

## Future growth

We have a clear international strategy and a robust framework through which this strategy will be delivered. We have three decades of experience operating complex transport networks in the UK. We're in an excellent position to leverage that expertise in new international markets, offering considerable value to passengers and tendering authorities. We are focused on markets with stable political and legal systems, where there's appetite for public transport use, and the tendering authorities are committed to introducing international expertise. Our target markets have visible pipelines of contracts and present opportunities to develop in other areas once a local platform has been established.

We have a target of developing international operations to deliver 15%-20% of Group operating profit by 2022.



## Go-Ahead international strategy

### Why

Opportunities in the UK are well defined in a mature market. We have expertise and skills from our UK bus and rail operations that other countries recognise and want to benefit from

### How

Our strategy is to proactively target new bus and rail contracts and develop for the future of transport

### What

Plays to our strengths:

- Land transport
- Urban environment
- High quality operations
- Strong employee recruitment and engagement
- Focus on customer experience
- Devolved local management

Good return on capital

Visible pipeline of work

Preferred market entry via contract with regulatory authority

Low capital requirements

### Where

Stable political & legal systems

Consistent with our values

Transport authority which wants international expertise

### Current pipeline

#### Today

Singapore  
Ireland  
Germany

#### Tomorrow

Germany | Ireland  
Australia | Nordics  
Singapore

### Success

Our target is 15-20% Group operating profit by 2022



## Operational excellence in Singapore

Our operational excellence is also being recognised in our new markets. In 2017, the Transport Gold Award was awarded to eight of the Go-Ahead Singapore bus drivers, for displaying exemplary service and gracious behaviour to customers, further displaying our vision of a world where every journey is taken care of.

