

At a glance  
2023-2024

# TOWARDS MORE PEOPLE-FRIENDLY MOBILITY



KEOLIS

- p. 04 **PROFILE**
- p. 06 **STRATEGY**
- p. 08 **BUSINESS MODEL**

Global footprint

- p. 10 **OUR GLOBAL PRESENCE**
- p. 12 **FRANCE**
- p. 13 **UNITED KINGDOM**
- p. 14 **EUROPE**
- p. 15 **NORTH AMERICA**
- p. 16 **AUSTRALIA**
- p. 17 **MIDDLE EAST/ ASIA/AFRICA**
- p. 18 **MAIN REFERENCES**




Keolis would like to thank all its employees who have been involved in the production of this document.

Keolis – Publication director: Sophie Durand

Managing editor: Catherine Miret

Editor: Marion Granier Deferre

Design, production and content:  Angie

Illustrations : Anaïs Lefebvre

This document was printed by Imprimerie Solidaire, the first disability-inclusive industrial printer in France.

**Keolis is a global leader in shared mobility.** The Group's purpose 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.



## WORLD LEADER

in automated metros  
and trams



**5,600**

vehicles running on  
alternatives to diesel  
and petrol

**~ 40,000**

rental bicycles  
in France

**5**

regional train  
networks in  
5 countries

**23,000**

buses and coaches  
worldwide

## THE LEADER IN FRANCE

in urban  
transport

in train station  
car parks  
with EFFIA



# KEOLIS, A WORLD LEADER

in shared mobility

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 that help improve quality of life for passengers and create more attractive places to live and work.

4

68,100

employees in 13 countries

- Australia

Belgium

Canada

China

Denmark

United Arab Emirates

United States

France
- India

The Netherlands

Qatar

United Kingdom

Sweden

€1,700M

of loan indexed to ESG indicators

€7BN

of revenue in 2023

13

modes of transport operated on an intermodal basis

300

public transport authority partners

5



# KEOLIS WAY: FROM VISION TO ACTION

A visual symbol of the Group's corporate project, the Keolis Way wheel presents the pillars, levers and key focuses that allow Keolis to combine operational performance with constant reappraisal to continuously improve its service to stakeholders.



## PEOPLE GEEIS-Diversity certification

Awarded by Bureau Veritas, this accreditation certifies Keolis' commitment and the efforts carried out across the organisation to promote gender equality and diversity. Keolis is the first public transport operator to receive the certification.



## PTA PARTNERS Impulse

By providing a concise and dynamic dashboard for visualising a network's performance, Keolis' Impulse solution helps cities optimise their transport networks.

## Patterns

Developed by Keolis subsidiary Hove, the Patterns tools uses anonymised GPS data and accuracy-enhancement algorithms to analyse and understand movements in a given region.



## PASSENGERS Unik

For Keolis, accessibility is a strategic priority. With the Unik programme, Keolis is reiterating and coordinating its commitment to inclusive mobility to ensure that all passengers enjoy a positive experience.

## Keoscopy observatory

Founded over 15 years ago, the observatory conducts sociological studies on people's habits and expectations with regard to transport to facilitate the development of effective mobility policies.



## PLANET Bus Energies Centre of Excellence

Drawing on a network of correspondents and the creation of local units, the Centre brings together all the Group's expertise in alternative energy buses to support PTAs and Keolis subsidiaries in their energy transition projects.

## ISO 14001 certification

Focused on environmental management, this international standard reflects Keolis' commitment to managing its environmental impact. In 2023, 60% of the Group's revenue was covered by ISO 14001 certification.



## TRAILBLAZING INITIATIVES TO DRIVE CONTINUOUS IMPROVEMENT



### SAFETY & SECURITY

#### Impact Safety

Developed jointly with the business units, the Impact Safety initiative highlights the importance and urgency of accident prevention. In addition to establishing a common language, it facilitates the identification of potential safety issues and promotes the adoption of best practices.

#### Safety on public transport

Keolis implements a wide range of initiatives to make public transport safer for women. On certain bus routes, passengers can alight between stops on evenings so that they are a shorter walk from their final destination. Exploratory walks are organised to identify safety issues and potential areas of improvement. And emergency help points are being deployed, along with victim support schemes like "Ask for Angela", making it easier for people who feel unsafe to ask for help.



### OPERATIONAL EXCELLENCE

#### The KIHM programme

Keolis has developed several programmes to help meet its demanding standards in terms of safety, performance, environment protection and employee wellbeing. An acronym for "Keolis Industrialises and Harmonises Maintenance", the KIHM programme has been implemented at various subsidiaries to improve network maintenance. Developed jointly with operating teams, it notably reduces breakdowns thanks to preventive maintenance measures.

#### The KIHO programme

Alongside KIHM, another programme focuses on operational excellence. Dubbed KIHO, for "Keolis Industrialises and Harmonises Operations", it streamlines operational processes thanks to a management system that enhances communication between operating teams and support functions.



### ECONOMIC PERFORMANCE

#### Sustainable and responsible purchasing

One of the major drivers of the Group's CSR commitments, Keolis' purchasing policy is built on four key principles: regional sourcing and supporting the solidarity economy, supplier working conditions and safety, reducing the environmental impact of purchasing, and acting ethically and preventing corruption.

#### Kompliance

Aimed at employees, the Keolis compliance programme sets out fundamental principles, prohibited practices and areas of vigilance in the field of business ethics. Compliance provides employees with tools, resources and a whistleblowing system, and is supported by an Ethics & Compliance Committee and a network of correspondents.

### INNOVATION

#### Open by Keolis

Aware of local teams' creative potential, Keolis has implemented the Open by Keolis strategy to encourage and support innovation projects within its

subsidiaries. The strategy is based on four key elements: a "living lab" approach that involves users in the creation and testing process; open innovation and strong partnerships; a test-and-learn culture that

encourages experimenting in real-world conditions; and an agile governance structure. With this initiative, Keolis intends to create one of the world's biggest open innovation networks dedicated to mobility.

# BUSINESS MODEL

## RESOURCES

### People

- **68,100** employees, including 62% drivers
- **13,000** permanent new hires
- **Training:** Keolis Institute and apprentice training centres

### 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 help create more attractive places to live**
- **Founding member of the PIMMS\*** initiative to facilitate access to essential public services

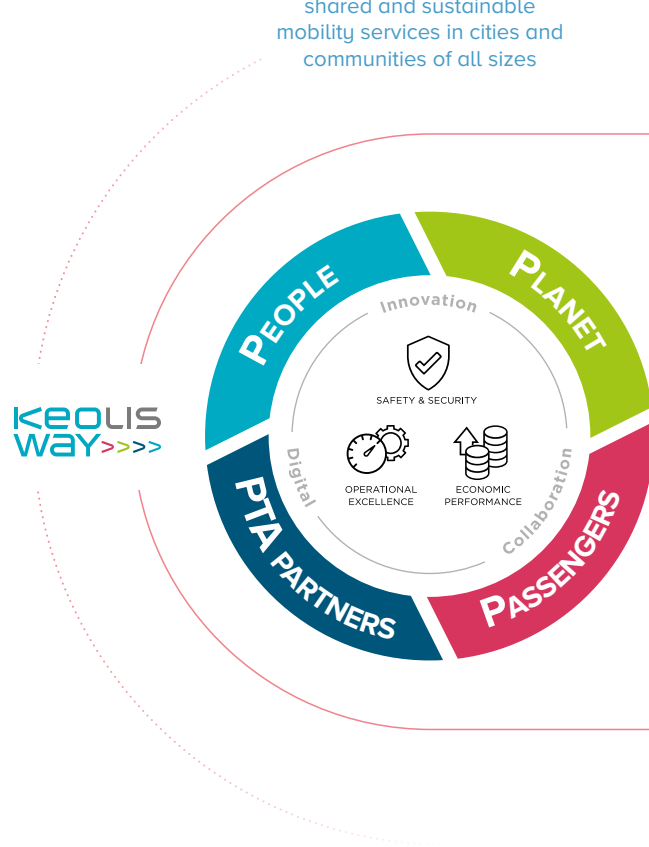
### Planet

- **A portfolio of multimodal solutions** that are instrumental in reducing the environmental footprint of transport
- A growing fleet of **5,600 vehicles powered by alternative energies**, a number that has increased compared to 2022
- **Signature of a Power Purchase Agreement** to secure the supply of renewable energy

\*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



### Financial data

- **€7** billion in revenue
- **€180** million free cash flow
- **+€164** million recurring operating profit
- A stable, committed shareholder base
- Strong performance, with a net debt/EBITDA covenant at **2.8**

## CORPORATE PURPOSE

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

## VALUES

- We imagine >>>
- We care >>>
- We commit >>>

### Economic performance

- **24%** of Group revenue aligned with European green taxonomy (96% eligible)
- **92%** of available (drawn/undrawn) credit facilities indexed to ESG criteria

## VALUE CREATED FOR AND WITH THE GROUP'S STAKEHOLDERS

### People

- **71%** of employees received training over the year
- **90%** of employees work in a GEEIS\*\* certified entity for gender equality
- **We@Keolis: more than 400** members in our internal network for diversity



### Passengers

- **48%** of the Group's revenue covered by the Keolis Signature Service\*\*\* approach
- **2 major areas of innovation:** understanding mobility and customer experience



### PTA partners

- **76 projects initiated** by local non-profits selected for support from **Coups de Cœur solidaires\*\*\*\*** since 2018
- **€56 million** invested in the social and solidarity economy in France



### Planet

- **60%** of the Group's revenue from its transport business covered by ISO 14001 certification for environmental management
- **19%** of the Group's investments aligned with the European green deal (80% eligible)
- **29%** of kilometres covered by alternative energy-powered commercial road vehicles
- **122 kgCO<sub>2</sub>e/100 km** emitted by the traction of commercial vehicles, a decrease of 5% vs 2022



\*\* GEEIS: Gender Equality European & International Standard.  
\*\*\* A customer service improvement scheme.  
\*\*\*\* In partnership with the SNCF Foundation.

# OUR GLOBAL PRESENCE

## France

In 2023, Keolis demonstrated its expertise in the development of low-carbon mobility solutions that are also geared closely to passengers' needs. This dual focus proved a successful combination, with numerous contract renewals and key new wins, confirming the Group's position as a pivotal partner to public transport authorities.

### Paris region

Thanks to its recognised experience in tram and train operation, Keolis was awarded the first section of the Transilien rail network to be put out to tender in the Paris region. The Keolis-SNCF Voyageurs consortium was selected to run the T4 and T11 tram-train lines and the Esbly-Crécy branch of line P. Operational takeover is scheduled for March 2025. This success is testimony to the trust public transport authority Île-de-France Mobilités has placed in Keolis to provide a high level of service and meet the expectations of passengers across the Paris region.

### France

Keolis has been awarded a six-year contract by Nîmes Métropole to operate the Tango public transport network, beginning on 1 July 2024. The partnership includes the launch of a BRT (tram'bus) line and a transport-on-demand service to improve connections throughout the region. Renewable-energy powertrains will be deployed on the network's vehicles to reduce carbon emissions. Additionally, Keolis plans to introduce an Open Payment system and a mobile sales office to ensure passengers throughout the area benefit from the new services.

**Keolis designs and develops ever safer and more sustainable mobility solutions to improve quality of life in the communities it serves.**

## United Kingdom

Keolis has been present in the UK since 1997 and is today one of the country's major trusted operators. The Group operates several networks, accounting for 30% of all heavy rail journeys and 50% of all light rail journeys.

### Manchester: contract extended for operation of UK's largest tram network

Keolis' contract for the operation and maintenance of the Metrolink network has been extended through to 2027. With 147 trams running on seven lines to some 100 stops, covering 100 km (64 miles) across Greater Manchester, including the suburbs and the airport, Metrolink is the UK's most extensive light railway system. The aim of the contract extension is to increase ridership thanks to improved quality of service. In line with steps taken since 2017 when Keolis first took over operations, the focus will be on enhancing passenger comfort and safety, notably through a partnership with the Greater Manchester police force.

## North Europe

Several strategic contract wins testify to the trust public transport authorities have of Keolis' ability to support their shift to cleaner energy sources and help build efficient transport networks accessible to all.

### Denmark: all-electric bus service in Northern Jutland

Present in Denmark for a quarter of a century, Keolis recently secured a new contract for the operation and maintenance of a 100% electric bus line serving the towns of Frederikshavn and Aalborg, the country's fourth largest city and capital of Northern Jutland with a population of almost 300,000. Under the ten-year contract, which comes with an option to extend it for a further six years, Keolis has invested in six new electric buses and is equipping the depots to enable overnight charging.

### Netherlands: new rail contract delivering enhanced passenger features

In December 2023, Keolis took over operations on the rail link between the Dutch cities of Amersfoort and Ede-Wageningen. The contract also includes the renovation of trains to improve passenger comfort, with wider seats, more powerful Wi-Fi, USB sockets and power outlets among the new features. In addition, inside the coaches, a green light above the seats will indicate which are free, while an information system on the outside of the carriage will show occupancy rates in real time.

## North America

Present in the United States since 2002, Keolis has strengthened its position by renewing existing contracts in California and winning new ones in Texas and Arizona. The Group now operates numerous transport services in eight different states for 13 public transport authorities.

### United States: two major contract wins in Arizona and Texas

On 1 January 2024, Keolis began operating and maintaining a bus network in the East Valley region of the Phoenix metropolitan area (Arizona) for Valley Metro. Under the four-year contract, Keolis will carry more than 1.5 million passengers a year – on 30 fixed, express and circulator bus routes serving the cities of Tempe, Scottsdale, Chandler, Fountain Hills, Gilbert and Mesa – thanks to a fleet of 300 natural gas-powered buses and 650 drivers. In Texas, Keolis was awarded a five-year contract from local public transport authority CapMetro to operate 25 bus routes, including 12 dedicated to serving the University of Texas.

## Australia

Keolis has been operating Australian bus, tram and train networks for 15 years, carrying more than 350 million passengers annually. Keolis Downer continued to take action in 2023 to improve the accessibility of its transport solutions.

### Melbourne: Yarra Trams proves Keolis' capacity to serve major events

During the Formula 1 Grand Prix in Melbourne, Keolis once again demonstrated its proficiency in handling large passenger numbers at big events, thanks to the performance of its Yarra Trams subsidiary. Over the four-day event held 21–24 March 2024, the operator ran more than 2,300 extra tram services to get spectators to the Albert Park Circuit. This meant the average waiting time during peak periods was just one or two minutes! Travel to and from the venue was free for Grand Prix ticket holders. And thanks to a partnership with Travellers Aid, people with reduced mobility had access to wheelchairs and mobility carts to help them get around.

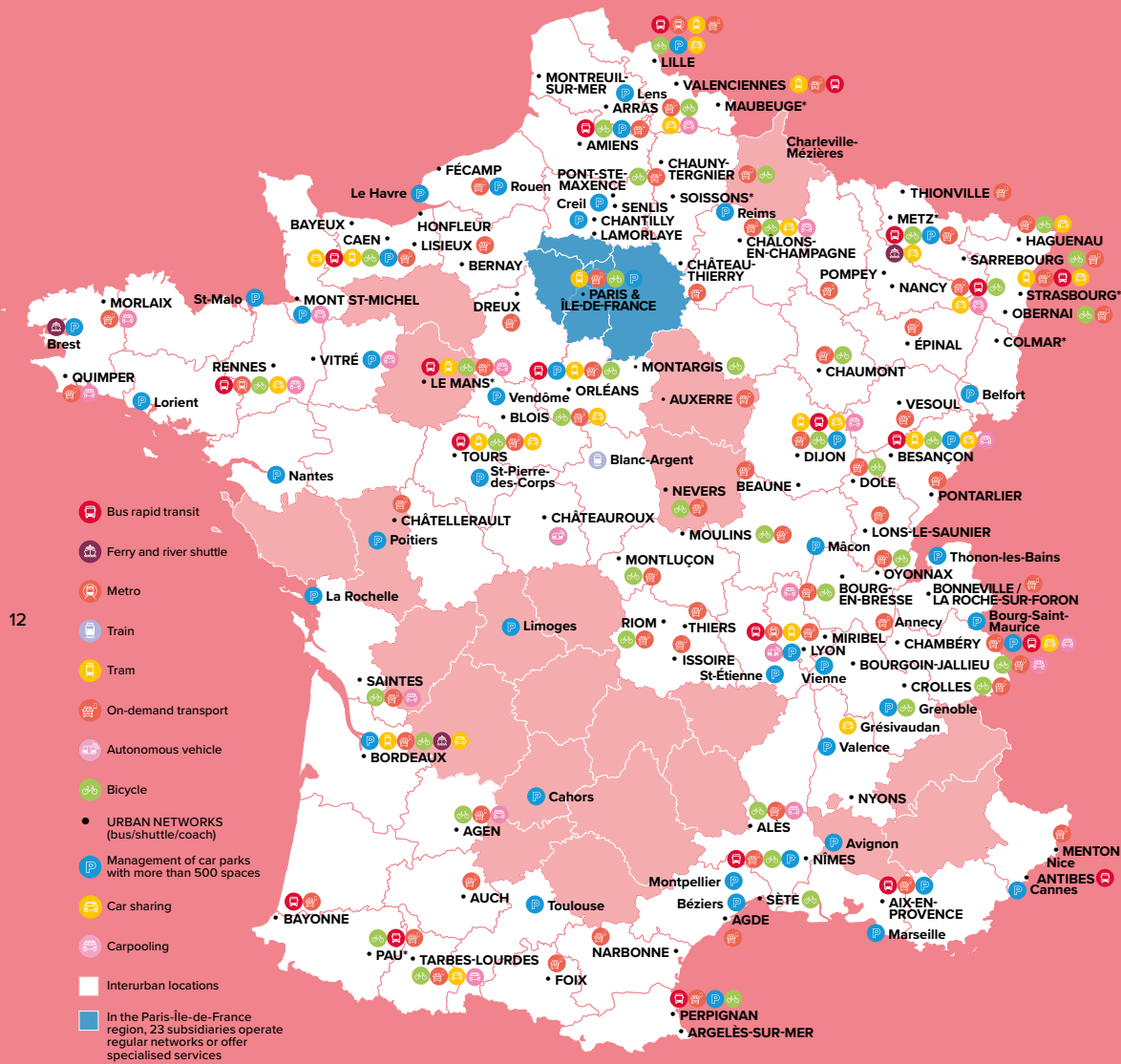
## Middle East/Asia/Africa

Keolis continues to develop and expand its presence in Asia, Africa and the Middle East. By deploying its experience and expertise in these regions, Keolis is helping to meet transport needs in some of the world's fastest-growing megacities.

### Dubai: Keolis showcases its innovation and sustainability expertise at the MENA Transport Congress and Exhibition

From 28 February to 1 March 2024, Keolis participated in the UITP's MENA Transport Congress and Exhibition in Dubai, showcasing its expertise in innovative, sustainable mobility. Keolis experts took part in two roundtables: one on connecting sustainable urban mobility and quality of life, the other on innovative approaches to asset and fleet maintenance. An onsite driving simulator gave visitors the opportunity to step into our tram drivers' shoes. And the Autonomous Mobility team captivated the audience with a live driverless shuttle demonstration broadcast directly from France's autonomous mobility testing site in Châteauroux.

# FRANCE



\* Technical assistance provided by Keolis

Present since **1908**

**3** metro networks

**290,500** parking spaces managed by the Group

**14** tram networks (of which 3 in Paris-Île-de-France region)

**39,200** employees

**127** urban and interurban networks

**more than 70** areas of France (covered by intercity services)

# UNITED KINGDOM



Present for **over 25 years**

**1,463** km of track

**1** automated metro

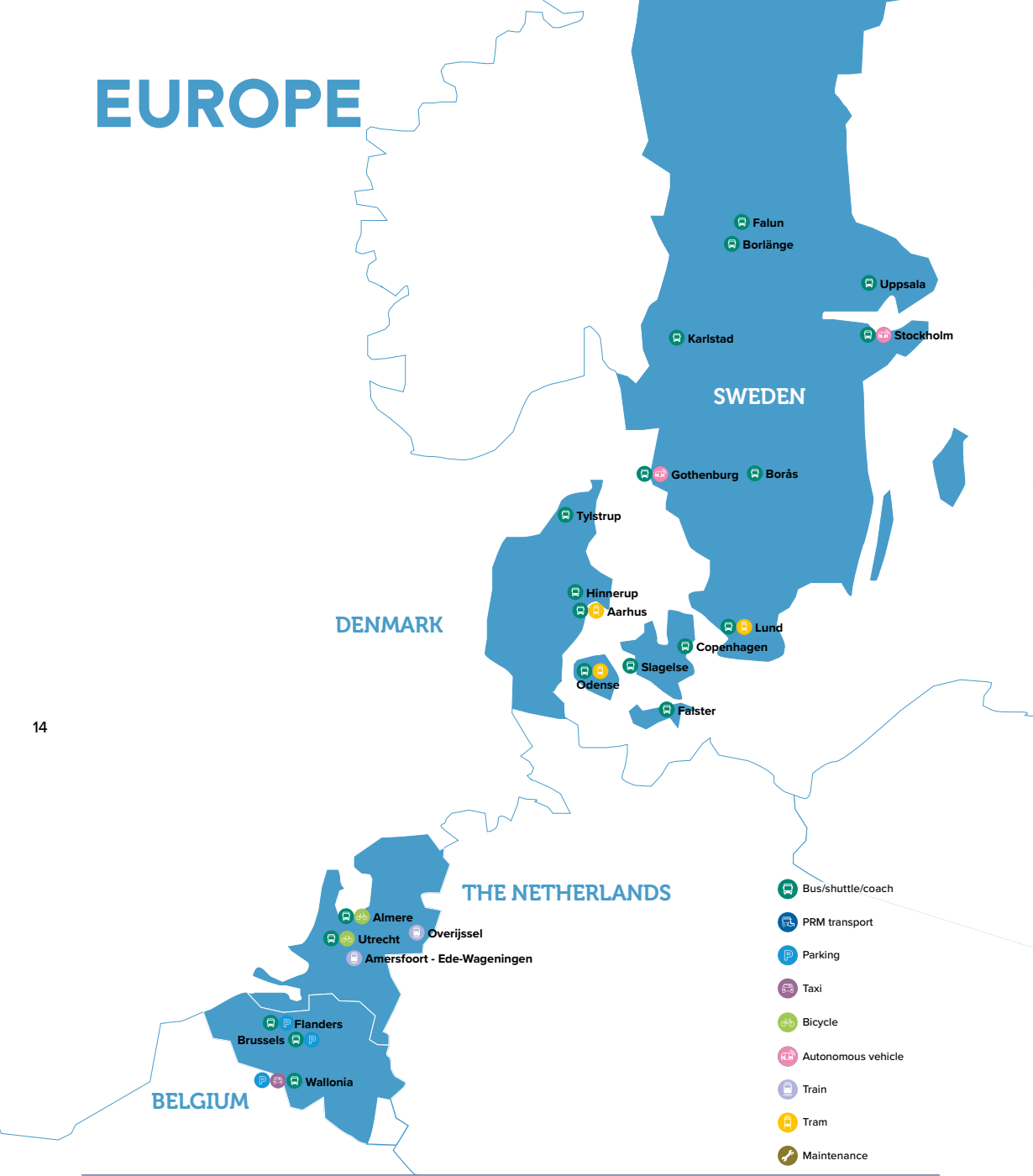
**2** tram networks

**1** regional rail network

**2,209** employees (excluding minority joint ventures)



# EUROPE



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

**2**  
rail networks  
(in the Netherlands)

**11,282**  
employees

**3**  
tram networks  
(in Denmark and in Sweden)

**5,192**  
buses

# NORTH AMERICA



Present since  
**2002**  
in Canada  
(since 2009 in the United States)

**2,112**  
buses and coaches  
(including 74 electric and 70 hybrid vehicles  
and, since 2022, 33 hydrogen bus)

**101**  
parking  
facilities

**3**  
rail networks  
(two commuter rail networks,  
one tram network)

**132**  
alternative fuel vehicles

**15**  
trams

**7,500**  
employees

**607**  
locomotives and train coaches :  
maintenance & operation



# AUSTRALIA



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

Present since **2009**

**515** trams

more than **5,500** employees

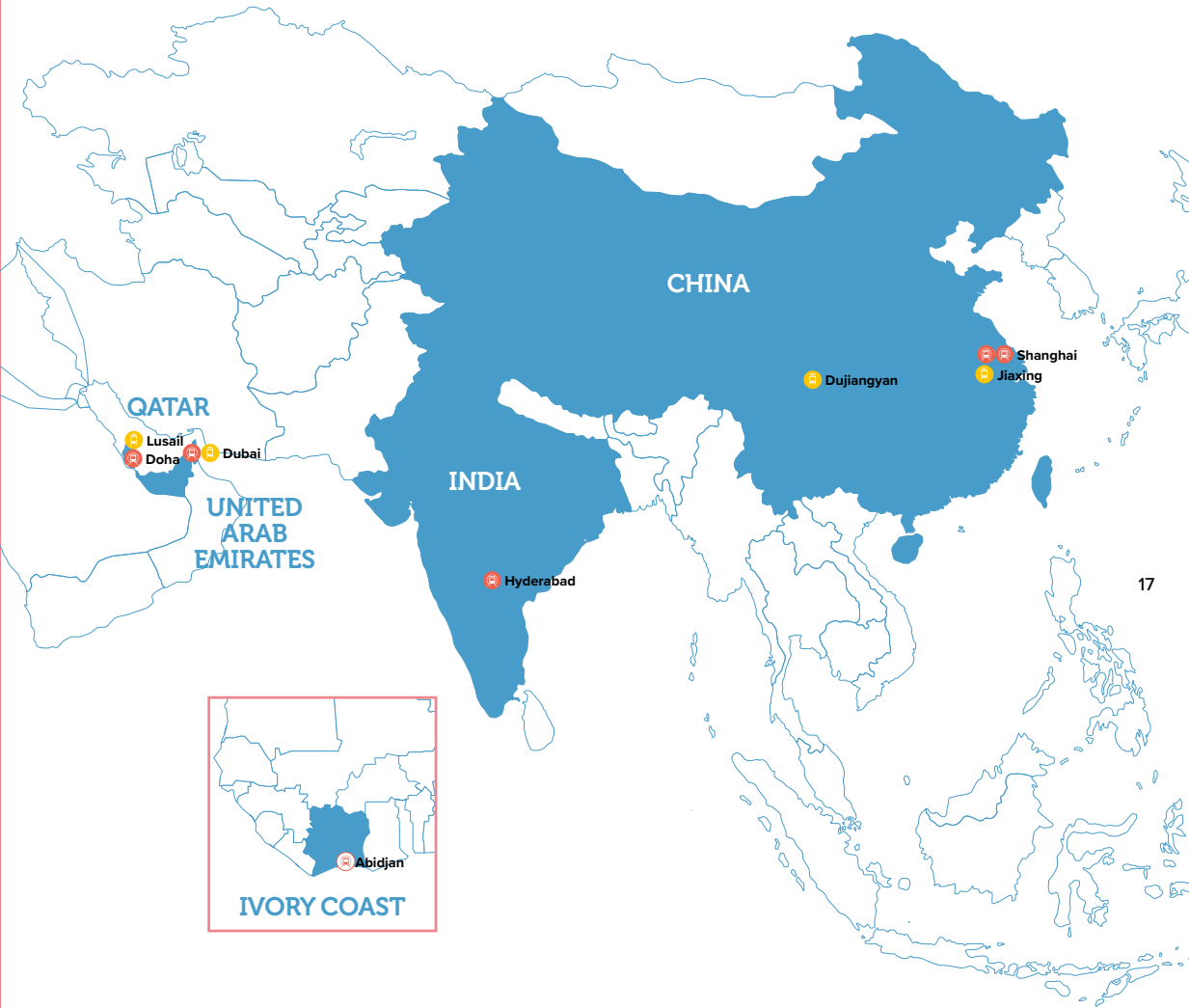
**350 M** passengers per year

more than **1,300** buses

**1** commuter rail network

**3** tram networks

# MIDDLE EAST/ASIA/AFRICA



Present since **2012**

**5** automatic metro networks

**4** tram networks

**4,955** employees

# MAIN REFERENCES IN 2023

Keolis is a global leader in shared mobility, operating and maintaining urban, suburban and regional networks for more than 300 public transport authorities worldwide. The Group's multimodal expertise spans 13 different modes of transport.



## METRO

Pioneer and global leader in automated metros

**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

**2 NETWORKS UNDER CONSTRUCTION:** Ivory Coast and lines 16 and 17 of the Paris metro as part of the Grand Paris Express project



## TRAM

World's leading tram operator

> 1,000 km in operation or under construction

**29 TRAM NETWORKS WORLDWIDE, IN 9 COUNTRIES:** Australia, Canada, China, Denmark, France, Qatar, Sweden, the United Arab Emirates and the 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

- **Lund**, Sweden's new tramway, launched in 2023



## TRAIN

**2,500 km** of railway lines in operation

**5 REGIONAL RAIL NETWORKS IN SERVICE IN 5 COUNTRIES:**

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



## BUS AND COACH

**23,000** vehicles worldwide

**5,600** running on alternatives to diesel or petrol

**CITY & INTERCITY BUS AND COACH NETWORKS:**

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

**BRT (BUS RAPID TRANSIT) BUS AND COACH SERVICES:**

Australia, France, the Netherlands and the United States

**AIRPORT SHUTTLES:** Canada, Denmark, France and the United States



## AUTONOMOUS VEHICLES

**178,000 km** covered

**40,000** hours of operation

**218,000** passengers transported

**SINCE 2016, 55 DEPLOYMENTS:**

In Australia, Belgium, Canada, France, Sweden, the United Kingdom and the United States



## ON-DEMAND TRANSPORT

**No.1** in on-demand transport in France, with 75 networks offering one or more services

**2.6 MILLION** passengers transported in France in 2023

**4 SERVICES** in Australia (Sydney, Adelaide and Newcastle) and **1** in the Netherlands



## TRANSPORT FOR PEOPLE WITH REDUCED MOBILITY

**MORE THAN 50** French towns and cities have appointed Keolis to organise their services

**MORE THAN 1.5 MILLION** journeys per year for people with reduced mobility provided by French subsidiaries

**NUMEROUS SERVICES** in the United States (paratransit)



## SEA AND RIVER SHUTTLES

Services in Australia and France for **ALMOST 40 YEARS**



## PARKING

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

**No.1** in railway station car parks in France

**4<sup>TH</sup>** biggest parking operator in Belgium

**680** car parks and **66,600** on-street parking spaces in **252** towns and cities in France and Belgium

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

**1,200** electric charging stations in France and Belgium



## CAR SHARING

**NEARLY 700** vehicles in direct or indirect operation (via partnerships)



## MEDICAL TRANSPORT

Nationwide ambulance provider in France for **5,420** healthcare professionals and

**3,450** medical vehicles in

**37** French departments



## CARPOOLING

**NUMEROUS SERVICES** in France (dynamic carpooling, carpooling lines, etc.)



## BIKES

**NEARLY 40,000** bikes in France and the Netherlands (bike share services, long-term bike hire, e-bikes, cargo bikes, special bikes, electric scooters, etc.)



Find all our news and highlights on [www.keolis.com](http://www.keolis.com)

FOLLOW US ON



Read all about our latest news  
and highlights on

[www.keolis.com](http://www.keolis.com)



KEOLIS