

LET'S TAKE A CLOSER LOOK AT VEHICLE TYPES, AFFILIATE NETWORKS, AND THE GEOGRAPHIC DISTRIBUTION OF THE INDUSTRY'S LARGEST COMPANIES

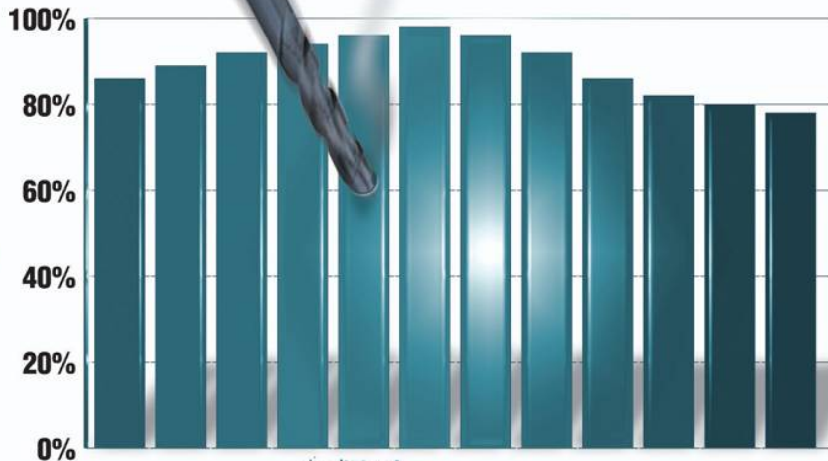


ILLUSTRATION: RON RENNELLS

DRILLING DOWN INTO THE **Top 100** FLEET STATISTICS

By Jon LeSage

What has changed since last year's Top 100 list? The composition of the Top 100 operators hasn't changed dramatically since last year, though there are a few differences.

Non-stretch SUVs are on the rise. These are great vehicles for corporate travel, meetings and conferences, road shows, and entertainment industry clientele. Operators are using Navigators, Escalades, Suburbans, Denalis, and other models. Corporate travelers may be less interested in limousines, but for a small group, a sharp looking SUV fits the bill nicely.

Limousines will never go away, but this listing reflects the ongoing surge of sedans, SUVs, and buses in Top 100 fleets. Operators purchasing buses need to become educated about the requirements for driver qualifications, state and fed-

eral regulations, and most importantly, how to keep these pricey vehicles well utilized, and out on the road, producing enough revenue to make the investment worthwhile.

There is a big jump in the number of Top 100 operators reporting membership in affiliate networks since just last year. This has been a major area of business development in the industry, and should continue to grow. BostonCoach is the most commonly cited affiliate network that Top 100 operators report belonging to. The Top 100 survey also reflects the growing influence of Internet networks.

The geographic focus of Top 100 operator headquarters is of course first and foremost in the New York/New Jersey area. The survey also shows the growing importance of states like Florida, Texas, Nevada, Pennsylvania, Arizona, and Maryland to the chauffeured transportation industry. ▶

TOP 10 LARGEST LIMOUSINE FLEETS

STRETCH LIMOUSINES may be falling out of favor with a lot of corporate accounts, but there will always be corporate and retail clients who request them. Las Vegas and Los Angeles are still big markets for stretches.



COMPANY	CITY	LIMOUSINES
Bell Trans	Las Vegas	250
Dav El	Boston	218
Carey International	Washington, D.C.	212
CLS Nevada	Las Vegas	95
LeGrande Affaire	Santa Clara, Calif.	80
EmpireCLS	Norwood, N.J.	72
Diva Limousine	Hollywood, Calif.	60
O'Hare-Midway	Deerfield, Ill.	52
A1 Limousine	Princeton, N.J.	42
Hy's Livery Service	West Haven, Conn.	41

TOP 10 LARGEST SEDAN FLEETS

COMPANY	CITY	SEDAN
Carey International	Washington, D.C.	1,011
EmpireCLS	Norwood, N.J.	672
Dav El	Boston	589
BostonCoach	Everett, Mass	536
TownCar International	Long Island City, N.J.	443
Execucar	Phoenix	220
Valera Global	Long Island, N.Y.	198
Metro Cars	Taylor, Mich.	189
A1 Limousine Service	Bloomington, Ill.	180
Flyte Tyme	Mahwah, N.J.	175

SEDANS, mostly black Lincoln Town Car Ls, are the standard for the largest operators doing corporate work. These clients also want black non-stretched SUVs, but sedans are still the bread and butter for airport transfers.



TOP 10 LARGEST VAN FLEETS

VANS are a staple of group transportation, especially vans upfitted for executive travel and mobile meetings. These are good vehicles for road shows and board meetings.



COMPANY	CITY	VANS
Dav El	Boston	109
Cloud 9 Shuttle	San Diego	70
Carey International	Washington, D.C.	68
EmpireCLS	Norwood, N.J.	63
Go Airport Express/Tri County	Ft. Lauderdale, Fl.	50
Tropiano Transportation	North Wales, Penn	45
All Resort Limousine	Park City, Utah	42
Metro Cars	Taylor, Mich.	38
BostonCoach	Everett, Mass	33
Flyte Tyme	Mahwah, N.J.	25

TOP 10 LARGEST SUV FLEETS

COMPANY	CITY	SUVS
Carey International	Washington, D.C.	144
Transtyle	Scottsdale, Ariz.	108
Dav El	Boston	92
EmpireCLS	Norwood, N.J.	68
BostonCoach	Everett, Mass	48
Commonwealth Worldwide	Allston, Mass.	33
Diva Limousine	Hollywood, Calif.	30
Music Express	Burbank, Calif.	27
All Resort Limousine	Park City, Utah	23
CLS Nevada	Las Vegas	16

NON-STRETCH SUVs are definitely on the increase for the Top 100 operators. Carey and Transtyle basically doubled the number of SUVs in their fleets since last year. These are popular vehicles for corporate executives, VIPs, and celebrities, especially those in the music industry.



[PRODUCT REVIEW]

TOP 10 LARGEST SHUTTLE BUS FLEETS

COACHBUILDERS are increasing their shuttle bus product offerings, providing operators with more options now than they had years ago. Some shuttle buses are equipped and designed to appeal both to more conservative corporate customers, and to more retail oriented nightlife customers.



COMPANY	CITY	SHUTTLE BUSES
Bell Trans	Las Vegas	131
Bauer's Worldwide	San Francisco	84
Reston Limousine	Sterling, Va.	82
Carey International	Washington, D.C.	68
International Limousine Service	Washington, D.C.	62
AWG Charter Services	Las Vegas	61
Metro Cars	Taylor, Mich.	59
AFC Corporate Transportation	Houston	52
CLS Nevada	Las Vegas	41
California Wine Tours	Napa, Calif.	36

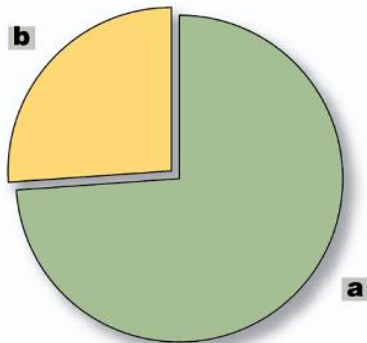
TOP 10 LARGEST MOTOR COACH FLEETS

COMPANY	CITY	MOTOR COACHES
Ryans Express Transportation	Las Vegas	119
All Resort Limousine	Park City, Utah	42
California Wine Tours	Napa, Calif.	31
Corporate Connection	Dania Beach, Fla.	28
Bauer's Worldwide	San Francisco	17
Route 22 Limousine	Hillside, N.J.	15
A1 Limousine	Princeton, N.J.	13
Carey International	Washington, D.C.	12
AWG Charter Services	Las Vegas	11
Aventura Worldwide	Miami	11

MOTOR COACHES differ from other buses in that they're generally more regulated. Motor coaches are also a significant investment for a transportation company, so making sure you have the potential to keep these vehicles well utilized is very important.



HOW MANY TOP 10 OPERATORS BELONG TO NETWORKS

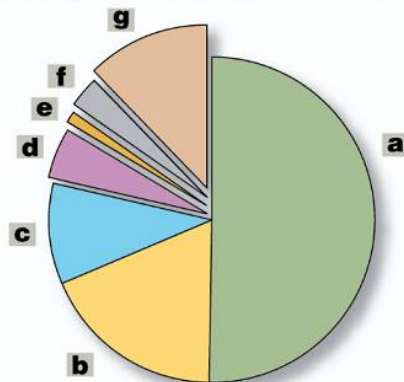


Are you part of a national affiliate or other networks?

a Yes 74% **b** No 26%

Last year, only 47% of Top 100 operators reported belonging to networks. The percentage has jumped to 74% this year – a huge increase. There are now more affiliate networks in the industry, and the larger networks have been more aggressively recruiting operators. Another factor here is the growing influence of Internet networks like LimoLink and GroundNet.

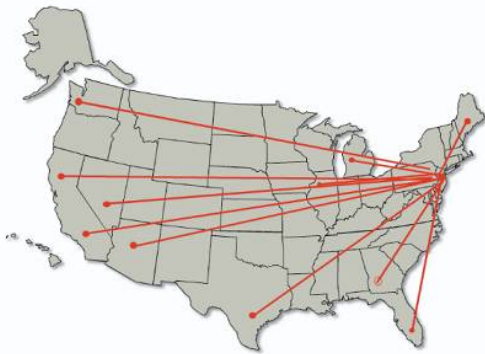
PERCENTAGE OF REVENUE THAT COMES FROM AFFILIATE/FARM-OUT WORK



a 1% to 10% of Revenue... 49%
b 11% to 20% of Revenue... 18%
c 21% to 30% of Revenue... 10%
d 31% to 40% of Revenue... 5%
e 41% to 50% of Revenue... 1%
f 51%+ of Revenue... 3%
g Did Not State... 14%

About half of the Top 100 operators are making 1% to 10% of their revenue through affiliate/farm-out work. Another 28% make between 11% and 30% of their revenue from this source. So, the vast majority of Top 100 operators are making a decent slice of revenue through this channel, but not most of their revenue.

[PRODUCT REVIEW]



MOST COMMONLY CITED AFFILIATE NETWORK MEMBERSHIP

- | | |
|---------------------------|-------------------|
| 1. BostonCoach | 6. RMA Worldwide |
| 2. Commonwealth Worldwide | 7. LimoLink |
| 3. EmpireCLS | 8. Music Express |
| 4. Carey International | 9. Diva Limousine |
| 5. Dav El | 10. ELS/Elegant |

BostonCoach and Commonwealth are the two most cited affiliate networks that Top 100 operators belong to. These two companies are highly focused on marketing to and networking with affiliates. It's interesting to see LimoLink make the top 10 list, which reflects the growing importance of Internet networks in the industry.



TOP 15 STATES WHERE TOP 100 COMPANIES ARE BASED

RANK	STATE	NUMBER OF COMPANIES
1	New York ...	13
2	California ...	12
3	New Jersey ...	10
4	Florida ...	8
5	Illinois ...	7
	• Nevada ...	7
7	Texas ...	6
8	Massachusetts ...	5
	• Pennsylvania ...	5
10	Arizona ...	3
	• Connecticut ...	3
	• Maryland ...	3
13	Georgia ...	2
	• Utah ...	2
	• Washington, DC ...	2

It's not surprising to see that the largest number of Top 100 companies are based in New York, California, and New Jersey. Taken together, almost one fourth of the list is based in the New York/New Jersey area. What is more surprising is that Illinois, Nevada, and Texas are farther up on the list than Massachusetts, since Boston is the one of the largest markets in the country.

FOCUS ON: TOP 20 OPERATORS

Talking Growth With David Seelinger

owner/chairman, EmpireCLS Worldwide Chauffeur Services



What does growth mean for EmpireCLS?

We focus half of our energy on new sales and half on increasing revenue and building relationships with our existing clients. What we're doing is selling an experience. It's relatively easy to get the customer in the car, but the real challenge is getting them to use us as their primary supplier. There is a lot of cold calling involved in new sales. We use lists

from the associations our prospective clients belong to. If another company fits our business model, we may decide to buy it, but that's not our primary strategy.

How do you decide when it's time to expand the business? What are some signs that it's time to grow?

June is always one of our busiest months. It's our peak season. We pay close attention to our farm-out companies and if we're using more affiliates in a certain market for

four-to-five months, we will add to our fleet or add chauffeurs. Our office support staff grows naturally through the year. You can always look at your company's operating statistics and tell when it's time to expand.

What methods do you use when determining your company's market share, or do you even care about that?

I don't care about market share. I'm more concerned that our services are consistent, safe, and are offered at a competitive price.