AT A GLANCE
2019 - 2020
ACTING TODAY FOR TOMORROW’S MOBILITY

KEOLIS
More ways, more life means joining forces with you, our stakeholders, to roll out innovative personalised shared mobility solutions. It means working with you, our public transport authorities partners, to make our communities smarter, more connected, more sustainable and more attractive. It means devising appealing, viable alternatives to single passenger car journeys and enhancing use of public space to build better lives together.
A major player in shared mobility around the world, Keolis designs, operates and maintains transport services tailored to each city or region, from urban centres and outlying suburbs to intercity links. Our expertise spans more than 10 different mobility modes, from high-capacity services to the most agile solutions.
Keolis is playing a key role in reducing pollution and congestion by providing an alternative to the use of private cars in the form of attractive, high-performance shared mobility solutions. But the climate emergency, along with people’s growing expectations and tougher regulations, means that we must go further. In addition to electric trains, metros and trams, with their proven low-carbon footprints in major cities worldwide, we’re helping public transport authorities (PTAs) to deploy clean bus fleets that operate on alternative fuels to diesel and petrol, such as electricity, natural gas, bio-natural gas and hydrogen. To accelerate the shift to cleaner fuels, we integrate feedback from our initiatives around the world. We also draw on our Centre of Excellence for Buses and New Energies, which brings together our extensive know-how in alternative transport fuels, spanning each project stage from understanding the local challenges involved to support on technology choices, modelling and estimation of the total cost of ownership, bids, trials, training, rollout and maintenance. And as well as supporting PTAs in their conversion to alternative solutions, we help them optimise fuel consumption through various initiatives, including training on eco-driving.

### RISING TO THE CLIMATE CHANGE CHALLENGE

#### LEADING THE WAY WITH ELECTRIC AND HYDROGEN BRT SERVICES

We deployed within six months of each other France’s first-ever all-electric bus rapid transit (BRT) services for the city of Amiens and the Bayonne-Anglet-Biarritz area in 2019. We introduced the world’s first hydrogen-powered BRT service to operate on open, public roads in mixed traffic. This was Canada’s first electric autonomous shuttle to operate on open, public roads in mixed traffic.

#### AROUND 140 MAINLY ELECTRIC BUSES IN NORWAY’S SECOND LARGEST CITY

In June 2019, we were awarded a new contract in Bergen, Norway — where we already operate the tram network — for the operation and maintenance of around 140 mainly electric buses. Expected to carry 17 million passengers a year, the fossil free buses will contribute to improving quality of life for the nearly 300,000 inhabitants of Norway’s second largest city.

### NEW NEEDS, NEW SOLUTIONS

#### FIRST AUTONOMOUS SHUTTLE ON CANADA’S PUBLIC ROADS

We ran an autonomous shuttle service along the streets of Candiac, in the suburbs of Montreal, for over a year. The shuttle operated on a 2 km circuit and crossed a large intersection thanks to smart traffic lights connected to the vehicle. This was Canada’s first electric autonomous shuttle to operate on open, public roads in mixed traffic.

#### ORLEANS ADOPTS REAL-TIME ON-DEMAND TRANSPORT

Following the successful trial of our real-time on-demand transport service in Orléans, France, we launched the full service and extended it significantly to cover suburban and rural communities that were previously underserved by public transport. With this flexible new service, passengers can book a ride, even at the last minute, and change or cancel it up to ten minutes before departure.
To make shared mobility more attractive, we leverage digital solutions to offer passengers a more seamless, personalised and enjoyable experience. For this reason, we’re rolling out innovative solutions at all touch points of the customer journey. For example, we’re making it easier to buy and validate tickets thanks to electronic solutions that are available to all transport authorities. We’re also offering digital passenger information solutions that help people organise their journeys more easily, check in real time when the next service will arrive and receive alerts about network disruptions.

With our multimodal expertise, knowledge of the cities and regions we serve, knowledge in digital technologies and ability to coordinate innovation frontrunners, we’re partnering with PTAs on MaaS (Mobility as a Service) projects in cities including Lille, Rennes and Dijon (Fr) to enable passengers to choose, combine, book and pay for all mobility solutions using a single interface. Innovation is in our DNA and we’re harnessing digital technologies and data analytics to open up a whole range of opportunities to improve performance in areas including maintenance and operations.

Despite increasing pressure on finances, public transport authorities (PTAs) face significant investment demand to increase network capacity, upgrade existing infrastructure and extend services to new areas, while delivering a first-class passenger experience. The equation is equally complex in less populated areas, which have limited resources to operate networks serving vast regions with multiple population centres. As the day-to-day operator of networks around the world, Keolis is a natural partner to assist PTAs as they seek to continually optimise economic efficiency in pursuit of enhanced mobility. To do this, we’re using all available levers, such as the design of high performance and attractive mobility offers and tighter control of operating costs, thanks to extremely rigorous maintenance and operating processes. With assets worth €50 billion managed by over 10,000 staff worldwide, our track record in asset management enables us to advise and accompany PTAs in their asset management and medium and long-term investment strategies.
OUR COMMITMENTS

WELSH RAIL NETWORK OVERHAUL ON TRACK

Just one year after it was taken over by our KeolisAmey Wales subsidiary, significant progress has been made on the Wales and Borders rail network, which comprises 1,623 km of railway tracks. A total of 215 new services and 7,600 additional seats per week were created, thanks to a reworked timetable and the deployment of more trains. Further improvements include the launch of the renovation programme for the network’s 247 stations and ticketing system, the introduction of a new app allowing passengers to buy a ticket with their mobile phone (m-ticket) and enhanced passenger comfort with on-board passenger information, Wi-Fi, air conditioning, electrical sockets and more. In 2020, our joint venture took overall responsibility for the rail infrastructure’s track and signalling – a first in the United Kingdom since the start of rail privatisation – on the Core Valley Lines around Cardiff – the network’s densest zone representing 50% of all journeys.

CONTACTLESS PAYMENT COMES TO THE MANCHESTER TRAM NETWORK

Users of Greater Manchester’s Metrolink tram network no longer need to purchase tickets to travel. Since July 2019, passengers have been able to pay their fare using a contactless credit card or a phone or smartwatch with a mobile wallet app. By touching their card or device on smart readers at the start and end of each journey, passengers benefit from the best possible fare and never have to pay more than the daily cap on fares, regardless of how much or how far they travel.

The new system makes life much easier for occasional travellers (more than 11.5 million in 2018) and is expected to increase their use of the network by more than 25%.

A PROACTIVELY MANAGED AND ECO-FRIENDLY PROJECT IN QUEBEC

“Keolis Canada decided to use electric buses for its school transport services in our district in Montreal’s northern suburbs, without us even having to ask. After a conclusive trial period, which confirmed the reliability of the first two vehicles, Keolis introduced 12 additional electric buses to the daily school circuit in 2019. We’re extremely pleased with the initiative taken and by the project as a whole, which was carried out by Keolis in a very responsible manner. Electric buses are aligned with our commitment to reduce the carbon footprint of school transport in our region, and our students appreciate travelling in buses that are quieter and more eco-friendly.”

Josée Dupuis
Deputy Director of the School Transport Department in the CSDA School District, Quebec, Canada
Our efforts to promote and deliver inclusive mobility are an integral part of our corporate social responsibility strategy. This strategy is structured around three principles: dialogue with our stakeholders, respect for human rights and fundamental freedoms, and fair practices. The strategy also features four commitments to our passengers, the environment, our people and the communities we serve. Embedded in our KeoLife corporate programme, this strategy is based on continuous improvement and ISO 14001 environmental certification as well as a set of transparent performance indicators. We signed up to the United Nations Global Compact in 2004 and have partnered with Global Compact France since 2018.

ON-DEMAND SERVICE FOR THE PEOPLE OF SYDNEY

Experimental on-demand transport service Keoride, which serves Sydney’s Northern Beaches area seven days a week, has become part of day-to-day life for residents in the capital city of New South Wales, Australia. By early 2020, over 240,000 journeys had been made using this innovative solution launched by Keolis Downer in partnership with Transport for NSW in November 2017. Ridership is constantly growing with nearly 20,000 trips per month in 2019. Given its popularity and the high level of satisfaction among users, for whom Keoride represents an efficient alternative to the private car, the service has been extended until June 2021.

DEVELOPING OUR EMPLOYER BRAND WITH OUR EMPLOYEES

Given their in-house experience, our employees are ideally positioned to identify the selling points that will convince potential candidates to join Keolis. That’s why we decided to involve our teams in the development of our employer brand. Altogether, more than 2,000 employees worldwide made a contribution, through surveys, interviews and workshops. This participatory approach gave us invaluable insight into the Group’s employer image and enabled us to define the new employer brand and create the resources necessary for its deployment. For their recruitment campaigns, HR and Communications teams worldwide have access to numerous support materials (posters, adverts, banners, leaflets, etc.), as well as employee video testimonials for sharing on social media and websites or broadcast during recruitment events.
In 2019, Keolis pursued its double-digit growth, further improving its operating profitability and confirming its position as a world-class player in shared mobility.

**REVENUE**

<table>
<thead>
<tr>
<th>Year</th>
<th>Billions</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>€6,579</td>
<td>+10.9%</td>
</tr>
<tr>
<td>2018</td>
<td>€5,934</td>
<td></td>
</tr>
</tbody>
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**INTERNATIONAL REVENUE BREAKDOWN**

- Continental Europe: 41%
- North America: 22%
- Australia - New Zealand: 18%
- Continental Europe: 41%

**RECURRING EBITDA**

<table>
<thead>
<tr>
<th>Year</th>
<th>Billions</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>€418</td>
<td>+6.6%</td>
</tr>
<tr>
<td>2018</td>
<td>€392</td>
<td></td>
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**NET RECURRING INCOME (GROUP SHARE) ON A LIKE-FOR-LIKE BASIS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Billions</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>€84.3</td>
<td>+7.3%</td>
</tr>
<tr>
<td>2018</td>
<td>€78.6</td>
<td></td>
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</table>

**TOTAL NUMBER OF EMPLOYEES**

- 68,500 employees
  - 45% outside of France

**PROPORTION OF WOMEN IN WORKFORCE**

- 21.4%

**TOTAL PAYROLL INVESTED IN TRAINING**

- 3.94%
  - Over three times the statutory requirement in France

**PERCENTAGE OF WOMEN IN WORKFORCE**

- 21.4%

**INVESTED IN TRAINING**

- 3.94%
  - Over three times the statutory requirement in France
OUR PRESENCE IN FRANCE

We continue to strengthen our leadership in the shared mobility sector by rolling out innovative solutions and working as fully-fledged partners with public transport authorities.

PARIS REGION
In July 2019, as part of the Hello Paris consortium with RATP Dev, we signed a contract with the French Government to operate the CDG Express, the direct rail link between the capital and Paris-Charles-de-Gaulle Airport, scheduled to open in late 2025. The Île-de-France Mobilités PTA also awarded us the contract to operate the Tram 9 line currently under construction, as well as the new Bord de l’Eau bus network in Val-de-Marne, east of Paris. In January 2020, Keolis and BE Green were awarded a contract to operate a 100% electric bus route in the 15th arrondissement of Paris.

GROWING PRESENCE IN EASTERN FRANCE
In September 2019, we acquired CarPostal France, a subsidiary of La Poste Suisse, which operates six urban networks and several suburban networks in seven French departments. The acquisition, which included the integration of the company’s 1,200 employees and its fleet of 820 vehicles, enabled us to significantly strengthen our presence in the five regions that make up Eastern France.

ALTERNATIVE FUELS TO DIESEL
We rolled out France’s first two all-electric bus rapid transit (eBRT) services for the city of Amiens and the Bayonne- Anglet-Biarritz area. We also provided technical support for the world’s first hydrogen-powered BRT network in Pau (see p.6) and launched a natural gas-powered bus service in Sophia Antipolis and city centre electric shuttle buses in Aix-en-Provence, Tours and Caen. In autumn 2019, we embarked on the ‘Keolis New Energy Tour’ to support local authorities in preparing their energy transition strategies by demonstrating vehicles and sharing our insights on alternative transport fuels with elected officials and technical teams around France.

AUTONOMOUS ELECTRIC VEHICLES
Leading the way in autonomous mobility since 2016, we launched several new autonomous electric shuttle services and trials in Monaco, Lyon, Bègles, Lille and Rennes in 2019. And in Châteauroux, we set up a dedicated 80-hectare site to train new operators, test new autonomous mobility solutions and grow our expertise in fleet management of fully autonomous vehicles without operators on board.

TRAMS
We launched two new tram lines in Lyon and Bordeaux. In Caen, after two years of upgrade work during which we ensured service continuity thanks to a replacement bus service, we rolled out the new steel-wheeled tram system, replacing the old rubber-tyred tram system.

PARKING
Our parking subsidiary EFFIA, the number one operator in France for contracts that combine on-street and off-street parking, won new contracts in Nîmes, Cergy- Pontoise, Asnières and Orsay, along with car pound contracts in Lyon and Marseille.

NEW CONTRACTS, RENEWALS
AND LAUNCHES
• New contracts in Menton, Moulins and Sophia Antipolis.
• Networks launched in Chambery, Nancy and Bourg-en-Bresse following contract wins in 2018.

KEOLIS SANTE
Thanks to the daily commitment of 4,000 ambulance staff and a network of 200 ambulance centres across the country, Keolis Santé is the leading medical transport operator in France. Since March 2020, our teams have been on the frontline transporting known or suspected COVID-19 patients. With ambulances and dedicated crews mobilised 24/7, Keolis Santé has thus helped meet the needs of SAMU emergency medical services and hospitals.
NORWAY’S SECOND LARGEST CITY ENTRUSTS US WITH ITS FOSSIL-FREE BUS NETWORK

In Norway, we were awarded a new contract in June 2019 to operate and maintain approximately 140 buses, mainly electric, in the city of Bergen, where we operate the tram network since 2010. Serving the central and western parts of the city, the bus fleet is expected to travel a total of 5.7 million km a year and carry 17 million passengers.

As part of the contract – which comes into effect in December 2020 – we’re purchasing electric buses and recruiting and training drivers and maintenance staff. As part of the infrastructure development, charging points for the vehicles are being installed in our depot.

The fossil free buses will contribute to improving quality of life for the nearly 300,000 inhabitants of Norway’s second largest city.

NEW INTERURBAN BUS CONTRACT IN SWEDEN

In December 2019, we were awarded a contract to operate and maintain an interurban bus service between Gothenburg and Borås, two large cities in the west of Sweden, from December 2020. The 65 km line will connect the two urban centres via double-decker buses running on biodiesel and are expected to carry 1.3 million passengers a year. The new contract strengthens our presence in Sweden, where we operate more than 1,700 fossil-free buses in six of the country’s regions.

NEW CONTRACTS AND A TRAM-TRAIN IN DENMARK

In September 2019, we launched bus services to link the city of Aarhus to its two international airports, located 100 km and 45 km away. This new contract, which was awarded to Keolis in January 2019, reinforces our presence in Denmark, where we already operate around 500 buses, as well as the tram-train network in Aarhus, the final section of which entered service in May 2019. With a total track length of 110 km serving 50 stations, the tram-train network offers increased frequency and can reach speeds of 100 km/h outside the city.

NEW INTERURBAN CONTRACTS IN BELGIUM

We operate numerous bus routes for the regional PTA, OTW, to meet the mobility needs of the highly dispersed populations of Wallonia’s small towns and rural areas. Following a record year in 2018 (18.5 million kilometres covered by some 500 vehicles), we were awarded 31 new contracts in 2019.

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EXPANSION OF OUR PARKING OPERATIONS IN BELGIUM

The acquisition of Mypark by our parking subsidiary EFFIA has boosted our development in the Belgian market. Mypark manages 22 car parks containing 12,500 spaces in six Belgian cities (Antwerp, Brussels, Liège, Louvain, Louvain-la-Neuve and Namur). Thanks to this acquisition, EFFIA now manages over 32,000 parking spaces in Belgium, including more than 8,000 on-street spaces in 30 cities in Wallonia, Flanders and the Brussels-Capital Region.

OUR PRESENCE IN CONTINENTAL EUROPE

New contracts, designed in particular to help transport authorities meet their ambitious energy transition objectives, have enabled us to reaffirm our long-standing presence in Europe.

Norway’s second largest city entrusts us with its fossil-free bus network.

Netherlands

Sweden

Denmark

Belgium

Germany

Luxembourg

Present since

1999 (Netherlands)

14,250 employees

3 tram networks

7 train networks

5,800 buses

441 million passengers carried in 2019
In the United Kingdom, where we’ve been operating for over 20 years, we raised our profile in 2019 by demonstrating our expertise in heavy rail and building on our successful partnerships with transport authorities.

FOUR MORE YEARS AS OPERATOR OF THE DOCKLANDS LIGHT RAILWAY
Voted “Operator of the Year” at the 2019 Global Light Rail Awards, our KeolisAmey Docklands subsidiary, which operates London’s Docklands Light Railway (DLR) automated metro, was awarded a four-year extension to its contract by Transport for London in December 2019. A 40-kilometre network serving 45 stations across London, the DLR has seen its ridership increase by 11% since 2014 to reach 125 million passengers in 2019. It’s the most heavily used metro in the United Kingdom.

FIRST ANNIVERSARY OF WALES AND BORDERS CONTRACT LAUNCH
Just one year after it was taken over by our KeolisAmey Wales subsidiary, significant progress has been made on the Wales and Borders rail network, which comprises 1,623 km of railway tracks. A total of 215 new services and 7,600 additional seats per week were created, thanks to a reworked timetable and the deployment of more trains. Passenger comfort has also been enhanced, with onboard passenger information, Wi-Fi, air conditioning, electrical sockets and more, alongside an extensive renovation of the network’s 247 stations and ticketing system. Our Welsh subsidiary has worked closely with the Lab by Transport for Wales programme, which helps tech startups develop innovations that improve the customer experience. And in 2020, KeolisAmey Wales took overall responsibility for Network Rail’s infrastructure around Cardiff – a first for a private operator in the United Kingdom.

OPEN PAYMENT COMES TO THE MANCHESTER TRAM NETWORK
Ranked among the five best tram systems in the world in a 2019 study by Eurogroup Consulting, the Greater Manchester Metrolink operated by Keolis as part of a joint venture with Amey saw its ridership increase in 2019 by a record 6.1%, with around 44 million journeys made. Another highlight of the year was the July 2019 launch of an open payment solution, giving passengers the option of paying their fares using a contactless credit card or by phone or smartwatch.

UPGRADE COMPLETED ON THE GOVIA THAMESLINK RAILWAY NETWORK
October 2019 marked the completion of the upgrade carried out with Network Rail on the Govia Thameslink Railway network, which crosses London from north to south. The £2 billion programme saw the introduction of 1,500 new carriages, significantly increasing ridership with 23 million more journeys made during the year and boosting passenger satisfaction to its highest level in seven years across the network.

Our presence in the United Kingdom

In the United Kingdom, where we’ve been operating for over 20 years, we raised our profile in 2019 by demonstrating our expertise in heavy rail and building on our successful partnerships with transport authorities.

Present for more than 20 years
4,622 employees (excluding minority joint ventures)
4,840 km of lines
1 automated metro network
3 regional train networks
746 million passengers carried in 2019
Thanks to new contracts for bus services and on-demand transport, as well as the launch of our first tram operation in North America, we’ve expanded our presence in the region, where we’ve been operating since 2002.

AIRPORT SHUTTLE SERVICE IN FLORIDA
Our contract has been renewed for five years by the Broward County Aviation Department, which is in charge of the Fort Lauderdale airport in Florida, where we operate shuttle buses to move passengers and employees in and around the airport. As part of the contract renewal process, we’re replacing 54 existing buses with buses adapted for the transport of people with reduced mobility. Our subsidiary handled the choice and acquisition of the new models.

NEW BUS NETWORK IN NEVADA
The Regional Transportation Commission (RTC) of Washoe County, Nevada, awarded Keolis a ten-year contract starting in July 2019 to operate and maintain its RTC Ride bus service, which carries more than 7 million passengers annually. Under the contract, Keolis will work in partnership with the RTC to facilitate plans for conversion to an all-electric fleet.

REAL-TIME ON-DEMAND TRANSPORT PILOT IN LAS VEGAS
From May to December 2019, Keolis, in partnership with the RTC of Southern Nevada, piloted a real-time on-demand transport service to connect small groups of people at a time between popular tourist destinations in the area, including the Strip, the Convention Center, the international airport, and M Resort Spa & Casino. The “Trip to Strip” service was available 24/7, offering a luxury ride featuring a limousine-style interior and free Wi-Fi at very affordable prices. The trial was recognised by both the customers and the client as highly successful.

EXTENSIONS TO OPERATE THE RAIL NETWORKS IN WASHINGTON D.C. AND BOSTON AREAS
In June 2020, Keolis was awarded a five-year extension to its current contract to operate the Virginia Rail Express (VRE), the commuter rail in Central and Northern Virginia and the Washington D.C. area. In the same month, Keolis was also awarded a four-year extension to operate commuter rail in the Boston region by the Massachusetts Bay Transportation Authority (MBTA). In 2019, the MBTA also awarded us the double-track extension contract for the line linking Boston with Franklin. The project will add a total of 17.5 km of double track to the line, helping increase reliability and improve service quality for passengers.

ELECTRIC SCHOOL BUSES IN THE SUBURBS OF MONTREAL, CANADA
To supplement the two electric buses purchased in 2016 and complete the fleet to carry 700 students to and from school each day in Montreal’s northern suburbs, we acquired 12 additional electric buses in late 2018. Aligned with the region’s commitment to reducing the carbon footprint from school transport and enhancing passenger comfort, the new vehicles started operating in April 2019, after the necessary training was provided to drivers.

TRAM NETWORK LAUNCHED IN CANADA’S WATERLOO REGION
In June 2019, Keolis launched its first North American tram operation in Waterloo, one of the most dynamic regions in Ontario, Canada, with a population of over 500,000. Operated under a 30-year contract and serving 19 stations in Waterloo and Kitchener, the 16 km network is a key component in the region’s transport ecosystem and reflects its goal of promoting sustainable mobility and creating a single urban conglomeration encompassing the region’s three main cities (Kitchener, Waterloo and eventually Cambridge).

Our Presence in North America

<table>
<thead>
<tr>
<th>Present since</th>
<th>6,000 employees</th>
<th>1,410 buses and coaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002 (Canada)</td>
<td>14 trams</td>
<td>106 trains</td>
</tr>
</tbody>
</table>
NEW TRAM SERVICE LAUNCHED IN NEWCASTLE
In February 2019, a month ahead of schedule, we started operating the new tram network in Newcastle, a city of 360,000 people located north of Sydney. Free from overhead wires, the 2.7 km network preserves the urban landscape and enhances the city’s mobility offer by connecting it to the beach as well as with other modes of transport. We also restructured the city’s bus network, allowing us to provide 1,200 additional services per week, including 200 on the weekend, without expanding our vehicle fleet. Lastly, as part of the local Smart City programme, we launched a real-time on-demand transport service in October 2019 to ease the commute to the city’s business district.

NEW BUS CONTRACT IN WESTERN AUSTRALIA
In August 2019, Keolis Downer was awarded a new contract by the public transport authority of Western Australia to operate 30 buses in Geraldton, a city with a population of around 40,000, located 450 km north of Perth.

ON-DEMAND TRANSPORT GAINS GROUND IN AUSTRALIA
Given its popularity (nearly 20,000 trips per month in 2019), the on-demand transport service in real-time Keoride – which serves Sydney’s Northern Beaches area seven days a week – has been prolonged until June 2021, with extended hours and new vehicles. After launching a second real-time on-demand transport service in 2019 in Newcastle (see above), Keolis Downer introduced a similar service in January 2020 in Mount Barker and the Barossa Valley, both located near Adelaide in South Australia.
FINAL SECTION OF THE SONGJIANG TRAM NETWORK IN CHINA
In December 2019, we inaugurated the final section of the tram network that serves Songjiang, a district in southwest Shanghai with a population of 1.8 million. Now complete, the 31 km network offers Songjiang residents and visitors a sustainable and comfortable shared mobility solution. With its 46 stations and 30 trams, the network is expected to carry up to 170,000 passengers per day, helping to reduce urban car usage.

INAUGURATION OF THE SHANGHAI PUDONG AIRPORT METRO
In September 2019, we began operating the automated Shanghai Pudong International Airport metro, under a 20-year contract. The new metro connects the airport’s four terminals and is designed to support strong growth in airport passenger traffic. Operating 24/7, with a train every five minutes during peak periods, it’s expected to carry 250,000 passengers per day. Present in China since 2014, our Chinese subsidiary Shanghai Keolis has also been operating the Pujiant automated metro line since 2018.

COMPLETION OF THE HYDERABAD AUTOMATED METRO IN INDIA
After launching operations on the third section of the Hyderabad automated metro in March 2019, we inaugurated the final 11 km-long section in February 2020. The completed network has three lines and a total of 69 km of track. Daily ridership is expected to reach up to one million passengers, reducing road congestion and improving quality of life in a megacity which has 10 million residents and registers 1,000 new cars each day. The opening of three new lines in just two years showcases our top-tier expertise in the rollout, operation and maintenance of automated metros.

DOHA’S AUTOMATED METRO FULLY OPERATIONAL IN QATAR
Between May and December 2019, our RKH joint venture with RATP Dev and Hamad Group started operating the three lines of Doha’s automated metro network, which aims to alleviate severe congestion on the city’s roads. Totalling 76 km of track and 37 stations, the country’s first urban rail network offers residents and visitors easy access to business, commercial and tourism hubs with capacity to carry up to 650,000 passengers a day in 2021. In 2020, the metro network will be connected to the future tram network to be operated by Keolis in Lusail, the completely new city being built in Qatar.

TWO MASS TRANSIT PROJECTS IN AFRICA
An addendum approving the technical and financial offer submitted for Line 1 of the future Abidjan metro network in Ivory Coast was signed in December 2019 by the STAR consortium, of which Keolis is a member alongside Bouygues Travaux Publics, Colas Rail and Alstom. The 37 km metro line will run from the north of the capital to the south, serving 18 stations. We’ll be helping integrate it into the existing transport system and will handle operation and maintenance starting in 2025.

In Dakar, Senegal, we’re working in partnership with SNCF to prepare the launch of operations and maintenance services on the first section of a regional express train that will ultimately link the city centre with the new international airport.
A global leader in shared mobility, we operate and maintain urban, suburban and intercity networks for more than 300 public transport authorities. Our expertise spans over a dozen different transport modes and is delivered across the world.

**METROS**
362 KM OF TRACK (in operation or under construction)

**PIONEER AND GLOBAL LEADER IN AUTOMATED METROS – 240 KM OF TRACK**

9 metro networks worldwide

**Networks in service**
- China: Shanghai Pudong International Airport and Shanghai Pujiang automated metro line
- France: Lille, Lyon and Rennes
- India: Hyderabad
- Qatar: Doha
- United Kingdom: London (DLR)

**Networks under construction**
- Ivory Coast: Abidjan

**TRAMS**
1,008 KM OF TRACK (in operation or under construction)

**WORLD LEADER**
- 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

25 networks worldwide

**Networks in service**
- France: Besançon, Bordeaux, Caen, Dijon, Le Mans (TA*), Lille, Lyon, Nancy, Orléans: Paris-Ile de France region 11; Strasbourg (TA*), Tours
- Norway: Bergen
- United Kingdom: Manchester and Nottingham

**Networks under construction**
- Denmark: Odense
- France: Paris-Ile-de-France region 19 and T13
- Qatar: Lusail

**BUSES & COACHES**
22,462 VEHICLES WORLDWIDE

**3,704 RUN ON ALTERNATIVE FUELS**
- 1,429 ON NATURAL GAS
- 783 ON BIODIESEL
- 522 ON BIOGAS
- 429 ARE HYBRIDS
- 80 ARE ELECTRIC
- 62 ON BIOETHANOL
- 10 ON LPG
- 62 ON HYDROGEN

**URBAN & SUBURBAN**
- Australia: Adelaide, Brisbane, Geraldton, Kalgoorlie, Newcastle, Perth
- Belgium: Antwerp, Bruges, Brussels, Charleroi, Ghent
- Canada: Montreal, Province of Quebec
- Netherlands: Almere, province of Flevoland, Gelderland, Overijssel and Utrecht
- Norway: Bergen
- Sweden: Dalarna, Gothenburg, Jonkoping, Karlstad, Örebro, Stockholm
- United Kingdom: Manchester, Nottingham

**BUS AND COACH RAPID TRANSIT**
- France: Allier, Amiens, Bayonne, Franche-Comté, Gard, Hérault, Loire Atlantique, Metz (TA*), Moselle, Pau (AT), Rennes, Tours
- Netherlands: Almere
- United States: California, Florida, Nevada, Virginia

**TRAINS**
MORE THAN 7,000 KM OF TRACK

15 REGIONAL RAIL NETWORKS

**Networks in service**
- Netherlands: province of Overijssel, Twente
- United Kingdom: Govia Thameslink Railway, Southeastern, Wales and Borders
- United States: Boston, Washington DC

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

**AIRPORT SHUTTLES**
- Denmark: Aarhus
- France: Bordeaux, Marseille, Montpellier
- United States: Fort Lauderdale

* TA: Technical Assistance.*
MEDICAL TRANSPORT
No.1 MEDICAL TRANSPORT OPERATOR IN FRANCE
2,200 VEHICLES
4,000 AMBULANCE STAFF
200 JUSSIEU SECOURS AMBULANCE CENTRES

ON-DEMAND TRANSPORT
REAL-TIME ON-DEMAND TRANSPORT
Australia: Newcastle, Sydney, Mount Barker and the Barossa Valley near Adelaide
France: Aix-en-Provence, Anglet, Bordeaux, Cherbourg, Lyon, Nancy, Orléans, Tours
United States: Las Vegas (Nevada) and Orange County (South California)

DIGITALLY-ENABLED ON-DEMAND TRANSPORT
France: Châlons-en-Champagne, Lille, Roissy, Rouen

AND ALSO
France: Arras, Bassin de Pompey, Chambery, Dijon, Laval

AUTONOMOUS ELECTRIC VEHICLES
MORE THAN 94,000 KM Clocked up
MORE THAN 23,000 HOURS OF OPERATION,
ALMOST 200,000 PASSENGERS CARRIED IN 2019 AND 35 SERVICES LAUNCHED SINCE 2016

AND ALSO
Australia: Sydney
France: Bégles, Lyon Groupama Stadium, Rennes
Monaco

CAR-SHARING
France: Arras, Bordeaux, Caen, Châlons-en-Champagne, Lille, Metz, Orléans, Rennes

SEA AND RIVER SHUTTLES
Australia: Newcastle
France: Bayonne, Bordeaux, Lorient and off the coast of Finistère

PARKING
LEADING INTEGRATED PARKING OPERATOR IN FRANCE
(CARPARKS AND ON-STREET)
No.1 for train station car parks in France
500 parking spaces operated in 190 cities in France and Belgium
258,000 spaces, including 52,000 on-street
83 Park & Ride car parks

TRANSPORT FOR PEOPLE WITH REDUCED MOBILITY (PRM)
LEADER IN FRANCE
France: Bayonne, Bordeaux, Caen, Cherbourg, Dijon, Ile-de-France Paris region (PAM 75, PAM 94), Lille, Lyon, Orléans, Quimper, Rennes, Tours
Sweden: Stockholm
United States: Greensboro (North Carolina), Fresno, Los Angeles metro area and Orange County (California)

AND ALSO
Australia: Flinders University, Adelaide and Newcastle
Canada: Candiac
France: Lille, Lyon Confluence

CAR-POOLING
France: Ales, Besançon, Bordeaux, Bourg-en-Bresse, Caen, Châlons-en-Champagne, Dijon, Le Mans, Lille, Rennes, Sarrebourg
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

BICYCLES
OVER 20,000 BICYCLES IN FRANCE AND THE NETHERLANDS (self-service, long-term rental, electrically assisted, etc.)
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, Montbéliard, Moulins, Nevers, Obernai, Orléans, Pau, Quimper, Rennes, Riom, Sarrebourg, Tours, Versailles...
Netherlands: Almere, Utrecht, Veluwe