

At a glance 2021-2022



Keolis is one of the world leaders in shared mobility. Our objective is to provide a public service that best meets the needs of passengers and the challenges of the regions, while respecting the planet. This is why we offer sustainable services to meet the ever-changing constraints of mobility.

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Global footprint 10

France

United Kingdom

Europe

North America

Australia

Middle East, Asia, Africa


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Leader in urban transport in France



World's leading tram operator

Over **1,000**
km of track

and **27**
tram networks worldwide



Pioneer and world leader in automated metros

With **330**
km of automated metro lines

10
metro networks worldwide



More **23,207**
buses and coaches worldwide



Leading
national ambulance service in France



Over **211,000**
passengers carried

Over **45**
deployments around the world



No.1
for combined car park and on-street parking contracts in France



8
commuter rail networks

With **2,300** km of track



Real-time on-demand transport services
- Australia
- France



Leading provider of transport for people with reduced mobility in France



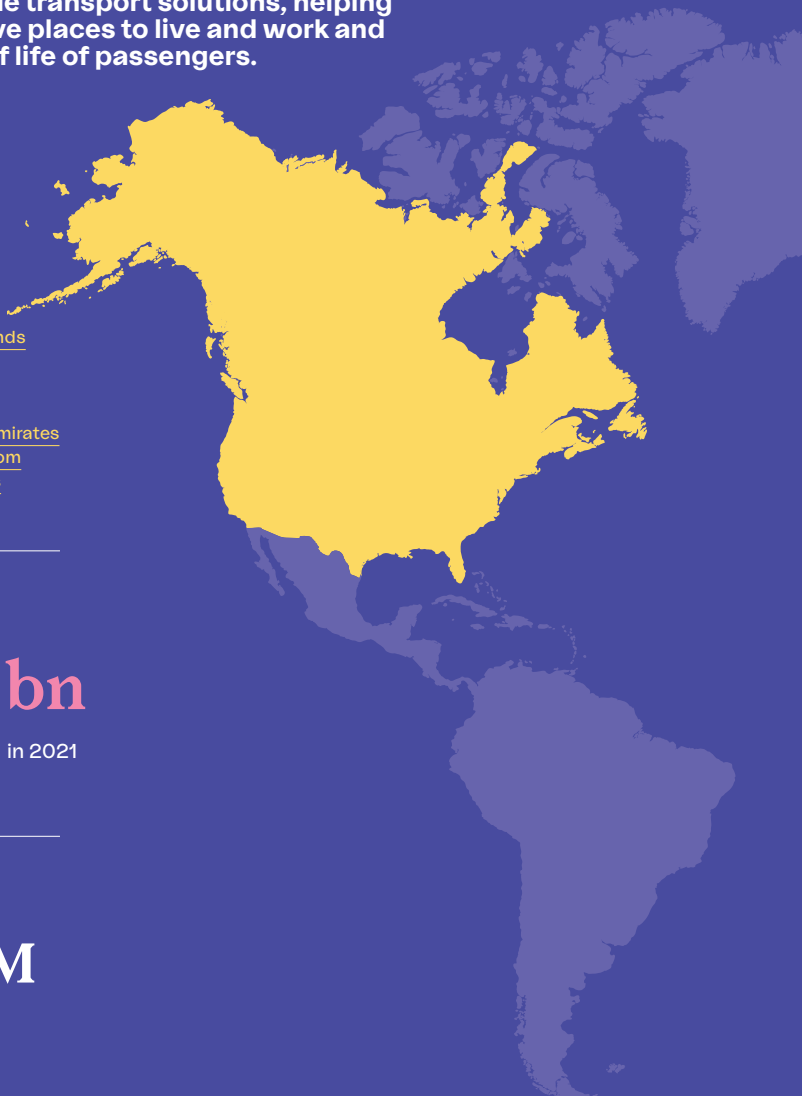
33,000
bicycles in France and the Netherlands

Keolis, world leader in shared mobility

With operations in 14 countries, **Keolis is a global leader in the shared mobility market**, facilitating the journeys of millions of people every day. As a committed partner to public transport authorities, we work with them to co-construct tailor-made, efficient and sustainable transport solutions, helping to create more attractive places to live and work and enhancing the quality of life of passengers.

68,000

employees in
14 countries



4

Australia
Belgium
Canada
China
Denmark
France
India

The Netherlands
Norway
Qatar
Sweden
United Arab Emirates
United Kingdom
United States

Turnover

€6.3^{bn} in 2021

CSR Strategy

€600^M

Profile

300

we operate and maintain networks for more than 300 public transport authorities

13

modes of transport operated on an intermodal basis

33,000

bicycle rentals in France and The Netherlands

45

autonomous vehicle deployments since 2016

4,300

buses and coaches running on alternative energy

8

regional train networks in 5 countries

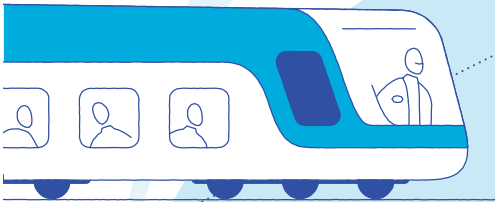


The Keolis model

In 2021, we launched Keolis Way, our new transformation programme. It sets out a vision of mobility underpinned by our values and corporate purpose.

A vision...

true to our values...



We imagine >>>

We invent tailor-made mobility solutions for cities and communities. We propose and co-construct appealing transport offers focused on the safety and comfort of passengers.

Our Corporate Purpose

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

We care >>>

We build relationships with our partners based on dialogue and transparency, with a human resources policy founded on making all of our employees feel valued and supported.



We commit >>>

As a responsible actor in cities and communities, we are committed to delivering shared mobility services characterised by exceptional safety, quality of services, reliability, operational efficiency and sustainability.



reflected in our transformation programme

OUR 3 BASIC PRINCIPLES



Safety and security

Being entrusted with people's mobility means making safety a prerequisite. The safety of our passengers and staff forms the basis of our transformation programme, as well as being the Keolis Group's main priority.



Operational excellence

To meet the requirements of our PTAs and our passengers when it comes to performance and safety, we are constantly strengthening our expertise in operations and maintenance.



Economic performance

We draw on our expertise across the entire mobility value chain to support public transport authorities in their search for economic efficiency, in terms of revenue as well as costs.

OUR 4 PILLARS



Our planet

Become the leading expert in low-carbon mobility, contribute to the reduction of greenhouse gas emissions and strengthen our social responsibility.



Our passengers

"Thinking like a passenger" to win back passengers in response to the health pandemic by offering safe, integrated, multimodal and inclusive transport services.



Our PTAs

Be the partner of choice thanks to our ability to listen, discuss and co-construct services and solutions addressing PTAs' needs.



Our people

Become the "best place to work" in the mobility sector by developing employee commitment, gender diversity, training, skills and managerial culture.

OUR 3 LEVERS FOR ACTION Innovation - Digital - Collaboration

Our value creation scheme

Our resources

Our passengers

- **Programme**
Thinking like a passenger, an approach based on continuous improvement
- **Keoscope**
Our mobility and lifestyle observatory

Our PTA partners

- Member of the **United Nations Global Compact**
- **Partnership with Fondation des Femmes**
- **Constant dialogue with the PTAs** to develop public transport services

Our people

- **68,000 employees**, 64% of whom are drivers
- **9,927 recruitments** worldwide
- **Training: Keolis Institute/CFA** (training centre for apprentices)

Our planet

- **A range of multimodal mobility solutions** that are instrumental in reducing the environmental and carbon footprint of local communities
- A growing fleet of **4,300 buses and coaches** powered by alternative energy
- **4.3 kWh** consumed per kilometre of commercial traction
- **Founding member of the PIMMS*** initiative to facilitate access to everyday services

Financial capital

- **€6.3 billion** in turnover
- **€538.6 million** in equity
- A stable, committed shareholder base

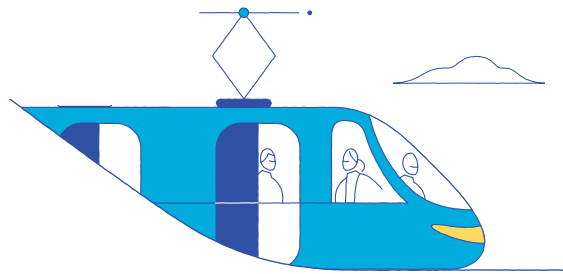
Our activity

Developing, designing, financing, operating, maintaining and promoting shared and sustainable mobility services in cities and communities of all sizes.



* PIMMS: Points Information Médiation Multi-Services (Multi-Services Mediation Information Points).

Creating value



Value created for and with our stakeholders

Our Corporate Purpose

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

Our values

We imagine >>>

We care >>>

We commit >>>

Our passengers

- **25 subsidiaries** are involved in the Keolis Signature Service initiative to improve service quality
- **26 tools and applications** to accelerate the modal shift (France)
- **Two major areas of innovation:** understanding mobility and customer experience



Our PTA partners

- **59 projects selected** by the Coups de Cœur solidaires** for local associations since 2018
- Awareness raised among more than **95,000 pupils** through speaking slots in schools
- **€33 million engaged** with actors from the social and solidarity economy



Our people

- **64%** of employees trained over the year
- **87%** of employees work in a GEEIS*** certified entity for gender equality
- **We@Keolis:** internal network for diversity
- **300 members** of the network



Our planet

- **50.4% of KSA turnover** covered by ISO 14001 certification for environmental management
- **24.8% of kilometres** covered by commercial road vehicles powered by alternative energy



Economic performance

- **+€73 million** free cash flow
- **+€204 million** current operating income
- **€600 million** ESG indexed syndicated loan
- **300 PTAs** in 14 countries place their trust in us

** In partnership with the SNCF Foundation.

*** GEEIS: Gender Equality & Diversity for European & International Standard.

Our worldwide presence

Keolis imagines and develops safer and more sustainable mobility for each territory.



France

Once again, this year, Keolis proved its leadership on the French market, renewing and winning a number of contracts highlighted by the desire to accelerate the transition to new low-carbon modes of mobility.

Île-de-France Paris region

Two new contracts for the operation and maintenance of bus networks in the Yvelines region. The first one, for an eight-year period, covers an 80-line bus network serving a pool of 200,000 residents in 24 municipalities. The second, for a period of five years, targets about 40 lines serving 340,000 residents in 12 municipalities, including Argenteuil.

France Recruitment

This year, we renewed our “Employer Brand” campaign, focusing on our four main professions in transport network operation and maintenance. Over 6,000 men and women of all ages, with a broad range of profiles and industry sectors, were able to apply.



United Kingdom

The UK platform reinforced its performance in tram and metro operations as well as in heavy modes, notably with a new rail contract in and around London.

London: an operational performance recognised by the sector

Despite the huge challenges encountered as a result of the Covid-19 pandemic, KeolisAmey Docklands (KAD) delivered a record-breaking set of performance indicators on Docklands Light Railway - London's automated metro network - for 2020-21. This followed the implementation of five separate timetables to adapt to the changes in travel demand during the pandemic and was recognised by the industry, being awarded the Operator of the Year at the Global Light Rail Awards 2021.



Europe

The award of new contracts, the renewal of several urban networks and the deployment of large fleets of decarbonised buses reflect the trust that public transport authorities have in our expertise to support them in their energy transition.

Gothenburg: integrating autonomous electric vehicles in traffic

Keolis is a pioneer in autonomous mobility and in 2021 our Swedish subsidiary Keolis Sverige tested the integration of autonomous electric vehicles in Gothenburg's traffic and in the city's public transport network

with connections to several bus lines in the city. Keolis was also part of a partnership initiative in Stockholm which harnessed artificial intelligence to monitor passenger behaviour in a 5G-connected, remotely monitored autonomous electric shuttles.



North America

For over 20 years, Keolis' footprint in North America has grown thanks to its partnership with the public transport authorities.

Boston: adapting services to passengers' needs

Since beginning operations in 2014, Keolis in Boston has worked with the Massachusetts Bay

Transportation Authority to successfully grow ridership by as much as 20 percent up until the onset of the pandemic. After the initial drop in ridership, Keolis worked hand-in-hand with the public transport authority to design service patterns that would better meet the need of all passengers beyond the traditional 9-5 commuters.

These new regional rail style schedules offered more consistent travel options throughout the entire day. Weekend service was similarly expanded and saw the strongest growth in ridership – meeting if not exceeding pre-pandemic levels.



Australia

For over 10 years, we have strengthened our presence and status as a multimodal operator, operating tram, bus, river shuttle and autonomous electric shuttle networks and real-time on-demand transport services in nine cities.

Sydney: enhancing the passenger experience and contributing to the energy transition in New South Wales

In 2021, Keolis Downer started operating more than 400 buses on a network of 47 lines serving 400,000 residents in Sydney's Northern Beaches and Lower North Shore suburbs. The 8-year contract covers the conversion of more than 100 diesel buses to electric, the adaptation of two depots to accommodate electric vehicles, the operation of a Bus Rapid Transit service and the integration of a real-time on-demand transport service.



Middle East / Asia / Africa

Keolis is asserting its global leadership in automated metro and tram systems, as shown by the award of emblematic contracts in the United Arab Emirates and China, strengthening its presence in fast-growing regions of the world.

Dubai (UAE): operating the backbone of a public transport network

In 2021, Keolis-MHI started the operation and maintenance of Dubai's metro – the world's longest driverless metro network - and operation of the tram network for a 15-year period on behalf of the Road & Transport Authority. Sharing RTA's Smart City Vision, Keolis-MHI is committed to delivering the highest safety standards and the very best passenger experience to Dubai's residents and visitors, including the millions who used Dubai's public transport network to access Expo 2020 Dubai.

France

Global footprint

Presence since

1908

3

metro networks

39,209

employees












12

127

urban and interurban networks

13

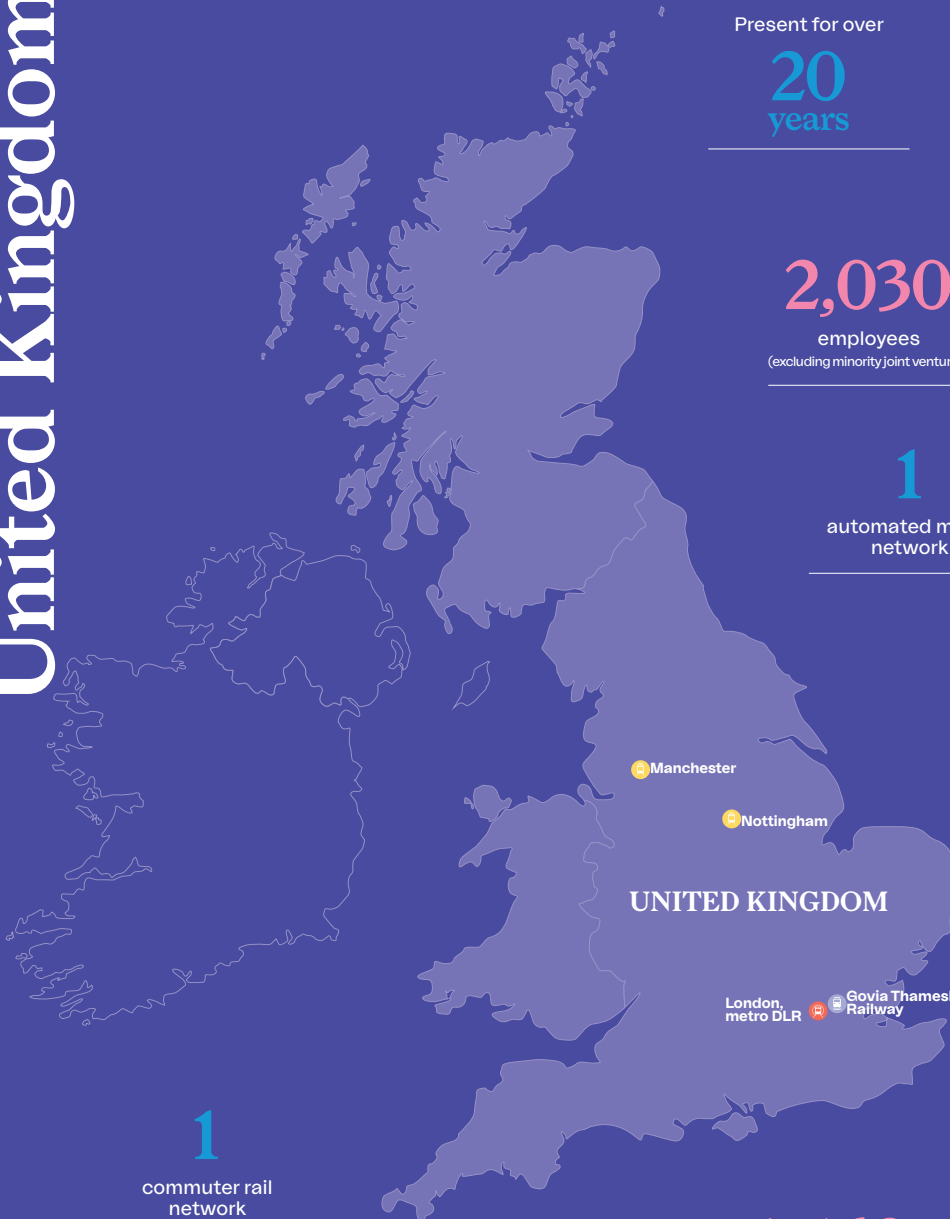
tram networks
(with the T9)

-  Bus rapid transit
-  Ferry and river shuttles
-  Metro
-  Train
-  Tram
-  On-demand transport
-  Autonomous electric vehicle
-  Bicycle
-  URBAN NETWORK (bus/shuttle/coach)
-  Management of car parks with more than 500 spaces
-  Impoundment

More than **70**
departments
(covered in intercity)

 Interurban locations
 In Greater Paris, scheduled routes and specialised services are operated by 23 Keolis subsidiaries, and 61,000 parking spaces are managed by the Group.

United Kingdom



Present for over

20
years

2,030

employees
(excluding minority joint ventures)

1

automated metro
network

1

commuter rail
network

2

tram networks

1 463

km tram lines

-  Train
-  Tram
-  Metro

Europe

14

Presence since
1999
(in the Netherlands)

NORWAY

Bergen

SWEDEN

Dalarna

Karlstad

Stockholm

DENMARK

Tylstrup
Aalborg

Gothenburg Borås

Hinnerup
Aarhus
Helsingør
Skibby
Copenhagen

Odense
Slagelse
Falster

THE NETHERLANDS

Twente
Overijssel

Almere
Utrecht/Veluwe

Vlaanderen
Brussels
Liège
Wallonie









BELGIUM

12,557
employees

2
commuter rail
networks
(in The Netherlands)

3
tram networks

5,887
buses

-  Bus/shuttle/coach
-  Parking
-  Taxi
-  Train
-  Tram
-  Tram under construction
-  Autonomous electric vehicle
-  Bicycle

North America

Global footprint

Presence since
2002
(in Canada)



1,613

buses and coaches
(including 74 electric and 70 hybrid vehicles)

5,820

employees









15

trams

2

commuter rail networks

(totalling 785 km of lines)

-  Bus/shuttle/coach
-  Paratransit
-  Taxi
-  Train
-  Tram
-  On-demand transport
-  Autonomous electric vehicle
-  Parking

Global footprint

Australia

Presence since
2009

More than **5,500**
employees

515
trams

AUSTRALIA

16

Geraldton

Perth

Adelaide

Melbourne

Brisbane

Gold Coast

Newcastle

Sydney

350M

passengers per year







More than **1,000**
buses

3

tram networks

1

commuter rail
network

-  Bus/shuttle/coach
-  Ferry and river shuttle
-  Train
-  Tram
-  On-demand transport
-  Autonomous electric vehicle

Middle East / Asia / Africa

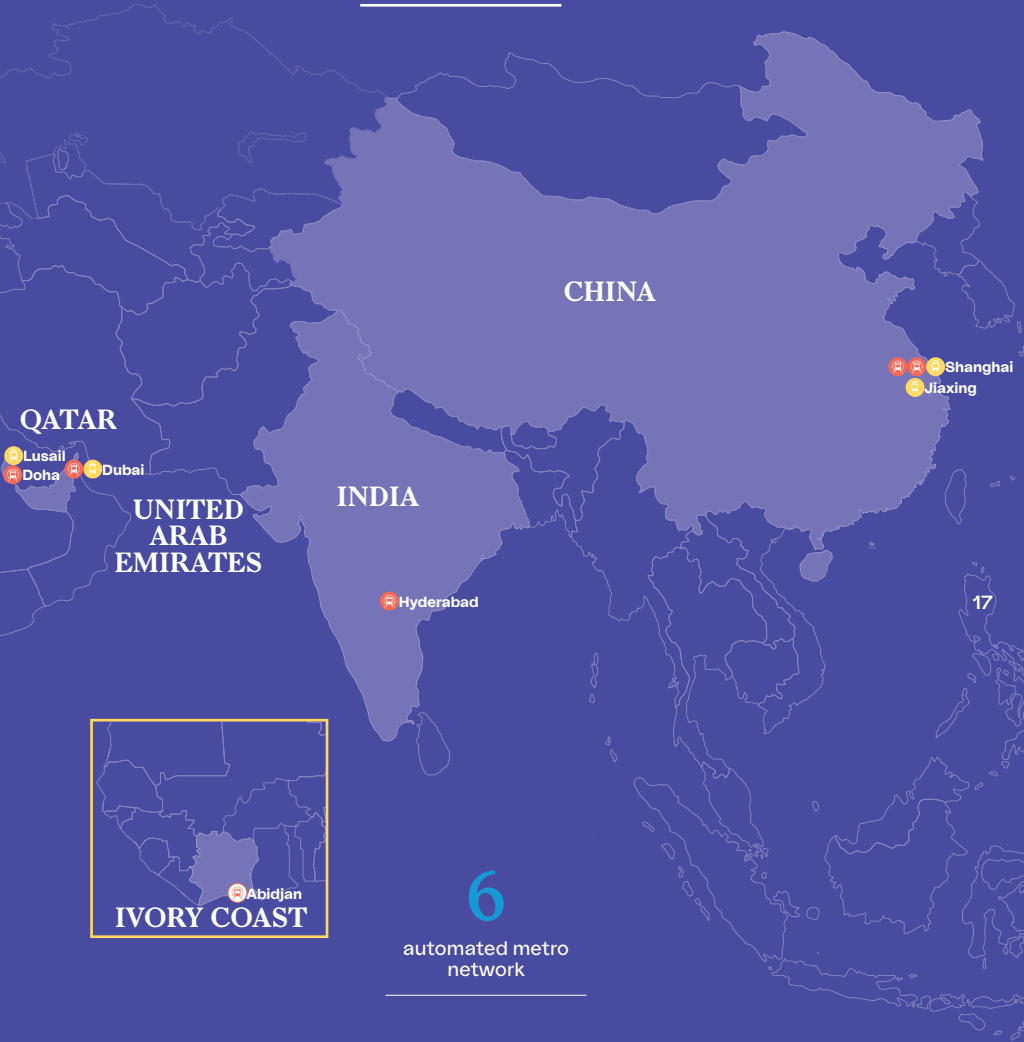
Global footprint

Presence since

2012

4,640

employees






6

automated metro network

4

tram networks

-  Metro
-  Metro under construction
-  Tram

Our references in 2021-2022

Keolis is a global leader in shared mobility, operating and maintaining urban, suburban and intercity networks on behalf of over 300 public transport authorities. We cover a dozen different transport modes and apply our multimodal expertise all over the world.

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Metros

452 km of metro lines in operation and under construction

Pioneer and world leader in automated metros - 330 km

10 networks in 7 countries: China, France, India, Qatar, the United Arab Emirates, the United Kingdom and soon in Côte d'Ivoire



Trams

World's leading tram operator >1,000 km in operation and under construction

27 tram networks worldwide (of which two under technical assistance and one under construction) **in 9 countries:** Australia, Canada, China, Denmark, France, Norway, Sweden, the United Arab Emirates, the United Kingdom

- **Melbourne**, the world's largest network: 250 km of double track
- **Greater Manchester**, the UK's largest network: 96 km
- **Aarhus**, Denmark's first light rail network



Buses and coaches

23,207 vehicles worldwide

4,300 run on alternative fuels

Urban and suburban bus and coach networks:

Australia, Belgium, Canada, Denmark, France, the Netherlands, Norway, Sweden, the United States

BRT (Bus Rapid Transit) bus and coach services:

Australia, France, the Netherlands and the United States

Airport services:

Canada, Denmark, France and the United States



Trains

2,300 km of railway lines in operation

8 commuter rail networks in service in 5 countries:

Australia, France, the Netherlands, the United Kingdom, the United States



Autonomous electric vehicles

Over **150,000 km** covered and over **211,000** passengers carried

Over **45** deployments around the world since 2016

In 2021, deployments in Canada, France and Sweden



On-demand transport

Real-time on-demand transport services in Australia and France



Transport for people with reduced mobility

French leader in PRM transport

Numerous services in the United States and all over France



Sea and river shuttles

Services in Australia and in France for **almost 40 years**



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

650 parking spaces managed in **245** cities and **67,300** on-street spaces

133 park-and-ride facilities (P+R)

1,140 electric charging terminals



Bicycles

33,000 bicycles in France and the Netherlands

(bikeshare services, long-term rentals, electric bikes, cargo bikes, special bikes, electric scooters, etc.)



Car-sharing

Numerous networks all over France



Medical transport

Largest nationwide ambulance provider in France with 3,200 medical vehicles and 4,900 health professionals



Car-pooling

Numerous services in France, notably thanks to **CMABULLE** (app that pairs families for lift-sharing for the school run and out-of-office activities)



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