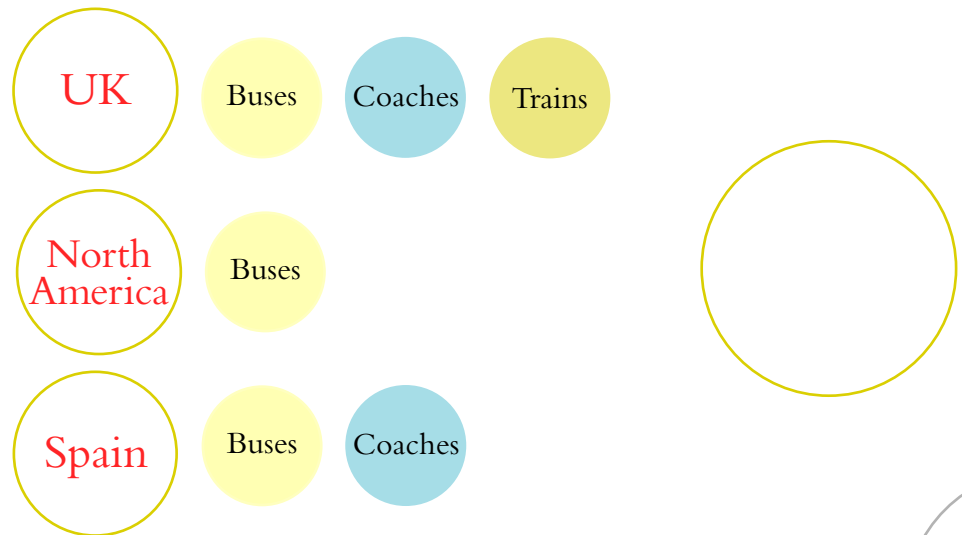


Introduction

Corporate responsibility is at the heart of the National Express Group; it's about what we do and how we do it.



WHAT WE DO

National Express Group is a leading public transport provider; delivering services in the UK, North America and Spain.

We aim to join up people and places by making travel easier. We provide transport services that deliver a wide social benefit – carrying people every day from A to B safely, on time, economically and with less impact on the environment than other forms of transport.

HOW WE DO IT

We train and support our people by providing systems and expertise which enable them to integrate responsible practices into their working day. We invest in our services. This ensures that we deliver services that meet the needs of the local communities we serve.

OUR BUSINESS

We operate in both regulated and non regulated markets. In the UK our customers are transport procuring agencies and we frequently provide services through Government agencies, for example the Department for Transport (DfT), local transport agencies such as Transport for London (TfL) and passenger transport executives (PTE).

The majority of our bus and coach operations are non regulated businesses giving us greater flexibility to develop for the future.

Our trains division is regulated and the majority of our franchises receive subsidy from the Government. However, through the provision of quality services we look to increase revenue generation. Our franchises provide a variety of services for business, commuter and leisure travellers.

In North America, our main customers are school boards for whom we provide bus services carrying school children. We are awarded contracts by school boards to run services on fixed terms.

In Spain, Alsa is the leading private coach and bus operator; providing national and regional services to the general public on behalf of procuring transport agencies. Alsa also operates bus services in Portugal and Morocco.

OUR APPROACH

Our focus is local; while we are a large international organisation, we deliver local services. We believe in local businesses run by locally empowered management. This approach ensures that we are close to the needs of our customers and other stakeholders. It also ensures our employees can deliver services which reflect the demands of their local marketplace.

Our business model is based around devolved decision-making. However, there are some key characteristics and beliefs which we engender in all our businesses: safety; punctuality and reliability; value for money; comfort; accessibility and integration. Common values underpin all our businesses.