

## **E. Clarke & Son (Coaches) Limited Strategic Report**

The Directors present the strategic report for E. Clarke & Son (Coaches) Limited (the "Company") for the 12 months ended 31 December 2024. The Directors in preparing the Strategic Report, have complied with Section 414c of the Companies Act 2006.

### **Review of the business and outlook and principal activities**

#### **Results and dividend**

Revenue declined by £1.0m to £4.7m but operating costs decreased by £3.1m to £4.7m resulting in an operating loss before exceptional items of £0.1m (2023: loss £2.1m). The loss before tax was £0.6m (2023: loss £2.1m).

Shareholders' funds deficit increased to £16.4m (2023: deficit of £11.3m) in the year to 31 December 2024.

The directors do not propose a dividend and no dividend was paid during the year (2023: £nil).

The company's key financial performance indicators during the period were as follows:

		<b>2024</b>	<b>2023</b>	<b>% change</b>
Turnover	£000s	4,664	5,738	(19)
Operating (loss)	£000s	(61)	(2,108)	(97)
Average Number of Employees		12	73	(84)

#### **Future developments**

The Directors' focus is profitable revenue growth and also on cost control to improve profitability.

#### **Strategic Report – s.172(1) Statement**

This statement is made in accordance with section 414CZA Companies Act 2006 (as amended).







## E. Clarke & Son (Coaches) Limited Strategic Report (continued)

### Strategic Report – s.172(1) Statement (continued)

In accordance with their duties under section 172(1) Companies Act 2006, the Company's Directors have collectively, and individually, acted in a way that they consider, in good faith, promotes the success of the Company for the benefit of its members as a whole.

In doing so they have had regard, not just to financial factors – denoted by the £ symbol – but also the factors specified in s.172(1)(a) to (f) Companies Act 2006 (the "Factors") and given due attention and prominence to each of these factors, as demonstrated below – denoted by the symbols shown below.







The table below explains why the Directors always have regard to the Factors in their decision-making:

Factor	Explanation of why the Directors have regard to this Factor
<p>(a) <i>The likely consequences of any long-term decision</i></p> 	<p>Our Vision, which is to be the world's premier shared mobility operator, is rooted in a belief that driving modal shift from cars to high quality mass transit is fundamental to a safe, green and prosperous future - means that we must make decisions for the long-term and that we must also consider the impacts of such long-term decisions as regards their ability to further and achieve our Vision. Further information about the Group's Vision, and how this has formulated our Purpose and is underpinned by our Values, is set out in the Directors' Report.</p>
<p>(b) <i>The interests of the Company's employees</i></p> 	<p>Our employees and members of our wider workforce are our most valuable asset. They are the key to realising our Vision and achieving our Purpose. See the Directors' Report for information about how we engage with our employees to enable us to take their interests and views into account in decision-making.</p>
<p>(c) <i>The need to foster business relationships with stakeholders</i></p> 	<p>Our customers are the heart of our business and we strive to earn their loyalty by providing safe, reliable and great value multi-modal services. We also foster strong relationships with other key stakeholders including our partner operators, central and local government and transport authorities, our regulators, industry groups and our other suppliers. Further details of who our key stakeholders are and how we foster relationships with them to enable us to take their interests and views into account in decision-making is included later in this Strategic Report.</p>
<p>(d) <i>The impact of the Company's operations on the community and environment</i></p> 	<p>We play a vital role in the communities we serve by connecting the people who live in those communities with their work, leisure, family and friends. We are also focused on reducing the environmental impact of our operations. Per passenger, coach travel is less polluting than trains and vastly better than petrol and diesel cars. As such, modal shift (getting people out of cars and onto coaches) is the single most important thing we can do. Because of this, we take both the community and the environment into careful consideration in our decision-making.</p>
<p>(e) <i>Maintaining a reputation of high standards and business conduct</i></p> 	<p>Our reputation is key. It underpins our ability to earn the loyalty of our customers and thereby to grow our business through increased commercial passenger journeys. The Company prides itself on being one of, if not the, safest transport service providers in the world. As a coach operator, we are also required to hold and maintain a PSV operator licence, pursuant to which we must meet a requirement of good repute. We will always therefore consider the importance of our reputation when making decisions.</p>
<p>(f) <i>Acting fairly between members of the Company</i></p> 	<p>We are a wholly owned subsidiary and therefore have only one shareholder to whom we are accountable. That said, everything we do well benefits our sole shareholder, financially through the returns we generate and reputationally through the way we operate. We engage via monthly financial reporting, as well as regular forecasting, budgeting and ad hoc discussion. The Company also complies with appropriate directions as given by the parent company.</p> <p>See the Financial Statements for information on financial performance.</p>

## E. Clarke & Son (Coaches) Limited Strategic Report (continued)

### Strategic Report – s.172(1) Statement (continued)

The table below describes certain key decisions taken by the Directors of the Company during its financial period ended 31 December 2024 and how such Directors had regard (among other matters) to the Factors in relation to those decisions:

Key Board Decision	Factor(s)	Explanation of how the Directors have had regard to such Factors
<i>Continued relationship with trusted vehicle suppliers to ensure all new coaches are to most modern standard and meet all environmental standards</i>	  	These relationships ensure we can purchase vehicles for the most economic value and that all vehicles we operate are to the most modern standard in terms of emissions.  In addition, maintaining a modern fleet ensures that customers are able to travel in comfort.  We have continued to engage with our vehicle suppliers during the pandemic to ensure supply of key components has continued
<i>Continuation of various contracts with sports clubs, schools and Local Businesses to provide transportation services to their teams</i>	  	The continuation of these service allows us to continue to foster good business relationships with clients by providing quality mass transit services to such customers and securing a source of revenue, to the long-term benefit of the Company

### Stakeholder Engagement Statement

The Company strives to be a proactive and trusted partner to its key stakeholders, by seeking to understand their priorities and form alliances with them, as investing in long-term relationships helps us deliver our business objectives more effectively and mitigates potential barriers in doing so. The Company does this by identifying and prioritising stakeholders across its business and maintaining a different engagement strategy with them depending on their importance to its business. The table below sets out who the Company's key stakeholders are, why they are key stakeholders and how the Company engages with them:

Key stakeholder	Why a key stakeholder?	How we engage with key stakeholders
Colleagues	The Company's best asset is its workforce and is key in achieving the Company's Purpose by upholding its Values and thereby helping to deliver its Vision, particularly by their adherence to the Company's safety and operational standards and their provision of excellent customer service.	We engage with our workforce via regular business newsletters, operational notices, one-to-team and one-to-one meetings, dialogue with Trade Unions, recognition and reward schemes and employee surveys.
Customers	Our customers are the heart of our business and the source of our revenue, so we strive to earn their loyalty by providing safe, reliable and great value multi-modal services on clean and green vehicles and by providing a great customer experience.	We engage with our customers and receive feedback from them directly on the phone, through our website, on-line chat facilities, customer surveys and social media.