REVIEW OF 2025–2026 INITIATIVES

INNOVATING FOR MOBILITY

OPEN by Keolis

CONTENT

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EDITORIAL

At Keolis, we develop and operate safe, smart and tailored shared mobility solutions, aimed at meeting the needs of our passengers and our communities. This purpose is reflected in the way we work with the nearly 300 public transport authorities that we serve.

Innovation is a key enabler of this mission. It allows us to tackle today's most critical challenges, including adapting to changing mobility habits, promoting more inclusive transportation, and actively contributing to the fight against climate change. Through Open by Keolis, our dedicated innovation program, we are developing practical, local, and impactful solutions for the benefit of our clients, our passengers and our teams.

Open by Keolis covers:

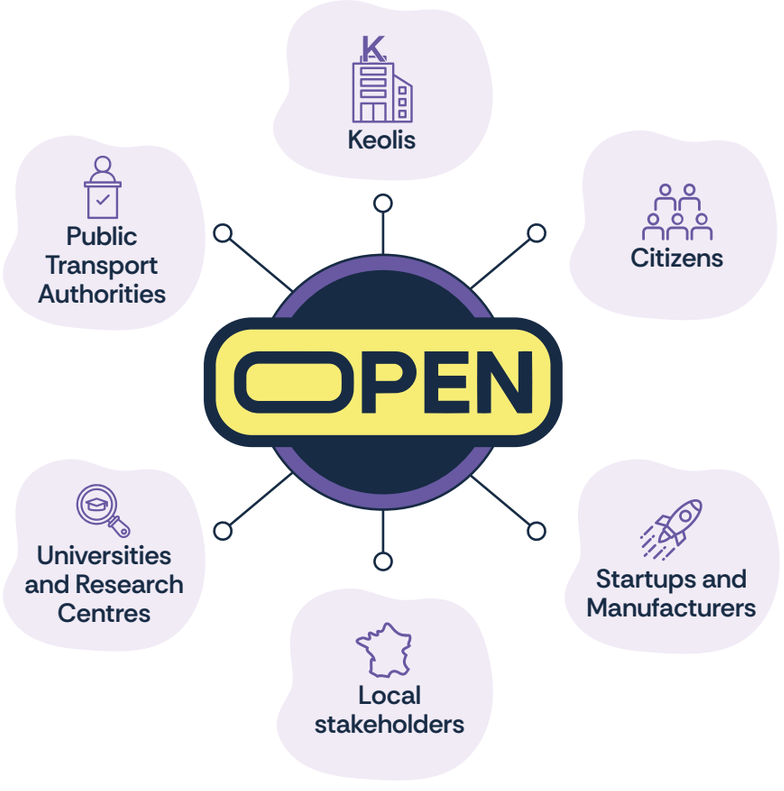
- A tool for monitoring and foresight, to anticipate major technological shifts such as artificial intelligence, as well as societal changes and the pressing environmental challenges that requires an agile adaptation of our operations.
- Innovation labs of various sizes, locally rooted and designed to meet the specific needs of each community, with citizens, passengers, and our employees at the heart of the process.
- A platform for collective intelligence, connecting our subsidiaries and our teams around the world to accelerate the deployment of the most impactful solutions. In 2025, 137 innovations were identified through the Keolis Innovation Awards, enriching our portfolio and inspiring new initiatives wherever we operate.

Our ambition is clear: to make innovation a concrete and shared engine for transformation with the objective of building a more inclusive, safer, and more sustainable mobility.

OPEN by Keolis

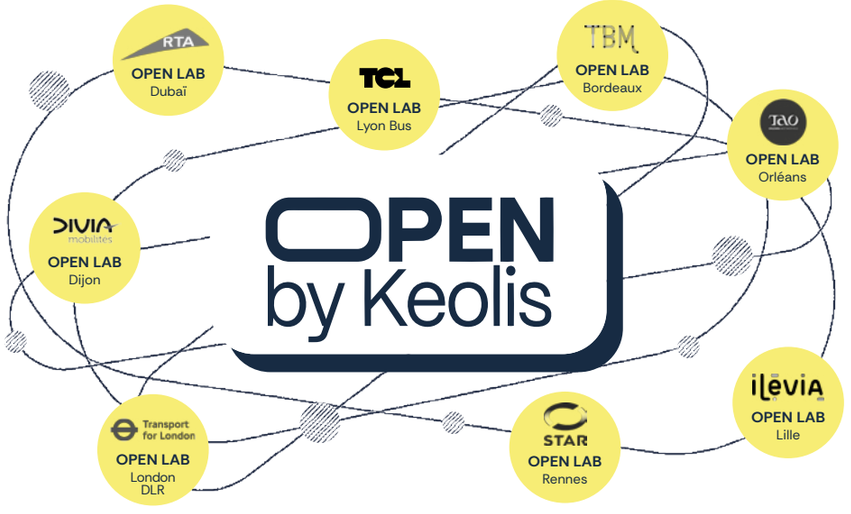
INNOVATING FOR MOBILITY THAT IS OPEN TO ALL

Convinced that the future of mobility is built with those who live in, and bring life to, communities every day, the Keolis Group works closely with Public Transport Authorities, residents and local stakeholders to reimagine travel and enhance mobility experiences. Our expertise is engaging our employees and working as a network to imagine, test and deploy sustainable innovations.



SWITCH TO LAB MODE!

What if your city became a laboratory for innovation?
With Open by Keolis, every region can become a real-life testing ground for innovation, where ideas, uses and technologies are tested in the field, as closely as possible to users.
Each Lab is unique, locally rooted and connected to the Group's other Labs. They all share their experiences, successes and lessons learned — so that each local experience advances collective innovation.



8 ACTIVE LABS

180+ INNOLEADERS

250+ PARTNERS

200+ INNOVATIONS ROLLED OUT PER YEAR

50+ INNOVATION-RELATED EVENTS PER YEAR

ARTIFICIAL INTELLIGENCE

Artificial intelligence is emerging as a concrete lever for transformation at Keolis. Already being used for supervision, maintenance and customer relations, artificial intelligence is becoming more autonomous, personalised and useful every day. Whether it is to optimise operations, better inform passengers or facilitate the work of teams, AI is used by all the Group's business lines to enhance performance, efficiency and service quality. At Keolis, we have chosen to use AI that is useful, economical, human-centred and designed to meet the challenges of local communities.

TRIAL
SECURITY

Detecting intrusions on tracks using AI

— KeolisAmey Docklands has deployed an intelligent video surveillance solution to enhance security along the Docklands Light Railway (DLR) tracks in London. This technology combines surveillance cameras with an artificial intelligence system capable of detecting and identifying intrusions and objects on the tracks. This solution, which is unique in the United Kingdom, significantly improves incident prevention on the rail network.

DEPLOYED
PASSENGER INFORMATION

Optimising passenger information with Pulse IV

— Keolis' Northwest Regional Division has deployed Pulse IV, a generative artificial intelligence system designed to speed up the dissemination of passenger information. Pulse IV centralises the creation and communication of messages on a single platform. These messages are then shared across all channels with a single click: station screens, apps, social media and more. The result is consistent, coherent messages that are shared more quickly. Teams are more efficient, and passengers benefit from clear, instant and reliable communication in the event of network disruptions.

DEPLOYED
ACCESSIBILITY

Ezymob: using AI to simplify access to transport for the visually impaired

— In line with the Group's commitment to making mobility accessible to all, the Besançon Mobilités subsidiary has partnered with Grand Besançon Métropole and local associations that assist visually impaired people to test and roll out the Ezymob mobile app. Like a digital assistant, Ezymob uses AI to provide real-time guidance across the entire Besançon metropolitan network (tram, bus, coach) via audio and/or visual instructions in large print. Three features are available: the detection of access doors and available seats, audio guidance at complex transport hubs and the counting of stops until the final destination.

TRIAL
CROWDING

Anticipating crowding and optimising operations

— In Hyderabad, India, the AI Rider Predict project uses advanced AI models to anticipate passenger traffic in the metro. With over 96% accuracy, this model optimises train scheduling and crew allocation, reducing both passenger wait times and operating costs. In Dubai, sophisticated algorithms enable real-time management of train capacity and adjustments to train deployment.
At Mont-Saint-Michel, artificial intelligence is used to limit shuttle wait times to less than 12 minutes, anticipate rush-hour traffic and adjust bus services in real time. All these projects improve both the flow of transport and the quality of the passenger experience.

PASSENGERS

Improving the passenger experience is central to our innovation strategy, which aims to ensure that the combination of shared transport, walking and cycling becomes a sustainable alternative to solo driving. And we place passengers — in all their diversity — at the centre of our innovation approach to offer them an inclusive, multimodal experience.

DEPLOYED
NUDGES

Encouraging virtuous behaviour through nudges

— In Dijon, nudges were tested to improve the experience of people with reduced mobility who were having difficulty accessing priority seats on board. In trams, visual devices clearly indicate priority spaces and encourage passengers to adopt respectful behavior. These simple and effective markings were rolled out across the entire network following a successful trial.
In Arras, Keolis is using humour to encourage passengers to validate their tickets and reduce fare evasion on the Artis network. They feature colourful nudges that use AI-generated animals to catch passengers' attention and remind them that validating their ticket is required.

TESTED
PASSENGER INFORMATION

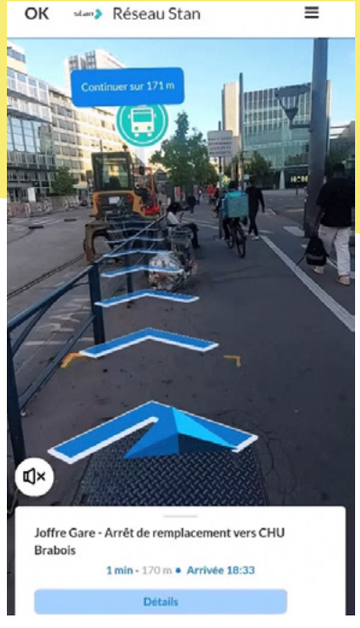
Improving passenger information during disruptions

— In Tours, the SPLIT application optimises the coordination of field teams during service disruptions. It gives the command center a real-time view of available agents, their locations and the messages to be communicated. The result is the faster mobilisation of agents at points of tension, harmonised information and better guidance for passengers. This system makes the service more responsive and improves the quality of passenger assistance.

DEPLOYED
MAAS (MOBILITY AS A SERVICE)

Technological innovation at the heart of territorial mobility

— Keolis is rolling out MaaS solutions in more than ten territories across France. In co-construction with local stakeholders (local authorities and citizens), each solution is adapted to their specific characteristics and priorities. This pragmatic approach enables the gradual integration of different mobility services — public transport, shared mobility, soft mobility and on-demand mobility — into a single, scalable application. Keolis is already preparing for the future of MaaS by integrating available technological building blocks, such as artificial intelligence, to offer a more personalised and proactive experience. Through intelligent recommendations and real-time consideration of each user's preferences and habits, Keolis is facilitating the adoption of alternatives to private cars.
Based on sovereign technologies, these solutions are already in service in cities of various sizes such as Bordeaux, Bourg-en-Bresse, Dijon, Rennes and Orléans.



DEPLOYED
SIGNALLING

Guiding users with augmented reality

— In Nancy, during work on the tram line, Keolis deployed replacement buses with temporary stops. In addition to the usual information systems (like specific signage), Keolis Nancy deployed the Wemap solution to guide passengers to replacement stops using augmented reality and geolocation. From their smartphones, by simply scanning a QR code and without requiring yet another app download, users can be guided by information displayed as an overlay on their screen. This innovation was co-developed with users to best meet their needs.

EMPLOYEES

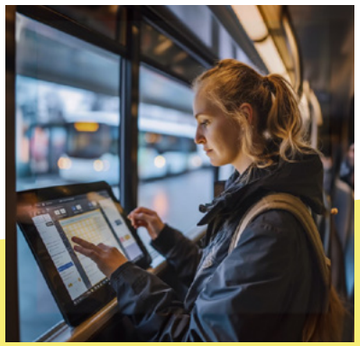
Paying attention to our teams is essential for Keolis, both to ensure their well-being at work and to maintain service quality. At Keolis, this is based on three levers: listening to and understanding the needs of our employees in order to provide human resources and managers with better management tools, considering the individual needs of each and every employee, and providing the tools for greater autonomy and better management of their daily lives.

EXPLORED

NEUROSCIENCE AND MENTAL ECOLOGY

What goes into the job of a driver?

— Keolis takes a scientific approach to improving the experience of drivers by drawing on behavioural and psychological sciences. By analysing their mental workload and experiences — whether they drive a bus, tram or on-demand transport — the Group can better understand, recruit and train them. This service profession requires great mental agility and a wide range of skills, including perceptual, psychomotor and behavioural abilities. The aim of this research is to identify levers that facilitate the recruitment, retention and support of drivers by promoting the continuous development of their skills. The goal is to preserve their mental balance and support their ability to fulfill their mission, which goes far beyond simply driving.



DEPLOYED

CUSTOMISED SCHEDULES

Kustomize-ing schedules

— To improve work-life balance and strengthen driver engagement, DiviaMobilités (Keolis Dijon) has implemented Kustomize, a digital solution co-developed with our internal teams. Unlike the old system, which was based on standard weekly schedules and a rigid rotation system, Kustomize collects drivers' preferences via an online calendar (morning, afternoon, evening and more). This data is cross-referenced with network constraints and legislation, and then an algorithm generates a personalised schedule. The result is greater flexibility, better consideration of individual needs and increased team engagement.

DEPLOYED

SECURITY

VR Fire: training the right way using virtual reality

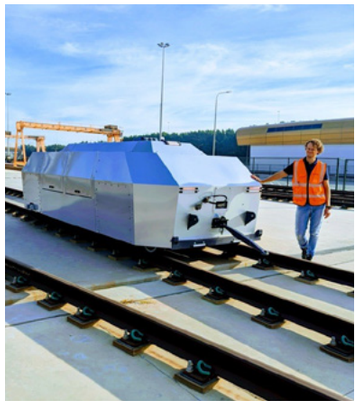
— With VR Fire, Keolis Bordeaux Métropole Mobilités agents receive immersive training in fire-risk management. Using virtual reality and connected fire extinguishers, they practise responding to a fire in realistic environments (buses, trams or offices). More engaging and practical than traditional training, this module develops the right reflexes, improves memory of the correct actions and effectively prepares employees to act in critical situations. It's a useful tool for enhancing the safety of teams and passengers on the network.

DEPLOYED

MAINTENANCE

Intelligent, automated rail track monitoring with ARIIS

— In Dubai, Keolis has deployed ARIIS, an automated mobile system dedicated to monitoring railway infrastructure, which was developed to replace manual inspection methods. Installed on a motorised vehicle, it uses high-resolution cameras and precision sensors to analyse track geometry, rail wear and the conditions of the third rail in real time. This technology not only significantly reduces the need for personnel, but it also enables faster (up to 25 km/h) and more frequent inspections, while ensuring comprehensive, reliable and consistent data. By detecting anomalies at an early stage, ARIIS contributes to more responsive and proactive maintenance of the rail network.



ECOLOGICAL TRANSITION

Rethinking today's mobility and reinventing the mobility of tomorrow involves changing our rules and behaviours to preserve the planet. From the energy transition to the ecological transition as a whole, the Keolis Group is implementing technological, socio-behavioural and environmental innovations to promote sustainable and desirable mobility.

TESTED
MAINTENANCE

Extending the life of electric batteries

— The SoH Fleet (State of Health) project improves the energy efficiency and reliability of electric transport. It is supported by EIT Urban Mobility (co-founded by the European Union) and led by Keolis Blois, in collaboration with Actia Automotive, Transports Metropolitans de Barcelona and the Cooperative Automotive Research Network (CARNET).
With SoH Fleet, Keolis can anticipate the declining range of electric buses by monitoring the health of their batteries. An on-board sensor measures their actual performance independently of manufacturer data and detects signs of deterioration. This monitoring enables preventive actions to be taken, optimises operations by reducing the risk of service disruption and extends the life of batteries, thereby enhancing the service quality and environmental performance of our electric transport systems.

DEPLOYED
ENERGY EFFICIENCY

Dijon: a more energy-efficient tramway

— Faced with climate challenges and rising energy costs, Keolis Dijon Multimodalité has launched an innovative project to optimise a tram's energy consumption. Thanks to a real-time monitoring tool and targeted actions, such as replacing halogen lamps with LEDs and adjusting thermal comfort according to passenger volumes and outside temperature, each kilometer travelled now requires 16% less energy. This represents annual savings of nearly 1.5 million kWh since the system was implemented. This concrete initiative is part of the region's energy transition strategy and will continue with the modernisation of interior and exterior lighting on trains.

TESTED
RESILIENCE

Trams protected from high temperatures

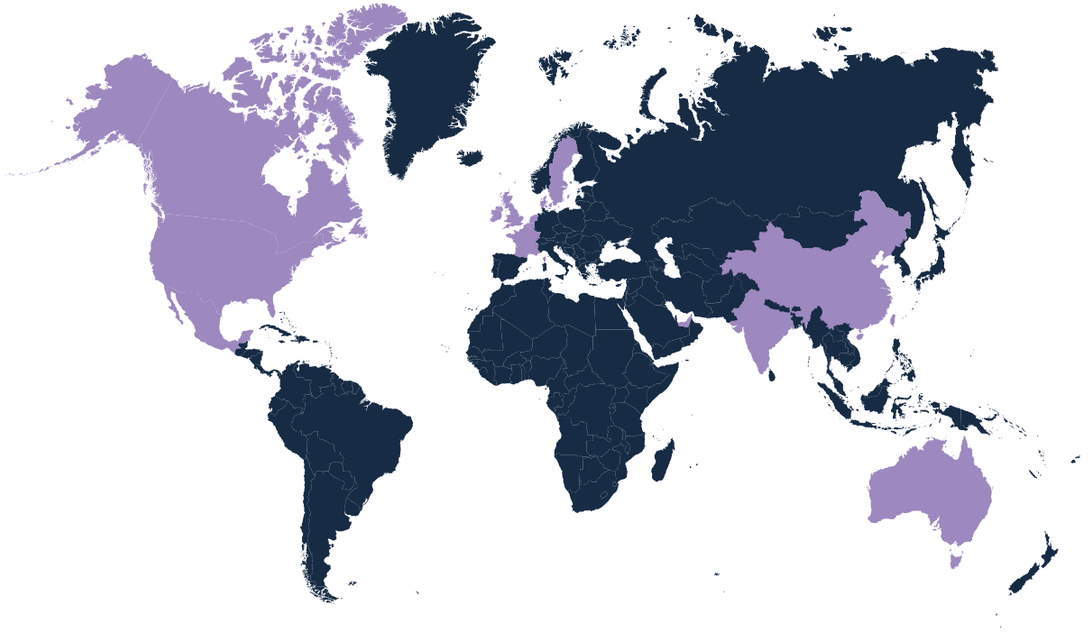
— In Bordeaux, to improve comfort for tram users during periods of high temperatures, solar films have been installed on the windows and reflective paint has been applied to the air conditioning units on the roofs of trams. The initial results are promising, with a noticeable drop in the temperature felt inside the trams and better protection for the air conditioning equipment.
In Dubai, white paint applied to structures housing the cables reflects the sun's heat, reducing the temperature of the equipment and thus limiting breakdowns caused by extreme heat. This simple solution improves transport reliability without requiring any major modifications to equipment.

EXPLORED
SMART CITY

Dynamically monitoring public transport's carbon footprint with Patterns CO_2

— Developed by Hove, a subsidiary of Keolis, the Patterns and Patterns CO_2 tools help transport authorities dynamically monitor the carbon footprint of travel and measure the impact and effects of their land-use planning policies.
Using GPS data from mobile phones, enriched by specific algorithms, the solution identifies the modes of transport used and determines their share of use in order to assess the carbon footprint of each journey. Between now and 2030, Rennes Métropole will implement several large-scale projects: commissioning four Trambus lines with park-and-ride facilities, continuing the master plan for cycling infrastructure, regulating the place of cars in the city through parking policy and improving intermodal transport and carpooling. To accurately and dynamically monitor the impact of these various actions, the local authority is using the Patterns CO_2 tool.

KEOLIS AROUND THE WORLD



70,000 employees around the world with a wide range of skills, helping to design and employ innovative network solutions

13
countries where innovation is in action

300
Public Transport Authorities place their trust in us

13
means of intermodal transport operated

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