

# 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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- 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 **28** 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

- Australia
- Belgium
- Canada
- China
- Denmark
- France
- India
- The Netherlands
- Norway
- Qatar
- Sweden
- United Arab Emirates
- United Kingdom
- United States

Turnover

# €6.3<sup>bn</sup>

in 2021

CSR Strategy

# €600<sup>M</sup>

## 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

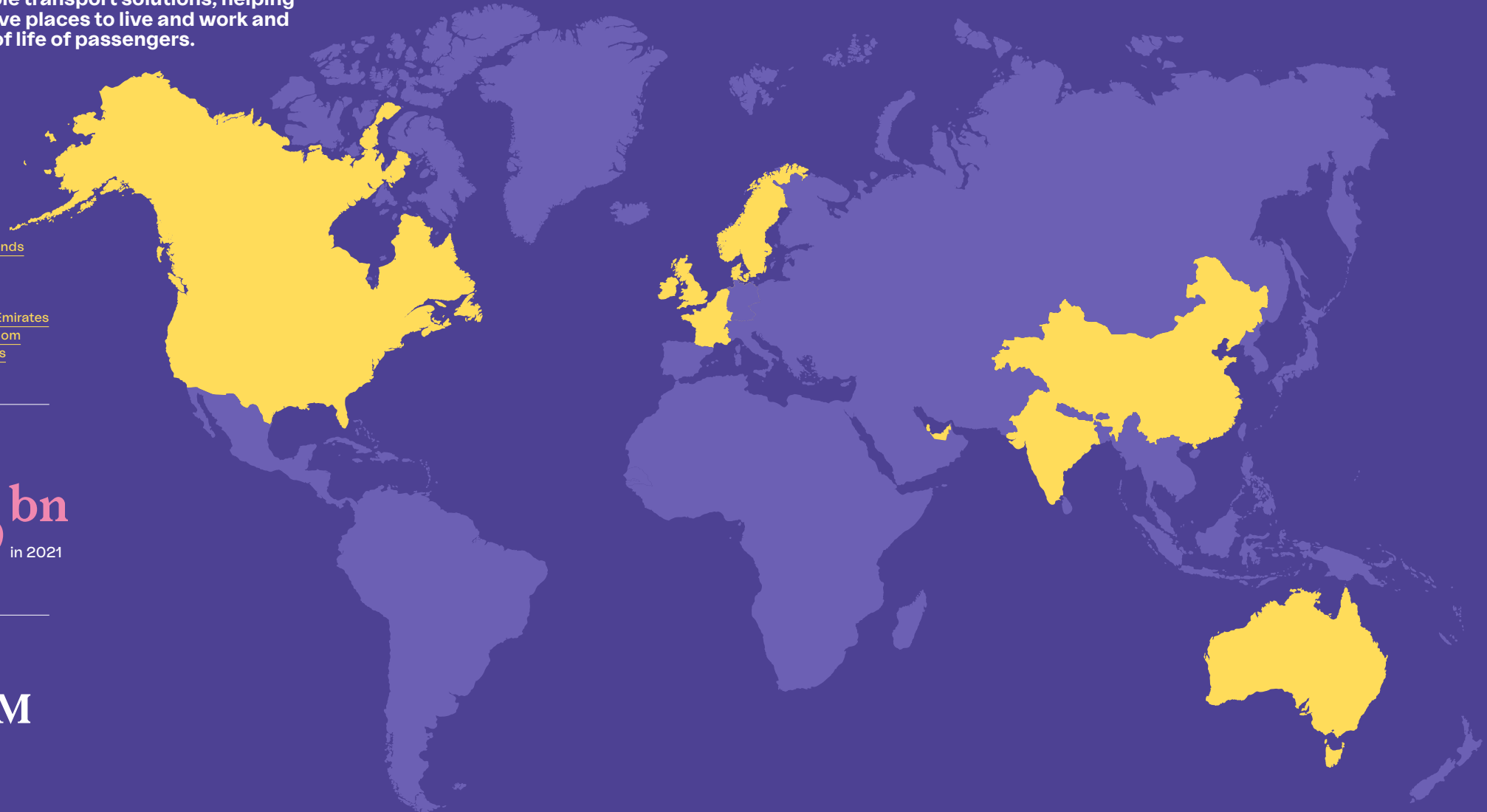
autonomous vehicle deployments since 2016

## 4,300

buses and coaches running on alternative energy

## 8

regional train networks in 5 countries



# The Keolis model

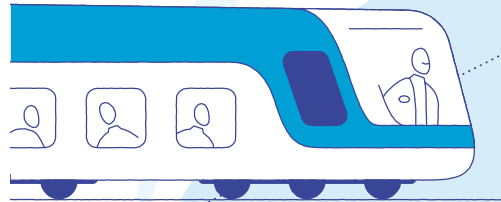
In 2021, we launched Keolis Way, our new transformation programme. It sets out a vision of mobility underpinned by our values and corporate purpose.



## A vision...

## true to our values...

## reflected in our transformation programme



### We imagine >>>

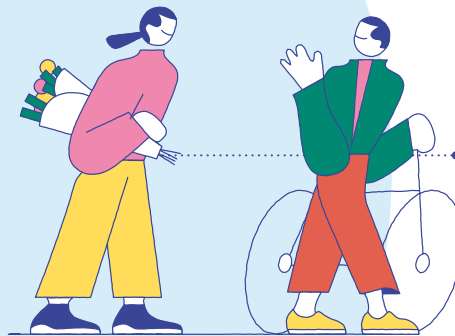
We invent tailor-made mobility solutions for cities and communities. We propose and co-construct appealing transport offers focused on the safety and comfort of passengers.

### 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.



### 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.



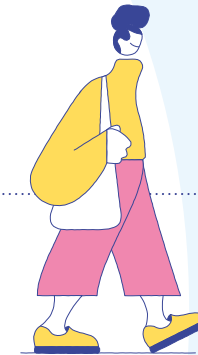
**Our passengers**  
"Thinking like a passenger" to win back passengers in response to the health pandemic by offering safe, integrated, multimodal and inclusive transport services.



**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
- **Keoscopie**  
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

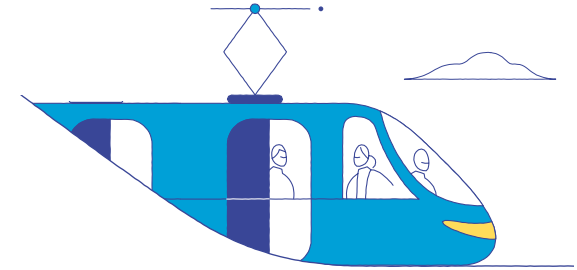
- **A range of multimodal mobility solutions** that are instrumental in reducing the environmental and carbon footprint of local communities
- A growing fleet of **4,300 buses and coaches** powered by alternative energy
- **4.3 kWh** consumed per kilometre of commercial traction
- **Founding member of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



## Value created for and with our stakeholders

### 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

### 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 >>>

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

\*\* In partnership with the SNCF Foundation.  
\*\*\* GEEIS: Gender Equality & Diversity for European & International Standard.

# Our worldwide presence

## 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.

## 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.

## United Kingdom

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

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.

## 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

**39,200**  
employees

**127**  
urban and interurban networks

**14**  
tram networks  
(of which 3 in Greater Paris)

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

**248,500**  
parking spaces  
managed by the Group

Interurban locations  
In Greater Paris, scheduled routes and specialised services are operated by 23 Keolis subsidiaries.

- 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

# United Kingdom

Global footprint

Present for over  
**20**  
years

**2,030**  
employees  
(excluding minority joint ventures)

**1**  
automated metro network

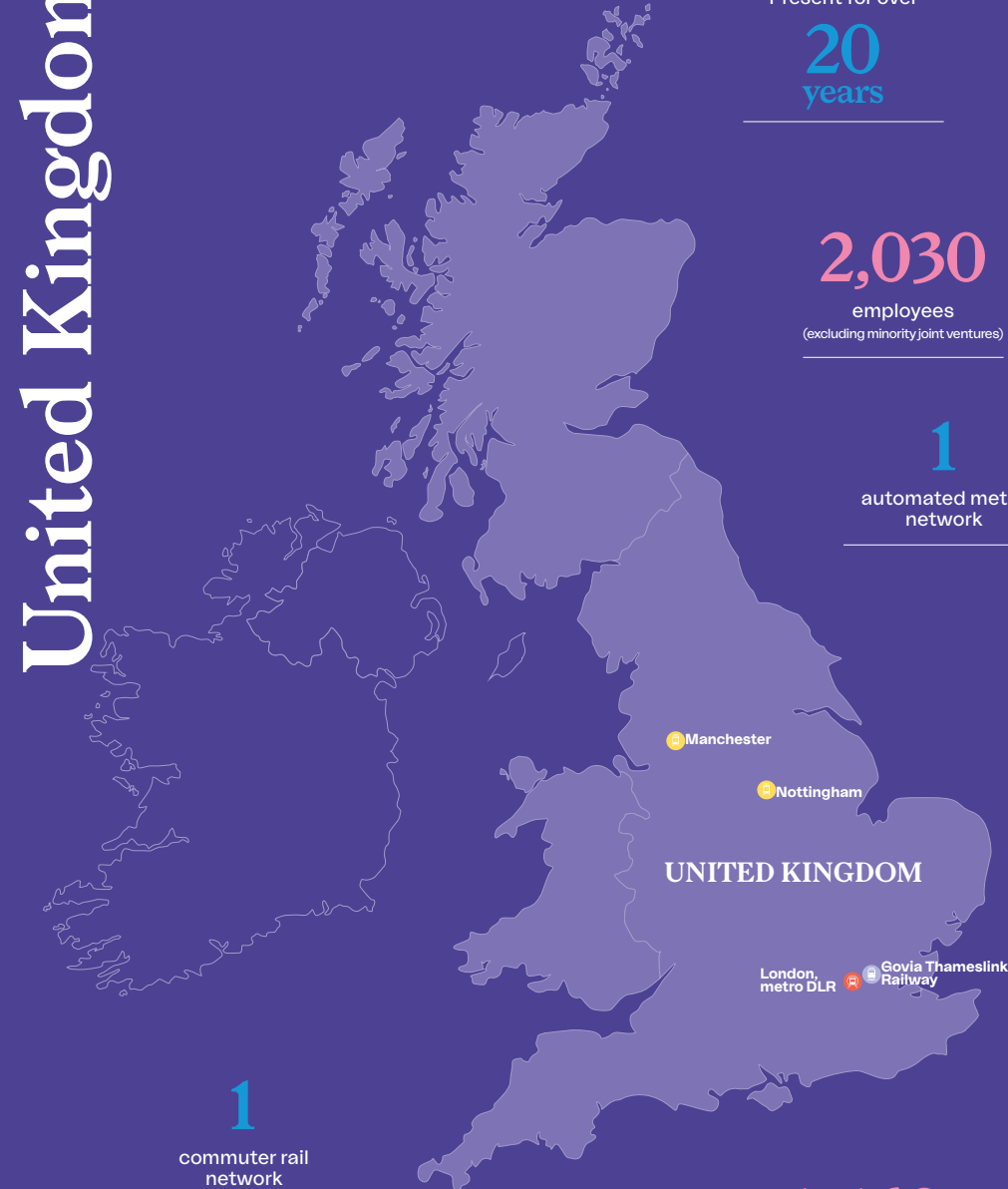
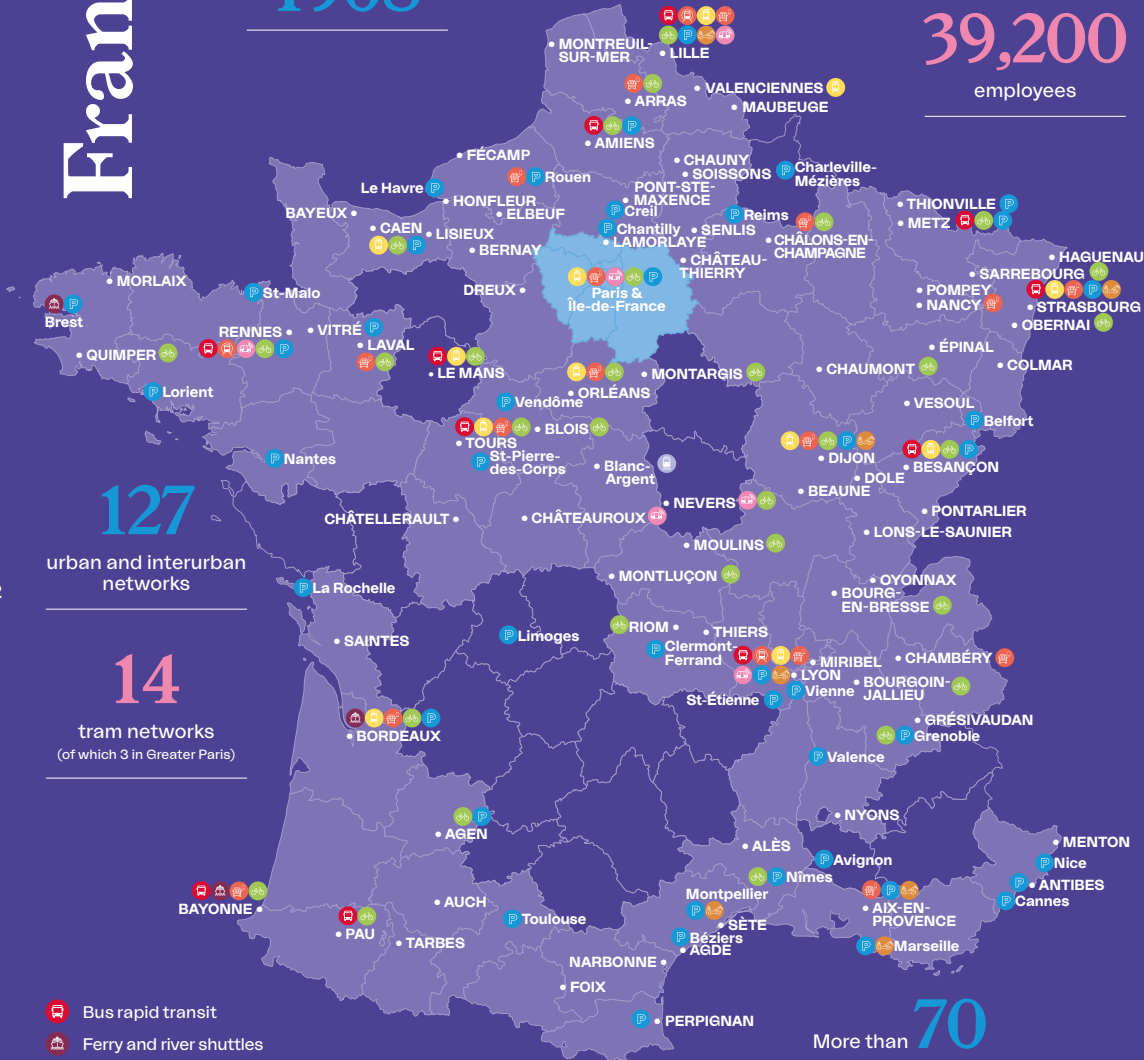
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**1**  
commuter rail network

**2**  
tram networks

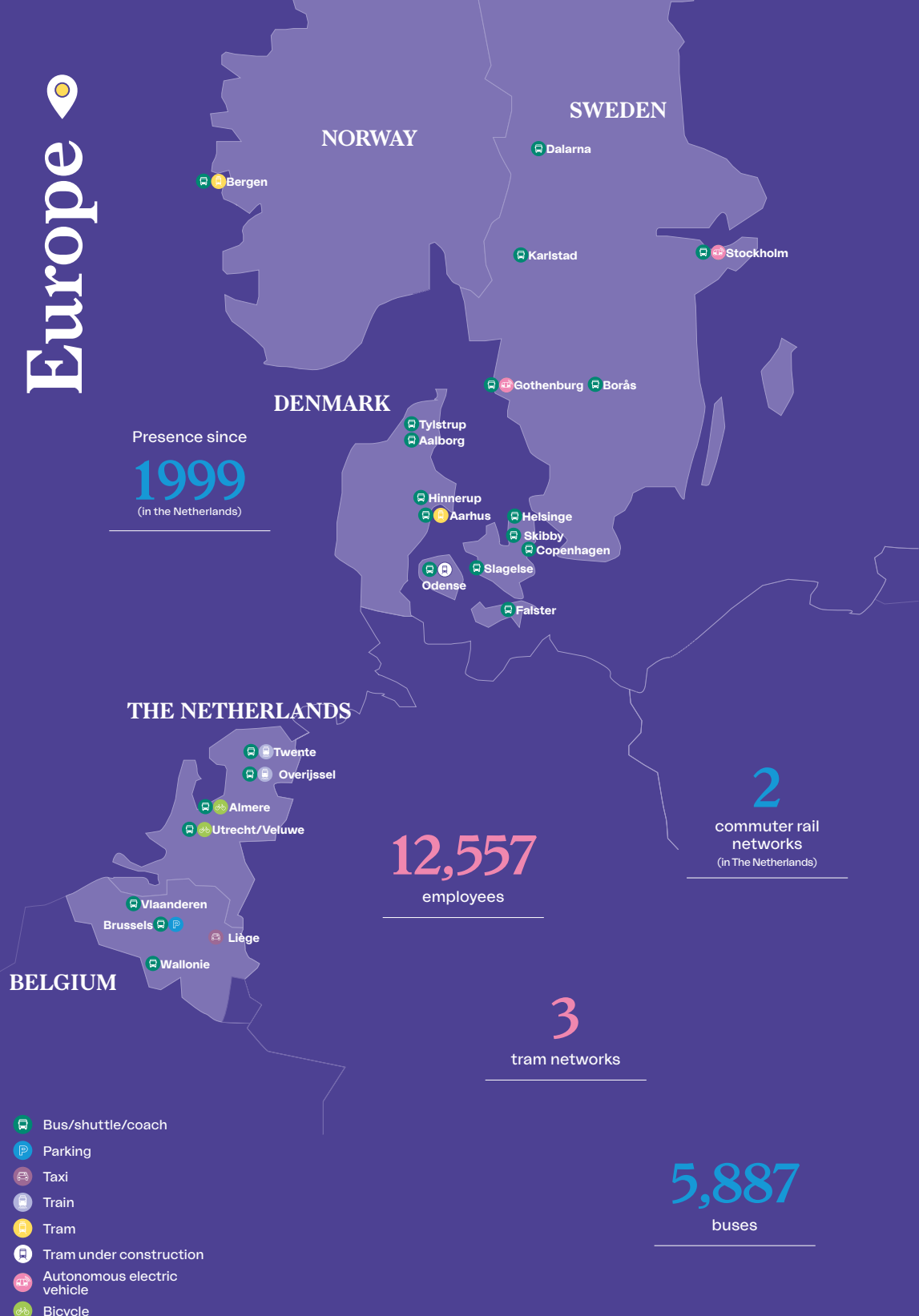
**1 463**  
km tram lines

- Train
- Tram
- Metro



# Europe

14



# North America



15

**5,820** employees



# Australia

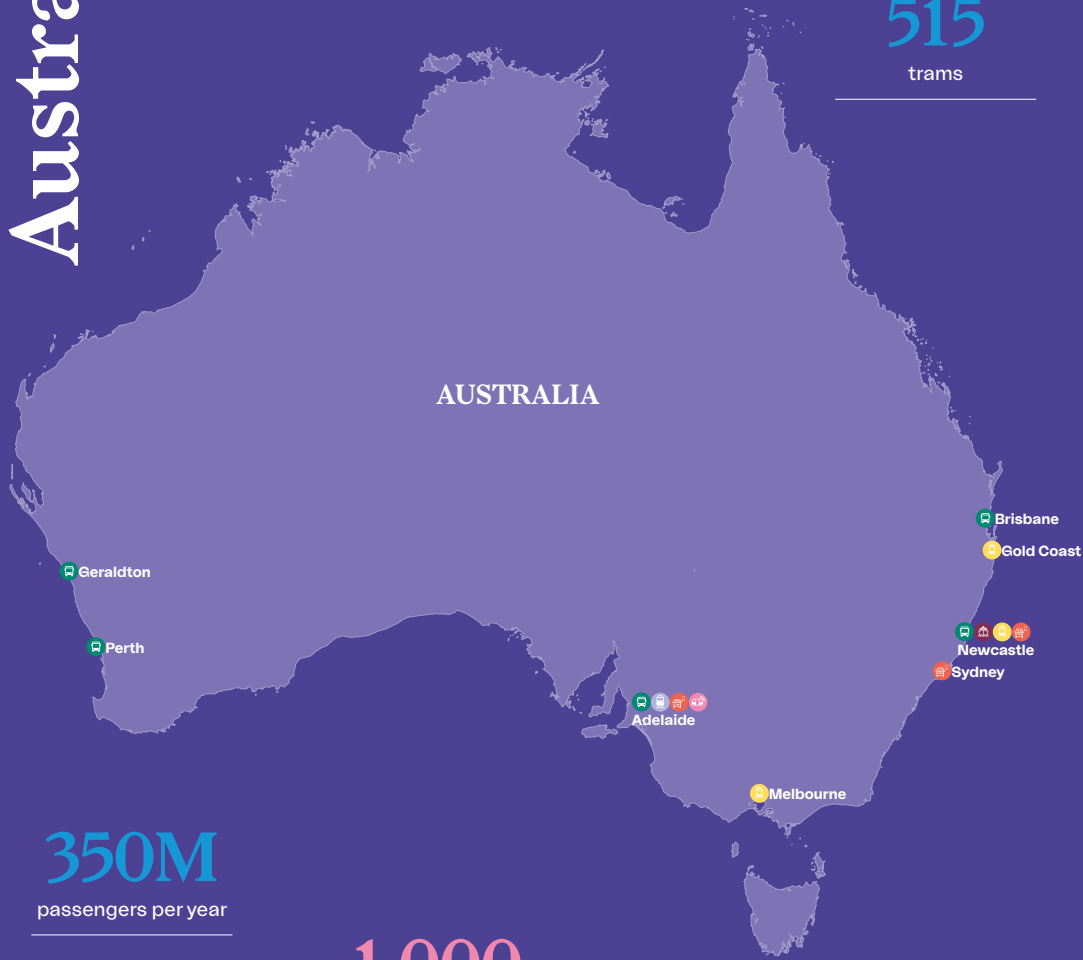
Global footprint

Presence since  
**2009**

More than **5,500**  
employees

**515**  
trams

16



**350M**  
passengers per year

More than **1,000**  
buses

**3**  
tram networks

**1**  
commuter rail  
network

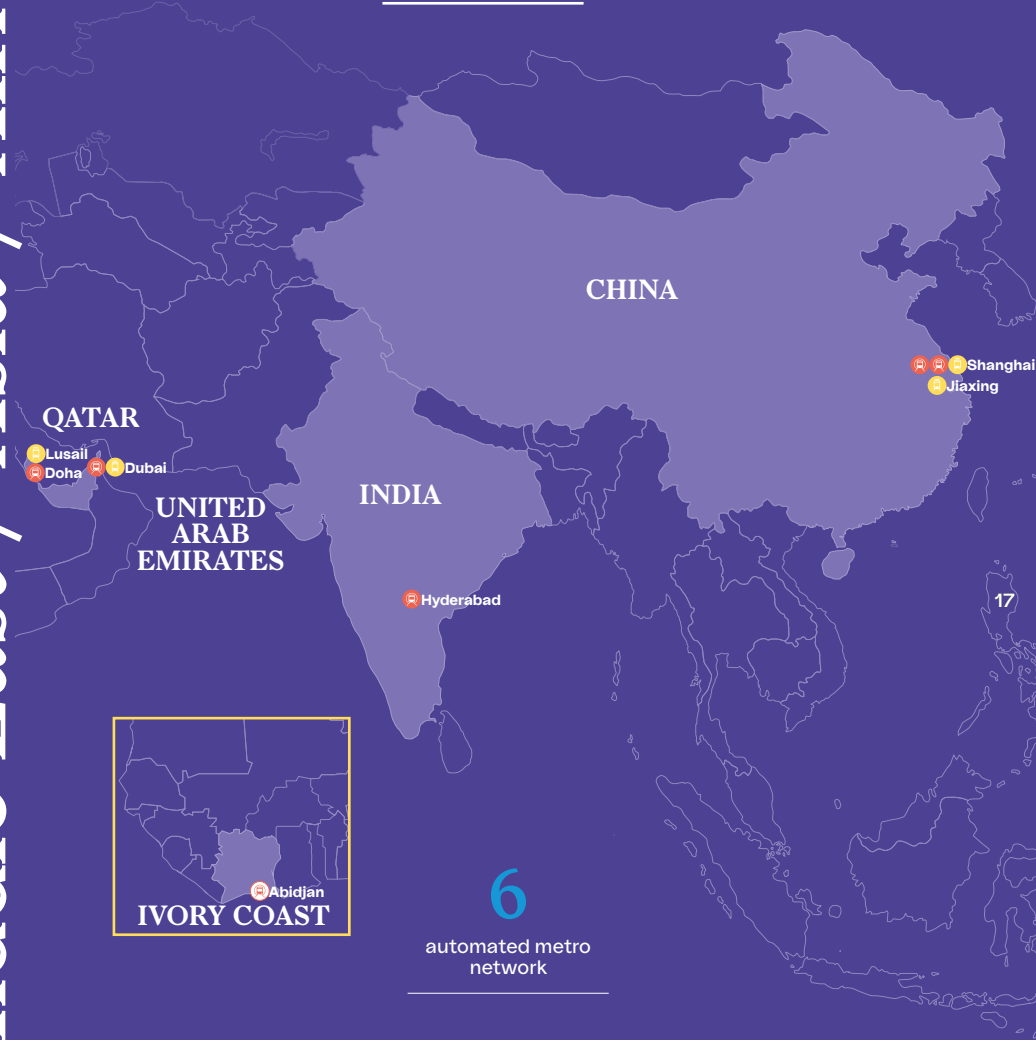
- Bus/shuttle/coach
- Ferry and river shuttle
- Train
- Tram
- On-demand transport
- Autonomous electric vehicle

# 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.



## 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

**28 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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