

PRELIMINARY RESULTS
for the twelve months ended June 2009

Go-Ahead

Certain statements included in this presentation contain forward-looking information concerning the Group's strategy, operations, financial performance or condition, outlook, growth opportunities or circumstances in the sectors or markets in which the Group operates. By their nature, forward-looking statements involve uncertainty because they depend of future circumstances, and relate to events, not all of which are within the Company's control or can be produced by the Company. Although the Company believes that the expectations reflected in such forward-looking statements are reasonable, no assurance can be given that such expectations will prove to have been correct. Actual results could differ materially from those set out in the forward-looking statements. Nothing in this presentation should be construed as a profit forecast and no part of these results constitutes, or shall be taken to constitute, an invitation or inducement to invest in The Go-Ahead Group plc or any other entity, and must not be relied upon in anyway in connection with any investment decision. Except as required by law, the Company undertakes no obligation to update any forward-looking statement.

KEITH LUDEMAN
Group Chief Executive
3 September 2009



Go-Ahead

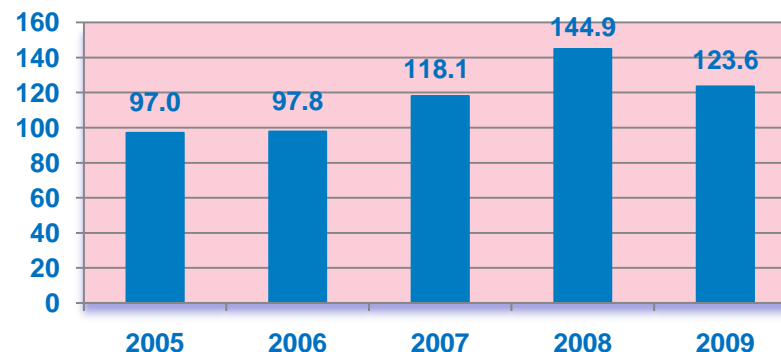
2008/09 – slightly ahead of our expectations

Go-Ahead

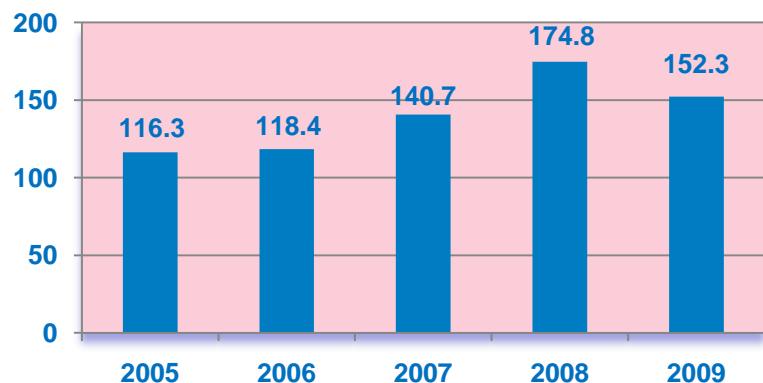
Revenue



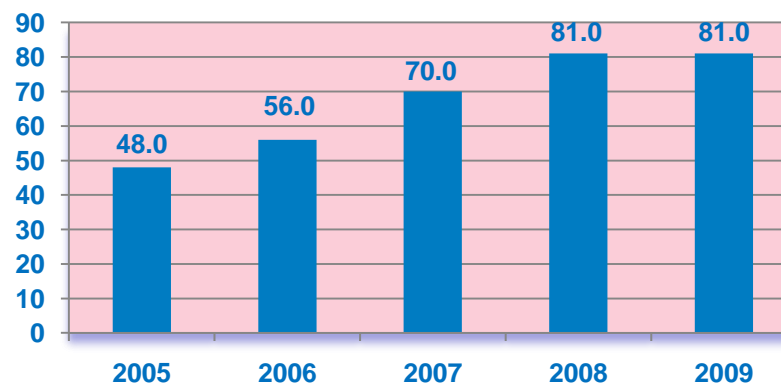
Operating profit * (£'m)



Adjusted earnings per share* (pence)



Dividend per share (pence)



* before amortisation and exceptional items

- Southern franchise retained from September 2009
- Record results from our bus operations
- Good results from rail against a particularly strong preceding year
- Successful launch of the Southeastern High Speed preview service
- Aviation services managed well in turbulent times
- Dividend maintained at 81p per share
- Strong cash management, net debt reduced by £107m to £91m

Operating Profit* - Divisional Analysis

Go-Ahead

Operating profit*	Year to 27 June 2009 £'m	Year to 28 June 2008 £'m	Variance	
			£'m	%
Bus	66.6	66.2	0.4	0.6%
Rail	61.5	77.2**	(15.7)	(20.3)%
Aviation services	(4.5)	1.5	(6.0)	N/A
Total	123.6	144.9	(21.3)	(14.7)%

* before amortisation and exceptional items

** included £7m of exceptional income

Yet another year of growth:

- Revenue +6.1%, mileage operated +1.8%
- Contract renewals stable, supported by cost control and freehold depot location
- Continued focus on cost control, productivity, investment
- Increase in Quality Incentive Contract bonuses: £14.2m (2007: £13.7m)
- Start of articulated bus decommissioning (£4m exceptional item over 3 years)
- Tackling additional claims costs



Resilient performance:

- Revenue +6.4%, passenger numbers +2.9%
 - 6.9% due to concessionary passengers
 - 1.2% increase in fare paying passengers
- Trends remain strong:
 - H2 revenue +6.2% (H1: +6.6%)
 - H2 fare paying passengers +1.6% (H1: +0.8%)
- Regional differences
- Investment in people, systems and equipment
- Cost control initiatives
- Significant capital investment (£22m on 107 new buses)



- Continued like for like passenger growth: (excluding Gatwick Express)
 - Revenue +7.9%
 - Passengers +4.4%
- Trends: like for like growth rates slowing
 - H2 revenue +6.0% (H1: +11.1%)
 - H2 passengers +2.2% (H1: +6.7%)
- December 2008 Timetable
- Gatwick Express: fall-off in demand consistent with London Gatwick traffic trends
- Record levels of operational performance: PPM over 90%
- Thameslink Programme and 60% profit share



- Continued growth:
 - Revenue +5.5%
 - Passengers +1.0%
- Trends: like for like growth rates also slowing
 - H2 revenue +3.8% (H1: +8.9%);
 - H2 passengers -1.7% (H1: +4.3%)
- Restructuring plan in progress throughout 2008/09:
 - 300 staff positions and other initiatives
 - Estimated 2008/09 saving: £10m
- Record levels of:
 - Operational performance – 90% PPM
 - High Speed Preview Service introduced 29 June



- Continued like for like growth (since 11 November 2007):
 - Revenue +9.1%
 - Passengers +3.6%
- West Coast Mainline timetable main event of the year:
 - Extra London Midland services
 - Commissioning timetable
- West Coast Mainline related problems impacted H2
- Restructuring programme in progress
- Performance recovery underway



Ground Handling

- Revenue -15.1%, turnarounds -14.4%
- Gatwick withdrawal (August 2008) accounted for 40% of above reduction
- Significant restructuring benefits achieved – cost decrease achieved
- Excellent performance on key contracts, and Virgin contract secured

Cargo

- Revenue -14.9%, like for like tonnages -19.0%
- Significant restructuring benefits achieved – cost decrease achieved
- Virgin contract secured

Meteor

- Revenue -36.0%, transactions -11.4%
- Lost contracts (Stansted September 2008)
- £0.5m start up costs in H2



NICK SWIFT
Group Finance Director
3 September 2009



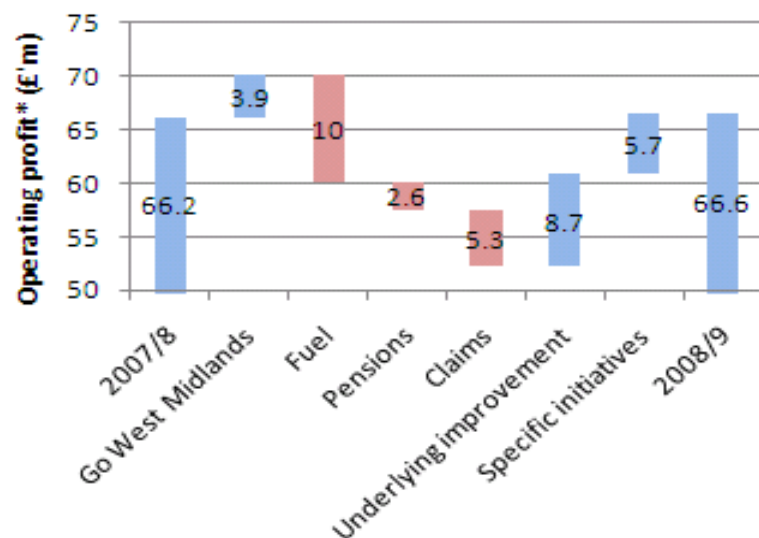
Go-Ahead

- Earnings slightly above our expectations:
 - Record results for our bus division
 - Robust results from our rail franchises
- Significant exceptional items
- Dividend maintained
- Strong cash management and balance sheet
- Financing secure
- Key risks: economic impact on rail

Record results for our bus division

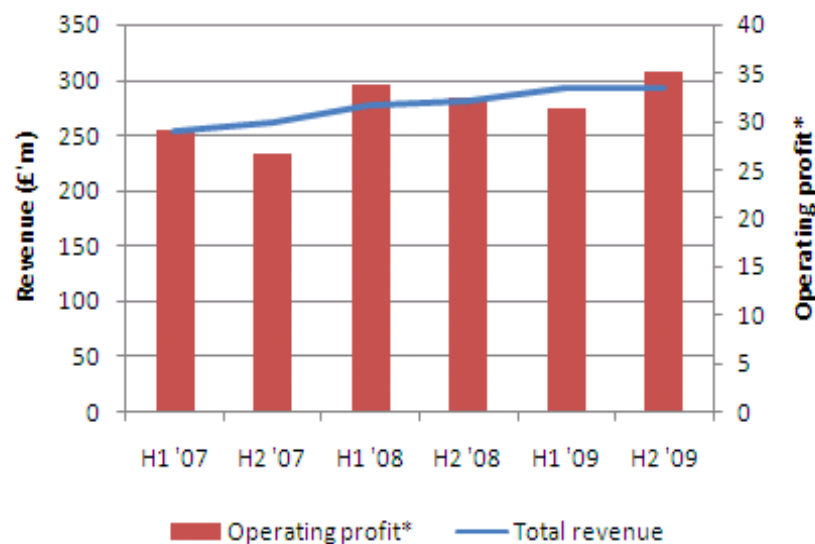
Go-Ahead

Bus operating profit* '09 v 08



Initiatives £5.7m (procurement, energy, labour productivity) and underlying performance offset significant cost headwind

Half year bus trends



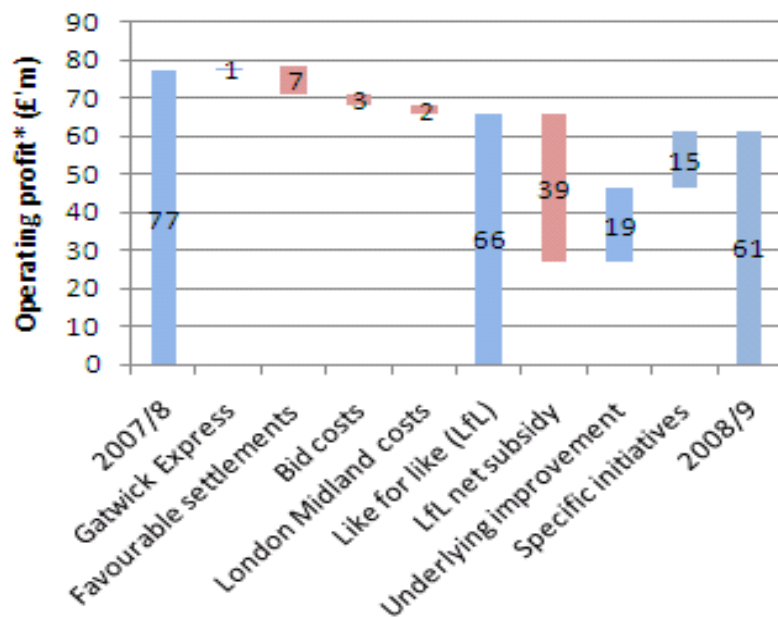
... maintaining resilient half year trends in total revenue and operating profit*

* before amortisation and exceptional items

Robust results from our rail franchises

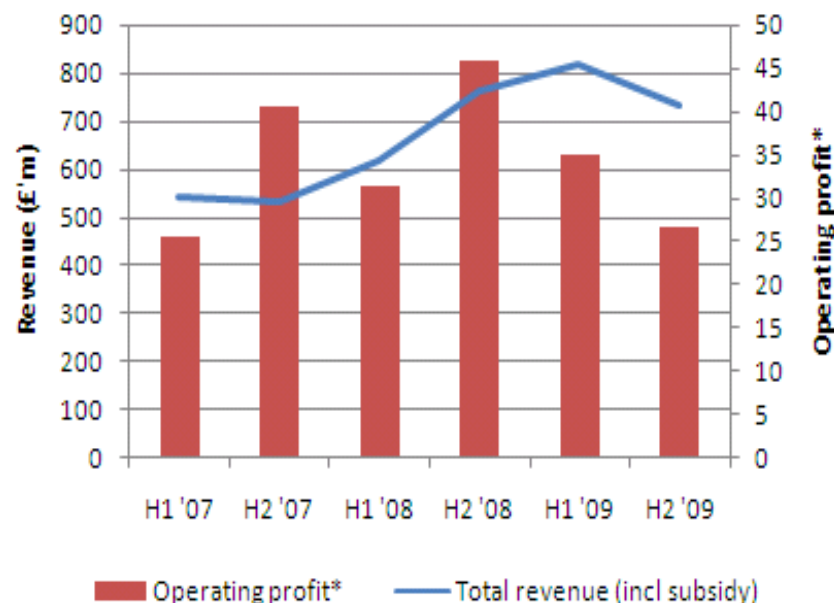
Go-Ahead

Rail operating profit* '09 v '08



Initiatives £15m and underlying improvement largely offset reduction in like for like net subsidy

Half year rail trends



H2 profits “usually” below first half due to 1 April subsidy reduction. H2 2009 total revenue includes £63m less subsidy due to lower track access charges.

Exceptional items:

As expected, over 80% non-cash

Go-Ahead

£'m	2009	2008
Aviation impairment charge	(38.4)	-
Fuel hedging	(6.9)	-
Accelerated depreciation	(0.8)	
Go West Midlands impairment	-	(3.8)
Provisions for onerous contracts	(1.5)	-
Non-cash exceptional items (before tax)	(47.6)	(3.8)
Aviation restructuring	(5.4)	(8.0)
Rail reorganisation costs	(4.7)	-
Loss on sale of Go West Midlands	-	(4.6)
Total exceptional items	(57.7)	(16.4)

- Aviation impairment charge: non-cash, values ground handling and cargo at £20m
- Fuel hedging: non-cash, offset to economic benefit recognised in operating profit for portion of hedge deemed ineffective under IAS39.
- Aviation and rail restructuring: ongoing cash cost, payback period around one year

Net interest

- 2009: £11.5m (2008: £13.8m)
- Average net interest rate 5.0% (2008: 6.4%)
- £50m fixed at 2.01% to December 2011, £50m fixed at 2.39% to December 2012

Amortisation

- Charge £12.4m (2008: £11.6m), increase due to London Midland

Tax

- Underlying rate 26.7% (2008: 24.4%) - calculation in Appendix

Minority interest

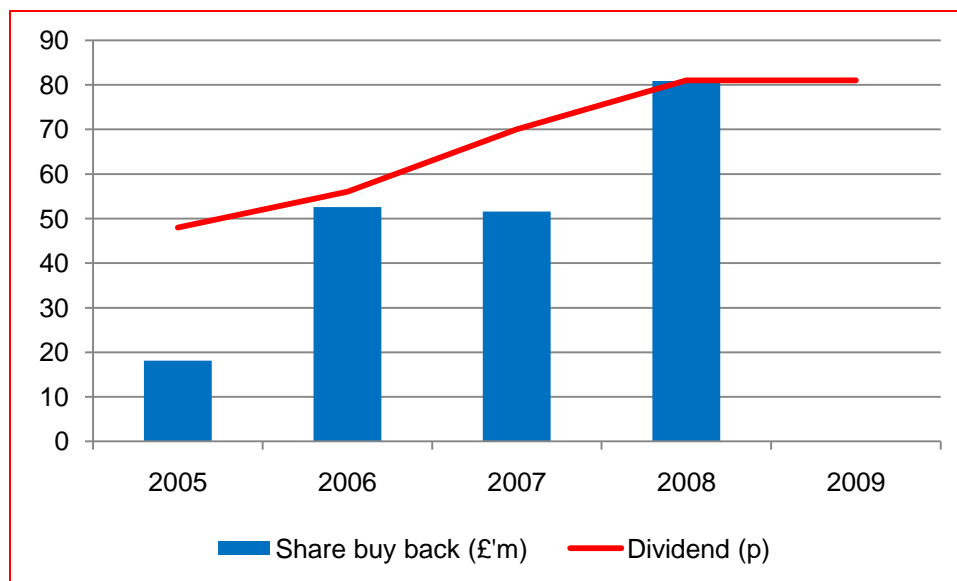
- £12.0m (2008: £20.8m) – calculation in Appendix

Earnings per share, buybacks and dividends

Go-Ahead

Dividend maintained

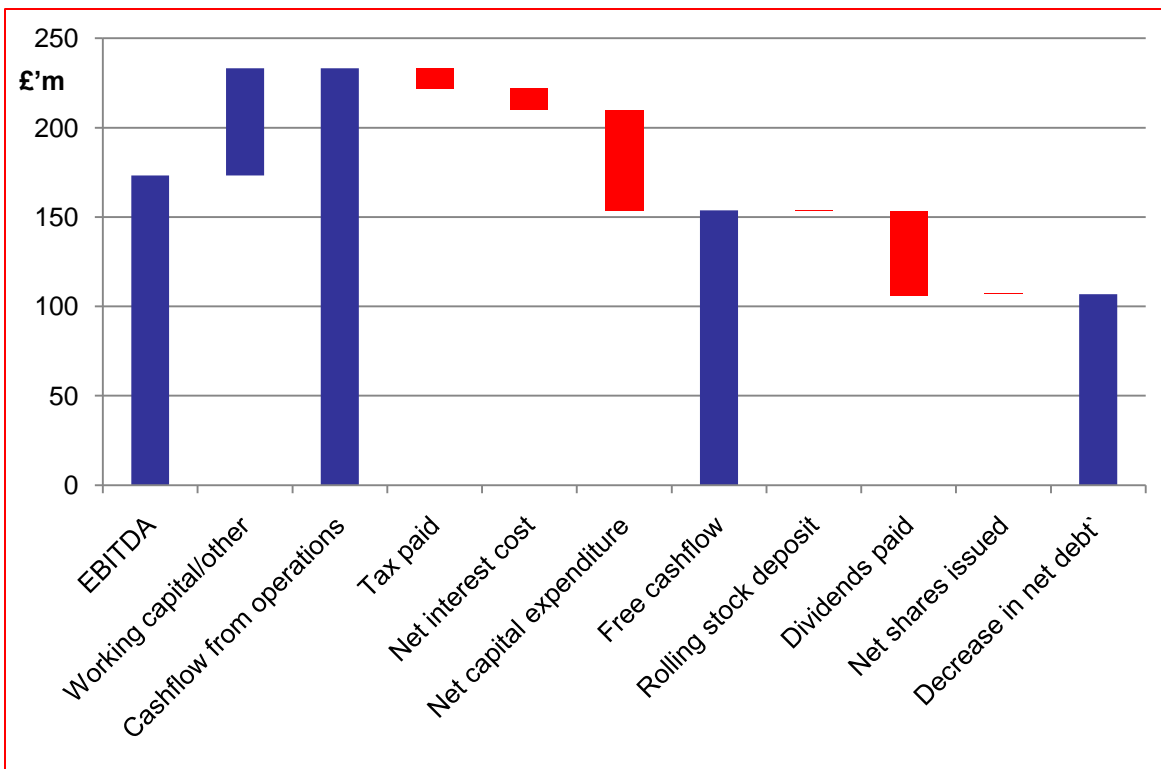
- Adjusted eps* 152.3p (-22.5p):
 - Due to earnings -24.6p
 - Due to fewer shares +2.1p
- 2009 dividend proposed 81.0p:
 - Same as last year's dividend
 - Cover 1.9x (2008: 2.2x)
 - Dividend policy remains "progressive"
- No buybacks in 2009:
 - Weighted average 42.9m
 - Closing 42.9m



* before amortisation and exceptional items

Strong cash management

Go-Ahead



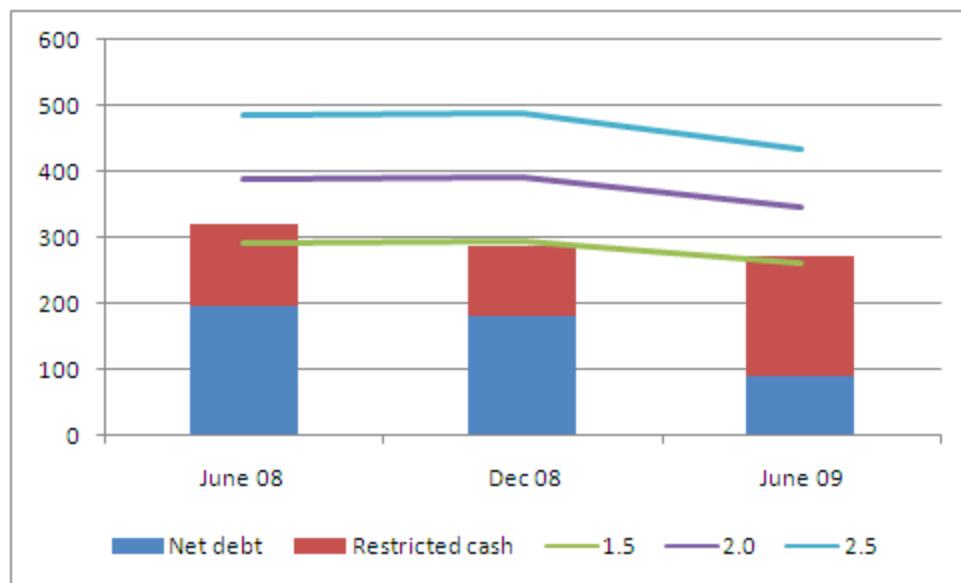
- Operating cashflow in excess of EBITDA £60.1m
- Most of working capital benefit expected to reverse next year (rail)
- Capex £56.2m
- Free cashflow before dividends and buybacks £153.9m
- **Net debt decreased by £106.8m to £91.0m (June 2008: £197.8m)**
- £101m headroom under five year facility at year end

Strong balance sheet

Go-Ahead

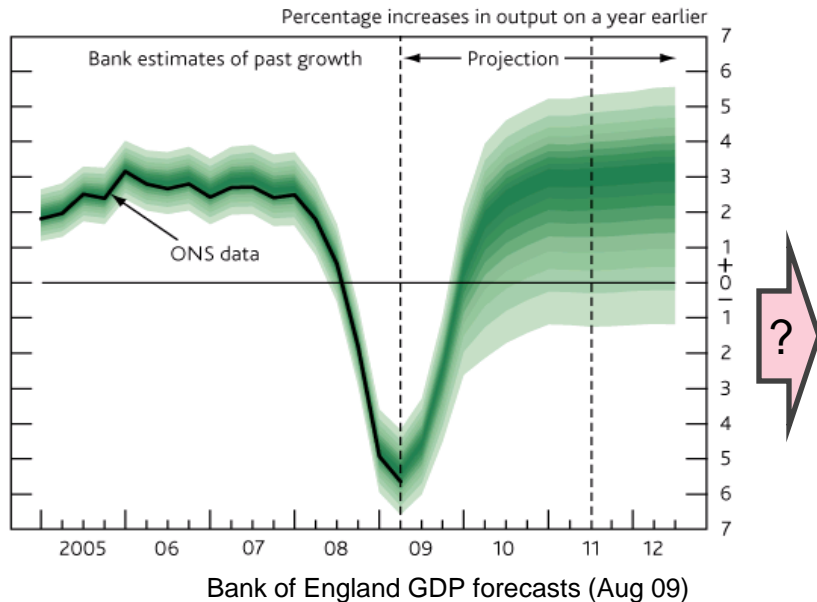
£'m	Jun 08	Dec 08	Jun 09
Net debt	197.8	182.5	91.0
Add back restricted cash	122.9	106.3	181.3
Adjusted net debt	320.7	288.8	272.3
EBITDA (MAT basis)	194.0	195.5	173.3
Adjusted net debt / EBITDA	1.65x	1.48x	1.57x

- Well within 1.5-2.5x target range
- Headroom v 3.5x covenant:
 - + £330m debt
 - -£94m EBITDA
- Rail bonds:
 - performance £131.7m (2008: £96.5m)
 - Season ticket £110.2m (2008: £97.9m)
- Pension deficit:
 - Post tax £60.1m (2008: £42.8m) including rail



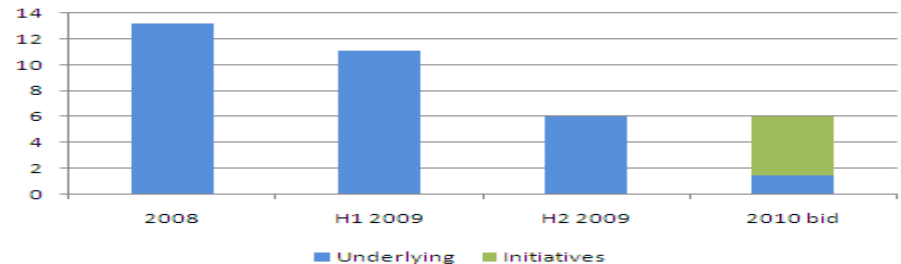
Risks and uncertainties: Economic impact on rail?

Go-Ahead

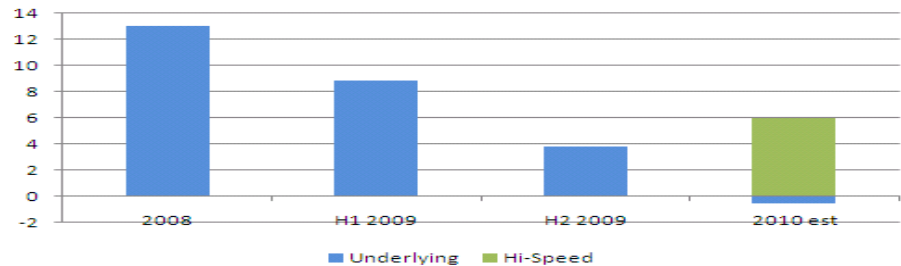


- Economic outlook remains uncertain
- Broadly unchanged now v May 2009

Southern passenger revenue growth %



Southeastern passenger revenue growth %

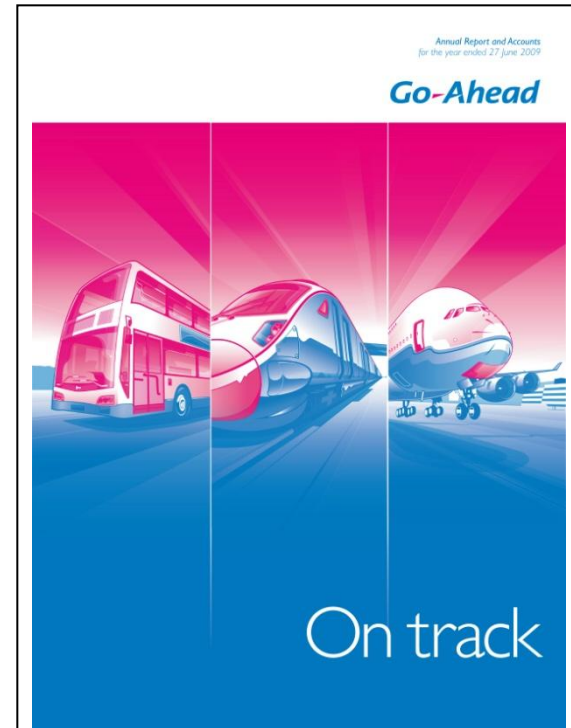


Assume underlying revenue growth trend continues,
+ Southern initiatives + Southeastern Hi-Speed
+ comprehensive cost control (and revenue support 1 April 2010 in Southeastern if required)

Financial highlights:

Go-Ahead

- Full year earnings slightly above expectations
- Dividend maintained
- Cash flow remains strong
- Financing secure
- Key risks manageable
- In good financial shape



Annual Report

www.go-ahead.com

KEITH LUDEMAN
Group Chief Executive

3 September 2009



Go-Ahead

London Bus operations are expected to remain resilient:

- TfL takes revenue risk
- Further revenue growth from contract retentions/wins:
 - QIC targets increasingly challenging
 - Some contract renewals at lower margins
- Ongoing compensatory cost reduction initiatives:
 - Wages and salaries
 - Fuel (10% cost) fully hedged to June 2010 (47ppl) and to June 2011 (41ppl)
 - Full year impact of fuel saving, energy and procurement
- Value adding investments:
 - £5m East Thames Buses
 - 9 TfL routes, annual turnover £24m, 5/7 year contracts from October 2009
 - Gradual absorption into 5 depots
 - Fewer new buses required



Outlook: Deregulated Bus

Go-Ahead

Our deregulated operations are also expected to remain resilient:

- Further revenue growth from service developments contract wins, and other initiatives
- Concessionary travel – demand still strong
- Arriva's Horsham bus operations acquired for £5m
- Cost saving initiatives
 - Wages and salaries
 - Fuel hedging
 - Fuel efficiency / Procurement / Energy
 - OFT Local Bus Market Study



- Go-Ahead rail portfolio – three commuter TOCs
- Underlying trends expected to continue during 2009/10
- Regulated fares : 5 January 2010: +1.6% Southeastern, -0.4% Southern and London Midland (based on July 2009 RPI of -1.4%)
- Underlying revenue growth (before initiatives) not expected to be significant next year

Existing Southern franchise

- Record levels of operating performance being maintained
- 60% profit share to 20 September 2009

New Southern franchise

- Management team established, mobilisation well underway
- Revenue trends to date in line with bid assumptions
- Target revenue growth of 4-5% from planned initiatives (e.g. revenue protection, capacity growth, station investment)



Southeastern

- Record operational performance maintained
- High Speed Preview service introduction 29 June, extended 7 September
- New timetable 13 December 2009
- High Speed fares up to 30% above Mainline/Metro services
- Aim to achieve “mid single digit” percentage full year revenue growth
- Revenue support from 1 April 2010 if required
- Ongoing management restructuring benefits



London Midland

- Performance improvement continuing
- New MD to progress management action required in the franchise
- Relatively low passenger revenues and stable subsidy profile

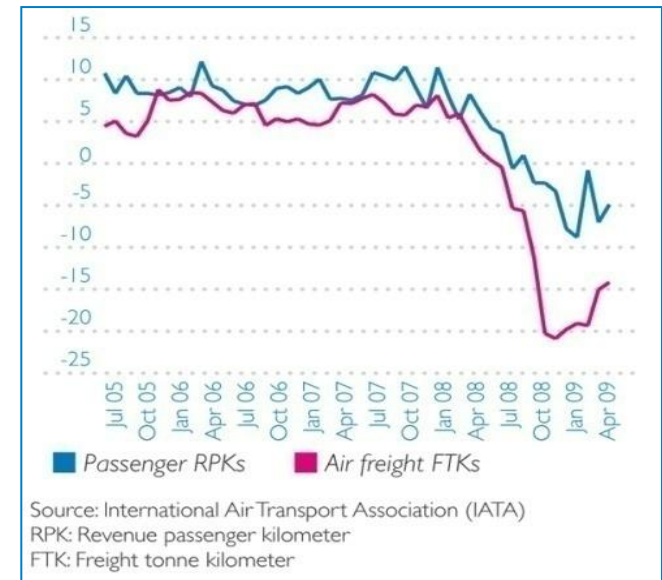
Ground Handling and Cargo

- Difficult market conditions expected to continue
- Ongoing restructuring will help to mitigate
- Aim to ensure no further deterioration in results, and strengthen for medium term



Meteor

- New hotel parking now profitable
- Aim to maintain underlying earnings



Case for public transport

- Remains crucial for development of the UK
- Strongly supported by the main political parties
- Evidence of modal shift
- Congestion and perceived cost of motoring
- Record ridership in rail and growth in bus usage
- Record customer satisfaction

London and South East focus

- Population growth forecast
- Culture of public transport use – based on the following:
 - Congestion
 - Expensive parking and congestion charge
 - Low car ownership by Londoners

Strategy

- Run our companies in a socially and environmentally responsible manner
- Provide high quality, locally focused passenger transport services
- Prioritise high density, urban markets in the UK
- Look for bolt-on UK bus acquisitions
- Continue to research other opportunities
- Maintain strong financial discipline to deliver: strong balance sheet and cash flows, secure financing and maintenance of a progressive dividend policy

Outlook

- Bus: expected to remain resilient
- Rail: flat underlying revenue supplemented by Southern bid initiatives, High Speed services and cost control
- Aviation services: remain challenging, but not deteriorating
- Remain confident in the underlying strengths of our business

Q&A

3 September 2009



Go-Ahead

Appendices

3 September 2009



Go-Ahead

Appendix I: Amortisation

Go-Ahead

£'m	2009	2008	Variance
Rail goodwill	(2.4)	(2.4)	-
Franchise bid costs	(0.9)	(0.8)	(0.1)
Rail intangibles	(6.2)	(5.8)	(0.4)
Non rail intangibles	(1.5)	(1.4)	(0.1)
Software	(1.4)	(1.2)	(0.2)
Amortisation	(12.4)	(11.6)	(0.8)

Appendix 2: Tax

Go-Ahead

£'m	2009	2008
Profit before tax and exceptional items	99.7	119.5
Tax charge	(26.6)	(29.1)
<i>Effective rate</i>	<i>26.7%</i>	<i>24.4%</i>
Tax on profit on ordinary activities	23.7	26.3
Exceptional tax	(8.6)	-
Tax on exceptional items	11.5	2.8
Tax charge	26.6	29.1

- Effective rate: just below full year guidance of 27%, no new tax efficient financing in the period
- Exceptional tax charge: UK government abolition of industrial buildings allowance July 2008

Appendix 3: Minority Interest calculation

Go-Ahead

£'m	2009
Rail operating profit*	61.5
Add back group costs**	4.5
Net finance revenue	4.1
Rail amortisation	(9.9)
Rail exceptionals	(4.7)
Profit before taxation	55.5
Tax ***	(21.0)
Profit after taxation	34.5
Minority interest (35%)	12.0

* before amortisation and exceptional items

** certain group costs, including some head office costs, are allocated to the rail division for segmental reporting but are not deducted when calculating minority interest

*** includes £4.0m of exceptional tax relating to IBA's

Appendix 4a: Adjusted earnings per share calculation

Go-Ahead

£'m	2009	2008	Variance
Profit for the year	42.0	103.1	(61.1)
Less tax	(23.7)	(26.3)	2.6
Less minority interests	(12.0)	(20.8)	8.8
Profit attributable to equity holders of the parent	6.3	56.0	(49.7)
Add back:			
Exceptional items after tax and minority interest**	52.2	13.6	(38.6)
Amortisation after tax and minority interest**	6.9	6.4	0.5
Adjusted earnings*	65.4	76.0	(10.6)
Weighted average number of shares in issue (m)	42.9	44.0	(1.1)
Adjusted earnings per share (pence)	152.3	174.8	(22.5)

* before amortisation and exceptional items

** refer appendix 4b

Appendix 4b: Adjusted earnings per share calculation

Go-Ahead

£'m	2009	2008
Exceptional items before tax	(57.7)	(16.4)
Exceptional tax and tax on exceptional items	2.9	2.8
Exceptional items after tax	(54.8)	(13.6)
Minority interest on exceptional items	2.6	-
Exceptional items after tax and minority interest	(52.2)	(13.6)
Amortisation	(12.4)	(11.6)
Tax on amortisation	2.8	2.7
Minority interest on amortisation*	2.7	2.5
Amortisation after tax and minority interest	(6.9)	(6.4)

* Calculated as rail amortisation of £9.9m (2008: £9.0m), less tax on rail amortisation of £2.1m (2008: £1.9m) equals £7.8m (2008 : £7.1m) at 35% equals £2.7m (2008 : £2.5m)

Appendix 5: Summary cashflow

Go-Ahead

Summary cashflow (£'m)	2009	2008	Variance
EBITDA	173.3	194.0	(20.7)
Working capital / other	60.1	(1.5)	61.4
Cash flow generated from operations	233.4	192.5	40.7
Tax paid	(11.4)	(18.1)	6.6
Net interest paid	(11.9)	(14.0)	(2.1)
Net capital investment	(56.6)	(54.7)	(2.0)
Free cashflow	153.5	105.7	47.4
Franchise transfer and rolling stock prepayment	-	(26.7)	26.7
Net acquisitions (incl. acquired debt) less disposals	-	(3.3)	3.3
Dividends paid	(47.1)	(48.1)	(1.0)
Share buybacks, less share issues	0.4	(80.9)	81.5
(Increase) / decrease in net debt	106.8	(53.3)	159.9
Opening (net debt)	(197.8)	(144.5)	
Closing (net debt)	(91.0)	(197.8)	

Appendix 6: Bus fuel hedging policy and prices

Go-Ahead

Our bus fuel hedging programme uses fuel swaps to fix the price of our diesel fuel in advance. Our aim is to be fully hedged for the next financial year three months before the start of that year, at which point we aim to have also fixed at least 50% of the following year and at least 25% of the year after that. This hedging profile is then maintained on a quarterly basis.

Bus fuel accounts for 11% of the cost base and we consume around 110 million litres of fuel each year.

Financial Year	Underlying cost of fuel*
2007/08	33.7p (50% hedged at 29p)
2008/09	Fully hedged at 43p per litre
2009/10	Fully hedged at 47p per litre
2010/11	Fully hedged at 41p per litre

* Before delivery, duty and duty rebate through the bus services grant.

Appendix 7: Southern: Revenue growth planned initiatives

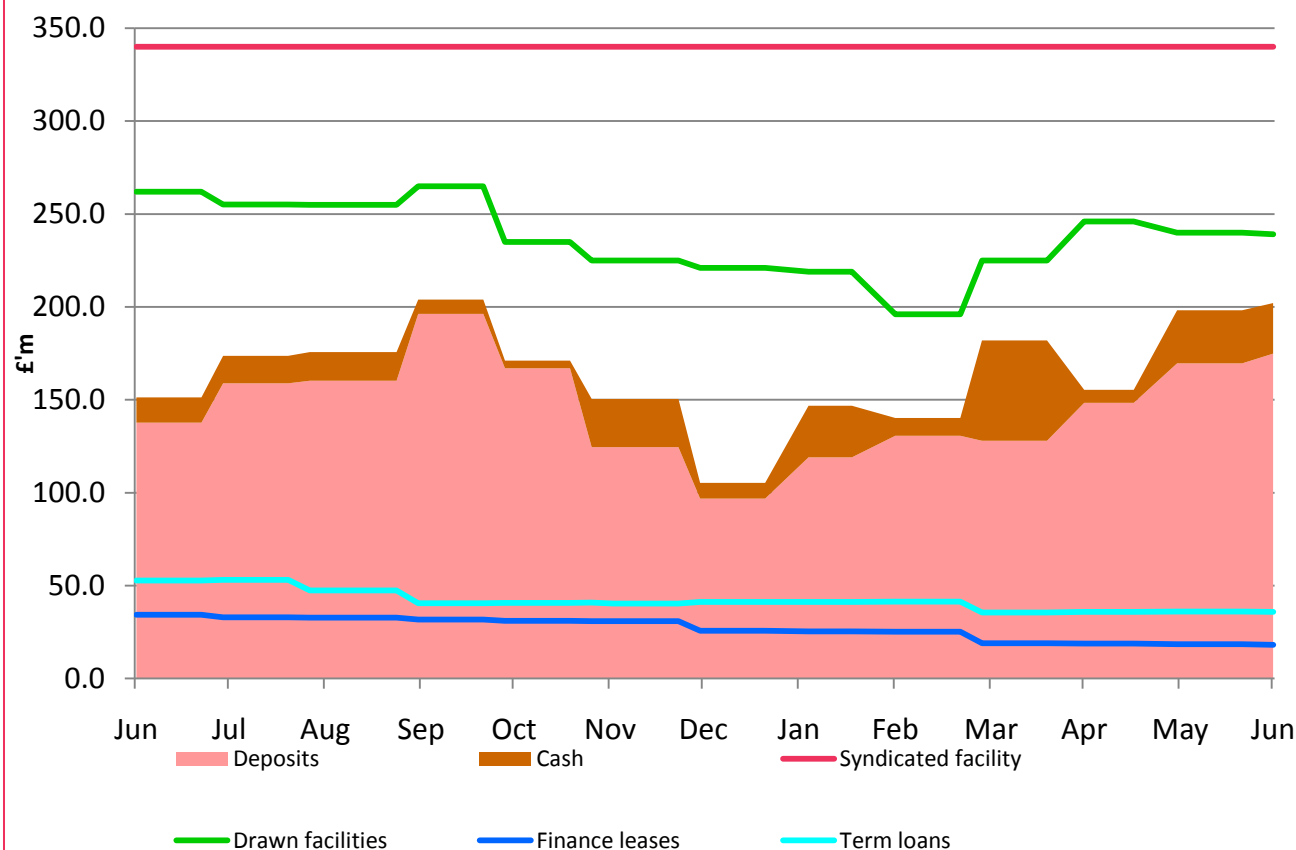
Go-Ahead

Initiative	Capex £'m	Growth pa June 2010	Growth pa June 2011	Confidence level
Timetable, capacity and train investment	22.8	1.5%	0.5%	High
Revenue protection	8.1	1.0%	1.0%	High
Station investment, parking, security, marketing and retailing	38.1	1.5%	1.5%	High / Medium
Punctuality and customer experience	7.0	0.5%	0.5%	Medium
Total	76.0	4-5%	3-4%	High

Appendix 8: Financing secure

Go-Ahead

- Core financing: Five year, £340m facility to Dec 2012



£101m available
at June 2009

£30m new, three
year facilities in
September 2009
to refinance
2008/09 medium
term debt and
finance payments