

# A global business Group at a glance

## Group



### National Express

The Group operates in the UK, Spain, and North America and employs 38,000 people and operates over 21,000 vehicles.

Passengers make more than 700 million journeys on our services every year.

## Spain



### ALSA

Our Spanish business, ALSA, operates long distance, regional and urban bus and coach services across Spain and in Morocco.

ALSA was acquired by National Express in 2005, and our position in Spain was strengthened with the acquisition of Continental Auto in 2007. Apart from its market-leading position in bus and coach services, the business also operates service areas and other transport-related businesses, such as fuel distribution.

## North America



### Durham School Services Stock Transportation

Our business in North America is focused solely on student transportation and operates in 30 US states and two Canadian provinces.

The business operates through medium-term contracts awarded by local school boards to provide safe and reliable transport for students, and is the second largest private operator in North America.

Centralised shared services delivered from the Illinois head office support local operational delivery.

### Revenue

**£2,125.9m**

### Normalised operating profit

**£204.2m**

### Employees

**38,000**

(inc. corporate functions)

### Revenue

**£525.6m**

### Normalised operating profit

**£86.2m**

### Employees

**6,800**

### Revenue

**£459.8m**

### Normalised operating profit

**£36.9m**

### Employees

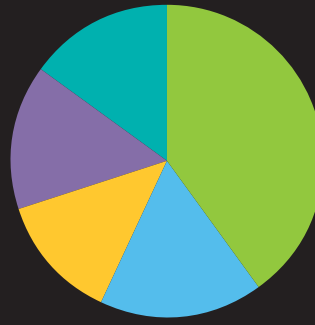
**20,600**

Group revenue by market



Spain 25%  
North America 22%  
UK Bus 12%  
UK Coach 11%  
UK Rail 30%

Group normalised operating profit by market



Spain 40%  
North America 17%  
UK Bus 13%  
UK Coach 15%  
UK Rail 15%

## UK Bus



**National Express West Midlands**  
**National Express Coventry**  
**National Express Dundee**  
**Midland Metro**

National Express is the market leader in the UK's largest urban bus market outside of London. We operate more than 1,600 vehicles and cover over 70 million miles per year. We also run bus services in Coventry and Dundee and operate the Midland Metro light rail service between Birmingham and Wolverhampton.

## UK Coach



**National Express Coaches**  
**Eurolines**  
**The Kings Ferry**

National Express Coaches is the largest operator of scheduled coach services in the UK. The business operates high frequency services linking over 1,000 destinations across the country, including major cities and airports. We are the UK partner in the Eurolines network which serves over 500 destinations across Europe and North Africa.

## UK Rail



**c2c**  
**National Express East Anglia**

National Express operates two rail franchises in the UK, both operating in the East of England. c2c serves destinations between London and South Essex. National Express East Anglia serves routes out of London and across Norfolk, Suffolk, Essex and Cambridgeshire, including the Stansted Express airport service.

### Revenue

**£257.8m**

### Normalised operating profit

**£28.3m**

### Employees

**5,400**

### Revenue

**£250.3m**

### Normalised operating profit

**£32.0m**

### Employees

**1,500**

### Revenue

**£637.5m**

### Normalised operating profit

**£33.8m**

### Employees

**3,600**