

2019

AT A GLANCE



KEOLIS

Contributing to the common good **each and every day**

Our vision is based on inclusive, safe and environmentally friendly mobility. We adhere to ethical values and responsible commitments that contribute to our strong performance.

Dedicated to accompanying public transport authorities (PTA) in delivering the best travel experience to all passengers, our 65,000 employees provide innovative solutions adapted to the regions we serve.

Highlights of 2018 include new and renewed contracts as well as acquisitions and innovations in France and internationally. Demonstrating the vitality of our development, they amount to a compelling validation of our strategy.

OUR EXPERTISE IN SHARED MOBILITY

300 public transport authorities have placed their trust in us

More than **20,000** bicycles in France and the Netherlands

65,000 employees in 16 countries

140,000 passengers carried on autonomous electric shuttles over

60,000 km travelled in 20 cities around the world

21,650 buses and coaches in service worldwide. **3,487** of them are powered by alternative energy sources

Accelerating **real-time on-demand transport services** in Bordeaux and Orléans in France, Newcastle and Sydney in Australia, and Southern California in the United States

3.3 billion passengers carried in 2018. **92%** of them are satisfied with our services

23 tram networks and world leader with **985 km** of track including the largest in the world, in Melbourne, Australia

Leading medical transport operator in France with JUSSIEU secours

15 regional train networks with more than 7,000 km of track including the entire rail network in Wales, United Kingdom

9 metro networks and global leader in driverless, automated metros with **240 km** of track including the world's first network in Lille, France

500 car parks in France and Belgium, including **83 park-and-rides (P+R)**

This represents **258,000** spaces, including **52,000** on-street spaces

N°1 in urban cable car operations in France Around **1.5 million journeys** since November 2016

Leader in France of transport for **passengers with reduced mobility**



OUR COMMITMENT TO SERVE THE PUBLIC INTEREST

As a pioneer and leader in shared mobility, we are convinced that mobility should serve the public interest. Shared mobility addresses the major demographic, environmental, social and economic challenges of today and tomorrow. Furthermore, it is a contributing factor to the vitality of each region and to the wellbeing of citizens, making cities and regions more enjoyable places to live in.

Our conviction that we play an essential role in society goes hand in hand with the need to act responsibly in every one of our actions. Consequently, we have developed our corporate social responsibility (CSR) strategy on the basis of principles and commitments. It is integrated into our business plan, guiding all our activities and ultimately is a means of leveraging performance.

42%
of our employees work in a subsidiary with **ISO 14001 certification**

75%
of our employees work in a subsidiary with **GEEIS certification** (Gender Equality European & International Standard)



3,487
alternative energy vehicles in operation in 2018

3,533
vehicles equipped with eco-driving support systems

A pro-active, structured CSR strategy

3
Principles

Dialogue
Ongoing dialogue with the transport authorities, our subsidiaries and their stakeholders.

Fair practices
Prevention of corruption and protection of personal data in order to respect the increasingly stringent regulations (public procurement, GDPR, etc.).

Human rights and fundamental freedoms
Respect and fostering of international norms (combatting all types of discrimination, safeguarding freedom of association) recently reinforced by the Due Diligence Act.

4
Commitments

For our passengers
Ensuring the safety of our passengers, making mobility accessible to all and offering a passenger experience which provides a convincing alternative to private cars.

For our workforce
Providing employees with working conditions that promote their happiness in the workplace in areas including health, safety and wellbeing, skills management, respecting human rights in matters of diversity, professional equality and handicap.

For the environment
Three-tiered approach that acts on energy efficiency and diesel energy alternatives to limit climate change, treat waste products and reduce water consumption.

For local communities
Acting locally in communities in order to promote economic and social development by favouring actions in solidarity, education and culture.

RECORD GROWTH AND CONTINUED TRANSFORMATION

Keolis is pursuing its development with double-digit growth whilst significantly increasing its operating margins and investing to consolidate its position as a world-class player in shared mobility.

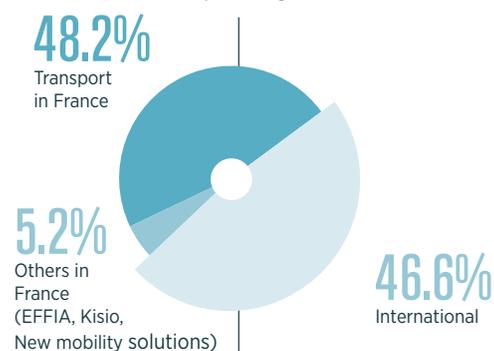
JEAN-PIERRE FARANDOU

Group Executive Chairman, Keolis

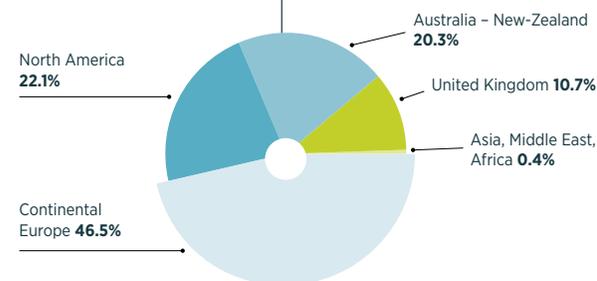


BREAKDOWN OF GROUP REVENUE

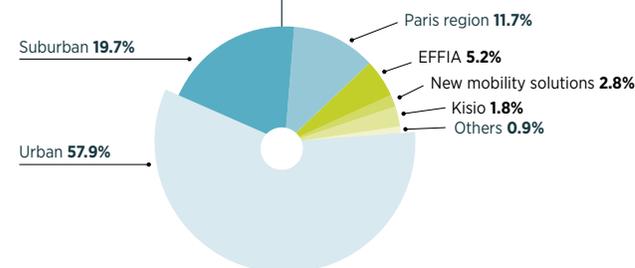
In percentage



BREAKDOWN OF INTERNATIONAL REVENUE



BREAKDOWN OF REVENUE IN FRANCE



TOTAL NUMBER OF EMPLOYEES



PROPORTION OF WOMEN IN WORKFORCE

As a percentage



TOTAL PAYROLL INVESTED IN TRAINING



65,000 EMPLOYEES COMMITTED TO 'ONE KEOLIS'

KEOLIS' CONTRIBUTION TO SERVING THE PUBLIC INTEREST IS A DAILY MOBILISING FORCE FOR OUR 65,000 EMPLOYEES. IT IS A STRENGTH THAT DIFFERENTIATES US AND ONE THAT WE ACTIVELY CULTIVATE, RALLYING THE WORKFORCE AROUND THE 'ONE KEOLIS' MINDSET, A COMBINATION OF FIVE KEY ELEMENTS THAT FORGE OUR IDENTITY AND DRIVE OUR PERFORMANCE.

Our values to guide every employee every day

At Keolis, our actions are driven by three core values that unite teams whilst differentiating us from our competitors.

WE IMAGINE

We invent tailor-made shared mobility solutions and innovate to create attractive transport solutions focused on passenger comfort.

WE CARE

We place our passengers at the heart of all our activities and build strong relationships with the transport authorities based on open dialogue and transparency. The respect of every employee is the foundation of our human resources policy.

WE COMMIT

We honour our contractual commitments to the transport authorities in relation to safety, service quality, reliability and operations. We also act in all circumstances as a responsible provider of shared and sustainable mobility in the cities and regions where we operate.

KeoLife: our corporate programme of continuous improvement

Deployed in each of our 300 subsidiaries since 2013, the KeoLife programme of continuous improvement is a project that unites us, enabling our entire workforce to speak the same language and share the same set of standards across the Group. In this way, we all pull in the same direction for the benefit of the regions and their passengers. The programme, built around seven workstreams (safety, client experience, partnering with PTAs, economic performance, operational excellence, employee engagement, social responsibility) provides each subsidiary with a common framework to continuously improve its performance using self-assessment tools to track individual progress and build specific action plans inspired by other subsidiaries' best practices.



508

events were organised across our subsidiaries during KeoLife Week in 2018



KeoPeople: engagement – a management priority

Our managers know that strong company performance is directly related to engaging and motivating our employees every day. Based on this conviction, we created KeoPeople in 2018, a project that is dedicated to the Group's new managerial model. Its objective is to define the best practices that can improve our employees' engagement levels. Co-developed with on-site managers, KeoPeople will constitute the main lever for promoting employee engagement within the KeoLife programme in 2019. And like the latter, it will enable subsidiaries to assess their own performance and provide them with a set of standards and common tools to help them improve manager-employee relations for the benefit of operational excellence.

KeoSphere: best practices are just a click away

We want to make Keolis one of the best learning and collaborative companies because we know that knowledge and expertise sharing boosts performance. As our workforce is spread over 300 subsidiaries and 16 countries, we created KeoSphere to facilitate exchange and foster internal cohesion. Much more than an intranet, this online platform allows colleagues to share their experiences, advise each other or work together on projects. It also enables us to collate and share best practices and put together the case studies that add valuable input to our tender proposals. Reshaped in 2017, KeoSphere is increasingly successful with more than 300 communities organised by project or skill set (CSR, safety, operations, maintenance, etc.), over 5,000 pages viewed daily and more than 200 Q&A forum sessions every month.



300

communities organised by project or skill set

60,000 km

clocked up

and

140,000

passengers carried by autonomous shuttles since 2016



We are all innovators

Greater and more sustainable shared mobility serving the public interest requires continual re-invention. And this is what we do, day in day out. An innovation mindset drives all our skill sets and has made the Group an innovation pioneer. This is nothing new. In 1983 we launched the first automated metro in Lille. In 2016, we launched the first autonomous electric shuttle in a public space with our partner Navya and in 2019 we will be testing the first autonomous shared car on the market. We have also been pioneers of open payment (contactless payment replacing tickets) in Dijon since March 2018. And we are harnessing opportunities afforded by data and big data in pursuit of optimised operational performance and new mobility solutions.

OUR PRESENCE IN FRANCE

AS A COMMITTED PARTNER OF TRANSPORT AUTHORITIES, WE ARE REINFORCING OUR LEADERSHIP IN THE SHARED MOBILITY SECTOR BY INTRODUCING MORE SUSTAINABLE AND CONNECTED INNOVATIONS.

ESTABLISHED EXPERTISE

In 2018, we once again demonstrated our ability to offer solutions adapted to the needs of metropolitan areas, as seen by the renewal of our contracts in Tours, Orléans and Montargis, and the addition of the Chambéry, Nancy and Bourg-en-Bresse networks. Our Group is also consolidating its presence in the parking market through its subsidiary EFFIA, which has been appointed to manage the 16 car parks in Le Havre (6,000 spaces) and continues to grow in all market segments.

OPEN PAYMENT IN DIJON: A FIRST IN FRANCE

By deploying open payment across Dijon's bus and tram network, we are offering a new connected mobility experience, for smoother and simpler everyday journeys. Passengers can now pay for their trip with their contactless payment card or smartphone directly on board. The system is proving popular with 650,000 trips and 83,000 passengers using open payment in the year following its launch in March 2018.

SUPPORTING THE TRANSITION TO GREENER ENERGIES

Keolis uses its expertise in alternative energy sources and bus operations to support public transport authorities in their transition to greener energies. We offer a tailor-made approach with solutions adapted to each network. This year, Orléans and Rennes are

deploying fleets of electric buses whilst Amiens and Bayonne will be the first to operate 100% electric Bus Rapid Transit services. Pau has opted for hydrogen-powered buses which are expected to be deployed in 2019.

PIONEERING TOMORROW'S MOBILITY

In 2018, Keolis explored new opportunities for autonomous shuttles. The Group tested two autonomous 100% electric shuttles in the heart of the business district of Roissy-Charles-de-Gaulle airport, on behalf of ADP (Paris Airports). During the Christmas and New Year holidays, the service to the city centre of Nevers was also enhanced by an autonomous shuttle. And in December 2018, students at the Rennes and Lille university campuses began enjoying an autonomous shuttle service integrated into the existing public transport network.

EVER MORE FLEXIBLE AND CONNECTED ON-DEMAND MOBILITY

Filéo, France's largest on-demand transport service in terms of passenger numbers, is constantly adapting to the needs of employees at the Roissy-Charles-de-Gaulle airport with 40 new stops and a connecting hub introduced in 2018. With KE'OP, Keolis has added a new 100% digital real-time on-demand mobility service to the Bordeaux transport network. The service zone encompasses a residential area, the university campus, the airport and several hospitals, for a total population of nearly 100,000.



- Metro
- Tram
- Bus Rapid Transit (BRT)
- Bus/shuttle/suburban and school coaches
- Transport on demand
- Autonomous shuttles
- Bicycle
- Ferry
- URBAN NETWORK**
- Management of over 300 spaces
- Suburban network

In Greater Paris, 27 contracts with Ile-de-France Mobilités transport authority and 46,000 parking spaces are managed by the Group.

ACTIVITIES IN FIGURES		Present since 1908	37,000 employees
1.63 billion passengers carried in 2018	Almost 70 departments serviced by inter-city services	3 metro networks	12 tram networks

OUR PRESENCE IN CONTINENTAL EUROPE

CONTRACT WINS, ACQUISITIONS, OPERATIONAL PERFORMANCE AND THE DEPLOYMENT OF NEW MOBILITY SOLUTIONS HAVE BROADENED OUR FIELD OF EXPERTISE AND REAFFIRMED OUR AMBITIONS IN THE EUROPEAN COUNTRIES WHERE WE HAVE A LONG-STANDING PRESENCE.

A BROAD PRESENCE IN NORTHERN EUROPE

With the support of Keolis, Denmark is bringing back light rail in Aarhus, the country's second largest city, almost half a century after the previous line closed. A new light rail line has been inaugurated in the city centre, complemented by a tram-train line servicing the entire urban area. Our expertise in Denmark was reinforced by the win of a new contract for the operation and maintenance of the Odense light rail network, the second largest in the country which is due to open in 2021. In Norway, Keolis Norge saw its contract renewed to operate the Bergen light rail network for an additional eight years and a complementary contract for tramway maintenance. In January 2018, our Swedish subsidiary, Keolis Sverige obtained the ISO 14001 certification – an international standard for environmental management systems.

STRENGTHENING OUR POSITION IN BELGIUM

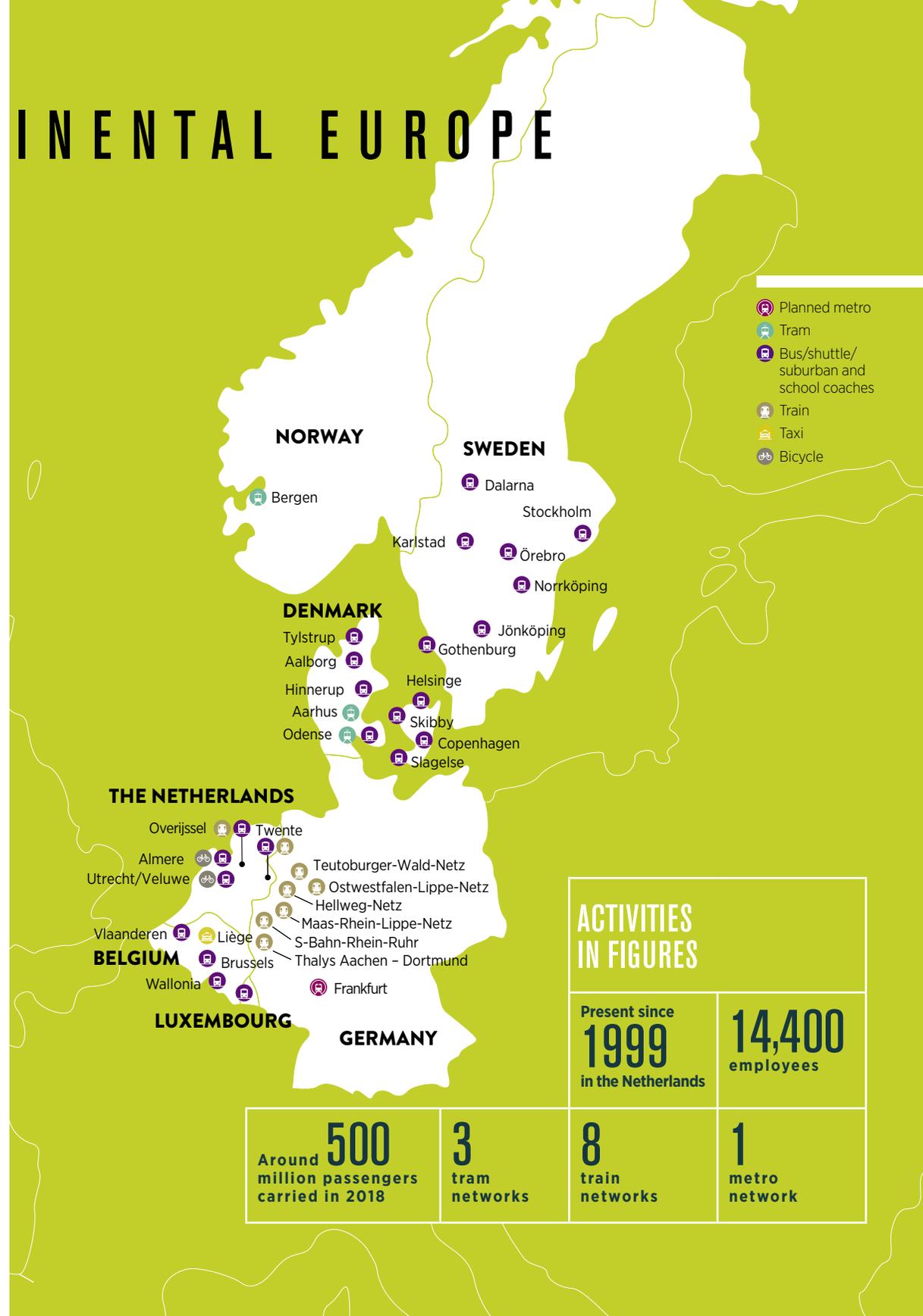
We expanded our expertise and consolidated our presence with the acquisition of four companies dedicated to airport transport and the renewal of several bus contracts. In addition, after the launch of the country's first 100% electric autonomous shuttle in Han-sur-Lesse, a second shuttle has been tested in the tourist zone of Waterloo, near Brussels.

AN ADDITIONAL METRO SERVICE IN GERMANY

In partnership with Siemens and Max Bögl, our German subsidiary has been chosen to deliver a fully automated metro service linking the different terminals at Frankfurt Airport over 5.6 km of double track. After the planned opening in 2023, this metro will run every two minutes, 24 hours a day, seven days a week, and will be able to carry more than 4,000 passengers per hour during peak periods.

DEPLOYMENT OF ELECTRIC BUSES IN THE NETHERLANDS

Keolis Nederland is accompanying PTAs in minimising their environmental footprint with the deployment of new electric buses. After a six month trial, two electric buses were officially introduced to the Amersfoort network (Utrecht Province) in November 2018, while seven other vehicles of this type have been operating in the city of Almere since March 2018.



OUR PRESENCE IN THE UNITED KINGDOM

2018 WAS MARKED BY THE CONTRACT WIN TO OPERATE THE ENTIRE RAIL NETWORK OF WALES. THIS IS THE BIGGEST CONTRACT EVER WON BY KEOLIS AND THE FIRST RAIL CONTRACT SIGNED AS A MAJORITY PARTNER IN THE UNITED KINGDOM.

A HISTORIC RAIL CONTRACT IN WALES

With extensive experience in the United Kingdom, KeolisAmey – a joint venture between Keolis and Amey, a British company specialising in infrastructure management – was awarded a contract to operate the Wales and Borders rail network covering all of Wales. The 15-year contract will generate a cumulative turnover of €6 billion representing the biggest contract ever won by Keolis and our first rail contract as a majority partner in the United Kingdom. In addition to operations and maintenance, an ambitious modernisation plan was launched at the start of the contract in October 2018. KeolisAmey and Transport for Wales aim to refurbish 247 existing railway stations and create four new stations, which will deliver a step-change in the mobility offer to the 32 million passengers who travel on this 1,623 km network each year.

SELF-DRIVE TRAINS CONNECTING LONDON

It is now possible to cross London from north to south in automated trains. The Thameslink network, operated by Govia – a joint venture between Keolis and Go-Ahead – has invested in state-of-the-art digital signalling to optimise the speed and frequency of these new automated trains. This is all part of a larger investment programme, worth over €8 billion, which is delivering new infrastructure, upgraded stations, new

technology and new trains that are transforming passenger journeys on one of the busiest rail corridors in the United Kingdom. The objective is to make rail journeys through the heart of London faster, more frequent and more reliable.

MANCHESTER FEATURED IN THE KEOSCOPE INTERNATIONAL SURVEY

For more than 10 years, French PTAs have benefitted from Keolis' unique mobility analysis tool, the Keoscope observatory. In 2018, the analysis scope was taken to a new level with the deployment of an international survey, Keoscope International. Manchester was one of the 37 world cities selected for the survey, which produced results specific to the city as well as comparisons with other cities in the UK and across the world. The findings of Keoscope International conducted in Manchester were a starting point in 2019 for the business planning process of KeolisAmey Metrolink, our subsidiary in Manchester.



ACTIVITIES IN FIGURES	Present for more than 20 years	4,500 employees (excluding minority joint venture)*	3 regional train networks
	720 million passengers carried in 2018	4,750 km of lines	2 tram networks
			1 automated metro network

* 15,500 employees in total.

OUR PRESENCE IN NORTH AMERICA

IN NORTH AMERICA, WE ARE LAUNCHING PROJECTS TO DEVELOP NEW SOLUTIONS THAT ADDRESS THE SPECIFIC ISSUES OF EACH REGION AND ANTICIPATE THE SHARED MOBILITY NEEDS OF THE FUTURE.

NEW ELECTRIC VEHICLE SERVICE IN NORTH CAROLINA

Keolis Transit America (KTA) has been selected to operate the regular bus lines in Greensboro, North Carolina, as well as transport adapted for people with reduced mobility. A key feature of this new contract is the progressive electrification of the fleet (43 buses), with the introduction of 10 electric buses in March 2019. Our subsidiary will be able to draw on the expertise acquired in South Carolina, where it has been operating the Foothill network since 2017; 15 electric buses are already in operation and the entire 149 bus fleet will be converted by 2030.

BUS CONTRACTS IN NEVADA

We are strengthening our partnership with the South Nevada Regional Commission, which has renewed its confidence in us to operate regular and express lines serving the South Las Vegas Valley for a period of five years. As network operator since 2013, we manage a fleet of over 250 buses on 17 routes, representing around 38 million passenger journeys per year. In early 2019, Nevada's Washoe Regional Transportation Commission appointed us to operate the Reno regional bus service, allowing us to service the State's two largest urban areas.

WINNING AN ON-DEMAND TRANSPORT SERVICE IN CALIFORNIA

The Orange County Transportation Authority (OCTA) in Southern California has chosen Keolis to operate OC Flex, the first on-demand transport service in the county. Orange County residents can now request a trip via a dedicated mobile app and get easier access to the regional bus and train networks.

PAYMENT ON BOARD BOSTON TRAINS

Since autumn 2018, all agents have been equipped to accept payment by credit card aboard Boston's suburban trains. This new payment method facilitates passengers' mobility and simplifies the work of our employees. This technology also allows our subsidiary Keolis Commuter Services (KCS) to collect data on mobility habits and to tailor its services to passenger needs.

AUTONOMOUS AND ELECTRIC MOBILITY IN CANADA

In Candiac, Quebec, we pilot a 100% electric autonomous shuttle on public roads, extending the existing mobility offer. The objective is to facilitate the passenger commute by providing easy connections to the regular bus network. After acquiring 12 new electric school buses, Keolis Canada has become the largest operator of 100% electric C-type school buses in North America.



ACTIVITIES IN FIGURES		Present since 2002	5,600 employees
105 million passengers carried in 2018	1,350 buses and coaches	106 trains	14 trams

OUR PRESENCE IN AUSTRALIA

KEOLIS DOWNER, AUSTRALIA'S LEADING PRIVATE MULTIMODAL OPERATOR IN 2019, IS BUILDING UP ITS PRESENCE BY ROLLING OUT ITS EXPERTISE AND CONDUCTING TRIALS TO MEET PASSENGER NEEDS.

INTEGRATED TRANSPORT NETWORK

Keolis Downer is the only operator in Australia to operate an entire transport network as it does in Newcastle (New South Wales). This unique contract has enabled us, in partnership with Transport for New South Wales, to re-design the bus network, launch a real-time on-demand transport service and better meet passenger demand by ensuring a better integration of trams, buses and ferries.

REAL-TIME ON-DEMAND TRANSPORT

The New South Wales government has entrusted Keolis Downer, the Group's Australian subsidiary, with a real-time on-demand transport pilot project to provide an effective solution for the first and last kilometre in suburban Sydney. Thanks to the dedicated Keoride application, passengers can book a vehicle to pick them up at home or at a nearby pick-up point and take them to the nearest public transport service. To simplify transactions, booking and payment are completely digitalised.

MANAGEMENT OF MAJOR EVENTS

Following its extension in 2017 in preparation for the 2018 Commonwealth Games, the G:link tram network, operated by Keolis Downer on the Gold Coast, played a vital role during the two weeks of competition in April 2018. We provided

more than 1.1 million trips, carrying up to 110,000 passengers per day, three and a half times the daily average. The network operated 24 hours per day, seven days a week, with a tram every six minutes during peak periods.

AUTONOMOUS SHUTTLES

For the first time in Australia, we have trialled an autonomous shuttle service on the campus of La Trobe University in Melbourne. The autonomous shuttle operated alongside other vehicles on open roads within the University campus, thereby allowing performance to be assessed at operational, technical, safety and customer experience levels. The trial demonstrated passengers' interest in using this type of transport in particular to reach the nearest train station in the evening, or in the event of unfavourable weather conditions. Shuttles are also proving popular with the elderly and people with reduced mobility. Another pilot project is underway at Flinders University in Adelaide.

INTERNET OF THINGS (IOT)

We are conducting trials to ensure we're capitalising on the potential of connected objects wherever the Group operates. In Melbourne, Keolis Downer analyses the data collected by thermal cameras, laser scanners and vibration sensors on the Yarra Trams network. These GPS-located measurements are then used to optimise tram and track maintenance.



ACTIVITIES IN FIGURES		Present since 2009	4,900 employees
More than 250 million passengers carried in 2018	More than 273 km of lines	More than 515 trams	1,200 buses

OUR PRESENCE IN THE MIDDLE EAST, ASIA AND AFRICA

WE ARE PURSUING OUR DEVELOPMENT IN HIGH GROWTH REGIONS WITH PROJECTS IN INDIA, CHINA, QATAR AND SENEGAL WHERE A TRAIN NETWORK CONNECTING DAKAR TO ITS OUTSKIRTS IS UNDER CONSTRUCTION.

KEOLIS, OPERATOR OF QATAR'S FIRST PUBLIC TRANSPORT NETWORK

Keolis is working with its French partner, RATP Dev, and Qatari partner, Hamad Group, on the construction of Doha's automated driverless metro and Lusail's tram. The Red Line South of the Doha metro opened to the public in May 2019 and the metro and tram networks will be completed in 2020 in time for the 2022 Football World Cup. With the country's first urban rail network, Qatar aims to attract more visitors to Doha and facilitate the daily mobility of the city's population.

A NEW SECTION OF THE AUTOMATED METRO IN HYDERABAD

In March 2019, we opened a new section of Hyderabad's automated metro to the public with 10 km of lines added to the existing 46 km network. The network now features 48 stations spread over 56 km and carries 220,000 passengers per day. Hyderabad residents now have access to a reliable and environmentally friendly alternative form of shared mobility and can now easily reach the most densely populated areas in the southeast of the city. This inauguration marks a major step forward on the way to completion of the 67 km-long final network scheduled for 2019.

IN CHINA, TWO NEW MODES OF MASS TRANSIT

Shanghai Keolis – a joint venture between Keolis and its partner, Shentong Metro Group – started operating the first automated driverless metro line in the Shanghai network. Awarded in 2016, this contract covers the operation and maintenance of the new line for a period of seven years. The 6.7 km long line features six elevated stations and offers residents of the Pujiang district, located in the south of Shanghai, a more fluid and comfortable transport solution. Shanghai Keolis also won the contract to operate and maintain the new tram network in southwest Shanghai launched at the end of 2018. The aim is to enhance the daily mobility of the district's 1.8 million residents with a 31 km long network spanning 46 stations. This contract marks a new milestone in the Group's activities in China, with operations now in both trams and automated metros.

A NEW REGIONAL EXPRESS TRAIN FOR DAKAR RESIDENTS AND VISITORS

Keolis is collaborating with SNCF for the development of Dakar TER project which will connect the city centre to the new Blaise Diagne international airport (AIBD). The trains will serve 14 stations on a 55 km long line with a 45 minute total trip time. The launch of part of the network to serve the new city of Diamniadio is scheduled for 2020.



ACTIVITIES IN FIGURES		Present since 2012	1,450 employees
220 million passengers estimated in 2019	4 automated metro networks	2 tram networks	1 regional train network

OUR 2019 REFERENCES

A GLOBAL LEADER IN PUBLIC PASSENGER TRANSPORT, WE OPERATE AND MAINTAIN URBAN, SUBURBAN AND INTERCITY NETWORKS FOR MORE THAN 300 PUBLIC TRANSPORT AUTHORITIES. WE MANAGE A DOZEN DIFFERENT TRANSPORT MODES AND TAKE OUR MULTIMODAL EXPERTISE ALL AROUND THE WORLD.



METROS

364 KM OF TRACK
(in operation or under construction)

PIONEER AND GLOBAL LEADER IN AUTOMATED METROS • 240 KM

9 networks worldwide
Networks in service: Shanghai (China); Lille, Lyon and Rennes (France); Hyderabad (India); Doha (Qatar); London (United Kingdom)

Networks under construction: Shanghai Pudong International Airport (China); Frankfurt Airport (Germany);



TRAMS

WORLD LEADER • 985 KM

(in operation or under construction)

Melbourne, the world's largest tram network • **250 km**

Greater Manchester, the UK's largest tram network • **96 km**

Aarhus, Denmark's first light rail network

23 networks worldwide

12 networks in France: Angers, Besançon, Bordeaux, Brest, Caen, Dijon, Le Mans, Lille, Lyon, Nancy, Orléans, Paris region (Transkeo tram-train), Strasbourg, Tours

8 networks worldwide: Gold Coast, Melbourne and Newcastle (Australia), Shanghai (China), Aarhus (Denmark), Bergen (Norway), Manchester and Nottingham (United Kingdom)

3 networks under construction: Waterloo (Canada), Odense (Denmark), Lusail (Qatar)

BUSES & COACHES

21,650 VEHICLES WORLDWIDE
3,487 run on diesel alternatives • **1,225** running on natural gas, including **428** with a fraction of biogas • **806** on biodiesel • **523** on biofuel • **382** are hybrids • **312** are electric • **90** run on diester • **82** on bioethanol • **67** on LPG

Urban and intercity

Australia: Adelaide, Brisbane, Newcastle, Perth

Belgium: Antwerp, Bruges, Brussels, Charleroi, Ghent

Canada: Province of Quebec

Denmark: Aalborg, Copenhagen, Odense

France: Aix-en-Provence, Amiens, Bayonne, Beaune, Bordeaux, Caen, Chambéry, Dijon, Lille, Lyon, Nancy, Orléans, Rennes, Sarrebourg, Toul, Tours

Netherlands: Almere, Province of Utrecht

Sweden: Borlänge, Falun, Gothenburg, Jönköping, Karlstad, Stockholm

United States: California, Florida, Nevada

Bus and Coach Rapid Transit

Amiens, Bayonne, Beauvais, Franche-Comté, Loire-Atlantique, Metz, Pau, Rennes, Tours (France); Almere (Netherlands); Las Vegas (United States)

Airport shuttles

Bordeaux, Marseille, Montpellier, Le Bus Direct – Paris Aéroports (France); Fort Lauderdale (United States)

TRAINS

MORE THAN 7,000 KM OF TRACK
15 REGIONAL TRAIN NETWORKS

Germany:

Hellweg-Netz, Maas-Rhein-Liipe-Netz, Ostwestfalen-Lippe-Netz, S-Bahn-Rhein-Ruhr, Teutoburger-Wald-Netz, Thalys Aix-la-Chapelle-Dortmund,

United States: Boston, Washington DC

France: Blanc Argent

Netherlands: province of Overijssel, Twente

United Kingdom: Govia Thameslink Railway, Southeastern, Wales & Borders

Network under construction: Dakar (Senegal)

TRANSPORT FOR PEOPLE WITH REDUCED MOBILITY

LEADER IN FRANCE

Bordeaux, Caen, Châteauroux, Paris region (PAM 75, PAM 94), Lille, Lyon, Orléans, Tours (France); Sweden; California (United States)

MEDICAL TRANSPORT

THE LEADING MEDICAL TRANSPORT OPERATOR IN FRANCE

2,200 vehicles
• **4,000** ambulance staff • **200** JUSSIEU secours centres



AUTONOMOUS SHUTTLES

140,000 PASSENGERS CARRIED
60,000 KM COVERED SINCE 2016

TRIALS AND SERVICES IN NEARLY 20 CITIES

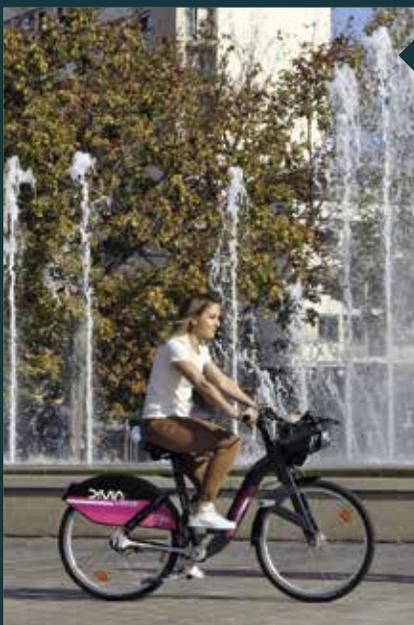
In 2018

Flinders University in Adelaide (Australia), Han-sur-Lesse and Waterloo tourist sites (Belgium), Candiac (Canada), Universities of Lille and Rennes, city centre of Nevers (France)

And also

La Trobe University in Melbourne (Australia), Lyon, Paris Airports, Paris-La Défense (France), London Olympic Park (United Kingdom), Las Vegas (United States)





BICYCLES

OVER 20,000 BICYCLES IN FRANCE AND THE NETHERLANDS

(self-service, long-term rental, electrically assisted)

France: Amiens, Arras, Bayonne, Blois, Bordeaux, Bourgoin-Jallieu, Caen, Châlons, Chaumont, Dijon, Laval, Le Mans, Lille, Marmande, Metz, Montargis, Montluçon, Nevers, Obernai, Orléans, Pau, Quimper, Rennes, Riom, Sarrebourg, Tours, Versailles

Netherlands: Utrecht, Veluwe

ON-DEMAND TRANSPORT

Real-time on-demand transport

Newcastle and Sydney (Australia), Bordeaux and Orléans (France), Southern California (United States)

Digitalised on-demand transport

Lille, Roissy, Rouen (France)

And also

Arras, Bassin de Pompey, Calvados, Chambéry, Dijon, Dreux, Nancy, Saintes, Vesoul (France), Twente, Province of Utrecht and Veluwe (Netherlands)

PARKING

N°1 FOR GLOBAL PARKING CONTRACTS IN FRANCE (CAR PARKS AND ON-STREET)

N°1 FOR TRAIN STATION CAR PARKS IN FRANCE

500 parking spaces in 190 cities across France and Belgium • 258,000 spaces including 52,000 on-street • 83 park-and-ride car parks (P+R)



CAR-SHARING

Arras, Bordeaux, Metz, Lille, Orléans, Rennes (France)

CAR-POOLING

MORE THAN 10,000 SUBSCRIBERS TO OUR SERVICES IN FRANCE

Bordeaux, Châlons-en-Champagne, Dijon, Lille, Rennes (France)

URBAN CABLE CAR

FRANCE'S FIRST URBAN CABLE CAR SYSTEM INAUGURATED IN BREST, IN NOVEMBER 2016

605,000 journeys in 2018 • Almost 1.5 million journeys since the launch

SEA AND RIVER SHUTTLES

Newcastle (Australia); Bayonne, Bordeaux, Lorient and off the coast of Finistère (France)



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