



**RAY O'TOOLE**  
CHIEF OPERATING OFFICER

**OPERATIONAL RESILIENCE IS THE KEY TO ACHIEVING OUR STRATEGIC OBJECTIVES**

## COACHES (UK)



**NATIONAL EXPRESS**  
**EUROLINES**  
**AIRLINKS**

National Express is the largest scheduled coach service provider in Europe. The Company operates a network of scheduled coach services to almost 1,000 destinations within the UK, including all of the major UK airports. It carries over 19 million passengers each year and operates 500 distinctive white coaches in the UK. Eurolines offers scheduled services to 500 destinations in Europe.

### REVENUE (£m)

04	195.6
05	200.5
06	207.3

### NORMALISED OPERATING PROFIT (£m)

04	19.3
05	21.5
06	23.7

### TOTAL NUMBER OF EMPLOYEES

04	1,867
05	1,803
06	1,694

## BUSES (UK)



**TRAVEL WEST MIDLANDS**  
**TRAVEL COVENTRY**  
**TRAVEL DUNDEE**  
**TRAVEL LONDON**  
**TRAVEL MIDLAND METRO**

The UK Bus division operates high frequency urban bus services in the West Midlands, London and Dundee. In the West Midlands the Company operates commercial high-frequency urban bus services in Birmingham, Coventry and the Black Country. In Scotland it operates a similarly focused business in Dundee. In London its services are operated under contracts awarded by Transport for London.

### REVENUE (£m)

04	239.8
05	268.6
06	300.8

### NORMALISED OPERATING PROFIT (£m)

04	41.6
05	41.5
06	40.7

### TOTAL NUMBER OF EMPLOYEES

04	6,263
05	7,089
06	7,165

## TRAINS (UK)



### C2C

### CENTRAL TRAINS

### GATWICK EXPRESS

### MIDLAND MAINLINE

### 'ONE'

### SILVERLINK

The Trains division operates a range of inter city, commuter and rural passenger train services under franchise agreements with DfT Rail. The franchises generally last for a period of seven years with the possibility of short-term extensions.

#### REVENUE (£m)

04	1,712.1
05	1,497.2
06	1,497.6

#### NORMALISED OPERATING PROFIT (£m)

04	61.3
05	64.2
06	49.1

#### TOTAL NUMBER OF EMPLOYEES

04	11,536
05	11,565
06	9,477

## NORTH AMERICA



### DURHAM SCHOOL SERVICES

### STOCK TRANSPORTATION

### STEWART INT AIRPORT

The North American division is the second largest operator of school bus services in North America, spanning two provinces and 25 states. The division operates over 14,000 school buses, delivering one million students to school each day, serving more than 300 school districts.

#### REVENUE (£m)

04	213.2
05	241.8
06	283.7

#### NORMALISED OPERATING PROFIT (£m)

04	29.6
05	35.0
06	39.1

#### TOTAL NUMBER OF EMPLOYEES

04	13,776
05	15,880
06	18,376

## ALSA (SPAIN)



### ALSA

Alsa is Spain's leading coach and bus operator with long distance coaching services as well as regional urban bus operations. In addition Alsa operates urban contracts in Porto and Marrakesh and international coach routes across Europe.

#### REVENUE (£m)

06	249.3
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#### NORMALISED OPERATING PROFIT (£m)

06	44.3
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#### TOTAL NUMBER OF EMPLOYEES

06	3,720
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Alsa was acquired by the Group in December 2005.