Throughout the unprecedented health crisis, Keolis has worked intensively and hand-in-hand with Public Transport Authorities (PTAs) to deliver our public service mission and guarantee staff and passenger safety. In parallel, we stepped up our work with PTAs and other partners to design and deploy new, safe and sustainable mobility solutions. We remain as determined as ever to work intelligently and in partnership to meet the challenges ahead – for the planet, for communities and for all citizens.
With operations in 16 countries, Keolis is a leader in the global shared mobility market, facilitating the journeys of millions of people every day. We are the preferred partner to many public transport authorities around the world, co-designing effective and sustainable solutions with them to boost their local economies and help create more attractive places to live and work.

Company profile

Keolis, a world leader in mobility

Australia, Belgium, Canada, China, Denmark, France, Germany, India, Netherlands, Norway, Qatar, Senegal, Sweden, United Arab Emirates, United Kingdom, United States

68,500 EMPLOYEES

21.7% WOMEN

Revenues — 2020

€6.1bn € 6.6bn in 2019

Recurring net profit

Group share — 2020

€47M in 2019

€101M

Recurring Ebitda — 2020

€532M in 2019

€418M

4,054 buses run on alternative fuels

of which 2,029 are powered by natural gas or biogas

23,000 rental bikes and 7,600 self-service bicycles

At a glance 2020-2021
The Corporate Purpose we set out in 2020 sums up both the role we fulfil on a daily basis and our commitment to addressing the challenges facing society today.

“Enhance everyday life in cities and communities by imagining and operating safe, smart and sustainable mobility solutions accessible to each and everyone”.

As climate, social and economic issues compel companies to reinvent their business models, Keolis announced its Corporate Purpose in 2020. To formulate it, we asked our stakeholders to consider two fundamental questions: what do we do for our customers and how can we have a real impact on the social and environmental challenges facing the world?

Our Corporate Purpose addresses both of these questions. It gives meaning to what we do, day after day, and it ties our corporate strategy to the pivotal goal of making a positive impact on society.

Tangible actions, measured by clear KPIs
Our Corporate Purpose endows us with a roadmap for guiding our decisions and actions. Engaging and transformative, it sets out our commitments and actions which deliver benefits to all our stakeholders from public transport and local authorities to passengers, business partners, service providers and community groups.

Four commitments to help achieve our social and environmental goals
Our Corporate Purpose reflects our focus on serving the common good and creating value for all our stakeholders through four ambitious commitments.

First, we aim to help build attractive and sustainable communities. Keolis solutions enable public transport authorities to enhance the vitality and appeal of their cities and communities by creating jobs, making everyday life easier for residents and strengthening the social fabric of the community.

Our second commitment is to act responsibly for the planet. This means contributing proactively in favour of the energy transition, the circular economy and the preservation of biodiversity. By reducing greenhouse gas emissions, our mobility solutions help combat climate change. In all our day-to-day operations, we strive to conserve natural resources and protect biodiversity, and our fleets are becoming increasingly environmentally-friendly.

Our third commitment is to create a value chain that benefits all stakeholders from our suppliers to our funders, clients and passengers. We do this by working hand-in-hand with our public transport authority partners to design and deploy mobility solutions that correspond precisely with their needs.

Our fourth commitment is to our workforce. We are committed to attracting, retaining and supporting talent and providing the right environment for a rewarding employee experience. Our human resources policy actively promotes diversity and inclusion in order to deliver our full potential. We offer our employees training opportunities to develop their skill sets as we prepare the workforce of the future. Ensuring workplace health, safety and well-being for all our staff remains a top priority.
Keolis’ business model and how we create value

The challenges for mobility players

- Ecological transition
- New mobility expectations
- Digital transformation – big data – smart cities
- Operational efficiency
- Health & safety expectations
- Upskilling

Our resources

Expertise and experience
- Programme: Thinking like a Passenger, our continuous improvement initiative.
- Keoscopie: Our unique observatory of mobility trends and lifestyles.
- Capacity for innovation: internal resources and partnerships.

Finance
- Revenues of €6.1bn.
- Total shareholder equity of €465.3m.

Human
- 68,500 employees, including 65% driving staff.
- 7,117 people hired worldwide in 2020.
- Strengthened health and safety protocols for staff and passengers.

Environment
- A range of multimodal mobility solutions that contribute to reducing cities’ and communities’ carbon footprint and environmental impact.
- 4,038 vehicles running on alternative fuels.
- 4.34 kWh consumed per kilometre for electric traction.

Communities
- Founding member of Pimms Mediation network(1) helping facilitate access to everyday services and amenities.
- Member of the United Nations Global Compact.
- Ongoing dialogue with PTAs to constantly renew transport offers.

Our strengths

Agility, adaptability, capacity for innovation and a forward-looking vision to meet changing needs.

Commitment to listening to and interacting with PTAs, passengers and citizens.

Local and global footprint allowing us to share experience and expertise.

Integrated systems in design, operations and maintenance and a worldwide track record in operational excellence.

Operational efficiency

300 Public Transport Authority (PTA) partners in 16 countries

Our values

We imagine
We care
We commit

Operational performance
- More than 50,000 employees on the frontline during the Covid-19 crisis

Health & safety expectations

- 87% of employees work at a GEEIS(2) compliant entity for gender equality.

Environment

- 43% of employees exercise an ISO 14001 certified activity for environmental management.
- 21.6% of total kilometres covered by alternative fuel vehicles.

Communities

- 69% of the revenue of French subsidiaries assessed by BIOM (an independent agency that measures companies’ contribution to sustainable development) is acknowledged as being of public utility.

Our strengths

- Integrated systems in design, operations and maintenance and a worldwide track record in operational excellence.

Operational performance

- An extensive ecosystem of partners.

Health & safety expectations

- Strong employee engagement.

Finance

- €96m of free cash flow.
- €43m loss in EBIT (K).

Human

- 61% of employees received training in 2020.
- 87% of employees work at a GEEIS(2) compliant entity for gender equality.

Environment

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- 21.6% of total kilometres covered by alternative fuel vehicles.

Communities

- 69% of the revenue of French subsidiaries assessed by BIOM (an independent agency that measures companies’ contribution to sustainable development) is acknowledged as being of public utility.

- 49 projects recognised with Coups de Cœur Solidaires (not-for-profit solidarity organization) awards (3) since 2018.

- 44,446 schoolchildren briefed on the safe use of public transport worldwide.

The value we create for and with our stakeholders

Expertise and experience

- 19 subsidiaries have rolled out the Keolis Signature Service programme to improve quality of service.
- 26 tools and applications deployed in France so that passengers can freely choose their mode of transport.
- 2 major innovation focuses: Customer experience and equipment & Maintenance.

Finance

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(1) Pimms Mediation: Points d’Information Médiation Multi Services (shared multi-service information offices).

(2) GEEIS: Gender Equality European and International Standard.

(3) In partnership with the SNCF Foundation.
THE CLIMATE EMERGENCY

From fires to floods and extreme weather events, the effects of climate change and the decline in biodiversity due to human activity are being felt more frequently and more intensely.

In a recent survey by the Pew Research Center, 70% of people in 14 countries said they think climate change is the most serious threat to our future and numerous studies have now underlined the impact of air pollution on health.

As awareness and understanding of environmental issues grow, many companies are exploring new ways of reducing the impact of their activities on the environment. In the mobility sector, public transport operators are advising and supporting cities and communities in transitioning to cleaner energies in order to curb greenhouse gas emissions and other pollutants from their networks.

GOAL: CARBON NEUTRAL BY 2030!

“As part of the Copenhagen and Zealand region’s ambition to achieve carbon neutrality by 2030, our mobility plan will see the progressive replacement of all diesel buses by electric buses by that time. By signing a 10-year contract with Keolis, which has real expertise in this type of fleet, we’re accelerating this transition to help fight global warming and improve the health and quality of life of local people.”

Dorthe Nøhr Pedersen, Executive Director for Movia Public Transport

COLOGNE AND ZEALAND REGION – DENMARK

SEAMLESS TRANSPORT IN URBAN AND RURAL AREAS

The health crisis, which has seen the use of cycling, walking, carpooling and electric scooters increase in cities, has simply accentuated a trend underway for several years: people want to be able to travel whenever, wherever and however they like – and change their minds at the last minute. Mobility is also a major factor in social and regional disparities. In rural or in less populated areas, people often have little choice but to travel by car, since shared mobility services are scarce, and in some cases nonexistent. What’s more, if they are too young, too old or have mobility-related vulnerabilities and are unable to drive, their options for getting around are very limited. This phenomenon can also be found on the outskirts of cities that are poorly served by traditional modes of transport like metro, tram and bus. The lack of connections to the main network makes it harder for them to access employment and amenities in the city.

REAL-TIME ON-DEMAND TRANSPORT FOR A DENSER MOBILITY OFFERING IN OUTLYING COMMUNITIES

“To expand our mobility offering in two localities, we tested a real-time on-demand transport service developed by Keolis Downer. This solution lets people order a vehicle when they need it. The results are very positive. So, we now plan to trial it in other towns and cities.”

Tony Braxton-Smith, CEO of the Department of Transportation

ADELAIDE REGION – SOUTH AUSTRALIA
CONSTANTLY ADAPTING

Usage patterns and consumption trends are constantly evolving, driven by our changing and ever more digital lifestyles. People want shared mobility services that are more closely tailored to their individual needs. They want the choice of different modes and expect the simplest and most seamless experience at all stages of their journey. People are used to having instant access to information, so they also expect to be able to make changes to their journey at any time, depending on traffic and their destination. With the Covid-19 pandemic, other requirements have emerged, like being able to choose their mode of transport depending on when it’s less crowded. At the same time, transport authorities want closer insights into mobility and usage patterns in their areas so they can better calibrate their networks and tailor services to people’s evolving needs and expectations.

GREATER MOBILITY AT LOWER COST

All around the world, the Covid-19 pandemic had a huge impact on public transport ridership in 2020. With public finances already under pressure before the crisis, transport authorities are more concerned than ever to optimise spending on their networks. This priority was top of mind throughout the year, due to the drop in revenues coupled with additional expenses, such as disinfection. And it will likely stay this way for years to come, given the extent of the economic crisis. At a time when most authorities continue to make shared mobility a priority in the fight against climate change, as well as a driver of local and regional development, expectations are higher than ever for operators to advise and accompany authorities in delivering more efficient and effective transport solutions at lower cost. In doing so, operators support authorities in addressing their citizens mobility needs and their regional development challenges.

DIGITAL TRANSFORMATION

Detailed analysis of passenger journeys using GPS data from their phones

“We recently launched our comprehensive 2040 project to transform Greensboro, and we now want to re-evaluate our mobility offering so it better meets actual passenger needs. To do this, we deployed an innovative solution that collects GPS data on passenger movement patterns. The solution is developed by Keolis, which manages the 21 routes on our bus network. This data, once analysed, is a tremendous source of insights. It will help us better scale our offering and build a more accessible and desirable transport service for passengers.”

Hanna Cockburn, Director of the Transportation Department, Greensboro

GREENSBORO (NORTH CAROLINA) – UNITED STATES

OPERATIONAL EFFICIENCY

A decisive partnership in the health crisis

“With the ongoing health crisis, we expect our transport operator to be especially responsive and innovative in adapting operations, as well as anticipating the mobility and usage trends of the future. We have a solid partnership with Keolis, and the company is delivering on our key expectations. From the early days of the crisis, its teams were on hand to assist us and made their expertise available for the benefit of the public.”

Nicolas Joyau, Deputy Mayor of Caen, with responsibility for urban planning, and Vice President in charge of mobility for the Caen-la-Mer urban community

CAEN – FRANCE
In all countries, public transport operators are faced with the same challenge of an ageing population combined with the sector’s declining appeal to jobseekers, especially the most well-known jobs like drivers and mechanics. Hence the need to attract new talent in the years ahead – something which is proving difficult. Over the next decade, Keolis, whose average employee age is 46, will have to replace 25% of its global workforce. On top of this challenge is the changing nature of jobs and skills across all networks. As fleets shift to green and autonomous vehicles, operators need to build on existing skills or acquire new ones in order to operate and maintain new fleets including alternative energy buses and autonomous shuttles, which ultimately will have no crew onboard.

Capitalising on skills, attracting more diverse profiles

“Through a partnership with Keolis, we’re using our know-how to help people in sectors affected by the health and economic crisis to transition professionally and take advantage of job opportunities with the Group. Keolis’ policy of broadening its candidate sourcing to new profiles is fully in line with our philosophy. And it’s a great lever for differentiating the Keolis employer brand.”

Nadine Guérin, Development Director at LHH, Adecco’s HR consultancy

PARIS – FRANCE

Protecting passengers, retaining their trust

“Keolis Dijon Mobilités has given us complete support throughout the health crisis, maintaining ongoing dialogue at all times. This has allowed us to work together to guarantee continuity of public transport service and protect both passengers and staff to ensure we retain their trust. Despite the crisis, we’ve also been pursuing efforts to explore potential upgrades to the network.”

Thierry Falconnet, Vice President Dijon Métropole, in charge of urban renewal, mobility and transport, and Mayor of Chenôve

DIJON – FRANCE

Since the early days of the pandemic, passengers have expressed concerns about the risk of infection when travelling on public transport. These concerns are likely to last and are accentuated by issues of passenger density on high-capacity systems like trains, metros and trams, especially at peak hours. And yet numerous studies worldwide – including those by UK transport watchdog Transport Focus, Oxford Academic, Institut Robert Koch, Santé Publique France and the University of Colorado – have all confirmed the very low risk of contamination on public transport. Nevertheless, passengers expect tangible and visible measures to be taken. In terms of ridership, most networks have yet to return to pre-Covid levels, with some people preferring cars and others travelling less due to home-working.
Despite the ongoing health crisis, we have continued to strengthen our leadership in the French market. This dynamism is reflected in many new contract awards and renewals as well as advances in the shift to greener fuels and new forms of mobility.

**New contracts in Greater Paris**
Ille-de-France Mobilités (IDFM), the public transport authority for the Greater Paris region, awarded four new bus contracts to our Keolis Ille-de-France subsidiary: the Traverse Brancion-Commerce all-electric minibus route in the 15th arrondissement of Paris, the eastern network of the Grand Paris Seine et Oise urban community and the networks serving the Argenteuil and eastern community and the eastern network of the Grand Paris, we won the first contract awarded by Île-de-France Mobilités (IDFM), the public transport authority for Greater Paris region, awarded the contract to operate and manage the new line 2 of the all-electric Bus Rapid Transit (BRT) network in Antibes-Sophia-Antipolis.

**Alès ramps up energy transition and turns to hydrogen**
The Alès public transport authority in southern France has renewed our contract for a further nine years and eight months. We will be supporting the city in the energy transition by trialling a hydrogen-powered bus, converting the city-centre shuttles to an electric fleet, rolling out France’s first public carpooling network, providing 50 e-scooters and doubling the number of electric bicycles to 200 by January 2021.

**Contracts won and renewed**
The Thionville-Fensch urban public transport authority in north-eastern France awarded us the contract to operate and maintain its bus network of nearly 70 routes serving the 190,000 residents of 35 municipalities in the Thionville area. As well as improving quality of service and passenger information, the contract will see the introduction of a new electric Bus Rapid Transit service in 2026.

2020 also saw a host of contract renewals in Chattellerault, Alès, Blois, Dreux, Oyonnax and Tarbes-Lourdes.

Additionally, EFFIA won two new parking contracts in Lyon (Gorge-de-Loup) and Garges-Sarcelles.

**Keolis Santé innovates to support medically underserved communities**
In May 2020, Keolis Santé and the Vendée departmental council launched the first Mobile Teleconsultation Unit. Staffed by a nurse and ambulance crew, this new type of ambulance carries online diagnosis equipment to connect doctors and vulnerable patients so they can receive care in or nearby their own homes.

**Keolis Lyon recognised at 30th EFQM Global Awards**
Keolis Lyon has been involved in the European Foundation for Quality Management excellence initiative since 2011. At the 30th EFQM Global Awards, it reached the finals with a six-star rating and won the European prize for customer excellence at the EFQM Global Awards, it reached the finals with a six-star rating and won the European prize for customer excellence at the 30th EFQM Global Awards. Keolis Lyon is now the first European public transport company to achieve this standard.

**In Greater Paris, scheduled routes and specialised services are operated by 21 Keolis subsidiaries, and 61,000 parking spaces are managed by the Group.**
OUR PRESENCE IN EUROPE

As we strengthen our foothold in Northern Europe, new contract wins, the renewal of urban networks and the rollout of large fleets of carbon-free buses all reflect the trust Europe’s public transport authorities are placing in us to support their energy transition.

138 carbon-free buses in Norway

In December 2020, we began operating Bergen’s 100% alternative energy bus network. Featuring 138 buses – 102 of which are electric – 10 trolleybuses and 26 buses running on hydrotreated vegetable oil, the fleet will cut CO2 emissions by about 85% over the 10-year contract period, compared to a fleet of diesel vehicles. The network, which serves central and west Bergen, Norway’s second-largest city (population: 300,000), has 27 routes and connects with the city’s tram network, also operated by our Norwegian subsidiary since 2010.

Growing our footprint in Denmark

In April 2020, we won a new 10-year bus contract with the Copenhagen Metropolitan Region for the operation and maintenance of 47 vehicles including 32 e-buses from June 2021. In addition to this important win – which makes us one of the leading electric bus operators in Denmark – our contract for the Hinnerup bus network has been extended for four years. This network connects Hinnerup to the city of Aarhus, where we operate the tram network.

Our Danish subsidiary has also been awarded a four-year extension to its contract to operate and maintain the Odense network from 2023. This year, it will restructure the 10 existing routes so they can be integrated into the city’s future tram network, which we will launch in early 2022. The contract extension includes the replacement of 20 of the 70 buses in the fleet with electric vehicles. Also in 2020, Keolis Denmark won a contract for two bus networks in the North Jutland Region, including Aalborg, which together comprise 77 vehicles, 67 of which run on hydrotreated vegetable oil.

Autonomous shuttles and e-buses in Sweden

In January 2021, our Swedish subsidiary Keolis Sverige began a four and a half month trial with autonomous electric vehicles in Gothenburg. Fully integrated into the city’s road traffic and public transport network, this self-driving shuttle solution serves industrial and residential areas along a fixed 1.8 km route and connects with several of the bus routes. This latest experiment builds on the test conducted in Stockholm in September 2020 using 5G technology for remote control and supervision of autonomous shuttles.

In July 2020, Keolis Sverige won a four-year extension to its contract to operate 41 bus routes in Stockholm, with a ridership of 80 million passengers a year. This extension includes the introduction of 15 new electric buses in August 2022, which will join the existing fleet of 320 buses running on biodiesel and biogas.

Europe’s largest e-bus network in the Netherlands

In December 2020, we began operating the largest electric bus network in Europe in the eastern Dutch provinces of Gelderland and Overijssel. Featuring 246 e-buses and 177 charging points, the network will cut CO2 emissions by 15,755 tonnes, NOx by 5.31 tonnes and fine particulates by 133 kg over the 25 million km travelled each year. With 120 routes, this network serves 180 villages and four medium-sized towns with a total population of 3.1 million.

As we strengthen our foothold in Northern Europe, new contract wins, the renewal of urban networks and the rollout of large fleets of carbon-free buses all reflect the trust Europe’s public transport authorities are placing in us to support their energy transition.
Four more years in charge of DLR
Our subsidiary KeolisAmey Docklands was awarded a four-year extension to its contract to operate and maintain the Docklands Light Railway (DLR), London’s driverless metro. As part of the renewed contract, KeolisAmey Docklands will oversee commissioning of new metro trainsets due to enter service in 2023. On top of this renewed sign of trust from Transport for London (TfL), a British trade journal presented KeolisAmey Docklands with the “Passenger Operator of the Year” trophy at the 2020 National Rail Awards, in recognition of its performance. The subsidiary also achieved ISO 55001 certification for its asset management processes on the network, the UK’s busiest light rail system.

KeolisAmey Metrolink staff trained to assist vulnerable passengers
Over 120 customer service staff on Greater Manchester’s Metrolink, the UK’s largest tram system, operated by KeolisAmey Metrolink, were given mental health awareness training by the National Health Service (NHS) in autumn 2020. The two-day course helped staff work more effectively with tram-users with mental health issues by raising awareness of how to respond to their needs.

Two-year contract extension for UK’s first high-speed rail network
In March 2020, the Department for Transport (DfT) renewed its trust in us with a two-year extension of the contract to operate the Southeastern rail network, in the London area. Southeastern is the UK’s first high-speed rail network and also one of the busiest rail services, carrying 640,000 passengers every week and 183 million passengers annually pre-Covid. The service has been operated by the Govia joint venture between Keolis and our partner Go-Ahead since 2006. Over the last two years, punctuality on the network has improved by almost 10% and passenger satisfaction has hit a six-year high of 81%. Under the renewed contract, Govia intends to boost capacity and further improve punctuality and quality of service.

Asset management certification for Keolis in Nottingham
Thanks to a two-year investment programme, the Keolis subsidiary that operates Nottingham’s tram network, became the first tram operator in the United Kingdom to obtain ISO 55001 certification in January 2020 for its asset management processes. The ISO 55001 international standard recognises the quality of management of the rolling stock, infrastructure, installations and equipment which carry 20 million passengers across a 32 km-long network every year. In another UK first, in October 2020 the subsidiary was also rewarded for its excellent passenger service by obtaining the highly prized Service Mark from the Institute of Customer Services, scoring an impressive 83 points (out of 100), compared with an average of 71 for the transport sector.

Two major contract extensions in 2020 attest to our rail expertise in the United Kingdom, where we’ve been operating for more than 20 years.
Extension of Boston train network contract
The Massachusetts Bay Transportation Authority (MBTA) extended the Keolis contract to operate greater Boston’s commuter rail beyond the base eight-year partnership. The network carries 35 million passengers a year on 14 lines serving 139 stations across 640 km of track. In extending the Keolis contract through the full term, Keolis is tasked with further enhancing the passenger experience, including maintaining high reliability, transforming the network to a regional rail model with increased service frequency and delivering major capital investment programs.

Since the start of the contract in 2014, Keolis has strengthened safety initiatives, increased the number of trains by 10,000 per year and deployed a solution that allows payment by credit card aboard trains.

Growing our footprint in Virginia
In July 2020, we won the operating and maintenance contract for the OmniRide transit network, serving some 4.6 million inhabitants across three counties in Virginia. The network features 26 lines and a fleet of 166 buses, which are all accessible to people with reduced mobility, and carries about four million passengers a year. Also in Virginia, Loudoun County (415,000 inhabitants) awarded Keolis a five-year contract to operate and maintain its bus network, with the aim of improving the passenger experience by bringing together two separate operations to consolidate the mobility offer in the area. Composed of 28 lines, this network serves numerous communities in the county, as well as Washington DC. Some of these lines provide connections with the Virginia Railway Express (VRE) network serving central and northern Virginia, as well as the city’s outer suburbs, which we had been operating for more than ten years. The new contract runs ten years, with an option to renew for a further two, and will take effect in July 2021.

The Assomption network serves six cities in Greater Montreal using a fleet of 44 buses on 13 routes.

A new bus contract in Southern California
In September 2020, Victor Valley Transit Authority awarded Keolis a contract for its urban and suburban bus network which we began operating less than three weeks after the award. This network features 30 lines and a fleet of 127 buses, including 47 accessible to people with reduced mobility, and carries 1.7 million passengers annually. The vast majority of this fleet is powered by alternative energies: 91 by natural gas and 7 by electricity.

Canadian bus contract renewed
Exo, the transport authority of Greater Montreal, renewed our contract in March 2020 for the Assomption bus network in the city’s outer suburbs, which we had been operating for more than ten years. The new contract runs ten years, with an option to renew for a further two, and will take effect in July 2021.

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The Assomption network serves six cities in Greater Montreal using a fleet of 44 buses on 13 routes.
First commuter rail contract for a private operator

In September 2020, the South Australia Department of Infrastructure and Transport (DIT) chose our Australian subsidiary Keolis Downer to operate and maintain the Adelaide commuter rail network. It was the first time that this network, which features four lines spanning 132 km and serving 89 stations, has been awarded to a private operator. The contract began on 31 January 2021 and will run for eight years, with a potential extension of another four years.

Innovations include enhanced passenger information to deliver updates on traffic conditions and train times and connections in real time on screens and via smart devices carried by Keolis Downer station employees. Through the Gawler line electrification project led by the South Australian Government, Keolis Downer will also introduce 12 additional electric trains, adding 15 per cent capacity during peak hours.

Keoride real-time on-demand transport solution notches up another success

The Keoride real-time on demand service in Sydney’s Northern Beaches in New South Wales has met with real success. In January 2020 we began trials of a new Keoride service in South Australia in two areas, Mount Barker and Barossa Valley, near Adelaide, in partnership with DIT. With 80,000 passengers carried in one year and a 97% satisfaction rate, the trial service has proved so popular in Mount Barker that it has been extended to June 2021 and the service area expanded. Passengers can use their Adelaide MetroCard to pay for Keoride trips and can also get a reduction on the fare cost if they use another mode of transport within a two-hour period using Keoride.

Newcastle tram celebrates a successful first year

Newcastle’s new tram operated by Keolis Downer celebrated its first anniversary in February 2020 with 1.2 million trips logged since its launch. In just one year, the tram has become an extremely popular option for residents and a key component in the city’s integrated transport offer. Nearly half of all passenger trips in Newcastle use the 2.7 km light rail network to connect with bus, ferry or train services. Integrated with the other transport modes (buses, ferries, on-demand transport) operated by Keolis Downer, the new tram provides an efficient, sustainable and accessible way for local residents and visitors to travel.
OUR PRESENCE IN THE MIDDLE EAST, ASIA AND AFRICA

We grew our global footprint in automated metro and tram operations with several important contract wins in the United Arab Emirates and China, further strengthening our presence in these fast growing regions.

New contracts to operate Dubai’s automated metro and tram system
In March 2020, we were awarded the concession to operate and maintain the Dubai automated metro network and another to operate the city’s tram system by the United Arab Emirates’ Roads & Transport Authority (RTA). This major contract(1), which begins in September 2021, will be managed by the joint venture between Keolis (70%), Mitsubishi Heavy Industries Engineering (25%) and Mitsubishi Corporation (5%). The Dubai metro is the longest automated driverless system in the world, with two lines, 90 km of track, 129 trains and 53 stations. It forms part of an extensive multimodal public transport network, allowing commuters to connect with the tram system, bus network and ferry and taxi services. Launched in 2014, the 10.6 km catenary-free tram features a ground-level power supply system. It was also the world’s first tram to use platform screen doors at its 11 stations. Under the contract, which will see 2,000 employees hired and trained, Keolis and its partners aim to achieve unparalleled levels of passenger satisfaction with measures including real-time information provision, timetable optimisation and harnessing predictive maintenance to enhance rolling stock and infrastructure lifecycle management.

Doha’s automated metro already delivering impressive performance
Operated by RKH Qitarat, a joint venture between Keolis, RATP Dev and Hamad Group, the Doha automated metro, spanning 75 km and 37 stations, entered service in 2019. In just a year, the network has achieved an exceptional level of performance with close to 100% punctuality and an average daily ridership of 60,000 passengers. Despite capacity restrictions and health measures in place due to the pandemic, a highly effective crowd management policy ensured the metro made a key contribution to the success of both the Amir Cup final in December 2020, when it carried 90,000 passengers, and the FIFA Club World Cup in February 2021.

A second tram network in China
In October 2020, Shanghai Keolis was chosen to operate and maintain the Jiaxing tram network in the province of Zhejiang. The five-year contract, which will be executed by a joint venture set up in partnership with the city of Jiaxing, is Keolis’ first contract outside Shanghai. Due to open in July 2021, the new two-line tram network will span 15.6 km and 26 stations, including Jiaxing’s two railway stations for connecting with other services. The tram network is set to become an in-demand public transport solution for the city’s 1.65 million residents and daily ridership is expected to reach 50,000 passengers. A third line will be added in 2023, bringing the total length to 35.7 km. This contract strengthens our presence in China, where we already operate the Songjiang tram, Shanghai’s first automated metro, and the automated metro at Shanghai Pudong International Airport.

The final section of the Hyderabad metro opens in India
In February 2020, the third and last line of Hyderabad’s automated metro was opened, linking the city centre to the old part of the city via a 10 km extension. Completed in just over two years and now spanning 69 km, the Hyderabad metro network constitutes another key reference in Keolis’ global portfolio of automated metro operations.

A new train network in Dakar
In Senegal’s capital, we’re working alongside SNCF to prepare the launch of the regional express train that will offer Dakar’s 3.8 million residents as well as visitors a new link between the city centre and the new international airport, via a 55 km line serving 14 stations. In 2020 we recruited the first 300 of the 1,000 staff needed to operate the network, and opened the main depot, which houses the control room. The network’s 15 trains have been delivered and are due to begin test runs in summer 2021 with the commercial launch scheduled by the year-end.

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(1) Nine-year contract with three possible two-year extensions.
A global leader in shared mobility, we operate and maintain urban, suburban and intercity networks for more than 300 public transport authorities. Our worldwide operations feature a dozen different mobility modes.

**METROS**

452 KM OF TRACK IN OPERATION OR UNDER CONSTRUCTION

PIONEER AND GLOBAL LEADER IN AUTOMATED METROS – 330 KM OF TRACK

- 10 metro networks worldwide

Networks in service
- China: Shanghai Pudong International Airport and Shanghai Pudong automated metro line
- France: Lille, Lyon and Rennes
- India: Hyderabad
- Qatar: Doha
- United Arab Emirates: Dubai (start of operations by Keolis in September 2021)
- United Kingdom: London (DLR)

Networks under construction
- Ivory Coast: Abidjan

**TRAMS**

WORLD LEADER

1,034 KM OF TRACK IN OPERATION OR UNDER CONSTRUCTION INCLUDING:

- Melbourne, the world’s largest tram network: 250 km
- Greater Manchester, the UK’s largest light rail network: 96 km
- Aarhus, Denmark’s first light rail network

27 networks worldwide

Networks in service
- Australia: Gold Coast, Melbourne and Newcastle
- Canada: Waterloo (Ontario)
- China: Jiaxing (start of operations by Keolis in July 2021), Shanghai
- Denmark: Aarhus
- France: Besançon, Bordeaux, Caen, Dijon, Le Mans (TA*), Lille, Lyon, Nancy, Orleans, Paris-Île de France region T9 and T11, Strasbourg (TA*), Tours
- Norway: Bergen
- United Arab Emirates: Dubai (start of operations by Keolis in September 2021)
- United Kingdom: Manchester and Nottingham

Networks under construction
- Denmark: Odense
- France: Paris-Île-de-France region T13
- Qatar: Lusail

**BUSES & COACHES**

23,207 VEHICLES WORLDWIDE

4,054 RUN ON ALTERNATIVE FUELS

- 2,029 NATURAL GAS AND BIO-NATURAL GAS
- 613 BIODIESEL
- 453 HYBRIDS
- 811 ELECTRIC
- 80 BIOETHANOL
- 52 LPG
- 16 HYDROGEN

Networks in service
- Australia: Adelaide, Brisbane, Geraldton, Kalgoorlie, Newcastle, Perth
- Belgium: Antwerp, Bruges, Brussels, Charleroi, Ghent
- Canada: L’Assomption and Terrebonne (Quebec)
- Denmark: Alborg, Copenhagen, Odense
- Netherlands: Almere, Provinces of Gelderland, Overijssel and Utrecht
- Norway: Bergen
- Sweden: Dalarna, Gothenburg, Jonkoping, Karlstad, Örebro, Stockholm
- United States: Greensboro (North Carolina), Las Vegas and Reno (Nevada), Pompano (Florida), Victor Valley and Pomona (California), Washington DC and Northern Virginia metropolitan area

Networks under construction
- France: Charles-de-Gaulle Airport (CDG) Express
- Senegal: Dakar

**URBAN & SUBURBAN**

Networks in service
- Australia: Adelaide, Brisbane, Geraldton, Kalgoorlie, Newcastle, Perth
- Belgium: Antwerp, Bruges, Brussels, Charleroi, Ghent
- Canada: L’Assomption and Terrebonne (Quebec)
- Denmark: Aalborg, Copenhagen, Odense
- Netherlands: Almere, Provinces of Gelderland, Overijssel and Utrecht
- Norway: Bergen
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Networks under construction
- France: Charles-de-Gaulle Airport (CDG) Express
- Senegal: Dakar

**AIRPORT SHUTTLES**

Networks in service
- Canada: Montreal (Quebec)
- Denmark: Aarhus
- France: Bordeaux, Marseille, Montpellier
- United States: Fort Lauderdale (Florida)

Networks under construction
- France: Charles-de-Gaulle Airport (CDG) Express
- Senegal: Dakar

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Networks under construction
- France: Charles-de-Gaulle Airport (CDG) Express
- Senegal: Dakar

**TRAINS**

ALMOST 5,000 KM OF TRACK

15 REGIONAL RAIL NETWORKS

Networks in service
- Australia: Adelaide Commuter Rail
- France: Blanc Argent
- Netherlands: Province of Overijssel, Twente
- United Kingdom: Govia Thameslink Railway, Southeastern
- United States: Massachusetts Bay Transportation Authority

Networks under construction
- France: Charles-de-Gaulle Airport (CDG) Express
- Senegal: Dakar

**AIRPORT SHUTTLES**

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- Canada: Montreal (Quebec)
- Denmark: Aarhus
- France: Bordeaux, Marseille, Montpellier
- United States: Fort Lauderdale (Florida)
**Transport for People with Reduced Mobility**

**Leader in France**
- **France**: Bayonne, Bordeaux, Caen, Châlons-en-Champagne, Lille, Metz, Orléans, Rennes

**Medical Transport**
- **Largest Nationwide Ambulance Provider in France**
  - **France**: Arras, Bordeaux, Caen, Châlons-en-Champagne, Lille, Metz, Orléans, Rennes
  - **4,500 Healthcare Professionals**
  - **145 Jussieu Secours Ambulance Centres**

**Car-sharing**
- **France**: Arras, Bordeaux, Caen, Châlons-en-Champagne, Lille, Montluçon, Nevers, Orléans, Pau, Quimper, Rennes, Riom, Sarrebourg, Tours, Versailles

**Car-pooling**
- **France**: Aix-en-Provence, Anglet, Bordeaux, Lyon, Nancy, Orléans, Strasbourg Tours

**CMABULLE**
- **App that pairs families for lift-sharing for the school run and out-of-school activities**
  - **France**: Dijon, Le Mans, Le Vexin, Lille, Montargis, Orléans, Rueil-Malmaison, Saintes

**Autonomous Electric Vehicles**
- **More than 110,000 km clocked up**
- **More than 30,000 hours of operation**
- **More than 200,000 passengers carried in 2020 and 40 services introduced around the world since 2016**

**New services launched in 2020**
- **Australia**: Sydney, Newcastle
- **France**: Bègles, Châteauroux, Lyon Groupama Stadium, Rennes, Saint-Quentin-en-Yvelines
- **Monaco, Sweden**: Stockholm, Gothenburg

**And also**
- **Australia**: Flinders University, Adelaide, Newcastle and Renmark
- **France**: Lille, Lyon Confluence

**Transport on-demand**
- **Real-time on-demand transport**
  - **Australia**: Adelaide, Newcastle, Sydney, Mount Barker and the Barossa Valley (near Adelaide)
  - **France**: Aix-en-Provence, Anglet, Bordeaux, Lyon, Nancy, Orléans, Strasbourg Tours
  - **United States**: Orange County (South California)

**Digitally-enabled on-demand transport**
- **France**: Châlons-en-Champagne, Lille, Roissy, Rouen

**And also**
- **France**: Arras, Bassin de la Peuplade, Chambéry, Dijon, Laval

**Sea and River Shuttles**
- **Australia**: Newcastle
- **France**: Bayonne, Bordeaux

**Bicycles**
- **31,000 bicycles in France and the Netherlands including self-service, long-term rental, electrically assisted**
  - **France**: Agen, Amiens, Arras, Bayonne, Besançon, Blois, Bordeaux, Bourg-en-Bresse, Bourgoin-Jallieu, Caen, Châlons-en-Champagne, Chaumont, Dijon, Grenoble, Laval, Le Mans, Lille, Metz, Montargis, Montluçon, Moulins, Nevers, Obernai, Orléans, Pau, Quimper, Rennes, Riom, Sarrebourg, Tours, Versailles
  - **Netherlands**: Almere, Utrecht, Veluwe (Province of Gelderland)

**Parking**
- **No.1 for combined car park and on-street parking contracts in France**
- **No.1 for train station car parks in France**
- **No.4 parking operator in Belgium**
  - **600 parking spaces operated in 240 cities in France and Belgium**
  - **264,000 spaces, including 58,000 on-street**
  - **137 Park & Ride car parks**

**Medical Transport**
- **Largest Nationwide Ambulance Provider in France**
  - **France**: Arras, Bordeaux, Caen, Châlons-en-Champagne, Lille, Metz, Orléans, Rennes
  - **2,400 Medical Vehicles**
  - **4,500 Healthcare Professionals**
  - **145 Jussieu Secours Ambulance Centres**

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