

Key figures for the six month period ended 30 June 2022

| | H1 2022 | H1 2021 | Change £m | % Change | FY 2021 |
|--|---------|-------------------|-----------|----------|---------|
| Statutory profit/(loss) before tax (£m) | 20.5 | (50.2) | 70.7 | 140.9% | (84.9) |
| Underlying profit/(loss) before tax (£m) | 68.7 | 0.1 | 68.6 | - | 39.7 |
| Underlying basic profit/(loss) per share (p) | 6.2 | (2.1) | 8.3 | 395.2% | 0.1 |
| Free cash flow (£m) | 63.8 | 36.1 ¹ | 27.7 | 77.1% | 123.4 |
| Covenant net debt (£m) | 946.8 | 873.1 | 73.7 | - | 866.6 |
| Covenant net debt/EBITDA | 3.1x | 5.6x | (2.5)x | - | 3.6x |
| ROCE | 5.9% | 0.1% | 5.8% | - | 3.4% |

¹2021 free cash flow has been restated for the reclassification of £4.5m from payables to borrowings amounts under advance factoring arrangements as explained in our 2021 Annual Report.

| | H1 2022 £m | H1 2021 £m | Reported increase/ (decrease)% | Constant FX increase/ (decrease)% | Reported FY 2021 £m |
|------------------------------------|----------------|---------------|--------------------------------------|---|---------------------------|
| Total revenue | 1,324.3 | 992.4 | 33.6% | 30.9% | 2,170.3 |
| North America | 518.7 | 451.9 | 14.8% | 7.5% | 872.0 |
| ALSA | 444.2 | 287.3 | 54.6% | 59.8% | 718.4 |
| UK | 237.3 | 172.8 | 37.3% | 37.3% | 397.8 |
| German Rail | 124.1 | 80.4 | 54.3% | 59.0% | 182.1 |
| Local currency | | | | | |
| North America \$m | 673.5 | 626.8 | - | 7.5% | 1,198.1 |
| ALSA €m | 527.5 | 331.1 | - | 59.8% | 835.8 |
| German Rail €m | 147.3 | 92.6 | - | 59.0% | 211.8 |
| Underlying operating profit | 90.5 | 22.9 | 295.3% | 256.7% | 87.0 |
| North America | 57.4 | 41.5 | 38.4% | 29.8% | 74.4 |
| ALSA | 50.3 | 17.1 | 193.3% | 202.2% | 56.6 |
| UK | (12.8) | (19.9) | 35.5% | 35.5% | (22.6) |
| German Rail | 3.0 | (7.6) | 139.0% | 140.2% | 5.0 |
| Central functions | (7.4) | (8.2) | 10.2% | 10.2% | (26.4) |
| Local currency | | | | | |
| North America \$m | 74.6 | 57.5 | - | 29.8% | 102.1 |
| ALSA €m | 59.7 | 19.8 | - | 202.2% | 65.9 |
| German Rail €m | 3.5 | (8.8) | - | 140.2% | 5.8 |

| | H1 2022 £m | H1 2021 £m | Increase/ (decrease)% | FY 2021 £m |
|----------------------|---------------|---------------|--------------------------|---------------|
| UK revenue £m | | | | |
| UK Bus revenue | 124.8 | 148.3 | (15.9)% | 289.3 |
| UK Coach revenue | 112.5 | 24.5 | 359.2% | 108.5 |

| | H1 2022 | H1 2021 | Increase/ (decrease)% |
|-----------------------|--------------|--------------|--------------------------|
| Passengers (m) | | | |
| Group | 485.0 | 376.0 | 29.0% |
| North America | 97.7 | 111.4 | (12.3)% |
| Spain & Switzerland | 89.5 | 54.2 | 65.0% |
| Morocco | 157.2 | 135.1 | 16.4% |
| UK Bus – commercial | 81.5 | 48.6 | 67.8% |
| UK Coach - core | 6.5 | 1.3 | 402.3% |

| | H1 2022 | H1 2021 |
|---------------------------|-------------|-------------|
| Operating margin % | | |
| Group | 6.8% | 2.3% |
| North America | 11.1% | 9.2% |
| ALSA | 11.3% | 6.0% |
| UK | (5.4)% | (11.5)% |