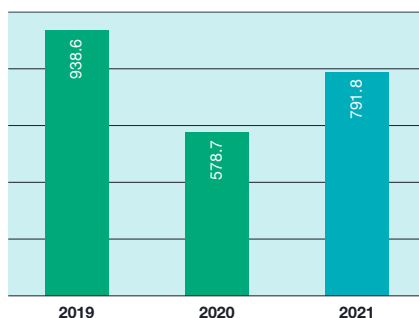


Passenger journeys

791.8m

2020: 578.7m



KPI definition

Passenger numbers as measured by the aggregate of passenger journeys across each of our operating divisions.

Our numbers for North America are estimated as our school bus services are non-ticketed.

Relevance to strategy

Growth in passenger journeys is a leading indicator for growing our business and hence driving modal shift from cars to buses and coaches.

National Express is targeting increased passenger ridership as a longer-term driver of sustainable value for both the business and the environment, with public transport a key solution to lowering carbon emissions and easing travel congestion.

Performance

- Passenger numbers recovered strongly to 792 million, rising by 37% in 2021 as lockdown restrictions eased across each of our divisions.
- Record number of passengers in Morocco with nearly 290 million passenger journeys, an increase of 50% versus 2019, reflecting new contracts in Rabat and Casablanca, and growth in existing contracts such as Tangier.
- Strong rebound in North America, with schools returning to full in-school learning in the new school year.

Remuneration linkage

The Executive Directors' and senior managers' annual bonus structure typically includes a component of personal objectives relating to business development metrics.