

## Vivatech

Hello, we are at Vivatech.

Delighted to be here, to be the voice of Keolis, an innovative company and a leader in the mobility sector.

Innovation at Keolis—and what we came to find at Vivatech—is first and foremost about improving performance.

Performance through tools that will help us with maintenance, operational optimization, and also service quality and passenger experience.

We will also be working on customer marketing.

We're seeing lots of innovations to make our mobility services more inclusive, especially for the most vulnerable people.

And these innovations will help us promote low-carbon mobility by measuring our carbon impact, optimizing trips, strengthening modal shift, and accelerating the energy transition.

This morning at Vivatech, we presented the personalized scheduling solution.

The idea is that in the face of a lack of attractiveness and retention challenges in public transport, especially for bus drivers, we have developed a new solution that revolutionizes work-schedule organization by placing people at the heart of how working time is arranged.

The concept is to invite each driver to indicate their preferences for each workday—morning shift, evening shift, rest—and an advanced algorithm will distribute preferences among staff and ultimately personalize the rosters.

Today, the solution is being piloted in our Dijon subsidiary, with the aim of rolling it out across the group's different subsidiaries.

I'm delighted to be here at Vivatech at the SNCF stand, and to explain with Théo Team what we're doing across various networks with data for electric bus fleets—particularly the case of Keolis Alpes-Maritimes, an extremely innovative electric coach network that is nearing the end of its deployment phase.

It was a great opportunity to reiterate how the shift to electric is a full system change, with impacts from charging, battery choice, vehicle selection, service design, and also to explain how we've put in place a highly innovative approach to prepare now for long-term analysis of the lifecycle of different components: the battery, chargers, and soon fuel cells for hydrogen buses and coaches, as well as hydrogen production plants.

All these factors will impact the transport system, influencing the technology choice for vehicles and the setup of depot charging infrastructure—whether slow or fast charging—and will therefore shape the future transport network.

That's where data matters: analyzing the network, analyzing feedback and lessons learned, to enable the right choices for sound economics, robust operations, and good vehicle durability.

This year at VivaTech, Keolis is present on a wide range of topics, notably artificial intelligence and generative AI in the service of performance and sustainability across all our lines of business.

By way of illustration, we have worked on AI and generative AI in more than 70 use cases with very concrete implementations—for example, crowding prediction, recognition of lost objects in stations or on the tracks, transformation initiatives, and operational excellence across all our operations.

We're delighted to be working with the leading players in the field and with startups that we support—and that support us—alongside the public transport authorities.