

BOARD OF DIRECTORS AND COMPANY SECRETARY

DIRECTORS

- 1 DAVID ROSS**
CHAIRMAN
- 2 RICHARD BOWKER CBE**
CHIEF EXECUTIVE
- 3 ADAM WALKER**
FINANCE DIRECTOR
- 4 RAY O'TOOLE**
CHIEF OPERATING OFFICER
- 5 SIR ANDREW FOSTER**
NON EXECUTIVE DIRECTOR
- 6 BARRY GIBSON**
NON EXECUTIVE DIRECTOR
- 7 SUE LYONS OBE**
NON EXECUTIVE DIRECTOR
- 8 JORGE COSMEN**
NON EXECUTIVE DIRECTOR
- 9 TIM SCORE**
NON EXECUTIVE DIRECTOR
- 10 TONY MCDONALD**
COMPANY SECRETARY



BOARD OF DIRECTORS

1 DAVID ROSS CHAIRMAN **f*

David Ross joined the Board in February 2001 as a Non Executive Director and became Chairman in May 2004. He is Non Executive Deputy Chairman of The Carphone Warehouse Group PLC, a Non Executive Director of Trinity Mirror PLC, Big Yellow Group PLC and Cosalt PLC. David is a chartered accountant. Aged 41.

2 RICHARD BOWKER CBE CHIEF EXECUTIVE

Richard Bowker was appointed to the Board as Chief Executive on 12 September 2006. He was formerly Chief Executive of Partnerships for Schools ("Pfs"), a government body responsible for delivering the Building Schools for the Future Investment Programme. Between December 2001 and September 2004 he was Chairman and Chief Executive of the Strategic Rail Authority. Prior to that he was Group Commercial Director of Virgin Group and Co-chairman of Virgin Rail. Richard is a chartered management accountant and a Non Executive Director of British Waterways. Aged 41.

3 ADAM WALKER FINANCE DIRECTOR

Adam Walker joined the Board in March 2003, as Finance Director. He joined the Group in October 2001 as Corporate Development Director working closely with the Group's operational subsidiaries on developing their financial strategies. Prior to joining the Group he was Director of Corporate Finance at Arthur Andersen and an Associate Director at NatWest Markets. He is a chartered accountant. Aged 39.

4 RAY O'TOOLE CHIEF OPERATING OFFICER

Ray O'Toole joined the Board in November 1999 as Chief Operating Officer. He has 30 years' operational experience in transport. He spent the early part of his career in various engineering management positions at Greater Manchester Passenger Transport Executive. He joined National Express from FirstGroup plc, where he was responsible for its operations in Yorkshire and the North West as both Divisional Director and Group Engineering Director. He is a Member of the British Transport Police Authority. Aged 51.

5 SIR ANDREW FOSTER NON EXECUTIVE DIRECTOR +**f*

Sir Andrew was appointed to the Board in August 2004. He has had an extensive career in the public sector having served as Chief Executive of the Audit Commission for England and Wales between 1992 and 2003. Before this he was Deputy Chief Executive of the NHS and is currently Deputy Chairman of the Royal Bank of Canada Europe Limited and a Non Executive Director of the Sports Council, Nestor Health Care and PruHealth. Sir Andrew has also recently completed reviews of Further Education and Athletics for the Government. Aged 62.

6 BARRY GIBSON NON EXECUTIVE DIRECTOR +**f*

Barry Gibson joined the Board in November 1999 and became the Senior Independent Director in September 2005. He served on the Board at BAA plc as Group Retailing Director. Until October 2001 he was the Group Chief Executive of Littlewoods Organisation plc. He is also a Non Executive Director of William Hill PLC and Homeserve plc. Aged 55.

7 SUE LYONS OBE NON EXECUTIVE DIRECTOR +**f*

Sue Lyons joined the Board in May 2001. Her career has been principally with Rolls Royce which she joined in 1975 and where she held the position of Managing Director, Defence (Europe). In 1998 she received an OBE for services to the engineering industry and in 1999 she was awarded the European Woman of Achievement Award – Business Category. Sue is also a Non Executive Director of Wagon plc. Aged 54.

8 JORGE COSMEN NON EXECUTIVE DIRECTOR **f*

Jorge Cosmen was appointed to the Board on 1 December 2005 at the time of the Alsa transaction. He was Corporate Manager for the Alsa Group from 1995, becoming Chairman in 1999. Between 1986 and 1995 he worked in sales, distribution and banking. He is a Business Administration graduate and has an International MBA from the Instituto de Empresa in Madrid. Aged 38.

9 TIM SCORE NON EXECUTIVE DIRECTOR +**f*

Tim Score was appointed to the Board in February 2005. He is Chief Financial Officer at ARM Holdings plc. Before joining ARM he worked as Finance Director of Rebus Group Limited which he joined in 1999. Between 1997 and 1999, he was Group Finance Director of William Baird plc, which he joined from LucasVarity plc. He is a chartered accountant. Aged 46.

10 TONY MCDONALD COMPANY SECRETARY

Tony McDonald was appointed Company Secretary in May 2000. Prior to joining the Group he held senior legal positions with the in-house legal teams at Guardian Royal Exchange and BP and in private practice with Slaughter and May. He is a qualified solicitor. Aged 46.

- + Member of the Audit Committee
- * Member of the Nomination Committee
- # Member of the Remuneration Committee
- f* Member of the Safety and Environment Committee

DIVISIONAL HEADS

NEIL BARKER ACTING CHIEF EXECUTIVE, BUS DIVISION

Neil Barker joined the Group as Operations Director of the Group's Bus Division in January 2005. In February 2007 he was appointed Acting Chief Executive of the Bus Division. Neil joined the company from Arriva plc where he held a number of senior management roles latterly as managing director of the Midlands Regional Bus business. Aged 43.

PAUL BUNTING CHIEF EXECUTIVE, COACH DIVISION

Paul Bunting joined the Group in 2004 as Managing Director at Midland Mainline from Stagecoach, where he was Business Development Director for the UK Bus Division. Prior to that Paul has held a number of senior positions within the rail industry, principally in planning and marketing roles in both InterCity and Regional Railway businesses. Aged 47.

JAVIER CARBAJO CHIEF EXECUTIVE, ALSA GROUP

Javier Carbajo joined the Group in December 2005 when National Express acquired Alsa. A graduate in economics and with an MBA, Javier has been with Alsa for 28 years during which time he has held management positions in most areas of the business. In 1999 he was appointed Chief Executive of Enatcar following its acquisition by Alsa. In 2003 he was appointed CEO of Alsa Group. Aged 54.

DAVID FRANKS CHIEF EXECUTIVE, TRAINS DIVISION

David Franks joined the Group in January 2003 as Trains Divisional Director (North). He was appointed as Chief Executive of the Trains Division in February 2004. David has over 30 years' experience in the rail industry and immediately prior to joining National Express he was Managing Director of South Central at the GoAhead Group. Aged 49.

BRIAN STOCK CHIEF EXECUTIVE NORTH AMERICA

Brian joined the Group in 2002 through the acquisition of Stock Transportation. He has overseen the North American student bus operations since March 2004 and was appointed as Chief Executive of the Group's North American operations in October 2004. Brian has had over 25 years in the bus industry. Prior to joining the Group, Brian was President of Stock Transportation and responsible for guiding the business to become the fifth largest school bus company in North America. Aged 48.