

# METROS BY KEOLIS

→ AT A GLANCE



keolis



## KEY FIGURES

# A WORLD LEADER IN METRO OPERATIONS

**517** KILOMETRES

of automated metro track operated

**8**

driverless **METRO** networks

in

**6** COUNTRIES

(China, UAE, France, India, Qatar, United Kingdom)

+

**4** NETWORKS UNDER CONSTRUCTION

(Abidjan, 3 Grand Paris Express lines 16-17 & 18, CDG Express line)

**1983**

Launch of the world's first driverless metro in Lille



# YOUR TRUSTED PARTNER IN METRO OPERATION EXCELLENCE

Metros are attracting an ever-larger following worldwide due to their proven performance, high efficiency and large capacity. The public transport authorities (PTAs) that own them need to be able to rely on an operator with many qualities. First: a company with which they can develop a strong and lasting relationship of trust. Second: an operator with the philosophy and techniques to understand the needs of the travelling public and deliver faultless service, day in and day out, whatever the circumstances and constraints. Third: a sparring partner with whom they can envisage the future of their network and execute development and upgrade projects with the same shared vision. Finally, a group who can draw on its multiple expertise from networks all over the world to propose innovative and proven solutions.

At Keolis, a world leader in driverless metros, we have the experience, know-how and footprint to provide all these benefits to any metro owner, whatever the system, age or location. Read on to discover the full extent of our expertise and assets that we can leverage for the benefit of your community. Discover how we turn complexity into performance — and ambition into achievement for the benefit of your community.



# OUR COMMITMENTS TO CLIENTS, PASSENGERS AND COMMUNITIES

We build our service around a set of promises that combine to make the metro an appealing and natural choice.



## 1 Zero harm

We have set ourselves the highest possible safety standard – zero injuries to passengers, employees and the public. Our management systems reduce safety risks year after year.



## 2 Operational excellence

Our precise planning and operation make our services resilient and dependable in all conditions. We are flexible to react to demand variations and special events.



## 3 Convenient, personalised travel

We offer passenger-friendly services in a metro that is just one link in the door-to-door journey. The assistance and innovation that we deploy bring customers an experience tailored to their individual needs.



## 4 Economic efficiency

Our operations, asset management and commercial expertise help extract the most out of the resources available, guaranteeing metro owners best value for money.



## 5 Sustainable business

We create sustainable businesses by reducing the environmental impact of travel, investing in employee skills and helping public transport authorities (PTAs) develop their networks.



Hyderabad, India

# DELIVERING ON OUR PROMISES

To ensure our metros live up to their full potential, we base our services on five keys to metro excellence covering the entire lifecycle of a network – from planning and design to start of operations, constant performance improvements and modernisation.

## #5

### EMBRACING INNOVATION

- Open Labs and Smart Stations co-create future-ready solutions.
- Innovation tailored to real needs, driven by global collaboration.

## #1

### LEADING WITH TRANSPARENCY

- Trusted partner to PTAs, sharing insights and building joint progress.
- Certified, collaborative approach ensures smooth transitions and accountability.

## #2

### THINKING LIKE A PASSENGER

- Services designed for all users, with real-time support and clear info.
- Insights from Keoscopie and KSS enhance the full journey experience.

## #3

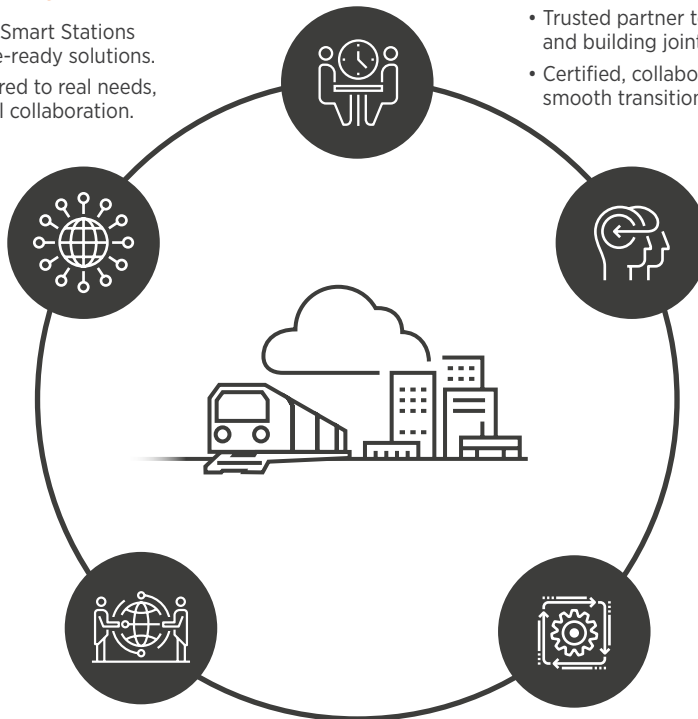
### DELIVERING QUALITY THROUGH PERFORMANCE

- Precision operations ensure reliability, safety, and satisfaction.
- Data-driven maintenance boosts availability and prevents faults.

## #4

### IMPLEMENTING CAPITAL PROJECTS

- Expert PMO partner for efficient upgrades and lifecycle gains.
- Proven success in automation and cost-saving modernisation.





# KEOLIS'S FORMULA FOR METRO EXCELLENCE

## 5 PRINCIPLES

# FOR LONG-TERM SUCCESS

### #1

## LEADING WITH TRANSPARENCY

**We consider ourselves not just as operators, but as partners to public transport authorities.**

Beyond simply reporting key performance indicators, we actively engage in peer relationships with our local government clients to explore the drivers behind our operational results and together imagine the levers for further progress. Incorporating local communication and user feedback, our open posture helps align our visions of what a metro should be and how it might evolve in the future. When taking over the operation of a metro, we guarantee

a smooth transition so that our teams can hit the ground running and deliver optimal service from Day 1.

In recognition of this transparency, our London-based subsidiary operating the Docklands Light Railway has earned ISO 44001 certification for collaborative business relationship management. And through our regular Metro clubs, our PTA partners have a chance to witness the progress we are making behind the scenes and influence its evolution.

### FOCUSING ON TRANSPARENCY

KeolisAmeyDocklands (KAD) implemented a digitalised network reporting tool, delivering real-time data across all aspects of subsidiary performance. This enabled us to monitor trends and KPIs, and to share operational insights with the PTA.



**METRO CLUB**  
BY KEOLIS

The Keolis Metro Club is an initiative aimed at enhancing operational excellence and fostering innovation in metro operations. It serves as a collaborative platform where experts and public transport authorities can exchange knowledge, share best practices, and develop recommendations to improve metro services in major cities.



## #2 THINKING LIKE A PASSENGER

At Keolis, we design experiences as if we were in our passengers' shoes.

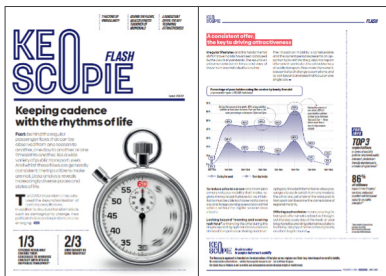
We acknowledge that there is no such thing as an 'average' journey or a 'typical' passenger. From commuters and tourists to people with visible or invisible disabilities, we seek to address everyone's needs.

We build welcoming and reassuring environments where people who encounter difficulties can receive clear information

and human assistance. In the high-capacity environment of a metro, where regularity and reliability are crucial to a comfortable experience, we act in real time to limit platform and train crowding and respond swiftly to assist people in the event of disruption.

And, since the metro is not always the whole journey, we consider it as

one link in the transport chain, and we steer passengers towards their connection or first/last mile solution for a seamless end-to-end trip. Furthermore, our locally conducted Keoscopie research provides deep insights into travelling and living patterns and offers levers to sustainably convert citizens to public transport.



### KEOSCOPIE

Keoscopie is Keolis' mobility trends observatory, designed to understand and anticipate how people move and how their expectations evolve. By combining national statistics, surveys, GPS- mobile phone data, and qualitative research it provides insights into passenger habits, emerging trends, and societal shifts impacting transport.

### HYDERABAD METRO

As the operator of the Hyderabad metro on behalf of Larsen & Toubro, Keolis has developed a passenger-focused approach called Keolis Signature Service (KSS). Launched in 2016, KSS aims to continuously improve service gestures and attitudes throughout the customer journey. It is adapted by each subsidiary to reflect local cultural and operational contexts and draws on contributions from all business units to define ideal customer-facing behaviours. The approach builds on best practices from across the Keolis network, notably London's Docklands Light Railway, where it is very mature. KSS reinforces Keolis' commitment to service quality and passenger satisfaction.



## #3

# DELIVERING QUALITY THROUGH PERFORMANCE

Catering to the widest array of operating constraints, our metros bring **top service quality every day** to hundreds of thousands of passengers a day on some of the world's busiest networks.

With ridership management critically important to smooth performance and passenger satisfaction, we manage metros dynamically to maintain exact timings and frequencies, **match capacity to demand** and prevent overcrowding.

We achieve near perfect reliability and total safety through precision planning and our holistic view of operations and maintenance that work in synergy to achieve exemplary performance.

Our advanced software integrates data from sensors, inspections and train operation to understand asset condition and its effect on performance. From this, we can design tailored plans to prevent faults and maintain key assets at the appropriate time, resulting in the **best train availability for passengers**.

This expertise is built on a history in metros dating back to 1983 and the world's first automatic VAL system in Lille

(France). From this, we therefore possess world-leading experience in launching, taking over and extending **metros of all ages and with infrastructure, rolling stock and signalling from all suppliers**.

We work with most Rolling Stock and Signalling manufacturers across its networks, giving us comprehensive expertise in the solutions available on the market for Operations, Maintenance, and Overhauls.

True to our partnership approach, we assist PTAs in managing the obsolescence of ageing systems, and plan rolling stock and infrastructure overhauls to extend asset lifecycles. We furthermore advise them in their **plans for network development** involving line extensions, new procurement or conversion to automatic train control, offering the operator's view for optimal integration and successive operation.

## CASE STUDY

At Keolis Amey Docklands (KAD), a performance-focused culture was introduced through on-site presentations and discussions with frontline and engineering staff. This training, now embedded with a focus on KPIs and individual impact, helped drive engagement and accountability. From the start of operations in 2014, performance improved rapidly: DLR now carries 122 million passengers annually (up 14%), with over 99% punctuality and 89% passenger satisfaction. Any dip below 99% triggers high-level scrutiny. This example illustrates Keolis' ability to embed a strong performance culture across an organisation—expertise now being applied to exceed targets on the Dubai Metro.





## #4 IMPLEMENTING CAPITAL PROJECTS

We work with PTAs to respond to the challenges of networks reaching full capacity and replacing ageing assets.

On networks in countries around the world, we have effectively fulfilled the role of **project management office (PMO)** and played an active role in upgrading infrastructure, replacing signalling and modernising rolling stock.

We deploy our technical knowledge to identify the most efficient options that will help ensure that assets **deliver best performance over an extended lifecycle** and at an optimised total cost. Thanks to our proximity with our PTA partners, our teams can seamlessly switch to “project” mode once investment decisions have been made, and accompany the delivery of transformational works.

### CASE STUDY

Partnering with an experienced operator such as Keolis allows metro owners to access cutting-edge technologies and global best practices. In Lyon, the Avenir Metro project saw Keolis support the city's PTA, SYTRAL, in modernising the network, particularly Line B. Originally operated at Grade of Automation 2 (GoA2), Line B was upgraded to GoA4—fully automatic and driverless. This required new rolling stock capable of running in 2- or 4-car formations, allowing flexible service to match demand. The result: improved efficiency and a 30% reduction in operating costs, while extending the lifespan of trains on Lines A and B by 15 to 20 years.

\* Keolis operated all the metro lines in Lyon from 1993 to Dec 2024

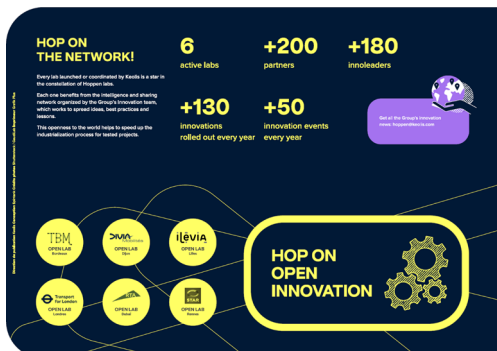
## #5 EMBRACING INNOVATION

Metros offer a formidable playground in which to test and prove innovations that create added value and transform the passenger experience.

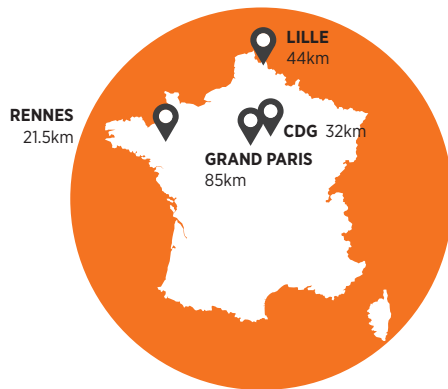
At Keolis, we **disseminate ideas and promote faster implementation** through our metro clubs, bringing together our specialists from around the world to collaborate between networks. In keeping with our Thinking like a Passenger philosophy, we believe that progress cannot be achieved without the people for whom we provide the service. We have therefore adopted an **open innovation** approach, where we invite contributions from passenger associations, students, start-ups and

research bodies, working in concert with PTAs in **‘Open Labs’** to co-construct the future of their networks.

We have additionally created a **Smart Station** in one of our metro networks where projects can be tested and evaluated in real-life operating conditions: a demonstrator for research and progress. Our structured innovation approach is both open to the world and resolutely focused on addressing local issues and challenges.



# SERVING CITIES ACROSS THE WORLD



## OUR MAJOR NETWORKS AND KEY FACTS

### 📍 **DOCKLANDS LIGHT RAILWAY, LONDON UK**

45 stations  
40 km double track.  
100 million journeys in 2024.  
Service reliability consistently > 99% since 2014 takeover  
8 -year contract extension awarded in 2024.

### 📍 **RENNES, FRANCE**

2 lines (a + b) - 30 stations  
21.5 km double track  
54 million journeys per year.

### 📍 **LILLE, FRANCE**

World's first driverless metro (1983)  
2 lines - 62 stations  
44 km double track  
126 million journeys per year  
At peak, a train every 66 seconds- the highest frequency in the world.

### 📍 **HYDERABAD, INDIA**

World's largest elevated metro; launched November 2017; 450 million passengers per year forecast once network fully complete; 3 lines; 65 stations; 72km of double track.

### 📍 **PUDONG INTERNATIONAL AIRPORT METRO, CHINA**

2 lines, automated metro  
3.6 km, 4 stations;  
Operational since September 2019.  
38 million journeys per year.

### 📍 **PUJIANG, CHINA**

1 line, 7 km double track, 6 stations  
12 million journeys per year.

### 📍 **DOHA, QATAR**

3 lines, driverless metro  
76 km, 40 stations  
58 million journeys per year  
Fully operational since December 2019

### 📍 **DUBAI, UNITED ARAB EMIRATES**

2 lines, 90 km, 55 stations.  
271 million journeys per year  
World's largest driverless metro  
Operated by Keolis since September 2021.

### UNDER CONSTRUCTION

#### 📍 **GRAND PARIS EXPRESS, FRANCE**

2 lines. 16-17 and 18  
85 km of double track  
26 stations  
130 million (L16-17) and 38 million (L18) passengers expected per year  
Launches: 2027 (L16-17), 2026 (L18)

#### 📍 **CDG EXPRESS, FRANCE**

1 line  
32 km of double track  
2 stations  
9 million passengers expected per year  
Launch: 2027

#### 📍 **ABIDJAN, COTE D'IVOIRE**

1 line; 18 stations  
37 km of double track  
180 million passengers expected per year.  
Launch: 2026



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