

# London & International bus



In London, we operate tendered bus contracts for Transport for London from 16 depots in the capital, with 85% of these depots being freehold. Go-Ahead Singapore has provided bus services in the Loyang district of the city since 2016 through a tendered contract for the Land Transport Authority, employing over 1,000 people. Go-Ahead Ireland has operated bus services in Dublin since September 2018, for the National Transport Authority, running 30 routes through two contracts. We own 100% of this business.

## Key market features

- Services operated on behalf of transport authority client which sets routes and service frequency
- Private operators bid for individual route contracts
- Revenue paid to operators on a revenue per mile basis
- Five to seven year contracts, dependent on performance
- Gross cost contracts require tight control of cost base

## Divisional revenue

### 95%: Running bus services

Operating under a regulated system, the transport authority client issues tenders for bus routes and private operators enter a competitive bidding process for individual route contracts. Contracts are usually five years in duration with a possible two year performance-based extension. Our revenue comes directly from the transport authority client and is paid on a revenue per mile basis.

### 5%: Other revenue

Other sources of revenue include providing rail replacement services, advertising on buses and operating other third party contracts. Performance targets are set to encourage the provision of punctual services. Operators receive bonus payments when targets are met and are penalised for poor performance.

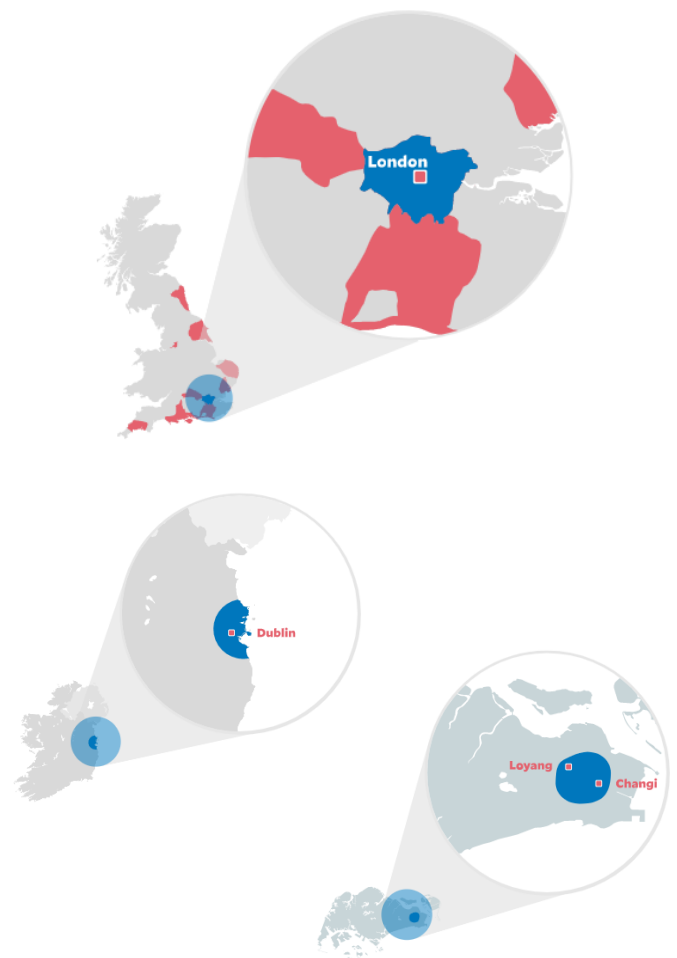
## 2020 in numbers

# 8,900

Employees

# 2,920

Buses



# Go-Ahead