

Viktoría Otero del Val and Marc Demougeot join Keolis Group Executive Committee



Keolis announces the appointments of Viktoría Otero del Val as EVP, Chief Transformation, Innovation & Performance Officer (September 21) and Marc Demougeot as EVP, Chief Information & Digital Officer (September 1), both joining the Group's Executive Committee.

These strategic appointments align with Keolis' ongoing strategic plan and aim to strengthen operational agility while positioning Innovation, Performance and Digital/AI as core pillars of the Group's development model, driving profitable and sustainable growth.

In parallel, Pierre Gosset, Group Industrial Director, is departing the company to pursue new professional opportunities. Over five years at Keolis, he has been instrumental in building the Group's operational performance framework and developing industry expertise, leaving a lasting legacy in these areas.

Jan Kilström, Managing Director for Continental Europe, is also stepping down to take on new professional challenges. Since joining in 2018, his strategic vision and commitment have been key drivers in scaling Keolis' operations across Sweden and Continental Europe, significantly strengthening the Group's regional footprint.

Quote from Frédéric Van Heems, Chairman and Chief Executive Officer of Keolis Group:

"Viktoría and Marc bring exceptional expertise and experience that will accelerate Keolis' transformation and profitable growth trajectory. Viktoría is a recognized leader in organizational transformation and change management with international scope. Marc's background in critical infrastructure, cybersecurity, data analytics and artificial intelligence will be invaluable as these capabilities increasingly differentiate market leaders. They join our Executive Committee at a pivotal moment, embodying our commitment to building a transformed, high-performance Keolis for the next phase of profitable expansion."

"I want to warmly thank Pierre Gosset for his considerable contributions since joining in 2021, particularly in driving operational excellence and engineering leadership. I wish him continued success in his future endeavors. I also extend my gratitude to Jan Kilström for his dedication to building our Swedish and Northern European operations since 2018. We wish him well in his upcoming ventures."

Viktoria Otero del Val

A Harvard Business School MBA graduate and Harvard University Bachelor's degree holder (Political Science), Viktoria Otero del Val began her career in strategy consulting at McKinsey & Company in Budapest and Boston Consulting Group in Toronto. She has since held senior strategic and commercial leadership roles within major international corporations. At EDF (2006–2012), she contributed to building commercial strategy frameworks in a deregulating energy market. At Sodexo (2012–2017), she expanded her scope from Group strategy to operational management, driving front-line innovation initiatives. In 2019, she joined Pluxee (formerly Sodexo Benefits & Rewards Services), where she served as a member of the Executive Committee until August 2026, as Chief Strategy, Sales & Marketing Officer and Chief Revenue Growth Officer for the United States and United Kingdom. She defined and implemented the transformation of the Group's commercial model centered on digital customer journeys and enhanced customer experience, while contributing to Pluxee's spin-off from its preparation through implementation.

Marc Demougeot

Marc Demougeot holds a Master's degree in Management & Information Technologies from I.A.E. Aix-en-Provence and has spent over two decades building deep expertise in IT governance and digital transformation. Early in his career at SEDIF and Veolia Eau France, he contributed to the design of SERVO, an intelligent operational control platform recognized globally as a benchmark for urban network supervision. As Executive Vice-President of IT & Technology and Chief Information Officer of Veolia North America (from 2021), he led the technological alignment of major M&A initiatives and forged a strategic partnership with MIT to embed AI and advanced analytics into industrial operations. His core competencies encompass complex digital transformations, technology integration for critical operations, cybersecurity and strategic AI deployment.

About Keolis

A pioneer in public transport, Keolis is the partner of choice for decision-makers seeking to make shared mobility a driver of attractiveness and vitality for their territories. Keolis transports an average of 9 million passengers every day through safe, efficient and environmentally responsible modes of transport. One of the world leaders in the operation of automatic metros and trams, and a major player in the rail sector, Keolis draws on an open innovation policy and works closely with its partners and specialised subsidiaries to strengthen its core business and develop new innovative, tailored shared mobility solutions. 70% owned by SNCF and 30% by La Caisse (formerly CDPQ), the Group employs 68,000 women and men across 14 countries and generated revenue of €7.1 billion in 2025.

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