



## Acquisitions & investments

**January 2008** - acquired a further 10 per cent of Barraqueiro, the leading Portuguese passenger transport operator.

**January 2008** - announced the acquisition of UK AIM-listed bus, coach and airside passenger transport operator Tellings Golden Miller Group.

**January 2008** - increased our shareholding in SAIA Trasporti Capital, in the Brescia area of Italy, by acquiring the remaining 12 per cent required to reach 100 per cent ownership of the company.

**November 2007** - acquired a small Spanish bus operation, Autocares Fray Escoba, near Madrid.

**November 2007** - acquired a small Czech bus company, Osnado Spol s.r.o., with operations near Prague.

**September 2007** - acquired 49 per cent of SPT Linea in the Lombardy region of northern Italy, as part of a 50/50 joint venture with FMN SpA.

**August 2007** - acquired the Veolia bus division in Denmark, the second largest operator in the market.

**August 2007** - completed the acquisition of Stagecoach's operations in Darlington, UK.

**March 2007** - acquired an 85 per cent stake (as part of an 86 per cent owned joint venture) of German bus, rail and freight operator Ostthannoversche Eisenbahnen AG (OHE).

**February 2007** - acquired Chase Coaches Limited, based in Staffordshire, UK.

**January 2007** - announced the acquisition of Spanish bus company Esfera, with operations in the Madrid area.

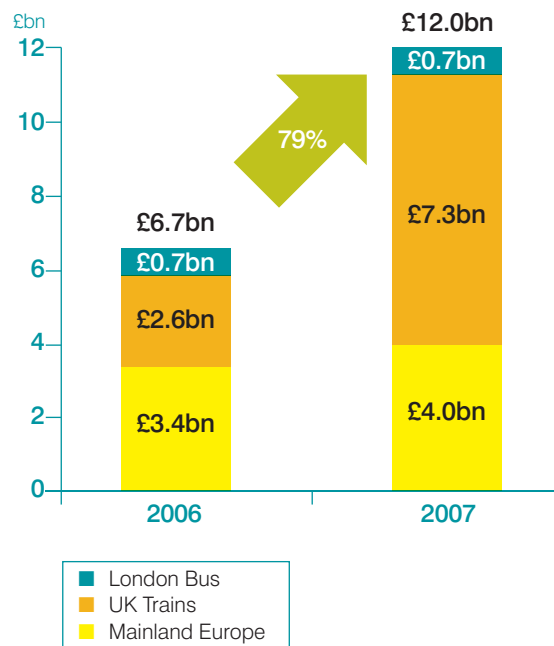
**January 2007** - acquired our second business in the Czech Republic, Bosak Bus s.r.o., to the south-west of Prague.

# On track for the future

The order book represents the expected future revenue from public transport contracts already won by the group. It tracks estimated revenue over the life of contracted business, based on prices at each year end.

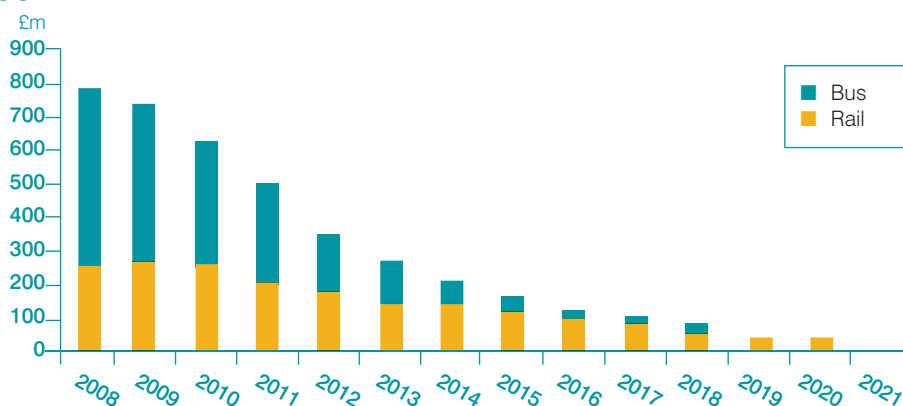
The principal areas of the group where contractual arrangements prevail are the bus operations in London, Italy, the Netherlands and Scandinavia, and the rail operations in the UK, Germany, the Netherlands and Scandinavia. The other parts of the group, principally UK Regions and Iberia, operate under concessions, licences or other commercial arrangements and are not included in the order book. The value of the order book is a key measure for demonstrating the underlying strength and stability of the business.

## Group order book



Between 2006 and 2007, the group order book has grown 79 per cent, to £12.0 billion. These figures are estimates of future revenue from contracted business, over a year in duration, rolled forward to reflect contract variations and updated to current prices at each year end. Changes, year-on-year, principally represent future revenue from contract wins or acquired businesses in the year, less the revenue included in the year's results from the contract base.

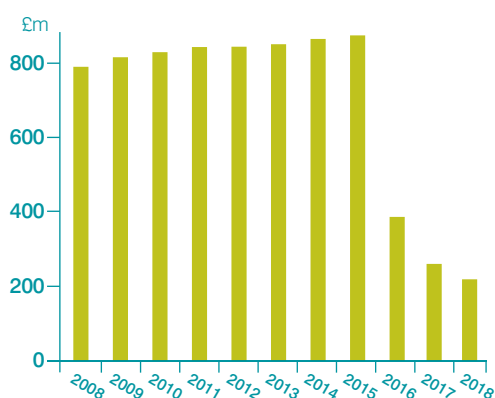
## Mainland Europe order book split 2007



Growth in mainland Europe continues to be pleasing. The 18 per cent growth in the order book to £4.0 billion is consistent with our target of doubling revenue from 2006 levels in five years. Acquisitions, contract wins and contract extensions in the year substantially offset the erosion, over time, of the contracted revenue from contracts in operation.

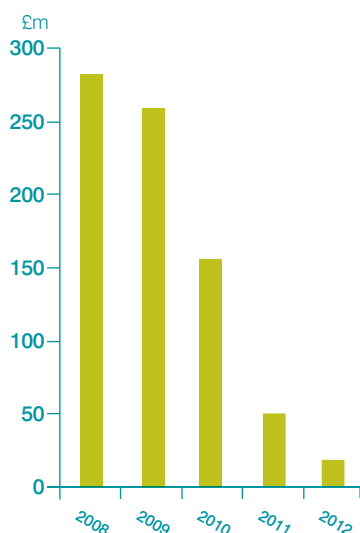
Growth in the bus order book in the mainland Europe division rose 11 per cent to £2.1 billion, whilst growth in the rail order book was up 25 per cent to £1.9 billion.

## UK Trains order book 2007



The order book increased to £7.3 billion, reflecting the anticipated lifetime revenue for CrossCountry of almost £5 billion in real terms.

## UK Bus order book - London 2007



The UK Bus order book consists solely of London, as the regional business is not contracted. The London order book rose three per cent to £749 million, with growth reflecting four new contracts started in 2007, and three further new contracts due to start in 2008.



## New contracts

**January 2008** - started operating the seven-year Hoeksche Waard and Goeree Overflakkee (HWGO) bus contract to the south of Rotterdam, won in July 2007.

**December 2007** - began rail operations in Poland as part of the PCC Arriva 50/50 joint venture, with a three-year contract in the Kujawsko-Pomorskie Voidvodship region in the north-west of the country.

**December 2007** - rail subsidiary Metronom began two new franchises in Germany. We also began operation of two 10-year rail contracts in southern Germany, and the ODEG operation, in which we have a 50 per cent interest, started a two-year rail contract in the centre of the country.

**December 2007** - started a seven-year bus contract in the Vordertaunus area near Frankfurt, Germany.

**November 2007** - began the transformational CrossCountry rail franchise serving 131 stations across England and Scotland with services extending over 1,650 route miles.

**June 2007** - started our first Swedish rail contract in the Skåne region in the south of the country.

**January 2007** - started operating an eight-year bus contract in the East Brabant region of Holland.

## Contracts yet to start in 2008

**June 2008** - our existing operations in the Jönköping area in Sweden have been secured for another eight years, with a bus tender won in October 2007. The contract adds extra routes starting in June.

**December 2008** - the ODEG joint venture will start operating the 10-year Spree-Neisse rail contract in eastern Germany.

**December 2008** - expanding our footprint in the Frankfurt area, we will start operating two five-year bus contracts and a six-year contract.

**Also in 2008** - in December 2007 we were awarded two five-year bus contracts in Stockholm, Sweden, starting later this year.