

At a glance 2022-2023

# Shared Ambitions

By your side to meet today's **mobility challenges.**



KEOLIS

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**K**eolis is a global leader in shared mobility. The Group's objective is to provide a public service that best meets the needs of passengers and the challenges ahead in each city and region it serves, in an ecologically responsible manner. To this end, Keolis offers sustainable solutions to address the ever-changing requirements in mobility today.



Keolis would like to thank all employees who contributed to the contents of this document.

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## World leader

in trams and automated metros



**4,500**

vehicles running on alternatives to diesel and petrol

**37,500**

rental bicycles in France and the Netherlands

**7**

regional rail networks in 5 countries

**23,000**

buses and coaches worldwide

## The leader in France

in urban in transport



in transport for people with reduced mobility



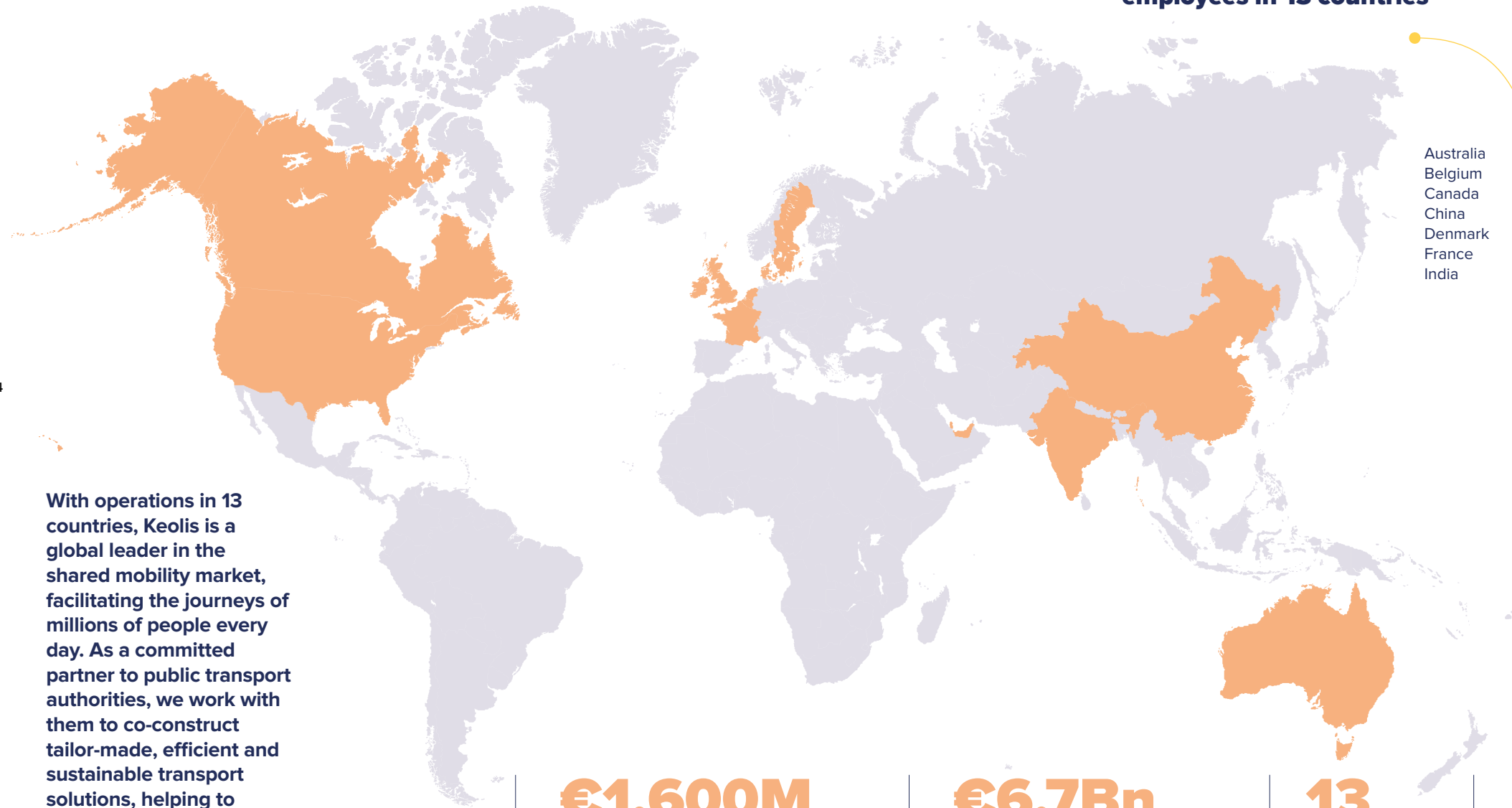
in railway station car parks with EFFIA



# Keolis, a world leader in shared mobility

# 68,000

employees in 13 countries



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

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With operations in 13 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 passenger experience.

**€1,600M**  
of loans indexed to ESG indicators

**€6.7Bn**  
of revenue in 2022

**13**  
modes of transport operated on an intermodal basis

**300**  
public transport authorities have placed their trust in Keolis

# An **international** player with **multimodal** expertise

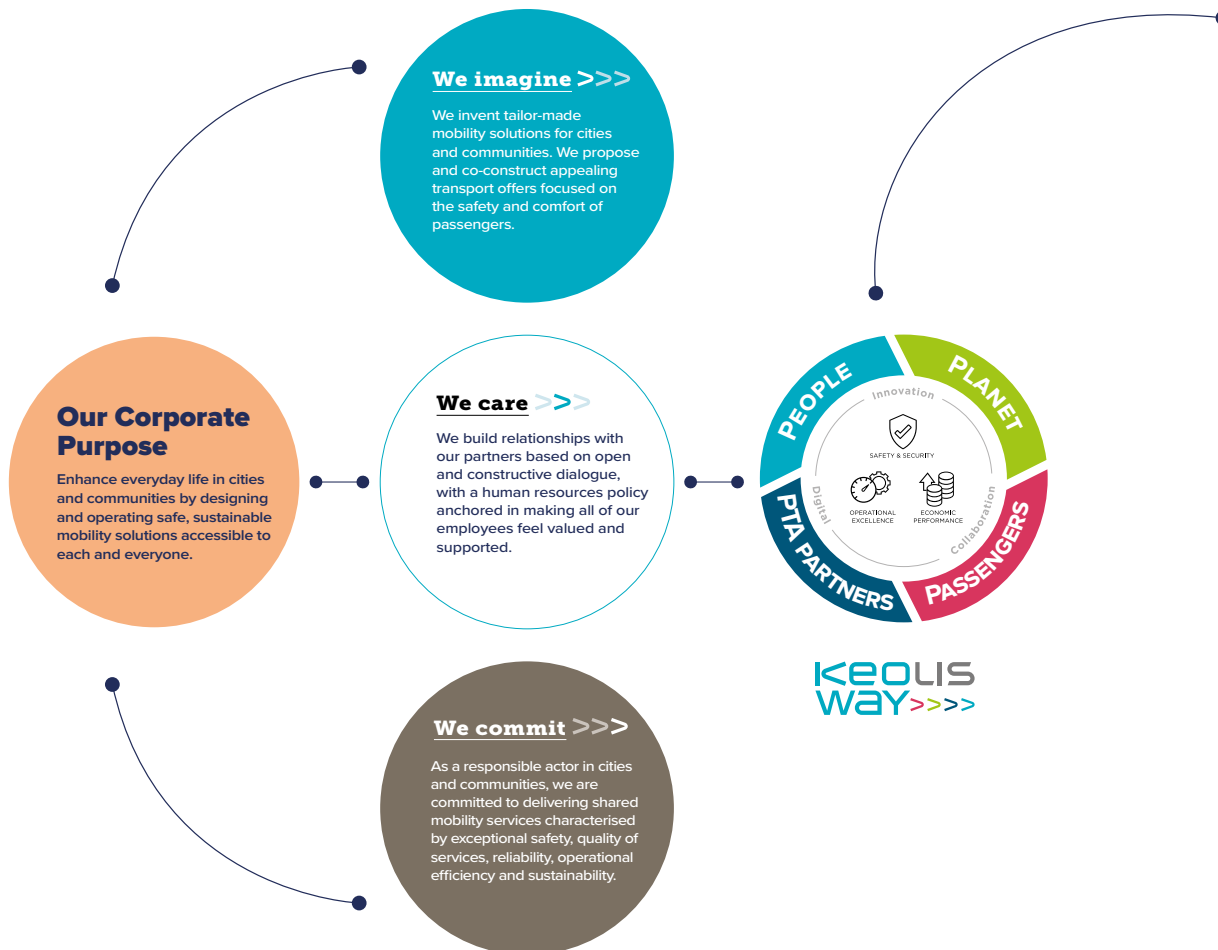
The Keolis Way corporate programme was implemented by around 90% of our subsidiaries in 2022 – a level of engagement on a par with the challenges faced by our rapidly evolving industry. Driven by its values and corporate purpose, Keolis is demonstrating its business model’s strengths and establishing itself as the leader in shared mobility.

## Vision

## Values

## Approach

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# Strengths and initiatives

Structured around four pillars – people, passengers, PTA partners and the planet, the Keolis Way programme aims to deliver results in three key areas for the Group’s business: safety & security, operational excellence and economic performance. Underpinned by its commitment to innovation, collaboration and digital transformation, this continuous improvement process drives the success of the Keolis business model.

### #People

## The GEEIS Diversity certification

awarded by Bureau Veritas reflects Keolis’ commitment to promoting gender equality and diversity and our efforts to do so across our global footprint. Keolis is the first public transport operator to receive the certification.

### #Passengers

## With Unik,

the Group’s accessibility programme, Keolis is stepping up its actions in favour of inclusive mobility to ensure all passengers, whatever their additional needs or vulnerabilities, enjoy the same kind of positive experience.

### #Planet

## The Bus Energies Centre of Excellence

is dedicated to supporting PTAs and Keolis subsidiaries in their energy transition projects. Drawing on a network of correspondents based in France and around the world, as well as on the creation of local units, the Centre brings together all the Group’s expertise in alternative energy buses.

### #PTApartners

## Keoscopie,

the Group’s mobility trends observatory, provides invaluable insight into evolving transport behaviour. By monitoring and anticipating changing lifestyles and practices in partnership with passengers and local authorities, this innovative, forward-looking resource has helped improve the appeal of public transport by steering the development of new people-friendly solutions and services.

### #Innovation

## Lab Hoppen network

In partnership with public transport authorities, innovation labs have been set up in each major region of the world. Supported by the Group’s Innovation and Industrialisation department, they apply continuous open-innovation methods to develop tailored solutions to meet the mobility needs of citizens and communities.

### #OperationalExcellence

## The KIHM programme

is being implemented by many Keolis subsidiaries to improve network maintenance. An acronym for “Keolis Industrialises and Harmonises Maintenance”, KIHM is based on practices developed jointly with operating teams. It notably reduces breakdowns thanks to preventive maintenance measures.

### #Safety

## To ensure the safety

of passengers, staff and members of the public, Keolis is strengthening employee awareness, deploying dedicated tools and pursuing close ties with other safety and prevention stakeholders. Tackling gender-based violence and sexual harassment on public transport is a top priority. Group initiatives include employee training, “exploratory walks”, on-demand stops, prevention campaigns, emergency phones and support for women’s rights organisations like Fondation des Femmes.

### #EconomicPerformance

## Sustainable and socially responsible purchasing

Keolis’ purchasing policy is built on four key principles: regional sourcing and supporting the solidarity economy, protecting the security and working conditions of suppliers, reducing the environmental impacts of purchasing decisions and ensuring ethical and anti-corruption behaviour. It is one of the major drivers of the Group’s global CSR commitments.

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# Business model

## Resources

### People

- **67,600 employees**, 64% of whom are drivers
- **13,700 permanent new hires** worldwide
- **Training: Keolis Institute/CFA** (apprentice training centre)

### Passengers

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

### PTA partners

- Member of the **United Nations Global Compact**
- **Partnership with Fondation des Femmes**
- **Constant dialogue with PTAs** to develop public transport services
- **Founding member of the PIMMS\*** initiative to facilitate access to essential public services

### Planet

- **A portfolio of multimodal solutions** that are instrumental in reducing the environmental footprint of transport
- A growing fleet of more than **4,500 vehicles powered** by alternative energies
- **4.5 kWh per km** for commercial vehicles

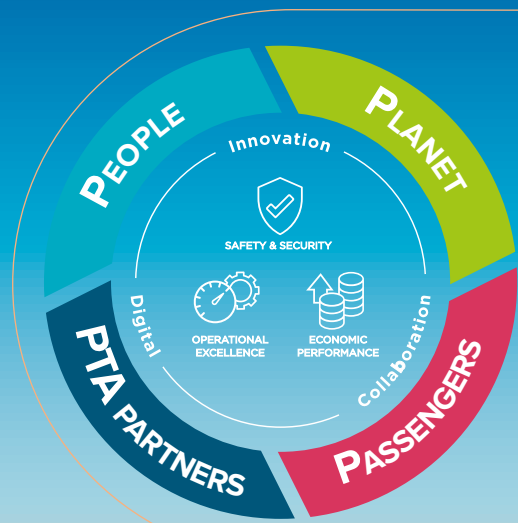
## Key financial data

- **€6.7 billion** in revenue
- A stable, committed shareholder base
- Strong performance, with a net debt/EBITDA covenant at 2.7x

\* PIMMS: shared multi-service information offices

## Activities

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



## Corporate purpose

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

## Core values

We imagine >>>

We care >>>

We commit >>>

Keolis works with public transport authorities (PTAs) through outsourced public service contracts, public procurement contracts and technical assistance contracts. These arrangements define the scope and terms of collaboration between Keolis and the PTAs. In a partnership approach, Keolis shares its expertise in order to constantly improve the performance and quality of mobility services and assets.



## Value created for and with the Group's stakeholders

### People

- **64%** of employees received training over the year
- **90%** of employees work in a GEEIS\*\* certified entity for gender equality
- **We@Keolis: 300 members** of our internal network for diversity



### Passengers

- **30 subsidiaries** have rolled out the Keolis Signature Service initiative to improve service quality
- **Two major areas of innovation:** understanding mobility and customer experience



### PTA partners

- **59 projects initiated** by local nonprofits selected for support from Coups de Coeur solidaires\*\*\* since 2018
- More than **120,000 school children** reached through safety awareness initiatives
- **€52 million invested** in the social and solidarity economy



### Planet

- **59% of the Group's revenue from its transport business** covered by ISO 14001 certification for environmental management
- **27.3% of kilometres** covered by alternative energy-powered commercial road vehicles
- **65%** of revenue generated by French subsidiaries assessed by BIOM\*\*\*\* is redistributed to support local sustainable development



## Economic performance

- **+€94 million** in free cash flow
- **+€209 million** in operational profitability
- **€1,600 million** ESG indexed loan
- **300 PTAs** place their trust in us in 13 countries

\*\* GEEIS: Gender Equality & Diversity for European & International Standard.  
 \*\*\* In partnership with the SNCF Foundation.  
 \*\*\*\* Independent agency that measures companies' contribution to sustainable development.

# Our global presence

## France

Keolis has recently renewed numerous urban transport contracts across the country. These successes reflect the Group's commitment to help public transport authorities offer ever more accessible and environmentally-friendly mobility solutions.

### Paris region

Keolis confirmed and strengthened its leadership in transport for people with reduced mobility in the Paris region with the renewal of PAM75 and the contract award for the PAM91 service. The Group has 20 years of recognised expertise and strong credentials for managing this type of service. Another key highlight was the inauguration of the T13. This new tram-train operated on behalf of Île-de-France Mobilités is 100% accessible for all passengers.

### Rest of France

More broadly in France, 2022 was a busy year, with the renewal of the Bordeaux contract and Keolis Bordeaux Métropole Mobilités' official recognition as a mission-driven company. The opening of Line b of the Rennes light metro system in September 2022 also added to Keolis' list of achievements in France.

## United Kingdom

Keolis has been a leading operator in the United Kingdom for almost 30 years. The Group operates several iconic networks and employs over 9,500 people across the country.

### Govia Thameslink Railway: Keolis at the helm of one of the country's busiest networks

In 2022, Keolis strengthened its presence in the United Kingdom with the award of a new contract to Govia (its joint venture with Go-Ahead Group) to operate and maintain the

Keolis devises and develops safer and more sustainable mobility for every city and region.

## Europe

Keolis is positioned as a trusted partner for public transport authorities, reflected in a series of new contract awards and the renewal of contracts for several urban networks. The Group is committed to the energy transition and continues to step up the pace.

### Odense: a new form of mobility

On the island of Funen, the city of Odense inaugurated its first-ever tram line, operated by Keolis. The network has devices to reduce noise pollution, and a maintenance centre which is almost completely energy self-sufficient thanks to 500 sq.m of solar panels on the roof, reflecting the city's local environmental policy.

### The Netherlands and Denmark: new all-electric bus routes

Keolis was awarded a two-year extension to its contract with Province of Utrecht in the Netherlands. The contract is for the operation and maintenance of the Utrecht bus network, including seven electric buses. Keolis' contract for the Copenhagen bus network was also extended. Some 17 new electric buses will be put into service.

Govia Thameslink Railway (GTR), one of the country's busiest networks. Before the pandemic, ridership on the network was 340 million passenger journeys a year. The contract runs for three years with an option to extend for a further three years.

## North America

Established in North America for more than 20 years, Keolis offers and develops mobility solutions for some of its largest cities. Over the years, the Group has strengthened its position through partnerships with public transport authorities.

### Canada: new intercity service between Montreal, Gatineau and Ottawa

In July 2021, more than a year after Covid first hit, Orléans Express — Keolis Canada's intercity coach service —

added a new daily route to its network. It connects Montreal, Gatineau and Ottawa, thus improving transport services along this corridor, which was not previously served by coach travel.

### United States: Keolis and Foothill Transit partnership extended

The contract Keolis won in 2017 to operate and maintain the Los Angeles County bus system for Foothill Transit was extended for another four

years. Several goals have been set to prioritise safety and punctuality, the passenger experience and the transition to low-carbon mobility. Foothill Transit has also committed to operating a fleet of 100% renewable electric buses by 2030.

## Australia

Present in Australia since 2009, Keolis manages no fewer than seven bus networks, a rail network in Adelaide, three tram networks, including Melbourne, three on-demand transport services and a river bus service.

### Gold Coast: tram network extension to manage population growth

South of Brisbane, the Gold Coast Light Rail (GCLR) is a unique multimodal network, and it now offers services to an even wider population. Serving 19 stations over 20 km, it connects more people to more places in this dynamic city — the fastest growing in the country. Inaugurated in October 2022, Phase 3 of the G:link project extends tram services an additional 6.7 km to the south, with eight more stops. This extension will be operated by Keolis.

## Middle East / Asia / Africa

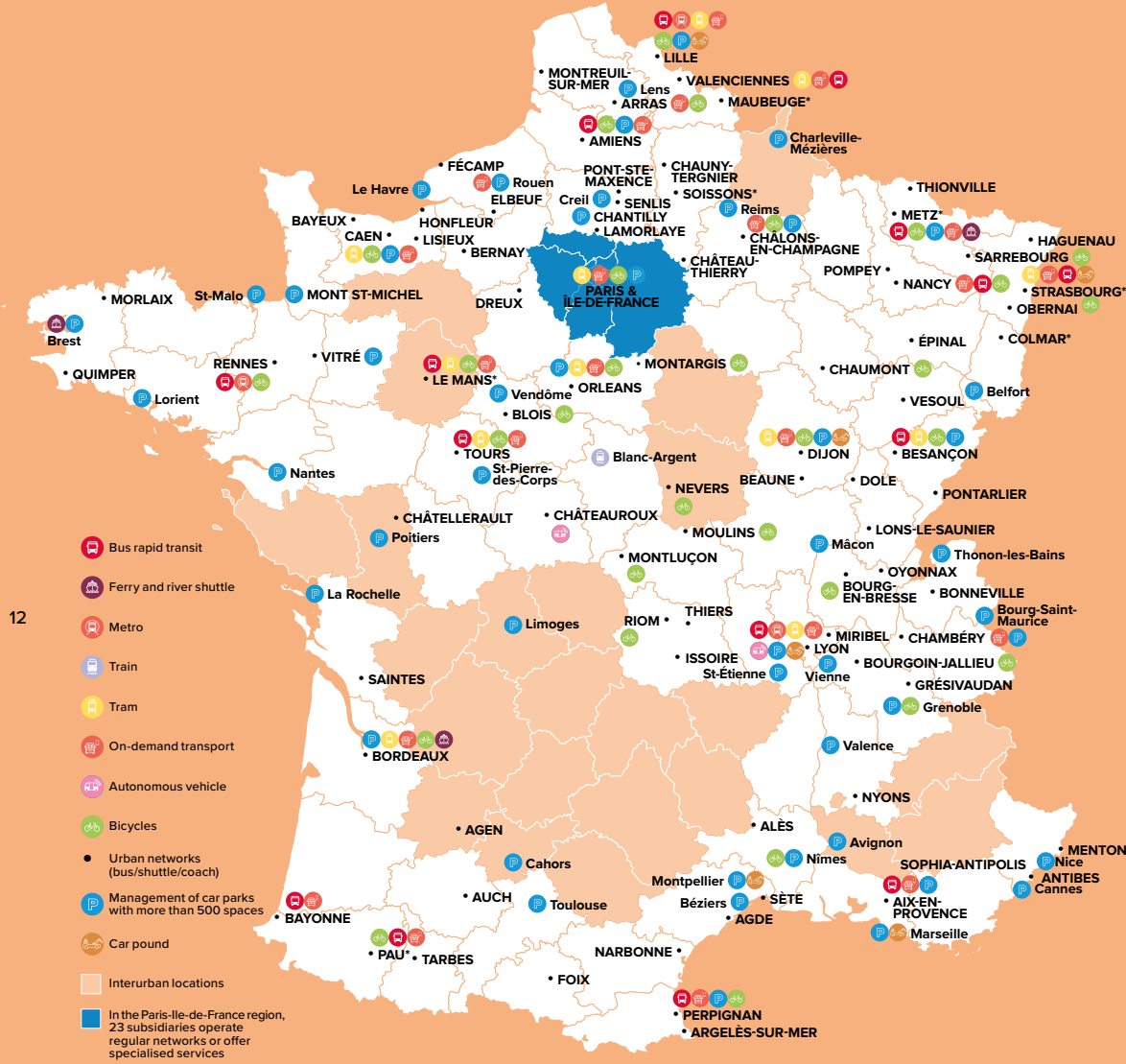
Keolis is pursuing and consolidating its development with new contract wins for automated metro and tram networks. The Group provides cities with the expertise they need to adapt their networks to the huge passenger numbers during major events like the FIFA World Cup and World Expo.

### Qatar: a public transport system for major events

In 2022, Qatar hosted the 22<sup>nd</sup> FIFA World Cup and its massive influx of visitors from all around the globe. An exceptional event calls for exceptional public transport, with 24/7 access to the stadiums. Transport authority Qatar Rail and metro operator RKH Qatar — a joint venture between Keolis, RATP Dev and Hamad Group — had been meticulously preparing for the event since 2019. The result: 99.66% punctuality and 99.81% traffic flow.

OPERATIONS

# France



\* Technical assistance provided by Keolis

Present since **1908**

**3** metro networks

**39,200** employees

**127** urban and interurban networks

**302,500** parking spaces managed by the Group

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

More than **70** departments (covered by intercity services)

OPERATIONS

# United Kingdom



Present for over **20** years

**2** tram networks

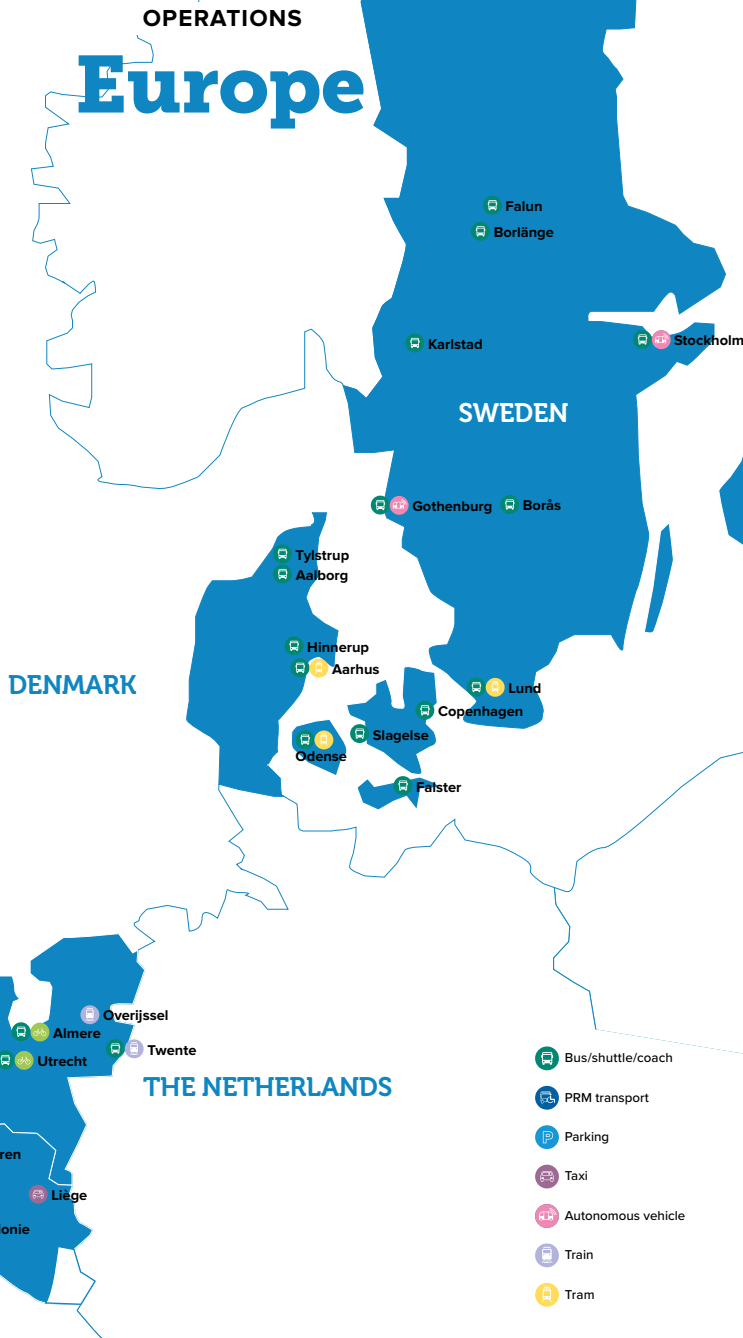
**1,463** km of lines

**1** regional rail network

**2,125** employees (excluding minority joint ventures)

**1** automated metro

# OPERATIONS Europe



Present since **1999**  
(in the Netherlands)

**3**  
rail networks  
(in the Netherlands)

**11,276**  
employees

**2**  
tram networks

**5,154**  
buses

# OPERATIONS North America



Present since **2002**  
(in Canada)

**1,613**  
buses and coaches  
(including 74 electric and 70 hybrid vehicles and, since 2022, 33 hydrogen buses)

**15**  
trams









**2**  
rail networks  
(totalling 785 km of lines)

**5,600**  
employees

# Australia

16



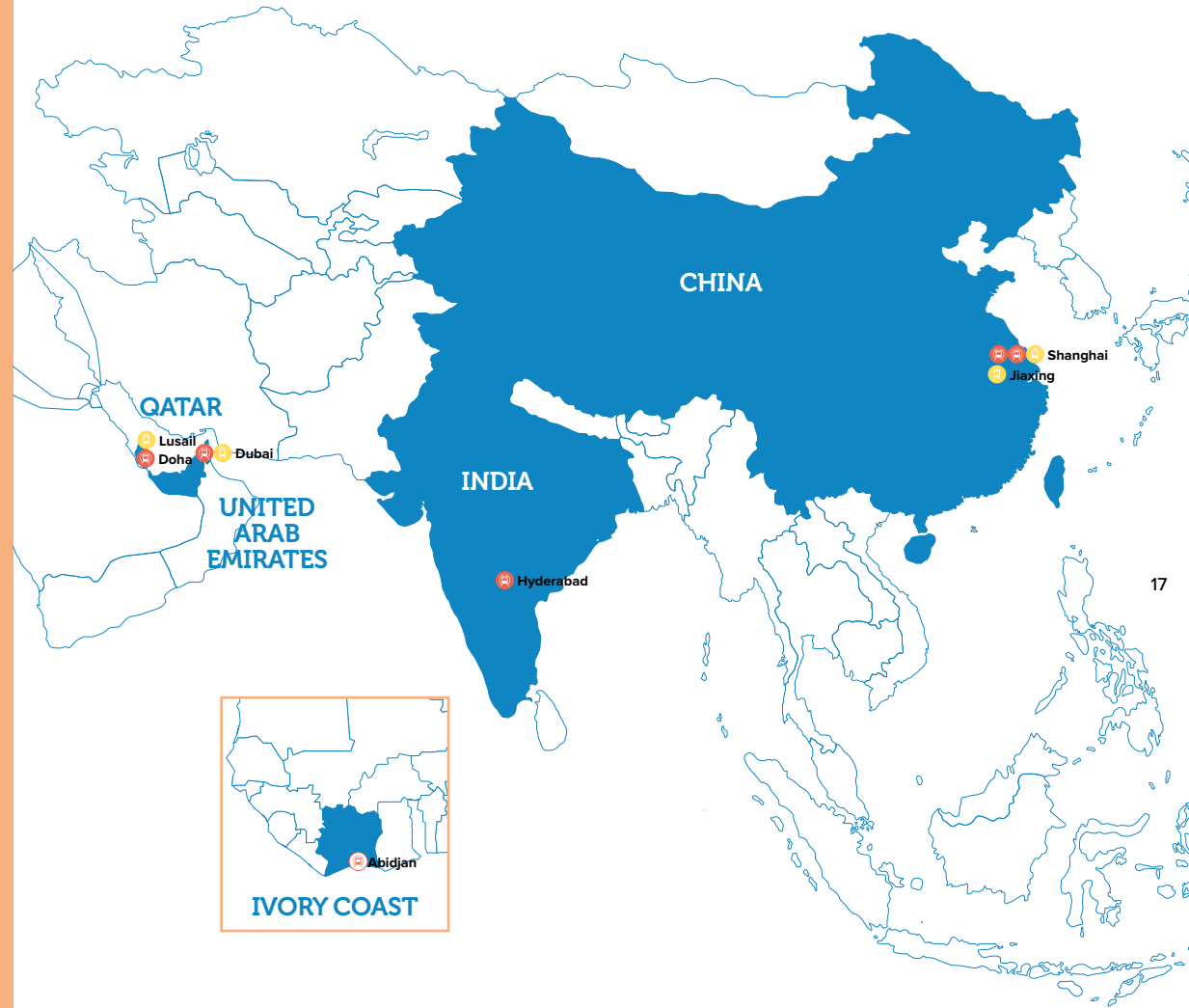
-  Bus/shuttle/coach
-  Ferry and river shuttle
-  Train
-  Tram
-  Metro
-  Metro under construction
-  On-demand transport
-  Autonomous vehicle

Present since **2009**      **515** trams      More than **5,500** employees      **350 M** passengers per year

More than **1,300** buses      **1** commuter rail network      **3** tram networks

# Middle East / Asia / Africa

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Present since **2012**      **6** automated metro networks      **4** tram networks      **4,955** employees



# Main references 2022-2023

Keolis is a global leader in shared mobility, operating and maintaining urban, suburban and intercity networks for more than 300 public transport authorities worldwide. The Group's multimodal expertise spans a dozen different modes of transport.



## TRAM

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

**26 tram networks worldwide**  
(including 1 under construction and 2 for which Keolis provides technical assistance)  
**in 9 countries:**

- Australia
- Canada
- China
- Denmark
- France
- Qatar
- Sweden
- United Arab Emirates
- United Kingdom

**Melbourne**, the world's largest network with 250 km of double track

**Greater Manchester**, the UK's largest network with 96 km of track

**Aarhus**, Denmark's first light rail network



## METRO

**Pioneer and global leader in automated metros** – 330 km

**9 networks in 6 countries:**  
China, France, India, Qatar, the United Arab Emirates and the United Kingdom

**452 km** of metro lines in operation or under construction

**1 network under construction** in Ivory Coast



## BUS AND COACH

**23,000 vehicles** worldwide

**4,500** run on alternatives to diesel or petrol

**City & intercity bus and coach networks:** Australia, Belgium, Canada, Denmark, France, the Netherlands, Sweden, the United States

**BRT (Bus Rapid Transit) bus and coach services:**  
Australia, France, the Netherlands and the United States

**Airport shuttles:**  
Canada, Denmark, France, the United States



## TRAIN

**2,300 km of railway lines** in operation

**7 regional rail networks in service in 5 countries:**  
Australia, France, the Netherlands, the United Kingdom, the United States



## AUTONOMOUS VEHICLE

**171,000 km** covered

**38,700 hours of operation**

**216,000 passengers** transported

**Since 2016, 50 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

**France's leading provider of accessible transport**

Numerous services in the United States and across France



## SEA AND RIVER SHUTTLES

Services in Australia and 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

**690 car parks** and **75,200 on-street parking spaces** in **246 cities** in France and Belgium

**164 park-and-ride facilities (P+R)** in France and Belgium

**1,059 electric charging stations** in France and Belgium



## BICYCLES

**37,500 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

Leading nationwide ambulance provider in France with **4,200 medical vehicles** and **4,900 healthcare professionals**



## CAR-POOLING

Numerous services in France



Discover all of the Group's references on [www.keolis.com](http://www.keolis.com)



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