

Scottish Ministers

David MacBrayne Ltd

Re-commenced trading 06.07.2006

**Caledonian
Maritime
Assets Ltd ***

* Title abbreviates as "CMAL"

NorthLink Orkney & Shetland
Ferries Limited

Traded between 01.10.2002 and 06.07.2006

NorthLink Services (Guernsey) Ltd

Traded between 25.07.2005 and 30.06.2008

Caledonian MacBrayne Ltd
(Dominant)

**NorthLink Ferries
Limited**

Commenced trading 06.07.2006

**CalMac Ferries
Limited**

Commenced trading 01.10.2006

**Cowal Ferries
Limited**

Commenced trading 01.04.2007

**David MacBrayne
HR (UK) Limited**

Commenced trading 01.02.2006

**Rathlin Ferries
Limited**

*Traded between
01.04.2007 and 30.06.2008*

**NorthLink Crewing
(Guernsey) Limited**

Commenced trading 01.07.2006

**Caledonian MacBrayne
Crewing (Guernsey)
Limited**

Commenced trading 01.02.2006