ALSA

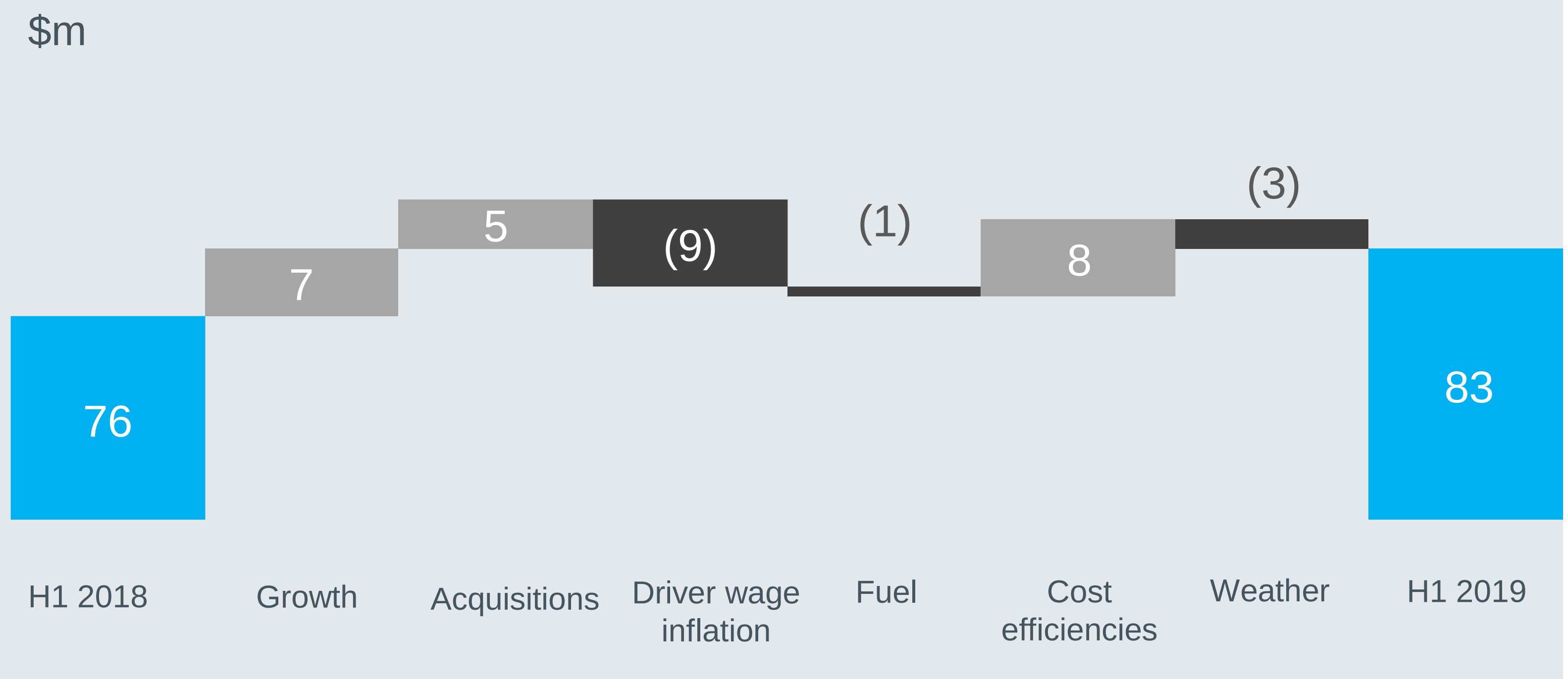


Revenue HY 2019

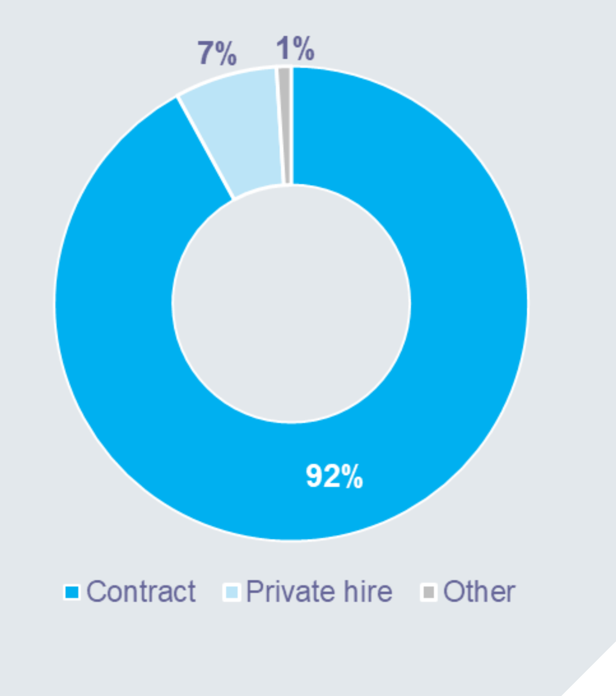


North America – operating profit bridge

North America

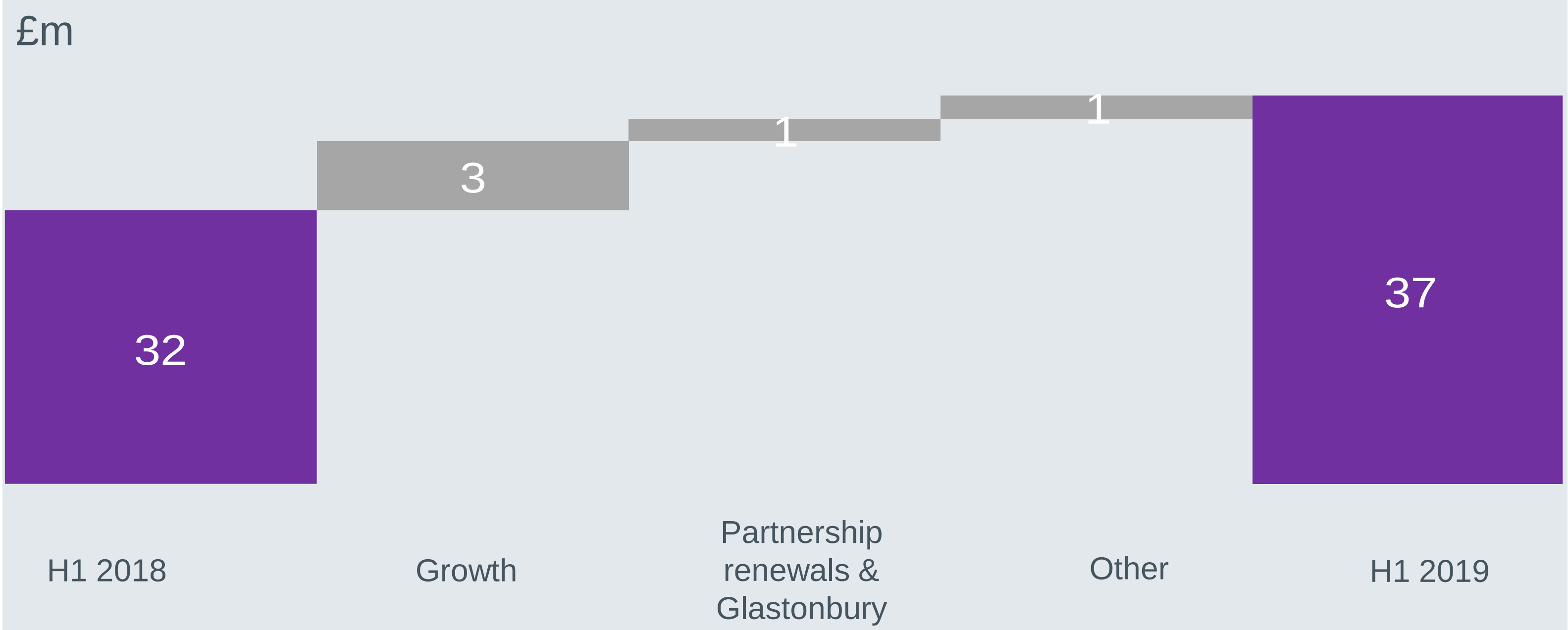


Revenue HY 2019

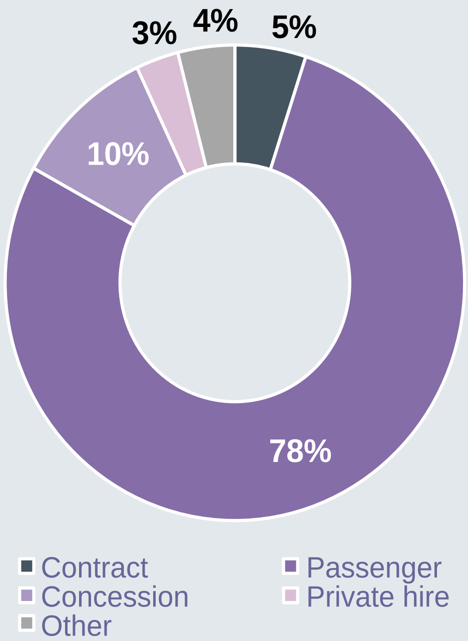


UK – operating profit bridge

UK



Revenue HY 2019



ALSA

Increasing opportunities with diversified portfolio

Increasingly diversified business

- Acquisitions of new & complementary businesses expanding presence in urban & regional markets
- Entering new markets e.g. Switzerland, cruise services, minicabs, new cities in Morocco, Puerto Rico pilot

Agadir Urban bus

Madrid Sightseeing tours

Premium services launched

Tangier Urban bus

Acquired **Herranz** Urban bus Madrid

Voramar Tourism in Ibiza
Alpybus Switzerland – ski

Launched **ALSACAB**

Madrid – urban bus,
Switzerland – ski transfer, discretionary & school services
Granada – urban

Marrakech – sightseeing tours & BRT

Madrid – urban bus,
Galicia – regional & urban
BCT - Cruise services market

Cabify & UBER

Geneva – urban bus win

Semacar discretionary & VTC in Galicia

Cross border bus services between **Switzerland & France**
Rabat
Puerto Rico – urban bus

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019

Acquistions
New contract wins
Launch of new products & services

Balance sheet

Gearing at 2.5x post IFRS 16 impact

Gearing Ratios	HY 2019	Dec 2018	Covenant
Net debt/EBITDA	2.5x	2.3x	<3.5x[1]
Interest cover	11.0x	10.5x	>3.5x

Ratings	Grade	Outlook
Moodys	Baa2	Stable
Fitch	BBB-	Stable

- Gearing increased to 2.5x after absorbing impact of IFRS 16 & significant acquisition of WeDriveU
  - IFRS 16 added 0.2x
- Remain committed to a robust financial strategy:
  - Strong commitment to Investment Grade debt rating
  - Gearing & interest cover remain well within covenants
  - Prudent risk planning – fuel mostly hedged to 2020 & pension deficit plan in place
  - No change to gearing policy post absorption of IFRS 16:
    - 2-2.5x EBITDA

[1] On “frozen GAAP” basis, equates to 3.7x under IFRS 16

Underlying performance
IFRS 16 impact

£m	Reported	IFRS impact	Old GAAP	2018
EBITDA	243.0	29.1	213.9	188.6
Operating profit	139.3	2.7	136.6	118.7
Interest	(25.0)	(3.4)	(21.6)	(18.3)
PBT	114.6	(0.7)	115.3	100.7
Operating margin %	10.4%	+20bps	10.2%	9.8%
ROCE %	12.2%	(0.8%)	13.0%	12.2%
Net debt	(1,276.3)	(200.9)*	(1,075.4)	(922.1)

*Includes non-material changes during the period of £9.7m

Risk management

Fuel risk largely fixed until 2020

Fuel hedging

	2018	2019	2020	2021
% hedged*	100%	100%	79%	41%
Price per litre	35.5p	37.7p	36.5p	38.0p

- LFL fuel headwinds of around £6m in 2019

** Of addressable volume (c.250 million litres)*

Foreign currency effects

Effect of fluctuations on profit and debt

Effect of a 1% weakening of £

	USD	EUR
Operating profit (£m)	**0.7**	**0.5**
EBITDA (£m)	**1.2**	**0.8**
Debt	**(2.9)**	**(2.1)**

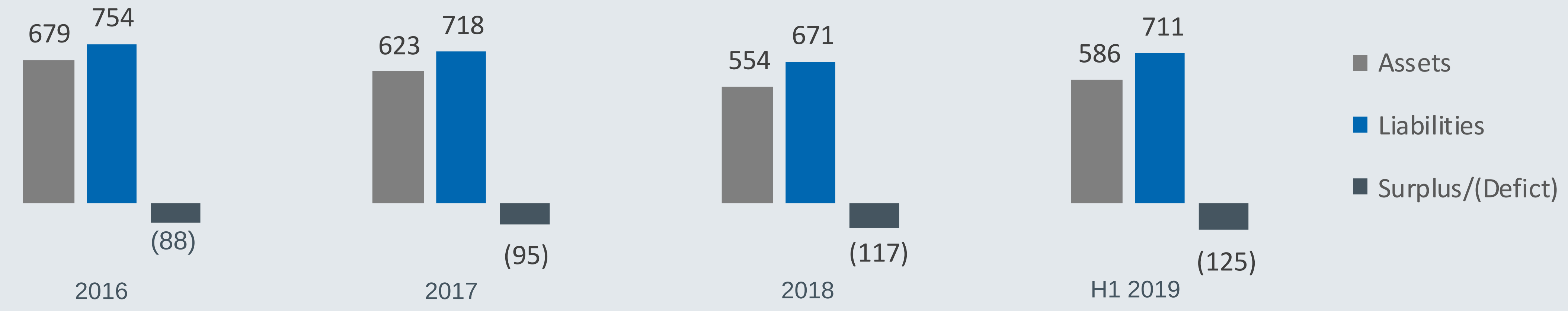
H1 average rates versus £

	2019	2018
USD	1.29	1.38
EUR	1.15	1.14

- Translational impact from movements in USD, EUR, CAD
- Hedging achieved by matching local currency debt to EBITDA

Risk management
Managing pension deficit

Pensions £m (IAS19)



£m	Surplus /(Deficit) H1 2019	Surplus /(Deficit) 31 Dec 2018	Profit /(charge) H1 2019	Profit /(charge) H1 2018
UK Bus	(134.6)	(127.3)	(1.8)	(2.1)
UK Group	14.8	14.9	(0.1)	(0.2)

Strong environmental credentials

Taking cars off the road, easing congestion, reducing emissions

- Public transport key to tackling climate change & provision of clean transport
  - Each coach takes up to a mile of traffic off the road
  - Each bus takes up to 75 cars off the road – reducing congestion & speeding up journey times
- Investing in electric vehicles across each of our businesses - 29 new electric buses in UK in 2020
- UK fleet 80% Euro VI compliant by year end; 100% by April 2021
- Our West Midlands bus fleet is the largest certified low-carbon fleet outside London
- First public transport company to sign up to the UN’s Sectoral Decarbonisation Approach climate science based targets

National Express Group PLC