

FirstGroup

Who we are

FirstGroup is one of the UK's leading private sector operators of public transport, with two divisions, First Bus and First Rail, operating a diverse portfolio of transport services. We have c.30,000 employees and carry nearly 1.5 billion passengers a day.

Our purpose

We provide efficient, reliable, safe and increasingly sustainable transport links that connect communities. Our businesses are at the heart of our communities and the services we provide are critical to ensuring local economies are vibrant and robust.

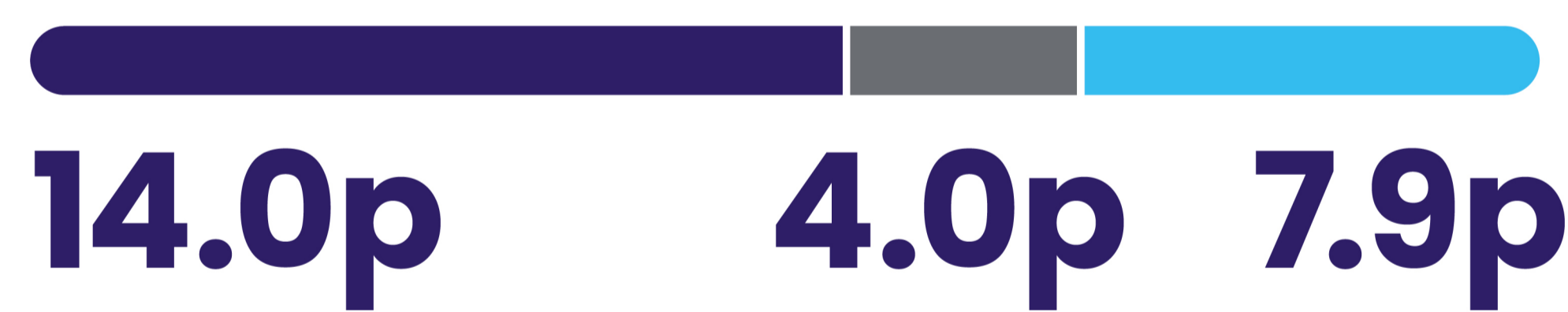
Business split

Adjusted revenue share (as % of Group)



● First Bus ● First Rail

Adjusted EPS contribution (pence)



● First Bus ● Open access and contracted rail ● DfT TOCs and Rail Services

Our values

- Committed to our customers
- Supportive of each other
- Dedicated to safety
- Setting the highest standards
- Accountable for performance

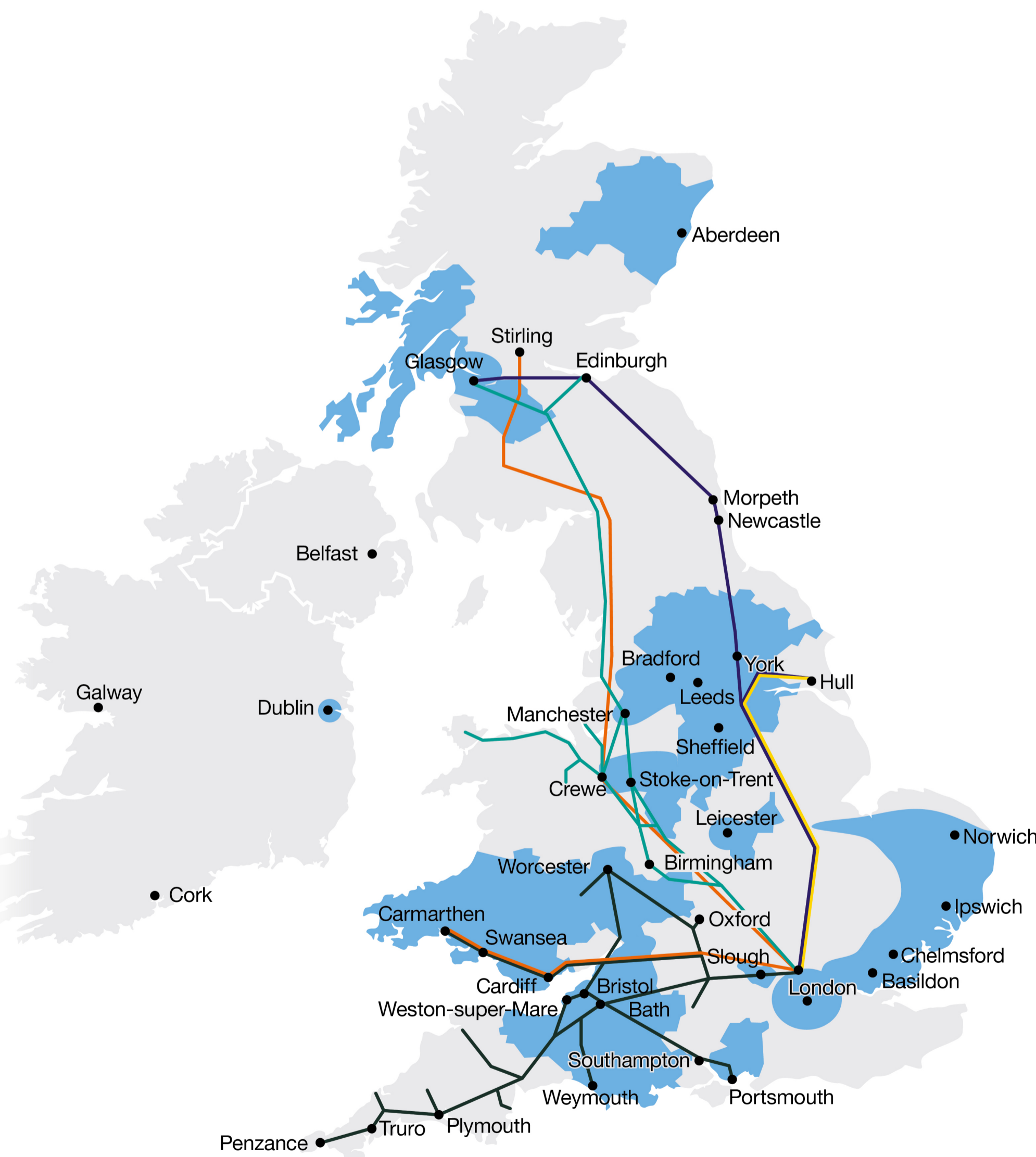
Our strategy

Our four strategic pillars help us to drive value and sustainable growth for all our stakeholders.

➔ [Read more about our strategy on page 13](#)

Where we operate

- Avanti West Coast (Avanti)
- Great Western Railway (GWR)
- Hull Trains
- Lumo
- New open access routes
- First Bus operations



First Bus



1.07m

passenger journeys a day¹

c.6,000

buses and coaches (includes 1,400 zero emission buses)

c.18,000

employees

c.70

depots

First Bus is one of the largest bus companies in the UK, with decades of experience working closely with local authorities and partners across the UK and Ireland. We carry more than one million passengers a day and serve more than 20% of the UK population with our regional and London bus and coach services.

Regional Bus

We provide tendered bus services for local authorities and are a leading operator in the majority of our local areas, including major urban centres such as Glasgow, Bristol and Leeds.

Business and Coach

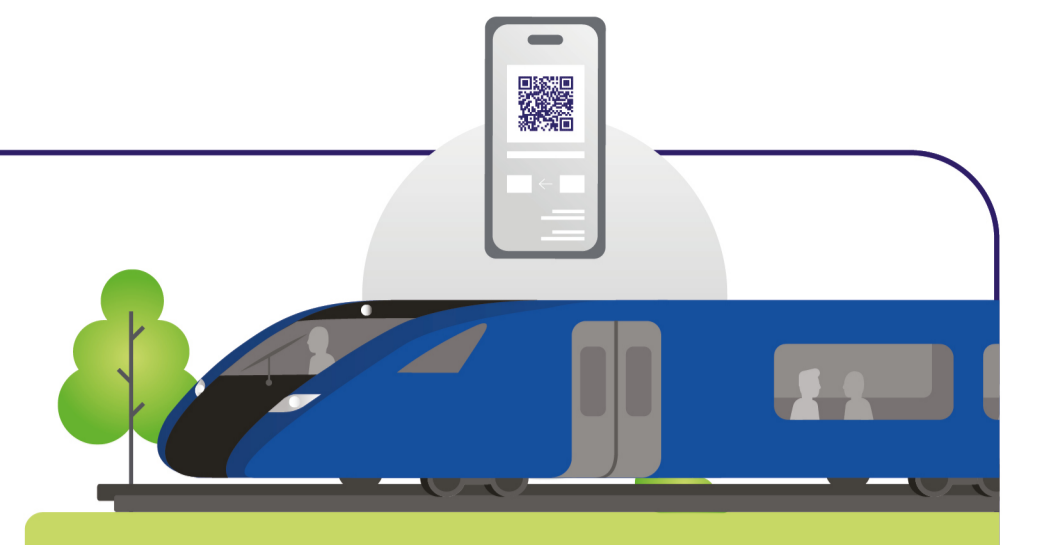
Alongside the operation of our commercial networks, our Business and Coach division provides a range of services including workplace shuttles at distribution centres and major construction sites, school hire, private tour operators, airports and airlines, as well as rail replacement services.

Franchising

In London, First Bus London operates c.90 Transport for London (TfL) routes in west and central London from ten depots, serving 180 million passengers annually. First Bus also operates services in Rochdale on behalf of Transport for Greater Manchester (TfGM).

¹ Regional Bus passengers only.

First Rail



c.365,000

passenger journeys a day

c.320

trains (includes 205 bi-mode or electric trains)

c.12,440

employees

221

stations

First Rail has more than 25 years of experience in the rail sector and has been one of the UK's leading operators for a number of years.

Open access

We have two open access rail operations, Hull Trains and Lumo, with three routes in operation (two on the East Coast Main Line and a new Stirling to London service on the West Coast Main Line), with a fourth service between Carmarthen and London Paddington service entering mobilisation.

Transport for London contracts

We have operated London Trams and the London Cable Car for a number of years on behalf of TfL and, in 2025, we were awarded the contract to operate the London Overground from May 2026.

Government-contracted operations

We have two Department for Transport (DfT) train operating companies (TOCs), Great Western Railway (GWR) and West Coast Partnership (WCP), which includes Avanti West Coast, and we operated South Western Railway (SWR) from May 2021 to 25 May 2025, when it transferred to the DfT Operator (DfTO).

Rail Services

Our Rail Services businesses include First Customer Contact, Mistral Data and First Rail Consultancy which offer a variety of solutions for the rail industry, bringing experience, expertise and benefits to the sector.