PIONEERING

SHARED MOBILITY

2016 ANNUAL REPORT

Keolis
Moving further together
Cover image of a G:link tram in Gold Coast, Australia. Keolis was recently awarded the operating contract for a new network extension to be launched in 2018.
FOR KEOLIS, BEING A PIONEER IN SHARED MOBILITY MEANS...

- **Considering all passengers as individuals**
  so that every one of their journeys is a unique and enjoyable experience, in line with their needs and expectations.

- **Collaborating with each public transport authority and local stakeholders** to develop tailored solutions which help to strengthen the attractiveness and vitality of their community over the long term.

- **Connecting our longstanding expertise**
  as an operator of all forms of collective transport, to new forms of mobility, including light modes, in order to create seamless and attractive multimodal networks.

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1983</td>
<td>The world’s first driverless automated metro (Lille)</td>
</tr>
<tr>
<td>2016</td>
<td>The world’s first driverless automated shuttle for public transport (Lyon)</td>
</tr>
<tr>
<td>2017</td>
<td>The world’s first multimodal contract in Australia to be awarded to a private operator (Newcastle)</td>
</tr>
</tbody>
</table>
Metros, buses, park & ride, car-sharing, transport for passengers with reduced mobility, bike-share schemes... the STAR multimodal transport network enables the 445,000 inhabitants of the Rennes region to travel seamlessly according to their needs.
All Keolis buses in Sweden run on alternative forms of energy, illustrating the Group’s approach to sustainable energy.
Whether it’s apps designed for customer service employees, technology for improving maintenance efficiency or developing new forms of mobility, Keolis North America is continually innovating to make daily transport more attractive.
ACCELERATING OUR PROGRESS

We are all committed to one key objective: consolidating our position as a world leader in everyday mobility by responding to new market challenges.
KEY FEATURES

Our Values
Three principles that drive the everyday activities of each employee.

WE IMAGINE
We develop tailored mobility solutions. We innovate continuously to create attractive transport services that put passengers’ comfort and well-being first.

WE CARE
We place the passenger at the heart of all our actions. We develop strong relationships with public transport authorities based on active listening and transparency. Respect for each of our 58,300 employees is the foundation of our human resources policy.

WE COMMIT
We respect our commitments to public transport authorities for safety, quality, reliability and operational performance. We are socially responsible in all cities and regions and contribute to sustainable mobility.

Our Mission
Day after day, we invigorate communities by being attentive to local mobility needs.

We encourage the use of public transport and create more liveable cities by improving the individual passenger experience.

Our DNA
We work with cities and communities to adapt our mobility solutions so they better address local challenges and the changing lifestyles of their citizens.

Customer Experience
As part of our ‘Thinking like a passenger’ philosophy and the subsequent action plan implemented in 2016, we are reinforcing our commitment to putting the passenger experience at the heart of what we do. We provide all passengers with mobility solutions that are simple, seamless and enjoyable.

Industrial Performance
Operations, maintenance and safety: our primary driver is our industry expertise across all transport modes, from complex systems such as automated metros and trains to innovations such as autonomous electric shuttles.

Innovation
In an ever-changing world, we are constantly innovating to develop transport solutions which meet the future needs of cities, towns and passengers, and make shared mobility options increasingly attractive.
# A Global Player in Integrated Mobility Solutions

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Buses and coaches</strong></td>
<td>N°1 for urban networks in France</td>
</tr>
<tr>
<td></td>
<td>23,500 vehicles worldwide</td>
</tr>
<tr>
<td><strong>Driverless automated metros</strong></td>
<td>Pioneer and world leader</td>
</tr>
<tr>
<td></td>
<td>137km of track</td>
</tr>
<tr>
<td><strong>Trams</strong></td>
<td>World leader</td>
</tr>
<tr>
<td></td>
<td>797km of track</td>
</tr>
<tr>
<td><strong>Trains</strong></td>
<td>15 networks worldwide</td>
</tr>
<tr>
<td></td>
<td>6,000km of track</td>
</tr>
<tr>
<td><strong>On-demand transport</strong></td>
<td>N°1 for transport for passengers with reduced mobility in France</td>
</tr>
<tr>
<td><strong>Bicycles</strong></td>
<td>N°2 for bike-share schemes in France</td>
</tr>
<tr>
<td></td>
<td>17,340 bicycles (short and long-term rental, electrically assisted)</td>
</tr>
<tr>
<td><strong>New mobility solutions</strong></td>
<td>N°1 for urban cable cars in France</td>
</tr>
<tr>
<td></td>
<td>A leader in private driver services in Paris with LeCab</td>
</tr>
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</table>
OUR GLOBAL PRESENCE

GROUPE KEOLIS
RAPPORT D’ACTIVITÉ 2016
Africa, Asia & Middle East
North America

OUR GLOBAL PRESENCE

Metro
Planned metro
Tram
Planned tram
Bus Rapid Transit (BRT)
Bus / shuttle / interurban and school coaches
Taxi
Train
Planned train
Paratransit (PRM)

Australia
Australia
Bus / shuttle / interurban and school coaches
Adelaide
Brisbane
Newcastle
Perth
Tram
Gold Coast
Melbourne
Planned tram
Newcastle
Ferry
Newcastle

North America
Canada
Bus / shuttle / interurban and school coaches
Montreal
Repentigny
Rimouski
Terrebonne
Planned tram
Waterloo

United States
Bus / shuttle / interurban and school coaches
Burbank
Fort Lauderdale
Fresno
Lancaster
Las Vegas
Martinez
Monrovia/Covina
Pompano
Van Nuys
Train
Boston
Washington DC
Taxi
Anaheim
Paratransit (PRM)

AFRICA, ASIA & MIDDLE EAST
China
Planned metro
Shanghai

United Arab Emirates
Offices
Abu Dhabi

India
Metro
Hyderabad

Cities
Urban network
Interurban networks
Management of over 300 spaces
In Greater Paris, 11 transport hubs and 38,000 parking spaces are managed by the Group
PERFORMANCE HIGHLIGHTS OF 2016

New contracts, innovations, world-firsts, growth in international activities; 2016 has seen Keolis accelerate its development and consolidate its position as a world leader in passenger transport.

Lyon, FRANCE
October 2016
Keolis renews its biggest multimodal contract

SYTRAL, Lyon’s public transport authority, unanimously agreed to renew its contract with Keolis for a further six years. Therefore, the Group will continue to operate Lyon’s public transport network, TCL, servicing 73 municipalities. A champion of multimodality (the network includes metros, trams, funiculars and trolleybuses), TCL is the largest French network outside the Greater Paris region and holds the record for patronage with over 350 journeys per resident, per year.

€2.2 billion projected revenue
over the six years of the new contract

500 million passenger journeys
every year on the TCL network

21% increase in patronage
over the past six years
FRANCE
2016
Keolis confirms its lead in urban and interurban transport

Trust was confirmed in the Group by a long list of cities and regions in France, including Grand Narbonne, Laval, Dreux, Vézoul, Le Mans, Paris (PAM 75 service) and the departments of Hérault, Loire, Morbihan, Jura, Aude and Finistère (ferry service for the Ponant Islands in Brittany). The Dijon region also maintained its confidence in Keolis by granting a new six-year ‘comprehensive mobility’ contract, which combines for the first time in France all modes of transport for the region. Keolis also won new contracts in Beaune, Val-de-Marne (PAM 94 service), the Porte de l’Isère area (Bourgoin Jallieu) and the Côte Basque Adour, where it will operate the Chronoplus network for the next six years, including two high-frequency bus lines to be launched in 2019.

FRANCE
February 2016
EFFIA signs strategic partnerships with OnePark and Renault

Car parking spaces can now be reserved in advance in EFFIA car parks. Keolis’ parking subsidiary has made this service available on its website and via OnePark mobile apps, the start-up leader in online parking space reservation.

GERMANY, THE NETHERLANDS, NORWAY
2016
Keolis strengthens its presence in Continental Europe

Successes for Keolis in Germany included the contract renewal for the suburban train network in the Rhine-Ruhr region (Dortmund) for a further 12 years. In the Netherlands, Keolis was selected to operate the bus networks in Almere and the province of Utrecht as well as the regional trains of Zwolle-Enschede-Zwolle-Kampen. In Norway, Keolis opened a 7km extension for the Bergen tram network, a 54% increase on the previous year. In total, Keolis Norge now operates nearly 20km of track, equivalent to 166,000 tram-km per month. In April 2017, the final part of the line will open linking the network to Bergen airport.

Shanghai, CHINA
April 2016
Keolis to operate the future automated metro

Keolis and Shanghai Shentong Consulting successfully tendered to operate phase 3 of Shanghai’s line 8 metro. The 6.7km line, to be launched at the end of 2017, will be a fully automated service. The second of its kind in China, after Beijing, it is expected to transport 73,000 passengers per day.
Keolis awarded the country’s first multimodal network

Keolis Downer strengthened its Australian presence with the winning of the country’s first planned multimodal network, in Newcastle - the second largest city in New South Wales. The 10-year contract involves the design of a new mobility offer including the operation and maintenance of buses and ferries, as well as running the new tram network to be completed in 2019.

Keolis launches the first French urban cable car

The city of Brest and Keolis inaugurated the first public cable car system for urban transport in France. It is fully automated and integrated into the city’s public transport network already run by Keolis, operates 356 days a year and can transport up to 1,400 passengers an hour.

Keolis wins the biggest tram network in the UK

The Group reinforced its international leadership in trams with a win for KeolisAmey, the joint venture (JV) between Keolis (60%) and Amey (40%). The JV secured the operation and maintenance contract of Greater Manchester’s tram network, Metrolink. The 10-year contract is for a network that covers 7 lines, 96km of track and 93 stations, and will commence in July 2017.

Keolis Commuter Services (KCS) innovates, connecting its on-board supervisors

Thanks to 400 iPhones and a specialised app, frontline employees in the Boston network can keep passengers informed with real-time travel information. Keolis has also equipped its maintenance personnel with virtual reality glasses enabling them to connect live to experts in their control centre and repair faulty equipment more rapidly.
The Group  
February 2016
Keolis recognised for its equal opportunity policy

Thanks to the commitment of the Group to gender equality, Keolis was awarded GEEIS (Gender Equality European & International Standard) certification by Bureau Veritas and Arborus, the first global support fund for gender equality in the workplace.

Gold Coast, AUSTRALIA  
May 2016
The Group consolidates its position as a global leader in trams

Keolis Downer has been selected by the Queensland state government to operate the future 7.3km extension of the G:link Gold Coast tram network, that it currently operates. The extension is planned for completion in time for the Commonwealth Games in April 2018.

The Group  
September 2016
Keolis innovates in new urban mobility solutions

Navya and Keolis partnered to develop the automated electric shuttle in countries where the Group is present. The first public service in the world was launched in Lyon in September 2016. This free service includes two driverless shuttles with maximum capacity of 15 passengers. In total, 16,000 passengers were transported over nine months.

The Group  
June 2016
Keolis leads the revolution of shared mobility with LeCab

Thanks to a partnership with the American start-up Via, Keolis and LeCab, a leading private driver service in Paris, launched a unique shared transport solution called PLUS. It offers the most efficient private driver services possible, and serves as the missing link between private services and public transport.
KEY STATS

Following strong growth in 2015, the Group delivered solid results in 2016 by strengthening its core operations and accelerating its development in new mobility solutions.

Revenue in billions of euros

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<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>+1.4%</th>
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<tr>
<td></td>
<td>5.002</td>
<td>5.075</td>
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Increase in revenue over past 10 years

<table>
<thead>
<tr>
<th></th>
<th>Group</th>
<th>International</th>
<th>France</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>x2.6</td>
<td>x5</td>
<td>x2</td>
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Recurring EBITDA in millions of euros

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>+5.5%</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>296</td>
<td>313</td>
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</table>

Net Income Group share in millions of euros

<table>
<thead>
<tr>
<th></th>
<th>2015 restated*</th>
<th>2016</th>
<th>-3.1%</th>
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<tbody>
<tr>
<td></td>
<td>45</td>
<td>46</td>
<td></td>
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</table>

* Compared with €33M announced last year (including impact of restatement of €13M associated with UK franchises).
Breakdown of capital

- 70% SNCF
- 30% Caisse de Dépôt et Placement du Québec

Debt leverage
in millions of euros

2.3X

Ratio of net debt/EBITDA

Breakdown of revenue in France

2015

56%

60.6% Urban
20.4% Suburban
11.4% Greater Paris
4.9% EFFIA
1.8% Kiéo
0.9% Others

59.4% of Group activities

2016

57%

61.7% Urban
20.5% Suburban
10.7% Greater Paris
4.2% EFFIA
1.7% Kiéo
0.8% Others

60.2% of Group activities

Breakdown of international revenue

2015

44%

48.5% Continental Europe
22.9% North America
21.9% Australia & New Zealand
6.5% United Kingdom
0.2% Asia, Middle East, Africa

49% of Group activities

2016

43%

49% Continental Europe
23.9% North America
21% Australia & New Zealand
5.9% United Kingdom
0.2% Asia, Middle East, Africa

49.8% of Group activities
Number of Employees

2015: 56,300
- France: 34,200 (+2.3%)
- International: 22,100 (+5.4%)

2016: 58,300
- France: 35,000
- International: 23,300

+ 3.5%
Increase in the number of employees

Percentage of women in the workforce

2015: 20%
2016: 20.5%
+ 0.5%
Increase in the number of female employees

Percentage of employees with ISO 14001 certification*

2015: 26.5%
2016: 32.9%
+ 6.4%
Increase in the number of certified employees

* Who work in accordance with the criteria of this international environmental management system.
3,500 Vehicles operated by Keolis running on alternative fuels

64,000 Students targeted by a campaign on the use of public transport

500 million JOURNEYS CALCULATED EACH YEAR using Navitia passenger information software

16,000 NAVLY AUTONOMOUS SHUTTLE PASSENGERS from September 2016 to May 2017 in Lyon

4 & 2 conditions commitments

The Group’s corporate and social responsibility strategy can be summarised by two conditions and four commitments relating to passengers, employees, the environment and communities

13 SMART CITIES STUDIED WORLDWIDE as part of an international survey carried out by the ‘Digital Mobility Observatory’
For several years now, the public transport industry has been undergoing extensive change. Keolis adapts to these developments whilst improving its performance and providing new solutions for future mobility.

Interview with Jean-Pierre Farandou, Group Executive Chairman.

"We aim to create more personalised mobility solutions"

2016 has seen the acceleration of changes affecting the public transport industry. Can you summarise these for us?

We are operating in an environment of ever-increasing expectations in terms of economic efficiency, quality of service and innovation. Our clients, public transport authorities, clearly expect value for money. Social and environmental concerns, which are growing in importance, require innovations in energy transition for example. Some countries, like France or Canada, are changing their legislation in order to encourage public transport players to lead the way. Furthermore, digital development is a very important change factor in our industry. The digital revolution is in full swing and we need to be aligned and to adapt our services to meet the new needs of customers.

We have also experienced stronger competition in all areas of the world. We are of course used to competing with worldwide industry leaders, but are also increasingly faced with dynamic local and regional businesses and new ‘hyper-specialised’ players.

What impact are these changes having on mobility?

The trend in mobility is concentrated around two main areas. On the one hand, we see increasingly automated, heavy transport modes. These are absolutely essential for the daily transport of large numbers of passengers, safely, reliably and efficiently, in particular from city outskirts to city centres. Mass Transit has a big future ahead of it, as demonstrated by the numerous projects we are working on across the world - in the Middle East, Asia and closer to home in Greater London or Greater Paris. On the other hand, we are seeing lighter, shared and electric modes of transport which provide more flexible and personalised solutions, as well as being a real alternative to individually owned and used cars. A new mobility landscape is taking shape.
This collaborative approach involving Keolis employees, customers and other stakeholders, will enable the Group to contribute to improved city-based living environments, by providing solutions that enrich the customer experience and encourage the use of public transport.

Our expertise as an operator enables us to optimise the running of current networks and at the same time be innovative and roll-out new mobility solutions, such as the autonomous shuttle in Lyon and Las Vegas, or the urban cable car in Brest.

The job of an operator is difficult and demanding and we are determined to do it well. But we need to go further. The majority of public transport passengers use several different modes to get from A to B: bicycles, trains, cars, walking, etc. And these combinations can vary every day depending on their needs and wants. Our challenge is to offer seamless intermodal connections between the different modes of transport available, from high-capacity to the more personalised, in order to meet every kind of need.

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**WHAT DO YOU FEEL WERE THE MAIN AREAS OF DEVELOPMENT FOR KEOLIS IN 2016?**

- The first is passenger satisfaction. We achieved excellent scores on many networks, such as in Bergen, Norway, Nottingham and London’s Docklands Light Railway (DLR), Great Britain, and the Gold Coast, Australia. In France, we are very proud of having been a part of the Euro 2016 football championships. In Lille, Lyon, Bordeaux and Lens, we welcomed and provided transport for almost half of all the tournament’s supporters in optimum safety conditions.

We have also seen progress in our operational performance. This is thanks to the skills and training of our employees. To give you an example, we have created a training centre for operations maintenance management. We have also combined our expertise in metro operations so that this know-how benefits all of our networks – and let me remind you that Keolis is the global leader in automated metros. Indeed we were the first operator of this mode of transport, starting in Lille in 1983.

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HOW DO YOU SEE THE GROUP’S FUTURE?

Keolis has the keys to respond to the new challenges of future mobility. On the one hand, we are strengthening our leadership in Mass Transit. On the other hand, we are pursuing investments in new mobility solutions, digital technologies and energy transition. Our challenge lies in the Group’s capacity to adapt to these changes while undergoing our own transformation. This is reflected in our commitment to continuous improvement outlined in Keolife, our corporate continuous improvement programme launched in 2013. In 2017 we will enter a new phase: ‘Keolife Full Deployment’. Our goal is for all employees to take part in the project and ensure their individual efforts contribute to the overall success of the company.

Finally, safety remains an area of continuous progress. In our industry, the ‘zero accident’ rate is an essential target for passengers, local residents and our employees. In 2016 in France, we signed the National Business Charter, introduced by the French Ministry of the Interior, promoting road safety at work. We have also initiated a national campaign for the wearing of seatbelts in our coaches.

HAVE THERE BEEN ELEMENTS OF CHANGE?

We have fully embraced digital technology and its implications in terms of collective mobility. The Digital Keoscopie survey we carried out with Netexplo in 13 smart cities worldwide gave us in-depth knowledge of passenger expectations on the topic. But let’s be clear, access to digital technology is a whole other issue, as is its roll-out. Almost one-third of the population are not yet online and we have to think about those passengers too.

We have also embraced the technological revolution of driverless electric vehicles. Navly, the autonomous shuttle service we are trialling in Confluence, Lyon’s business district, in partnership with the French manufacturer Navya, enables us to observe passenger usage. And lastly, we have committed to new areas of shared mobility, which we consider to be a more flexible addition to heavier transport modes. It is in this context that we have become the major corporate shareholder in LeCab, based in Paris, and partnered with Via, a company operating out of New York. By combining these two areas of expertise, we have launched PLUS by Via, a shared transport solution accessible to all.

“The digital revolution is in full swing and we must move with it, adapting our services to meet the new needs of customers.”
GOVERNANCE

“We are looking at the long-term strategic direction”

Keolis’ Supervisory Board works closely with the Group’s senior management teams. Ongoing consultation and dialogue guide strategic decisions on market challenges.

Interview with Joël Lebreton, Board Chairman.

Q WHAT IS THE FOCUS OF THE KEOLIS SUPERVISORY BOARD?

Our emphasis is on a long-term strategy. In 2016 several studies were carried out to inform the thinking behind the major structural directions for the Group. Regular meetings held with the Investment and Strategy Committee were opportunities to understand and anticipate market needs in order to identify the right leverage areas for Keolis. The Board has also shown it is able to adapt to new challenges, as demonstrated by the recent appointment of Nathalie Wright, who brings us her expertise in the digital economy.

Q CAN YOU OUTLINE THIS MAJOR STRATEGIC DIRECTION?

Urban transport is a sector undergoing change and considerable growth; a double-dynamic providing real opportunities for the Group and legitimising its development ambitions. There are two clear areas of growth: automated heavy transport modes which constitute the framework of sustainable mobility, and new forms of mobility. To achieve our goals we need to perfect our operational excellence and continue our efforts in enriching the passenger experience. We must remain aware of our environment and not hesitate to take risks with our start-up partners to benefit from ideas that will shape the future.

Q WHAT ARE THE GROUP’S STRENGTHS?

Technical and operational expertise in large-scale transport systems is the foundation of Keolis’ know-how. Keolis also benefits from a wealth of knowledge in public transport trends thanks to the Keoscope Mobility Observatory. The transport solutions we offer are perfectly adapted to the needs and expectations of public transport authorities. This is what differentiates us in the market: our capacity to bring the best value in terms of operations and required service levels.
Members of the Supervisory Board

Joël LEBRETON
Chairman

Patrick CÔTÉ
Director of Asset Management — Private Equity

Mathias EMMERICH
Deputy CEO Performance, SNCF Mobilités

Jean-Yves LEBLANC
Independent Board Director, former CEO of Bombardier Transport

Philippe MAYSTADT
Independent Board Director, Honorary President of the European Investment Bank

Normand PROVOST
Former Vice-President and Advisor to the President, CDPQ

Laurent TREVISANI
Director of Group Strategy, EPIC SNCF and Managing Director, SNCF Participations

Nathalie WRIGHT
Software France VP, IBM

"Like its competitors, Keolis faces three major challenges that each of its employees need to consider on a daily basis. The first is safety, an area where nothing can be taken for granted. The second is the need to rapidly adapt and take advantage of opportunities presented by new mobility solutions. Lastly, economic pressures mean that we must constantly look for ways to improve operational efficiency.

Responding to these challenges requires the Group to look after its human capital. By strengthening initiatives to share best practice and by developing policies that monitor key skills, each of the Groups’ subsidiaries are able to engage in continuous improvement. This is a real competitive advantage."

Testimonial

Normand Provost,
Former Vice-President and Advisor to the President, CDPQ

A year dedicated to protecting the Group’s best interests

The number of Supervisory Board members

The number of annual meetings of the Investment and Strategy Committee in 2016

The number of Board Committees: Audit and Ethics, Compensation and HR, Investment and Strategy, Risks and Safety

8
26
4
GOVERNANCE

The perspective of the leadership team

The Group’s development and the execution of its strategy are led by the Executive Committee. How did the members of this key body see 2016?

1. MICHEL LAMBOLEY
   Group CEO

2. JEAN-PIERRE FARANDOU
   Executive Chairman, Keolis Group

3. LAURENT KOCHER
   Executive Director, Marketing, Innovation & Services

4. ARNAUD VAN TROEYEN
   Executive Director, Strategy and Development

5. FRÉDÉRIC BAVEREZ
   CEO France

6. JACQUES DAMAS
   Executive Director, Rail and Operations

7. BERNARD TABARY
   CEO International

8. THOMAS BARBELET
   Executive Director, Brand and Communications

9. BRUNO DANET
   Executive Director, Human Resources
Michel LAMBOLEY
Group CEO

Keolis delivered promising solid results in 2016. The Group has seen a progression in its profitability (+5.5%), four times greater than the increase in turnover.

Arnaud VAN TROEYEN
Executive Director, Strategy and Development

Our development is based on an acknowledged expertise in network operation and the most complex transport modes combined with strategic partnerships with innovation leaders. This drives shared mobility that is more sustainable, more efficient and connected.

Laurent KOCHER
Executive Director, Marketing, Innovation and Services

2016 was the year where we embraced innovation. A year when Keolis successfully negotiated the trend towards new mobility solutions, preparing the future whilst keeping ahead of the game with its core business.

Frédéric BAVEREZ
CEO France

Thanks to the effectiveness of our commercial initiatives, particularly in the areas of acquisition, loyalty and fraud prevention, 2016 has been a dynamic year for the Group: we have seen an average increase of +3.9% in commercial revenues, with excellent results in Bordeaux (+7%), Lille and Dijon (+6.5%).
Our ambition is to make Keolis an everyday brand that creates more liveable cities by developing mobility services that are more varied, more enjoyable and more personal.

Jacques DAMAS
Executive Director, Rail and Operations

In 2016 we witnessed the consolidation of our operational performance. We are reaping the benefits everywhere: in Boston punctuality has returned to record levels and in Val-de-Marne we won the contract for a transport service for people with reduced mobility.

Jacques DAMAS
Executive Director, Rail and Operations

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Bernard TABARY
CEO International

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Obtaining the Equality Label in France reflects the importance Keolis is giving to policies in favour of gender equality. We are the first public transport group to be awarded the Gender Equality European & International Standard (GEEIS).

Bruno DANET
Executive Director, Human Resources

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TRUST

Our Commitments

Established through listening, dialogue and transparency, the strength of our partnerships with public transport authorities are a Keolis trademark and a source of added value to customers. To formalise this approach, the Group has drawn up a charter of nine commitments:

1. **Continuous improvement**
   
   Each Group subsidiary will develop and roll-out a KeoLife programme based on responsible, continuous progress to improve the reliability, quality and accessibility of its services. In doing so, Keolis pledges to provide transport authorities with an efficient and responsive approach that improves satisfaction levels and gains their enduring trust.

2. **Safety**

   Work with each of the Group’s subsidiaries to put safety action plans in place, to aim for a ‘zero accident’ rate for passengers, employees, people who live close to our transport networks, and all other relevant stakeholders.

3. **Understanding of lifestyles**

   Provide public transport authorities with Keoscopie’s findings regarding local customs and transport habits, to help inform their choices and decisions.
Community engagement

Fulfil the transport needs and aspirations of communities, by drawing on our regional presence and local knowledge.

Innovation and co-creation

Work together with stakeholders and innovative start-ups to create lasting, connected transport solutions.

Environmental and social responsibility

Work with local decision makers to promote and successfully develop sustainable transport systems, and continuously strive to provide an energy efficient and socially responsible service for passengers and the local community.

Dialogue

On the initiative of the Group’s Executive Chairman, convene a Stakeholders Committee meeting at least once a year, to help build an organisation that works to promote sustainable transport.

Responsiveness

The relevant employees within the Group will be ready to take action when it is deemed necessary by the local transport authority.

Evaluation

Request annual feedback from public transport authorities on how they perceive their partnership with Keolis, and work together to identify where improvements might be made.
CONNECTING OUR EXPERTISE

Every employee works to provide transport authorities and passengers with the most efficient transport solutions every day.
Customer Experience, one of the three pillars of Keolis’ DNA, is central to all of our actions. Through its philosophy of ‘Thinking like a passenger’, the Group aims to provide every customer with an enjoyable transport experience that is increasingly seamless and personalised.
Keolis broke new ground with the creation of the Digital Mobility Observatory in partnership with Netexplo. Aiming to better understand passengers’ lifestyles and travel habits, its first year saw 2,000 digital innovations researched for their potential within the mobility sphere. Of these, 200 were shortlisted with the study revealing four passenger scenarios for future digital mobility use.

The results of the Digital Mobility Observatory were compared with those of Keolis’ Keoscopie survey of French passengers in 2016. Three thousand people aged between 13 and 85, including smartphone and non-smartphone owners, were asked about their travel and lifestyle habits. The objective of this survey was to discover how digital solutions are used in mobility, to understand needs and expectations around digital technology and to prioritise digital innovation.

“The results once again show the need for understanding the diversity of our passengers,” explained Eric Chareyron, Keolis Group Director of Prospective, Lifestyles and Mobilities. “Not all passengers have a smartphone and of those who do, they don’t necessarily use it in the same way when travelling. A third of the group [we surveyed] – the ‘Digimobiles’ – are very comfortable with smartphone technology, while those who are ‘Connected’ (39%) are more hesitant. The final 30% are ‘Offline’ users. We need to be thinking about all of our passengers, ranging from people that don’t use any technology to the hyper-connected.”

The survey also revealed three priority expectations for digital services and assistance while travelling: connected transport hubs, safety initiatives and effective passenger information.

**Scanning for ‘Digimobility’ in Smart Cities**

Keolis and Netexplo are taking their partnership a step further and are looking at what’s happening internationally. With the development of a global observatory, experts at Netexplo have carried out research on digital mobility solutions in 13 smart cities across five continents: Abidjan, Boston, Dubai, Hong-Kong, Hyderabad, London, Lyon, Melbourne, Montreal, Sao Paulo, Shanghai, Stockholm and Tokyo.
“Our objective was to build a comprehensive overview of trends and best practices in digital mobility across all continents, and equally to identify emerging digital solutions,” commented Najoua Ben Jemaa, Group Digital Communications Director. “Eight major areas of innovation and service optimisation were revealed during this exploratory phase. This is an approach which allows Keolis to be inspired by best practices worldwide, which in turn benefits regions and allows us to advise transport authorities more effectively.”

Putting passengers first

Keolis Lyon has made digital mobility their priority. The subsidiary, which has secured a six-year contract renewal for Lyon’s TCL public transport network from SYTRAL (the local public transport authority), launched its mobile app for passengers in April 2013. Since then, the application has been downloaded over a million times. “We are constantly looking for ways to improve the app,” Pascal Jacquesson, Director of Keolis Lyon, said. “Developing digital tools is one of the main drivers behind the new contract. They enable us to simplify and enrich the travel experience.” The challenge to find innovative ways of improving the passenger experience is paramount.

With its 1.7 million daily journeys and a network of 73 municipalities, TCL is a showcase for intermodal expertise and operational efficiency within the Group. It is the second largest network in France outside the Greater Paris region and the most significant network in terms of revenue (an estimated €2.2 billion over six years). But digital tools are not the only way to increase customer satisfaction. Between 2011 and 2016, Keolis Lyon developed many other initiatives. These included the installation of passenger information displays in stations and at shopping centre exits; the systematic provision of replacement bus services in the event of tram or metro service disruptions; and the creation of the training initiative ‘OKE Service’ through which 3,000 on-the-ground employees took part in the ‘Keolis Lyon Customer Attitude’ programme.

Praise for the service provided at major events

In 2016, Keolis Lyon displayed their ‘Thinking like a passenger’ approach during several major events held in the city. One of these was the inauguration of the Lyon Olympic Stadium with the hosting of six UEFA matches as part of Euro 2016. “We set up a dedicated service using buses and trams. This enabled us to transport

“Digital technology is an opportunity to enrich the client experience. But to meet the expectations of all our passengers, we need to offer transport services that combine technology with a human touch.”

Eric Chareyron, Group Director of Prospective, Lifestyles & Mobilities, Keolis

3,000 ground staff trained in customer service in Lyon in 2016
The Keolis teams have acquired valuable expertise in the daily operations of our transport modes and also in handling transport for big events, such as the ‘Festival of Lights’ or the Euro 2016 football matches at the Lyon Stadium. Keolis’ partnering role with SYTRAL is two-fold: they assist us in overseeing large-scale projects and associated innovations, infrastructure and automated systems or real-time passenger information. In return, we are naturally involved in innovation projects initiated by Keolis, like the driverless shuttle Navly. We have renewed our confidence in Keolis and have obtained a well-balanced contract that allows SYTRAL to manage its operating expenses while improving service quality. The 2015-2020 mandate which is worth €1.3 billion, provides for the creation of a new tram line, a dedicated lane for the busiest trolleybus line and an extension of the metro network. These three infrastructure projects will be achieved through major investment to automate the metro line and the acquisition of trains and trams to increase the network’s capacity in order to respond better to the significant rise in passenger numbers.”
• up to 39,000 spectators and empty the stadium in under an hour,” Jacquesson stated. In total, between 130 and 150 buses (that’s one departure every 24 seconds) and 32 tram carriages were in use. Additionally, 500 employees, some of whom normally work in the offices of Keolis Lyon, were on the ground to help passengers find their way. The result was a successful, efficient operation for managing passenger flows.

A comfortable final stretch

The passenger experience in Lyon was further enriched in 2016 with a world-first for the public transport sector. Navyly, a 100% electric, driverless and autonomous shuttle was introduced for public use. This urban transport solution, developed in collaboration with Navya, draws upon state-of-the-art technology. “This new environmentally-friendly mode of transport is connected to a tram line and services the ‘last mile’ into the Confluence business district,” explained Jacquesson. “This kind of service could also be used in large sites such as campuses and hospitals allowing us to respond to the new transport challenges of tomorrow.”

As a final example of the care taken by Keolis Lyon towards its passengers, the ‘Exploratory Walks’ programme was launched in 2016 in partnership with SYTRAL and a group of female ambassadors. The women, aged between 18 and 65, were accompanied by employees while using public transport routes with a perceived safety risk. Safety audits were conducted leading to improvements in the security of vehicles, stations and surrounding areas. The programme, which is part of the French government’s national campaign for the prevention of harassment of women on public transport, will be extended to other lines in 2017. “We have chosen to make improving the passenger experience the number one priority under our new contract,” concluded Jacquesson. The slogan we created for our tender for the TCL network is the best illustration of this: ‘Dedicated to accompanying every passenger, every day, for every journey.’

“In areas which don’t benefit from traditional modes of transport, autonomous electric shuttles are a competitive way of providing the tailored approach our passengers expect.”

Pascal Jacquesson, Director of Keolis Lyon

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29% increase

in the use of the TCL Lyon network over the last 10 years.
The network includes 4 metro lines, 5 tram lines and 130 bus lines

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“In areas which don’t benefit from traditional modes of transport, autonomous electric shuttles are a competitive way of providing the tailored approach our passengers expect.”

Pascal Jacquesson, Director of Keolis Lyon
ENRICHING THE CUSTOMER EXPERIENCE

CONNECTING OUR EXPERTISE

Magnus ÅKERHIELM
Keolis Sverige, Managing Director

“The Stockholm tender was an extremely challenging one. In addition to more efficient travel solutions, we were expected to increase the market share of public transport, maintain our passenger satisfaction levels and improve energy efficiency. Throughout the whole process we applied the Neolis principles, which proved very successful. They generated many positive impacts including fewer customer complaints, a higher number of satisfied customers, improved punctuality, increased patronage, and a network for new developing areas.”

NEOLIS
THE KEY TO A MORE EFFICIENT NETWORK

To provide a more effective, tailored and attractive transport offer for Stockholm’s network of 350 buses. This was Keolis Sverige’s challenge in winning this new contract.

To achieve these objectives, the Keolis Sverige team implemented Neolis, the Group’s unique network design approach, based on dialogue and surveys with passengers, the public transport authority and local government.

Caroline OTTOSSON
Stockholms läns landsting, CEO

“This eight-year agreement with Keolis, with an option for an additional four years is more than just an operations contract. It is also about encouraging more people to use public transport. It was a major challenge and Keolis responded to it very successfully. They redesigned the network and created a better service for our customers in a cost-effective way. We have built a long-term relationship with Keolis who developed a new way of working with us, based on dialogue with passengers and all other stakeholders.”

Magnus ÅKERHIELM
Keolis Sverige, Managing Director

“This Stockholm tender was an extremely challenging one. In addition to more efficient travel solutions, we were expected to increase the market share of public transport, maintain our passenger satisfaction levels and improve energy efficiency. Throughout the whole process we applied the Neolis principles, which proved very successful. They generated many positive impacts including fewer customer complaints, a higher number of satisfied customers, improved punctuality, increased patronage, and a network for new developing areas.”
OPTIMISING PERFORMANCE

From operating complex networks and vehicle maintenance, to ensuring the highest standards of safety systems, Keolis sets itself apart through its wealth of expertise, and its core objective to improve the transport experience for passengers and employees through continuous optimisation and innovation.
Securing its contract for the DLR, London’s automated metro (Docklands Light Railway), required a commitment from Keolis and its partner, Amey, to improve the operational efficiency of the network. Since the franchise commenced over two years ago, they have maintained a level of punctuality above 99%, exceeding the target set by Transport for London. At the same time, capacity on the railway has been increased by 12% overall, with an uplift of 20-35% on busy routes, thanks to creative reworking of passenger timetables.

**Pioneer and world leader in automated metro systems**

Beyond DLR, Keolis’ global automated metro portfolio illustrates the importance placed on industrial performance and the benefits derived from its development. Since the launch of the first driverless automated metro in the world in Lille in 1983, Keolis has been an ongoing pioneer for this type of Mass Transit, which is a key solution to the challenges presented to cities by current urban growth. Lille’s automated metro network was followed by Lyon in 1991, Rennes in 2002, and the operation of the DLR network in 2014. Keolis currently operates 10 different lines of driverless automated metro, totalling 137km of track, transporting one million passengers every day. 

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**A train every 66 seconds on Lille’s driverless automated metro network**
This experience has proved convincing and positioned Keolis as a global market leader. In 2017, Keolis will open and then operate the first automated metro line in Hyderabad, India (71km of track) followed by a 6.7km line in Shanghai, China. The latter demonstrating Keolis’ global reputation. When Shanghai Shentong Metro Group, the current network operator, sought to complement existing expertise by engaging an international partner to further develop their 14-line metro network, Keolis was chosen.

High-level performance
Keolis owes this international success to the operational efficiency of its existing metro lines. “The 66-second interval between trains at peak times in Lille is the fastest frequency in the world,” Damas stated. “It is up to Keolis to optimise operational performance and ensure faultless maintenance to meet customer expectations.” The results speak for themselves. Metro use has increased over 50% since the 2000s.

Continuous expanding areas of expertise
Keolis’ position as a leader in the automated metro market is supported by an expert team of 30 engineers specialising in all aspects of network development and operation: from design and implementation through to day-to-day operations and maintenance. The team manages the complex interaction between the different technical and operational systems, including control rooms.

Another example of the Group’s expertise can be seen in Rennes where punctuality and service reliability for trains have reached 99.99%. Keolis teams have also developed a system of regenerative energy recovery in which braking trains transfer energy to trains pulling out from a station. The result is a 10% reduction in energy consumption. Finally, Keolis’ automated metro networks have an exemplary safety record, with not a single major safety incident in 33 years.

“Our ambition is first and foremost to do our job well but secondly to do it better and better with our policy of continuous improvement. This applies equally to operations, maintenance and safety.”

Jacques Damas, Group Executive Director, Rail and Operations
• signalling, automated supervision of trains, rolling-stock and infrastructure. “Our expertise is constantly enriched by the sharing of best practice and operational know-how between those running our four major networks in our business department and our experts they work closely with based in head office,” explained Damas. This wealth of expertise is then reinvested back into the networks. Employees from Keolis’ four major networks benefit from a total of 50,000 hours of training each year.

A new digital platform for our 30,000 drivers

Our aspiration for continuous improvement extends to all of Keolis’ operational teams. This is demonstrated by the ‘Connected Employee’ project initiated in 2016. “We are in the process of constructing a digital platform which can be adapted to all our subsidiaries globally. This will allow us to provide our 30,000 drivers with a suite of apps and services that improve both their working conditions and operational performance,” explained Caroline Pic, Innovations Project Manager in the Group IT department. Four pilot networks were selected in France to test this digital transformation of drivers’ work (Pays d’Aix, Trois Frontières, Seine-Val-de-Marne, Quimper). One of the first apps to be tested was in Aix-en-Provence in December 2016.

It allows drivers to access their work rosters from their PC or mobile device, anytime, anywhere. They can also use the app to lodge leave requests or arrange to swap shifts.

Another application, inspired by an innovation from Keolis Commuter Services in Boston, enables conductors to easily carry out passenger counts using their smartphone. And Keolis Denmark has an app that makes quality controls more efficient. Maintenance schedules are optimised as the app assists in highlighting technical problems in a vehicle.

Keolis connects to the Industrial Internet

Beyond the benefits for drivers and conductors, the digital platform will make room for a service of a very different kind with real-time traffic updates that allow onboard personnel to keep passengers informed. Already in place in Boston, the app collects data on traffic flows as well as information from sensors linked to network information systems. In 2016, Keolis began its first trials in this growing field. “The Industrial Internet is opening up many opportunities for improving quality, operating costs and maintenance which ultimately leads to an improved service for passengers and transport authorities,” concluded Damas.

“We are in the process of constructing a digital platform that will improve daily working conditions for drivers and strengthen networks’ operational performance.”

Caroline Pic, Innovations Project Manager in the Group IT department
THE KIHM APPROACH
OPTIMISING MAINTENANCE

Maintenance activities are key for the performance of a network. In order to optimise their production and organisation in each network, Keolis launched the KIHM approach in 2016 and this has been successfully rolled-out in pilot subsidiaries.

Jean-François GOUHIER
Technical Director at Keolis Tours

“We have used the KIHM approach for bus maintenance. Firstly it enabled us to plan our activity more effectively and therefore led to greater efficiency on a daily basis. It also clearly improved the atmosphere and working conditions in the workshop, and this had an immediate impact on performance. We exceeded the targets set for each pillar of KIHM (Organisation & Planning, Purchases & Procurement, Management, Operations Implementation, Working Environment, Skills Management, Cost Control) and following this success we rolled-out the system to trams (vehicles, infrastructure and systems) at the end of January 2017.”

Christophe DESHAYES
Project Manager for the KIHM approach

“The KIHM (Keolis Industrialises and Harmonises Maintenance) approach includes a training course for maintenance managers of each Group subsidiary in our new training centre in Saint-Denis, just outside Paris. The objective is to share the idea, then to help them with its implementation on the ground. During a 12-week period a project team is on-site to analyse the existing system, then in collaboration with the subsidiary develops an action plan based on our seven maintenance pillars.”
ACCELERATING INNOVATION

As an integral part of company culture, our innovation teams strive to invent the mobility solutions of tomorrow. This ambition is achieved by Keolis’ active and open approach to integration for new urban mobility networks.
The digital revolution, new habits and consumer trends, greater expectations in terms of sustainability, the development of new economic models, smart cities, etc. Given the essential role public transport plays in communities and residents’ lives, it must accelerate its progress if it’s to be a part of major lifestyle changes.

Keolis places innovation at the very heart of its business strategy with the objective of inventing new solutions for the mobility of tomorrow. To achieve this the Group relies not only on its own strengths, working with the teams of its ‘innovation’ subsidiary Kisio, which developed the Plan Book Ticket app (see page 57) but also by integrating technology from external sources, in an approach of open innovation and collaboration.

In 2016, we witnessed the acceleration of these collaborations with French and international start-ups. “We target start-ups that already have solutions and not just ideas” said Laurent Kocher, Group Executive Director, Marketing, Innovation and Services. “We develop well-balanced industrial and commercial partnerships. Thanks to Keolis and its expertise, this enables them to roll-out their products more quickly. And the Group benefits from their dynamism and agility, enabling us to rapidly integrate their solutions into our strategy, in particular in the area of digital transformation.”

Making public transport easier

An example of this is the partnership with Moovit, a start-up that developed a collaborative app for journey planning with travel information updated in real-time. This was possible thanks to data from public transport operators and users from 1,200 towns all over the world. Following the success of an initial trial in Bordeaux, Keolis formed a partnership with Moovit which included taking a minority stake in the company.

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The number of experts at Kisio developing innovative mobility solutions

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600

Bordeaux, FRANCE
• The same approach was adopted with Masabi, a British start-up leading the way in smartphone e-ticketing for public transport. M-Ticket, which is already available for Boston’s suburban trains, is the result. It simplifies travel for passengers while making access to transport solutions easier. Keolis has also partnered with Forcity, a company which has developed tools that simulate long-term city development to help predict the impact of urban change on transport networks.

Inventing the future of urban mobility
As part of its open innovation strategy, Keolis has also invited start-ups to come up with projects outside the realms of digital technology or passenger information. This represents another essential aspect of the Group’s innovation strategy and the growth in new urban mobility solutions. Whether it’s private driver services, car-pooling, car-sharing, bike-sharing, driverless shuttles or even urban cable cars, the Group is committed to all transport modes that will facilitate the mobility of tomorrow. Several deals signed in 2016 illustrate this. The first occurred in March through a partnership with Navya, a designer and manufacturer of driverless electric shuttles (see page 21). The two companies have agreed to develop driverless electric shuttle services in all countries where Keolis is present. A second partnership was signed with LeCab, a start-up experiencing fast growth, that the Group acquired in March 2016. This new subsidiary is not only one of the French market leaders in private driver services but also the leading company in terms of customer satisfaction in this rapidly expanding market. Keolis has also invested in Via Transportation, an Israeli start-up. Already operating in New York with 800 vehicles, this technology transforms vehicles into a shared taxi service thanks to powerful algorithms which manage real-time customer demand.

“Our openness to working with start-ups means we are more agile in integrating new mobility solutions into our public transport offer. This in turn will respond to the challenges of creating sustainable and efficient cities of the future.”

Laurent Kocher, Group Executive Director, Marketing, Innovation and Services
In discussions with cyclists in the Lille area, we realised that they had little knowledge of the existing infrastructure provided by municipalities. So we created Pedalille, a digital app which provides a journey planner integrating all bicycle solutions, possible intermodal connections, safe parking, and options for travelling on a tram or train with a bicycle. The ‘Mobilideas’ project bid represents a real opportunity for us to make this project happen as well as benefiting from Keolis Lille’s tools and expertise, along with transport data from Lille’s Transpole network. We believe it will encourage bicycle use in the city.”
The Group has also secured a partnership with Wheeliz, the French market leader in rentals between private individuals of vehicles adapted for passengers with reduced mobility. And finally, Keolis is partnering with Instant System, a start-up which has revolutionised car-sharing to make it dynamic, unplanned and multimodal, as in Bordeaux where a passenger can find a car in real-time to reach their preferred tram line.

Working alongside towns

What do all these partnerships have in common? They enable Keolis not only to diversify and grow its activity, but also to develop complementary expertise for experimenting with and integrating new mobility services. “Over the long-term, mobility in towns may undergo profound change,” says Laurent Kocher. “Several modelling surveys predict the development of heavy transport modes (metros, suburban trains, trams and high-frequency bus services) together with new modes, that sit halfway between private and public transport, such as autonomous vehicle services. The know-how Keolis has acquired in becoming an operator of all mobility solutions, with new models and skills provided by the start-ups, enables us to anticipate these changes and to adopt a credible role for consultation and support so that towns and cities can easily integrate them into their transport strategy.”

“[Our expertise in heavy transport modes together with our innovation strategy in new mobility solutions allows us to help towns anticipate their citizens’ public transport needs.]”

Laurent Kocher, Group Executive Director, Marketing, Innovation and Services
Plan Book Ticket, the only mobile app in France enabling passengers to plan their journey from start to finish, broke new ground at the end of 2016 with the roll-out of all functions on one Keolis network.

Jean-Paul SCHOULEUR
Vice President for Transport – Montargis Region (AME)

“In transport as in other areas, Montargis has always sought to be ahead of the game in maximising customer satisfaction. The Plan Book Ticket app that Keolis proposed, responds to this while allowing us to reach a younger target audience in a region where, aside from school transport, public transport is often considered to be for older people.”

Thibaud DELETRAZ
Director of Keolis Montargis

“Having launched the Plan Book Ticket online journey planner and ticketing platform on the Amelys network in Montargis in 2015, we rolled-out the purchase and validation functions for smartphones in December 2016. Passengers can now purchase their ticket at any time, activate it in one click when they board a train and present their smartphone screen to the ticket inspector for validation.”
LOOKING FURTHER TOGETHER

Guided by the KeoLife continuous improvement programme, our employees initiate and share innovative approaches aimed at achieving excellence and defining future mobility.
ENRICHING THE CUSTOMER EXPERIENCE
CONNECTING OUR EXPERTISE
Lyon, France —
Built around seven workstreams, KeoLife has provided a clearly defined business vision since its launch in 2013: to support all Group subsidiaries in continually improving their performance and in sharing best practices with our clients and other local stakeholders. In 2016, KeoLife cemented its role as the Group’s shared framework through which each subsidiary can develop their own action plan, in line with local needs. The ‘Full Deployment’ phase of the programme also began, encouraging all employees to become involved.
Customer experience

In its goal to make public transport increasingly attractive, Keolis has translated its philosophy ‘Thinking like a passenger’ into action enabling subsidiaries to improve and enrich the passenger experience. This is a continuous improvement approach that gives each region the opportunity to identify areas for improvement by taking inspiration from the best network practices around the world.

Safety

The absolute priority within the Group, passenger and employee safety is the focus of continuous improvement throughout all Keolis subsidiaries. Within the KeoLife framework, each region has the ability to meet even the most demanding safety standards.

Partnering with public transport authorities

The Group has built strong relationships with each of the 300 public transport authorities it works with through active listening, transparency and maintaining an open dialogue. This unique approach, now set out in Keolis’ Charter of Commitments, enables the Group to better respond to the specific needs of each community.

Employee engagement

Keolis considers its 58,300 employees to be its most valuable asset. KeoLife makes each employee responsible for their career plan. The Group’s human resource policy allows employees to benefit from a quality work environment fostering individual motivation, loyalty and performance.

Corporate social responsibility

From the environment and energy efficiency to business ethics, diversity and disability, Keolis is fully aware of the role it must play to meet the challenges of sustainable development. The Group and its subsidiaries are involved in numerous initiatives in these areas and work tirelessly to exceed the expectations of their stakeholders.

Operational excellence

The Group’s ambition is to achieve operational excellence and improve performance across every subsidiary and every transport mode. It aims to deliver the highest possible operational and maintenance standards to public transport authorities and passengers.

Economic performance

In response to the current uncertainty around the economic environment, Keolis strives to optimise the financial performance of its networks. As a result, its subsidiaries use a range of initiatives to promote business development and meet client expectations while reducing costs. These include optimising business purchases, initiatives to reduce fare evasion and reducing energy consumption.
The Keolis mobility philosophy ‘Thinking like a passenger’ was created to unite the Group’s different areas of expertise around a central theme – the passenger experience. In 2016, Keolis took this approach one step further, making it the key focus of its customer satisfaction policy.

FRANCE AND INTERNATIONAL

‘THINKING LIKE A PASSENGER’: PUTTING PHILOSOPHY INTO PRACTICE

Customer experience

1. Dijon, FRANCE
   ToutDivia, the free paper/magazine available to passengers in the town providing complementary information for their travel.

2. Lille, FRANCE
   The first step of the Plan Book Ticket app has been in operation for the Lille Transpole network since April 2015.

3. Île-de-France region, FRANCE
   Keolis Île-de-France teams welcome passengers at Orly airport providing assistance for their travel plans.
In recent years, ‘Thinking like a passenger’ has enabled Keolis to rethink transport solutions using passenger input. This philosophy is being turned into a competitive advantage, becoming the primary focus of the KeoLife continuous improvement programme and accompanied by a clear implementation plan. The ‘Thinking like a passenger’ philosophy comprises three promises: ‘More mobile together’, ‘Journeys designed for individuals’ and ‘Creating mobility together’. Developed following interviews within subsidiaries, on-site visits and working groups, each promise is broken down into key points and provides examples of successful initiatives across the Group.

We also offer tools for assessing customer experiences, allowing each subsidiary to evaluate its strengths and areas for improvement prior to creating its own roadmap.

What makes the programme original is that it is both responsive and collaborative. Each network is invited to share its success stories so that others can replicate them, adapting them where necessary to suit local contexts. It’s a way of offering the best of the ‘made in Keolis’ customer experience across the globe, whilst respecting the spirit of ‘Thinking like a passenger’.

Sharing innovation

Keolis Amiens, FRANCE

The subsidiary carried out a study of mobility and lifestyle trends organised with the residents of Amiens and the public transport authority. Results were then shared with survey participants.

Keolis Bordeaux, FRANCE

The subsidiary ran a trial of ‘Connectram’, a virtual reality software which enables passengers to visualise future developments in parts of the city they travel through and to access network information in real-time.

Testimonial

Jeroen Suurmond
Marketing, Sales and Communications Manager, Syntus Keolis Group

‘Passengers at the wheel’: listening to the customer

“In 2015 and 2016, we launched the second phase of ‘Passengers at the wheel’, an online survey – started in 2014 – within the framework of the ‘Thinking like a passenger’ corporate programme. We asked 1,600 passengers to identify what they considered to be the most important aspects of a public transport service among the four customer pledges ‘Logical journey’, ‘Safe travel’, ‘Well informed’, ‘Driver as a host’. The outcome was then translated into concrete initiatives to meet our passengers’ expectations. Under the ‘Logical journey’ pledge for example, we have integrated a new digital tool, iLost, to help passengers find their lost items faster, with four to seven times more lost items reunited with their owners as a result. Another example was the development of our Syntus mobile app to enable customers to access public transport information in real-time, which was one of their top requests. With the app, information is now easier to find, tickets can be bought online quickly and a notification system informs passengers where to get off. We have also developed more intuitive travel maps and online planners to provide our users with better travel information both before and during their journey.”
As the highest priority for the Group, passenger safety forms part of the continuous improvement programme established in all Keolis subsidiaries. In 2016, a concerted effort was made to increase the use of seatbelts in coaches and school buses.

Communication tools developed for the campaign to promote seatbelt wearing in coaches were used throughout the year in Keolis coaches and during Group awareness campaigns.
The introduction of a new law in France on 1 September 2015 making the wearing of seatbelts mandatory for all coach travel, prompted Keolis to take action, starting with a study of passenger behaviour. “An initial survey was carried out by volunteers from the French Road Safety Association on various coach services. The results were revealing. Only 16% of passengers, and 4.6% of young people aged from 16 to 19, reported wearing a seatbelt,” said Thierry Guinard, Safety Director.

Given that half of passengers killed in coach accidents were not wearing seatbelts, it is clear that this practice is as important in coaches as it is in cars. In an effort to change passenger behaviour, Keolis launched an awareness campaign in September 2016 with the slogan ‘In coaches like in cars, I wear a seatbelt’. Carried out in partnership with the French Road Safety Association, the campaign was supported by ANATEEP (a French national association for school transport) and the French National Passenger Transport Federation. Posters and videos were distributed in schools and shown on board vehicles. More than 300,000 leaflets were distributed across the Group’s networks, in close cooperation with transport authorities. This campaign has since been made available in English to be rolled-out in other countries including Canada and Australia.

Testimonial
Laurent Cochain
Director of Keolis Pyrénées

“The campaign for wearing seatbelts coincided with the Hautes-Pyrénées County Council’s desire to run a road safety campaign for school transport following several accidents in other areas. The council showed our videos in schools and on social media. The President of the municipality took part in an event organised with the French Road Safety Association on 16 September 2016 as part of National Mobility Week. Four classes of students also participated. In addition to the campaign elements provided by Keolis, we developed some of our own messages adapted to our area. For example, one of our employees designed a poster for the rear and sides of 10 coaches. Following the October and February school holidays, a series of short, easy to remember messages was posted on the seats of 150 coaches belonging to the subsidiary. A total of 3,000 students were exposed to the safety campaign whilst travelling on public transport.”

Sharing innovation

Keolis Seine Essonne, FRANCE
The Essonne department public transport authority ran a two-week safety campaign for the wearing of seatbelts in coaches, posted on 574 shelters along a range of bus lines.

Keolis Trois Frontières, Lorraine, FRANCE
Inspired by air travel safety, the eastern France subsidiary showed passengers safety videos on TV screens on board vehicles.
With our new Charter of Commitments for public transport authorities, we are demonstrating the value we place on client partnerships in order to find the most appropriate responses to community needs.

1 Auch, FRANCE

The local subsidiary met with 15 area mayors to share information on the overall functioning of the network.
Keolis has established strong working relationships with more than 300 public transport authorities across 16 countries, some of which have lasted more than a century. This success is a key part of the Group’s status as an industry leader and is due to its proven operational expertise and tailored mobility solutions. “It can also be explained by its determination to be a trusted partner with transport authorities, illustrated by its finely-tuned approach to active listening and analysing lifestyle and mobility trends,” explained Anne Lieure, Keolis Director of Institutional Relations (see page 36-37).

**Commitments as a measure of trust**

Whether it is the roll-out of the corporate programme KeoLife to every subsidiary, Keoscopie research, links to local communities, corporate social responsibility initiatives, listening to stakeholders, or regular discussions with transport authorities, all of these elements represent commitments made by the Group that build and strengthen trust over time. Developed in consultation with a panel of operational directors, this charter will be included in every tender for a new contract or renewal from 2017 onwards.

**The Keolis Objective:**

**STRENGTHEN OUR RELATIONSHIP WITH EVERY COMMUNITY**

“Partnership culture is at the very heart of everyday transport services. Keolis experiences this through its finely-tuned listening approach to Public Authorities, and its observation and understanding of lifestyle and mobility trends in communities.”

Anne Lieure, Director of Institutional Relations

**A ‘certified’ relationship**

KeolisAmey Docklands, London, UNITED KINGDOM

The quality of the collaboration between KeolisAmey Docklands, the joint venture that operates the Docklands Light Railway in London, and Transport for London, the transport authority, is such that the partners have obtained BS11000 certification, a value measure for the quality of business collaboration between different parties.
Employee engagement

Châtellerault, FRANCE

MAKING KEOLIFE RELEVANT FOR EVERY EMPLOYEE IN THE GROUP

Both a corporate programme and a ‘toolbox’ enabling every Keolis subsidiary to share the defining principles of the Group, KeoLife launched a new stage in 2016 with the roll-out of the ‘Full Deployment’ phase piloted by four networks. Keolis Châtellerault was one of these.

1 Tours, FRANCE

In Tours, customer liaison teams are present on the town’s buses and trams, looking for ways every day to improve service quality and passengers’ safety.
The ‘Full Deployment’ phase was designed to allow each subsidiary to adapt the Keo-Life programme to their teams and action plans. With themes selected for their strong impact on performance, it has the ability to engage all employees and to recognise individual contributions through a collaborative approach.

**Sharing innovation**

**Keolis Norge, Bergen, NORWAY**

All employees at Keolis Norge (including drivers, cleaners and dispatchers) took part in KeoLife ‘Full Deployment’ to create common understanding and goals for improving operations. Three main projects based on the Keolis values were defined to progress in the areas of employee engagement, economic performance and operational excellence.

**Keolis Tours, FRANCE**

The subsidiary organised a workshop on how to improve its approach to greeting customers and employees. The ideas that came from this cross-departmental initiative not only improved ways to welcome customers at stations, on buses or ticketing outlets but also the welcome given to visitors and suppliers at head office and colleagues from other departments.

**A driver for internal motivation and customer satisfaction**

“Having defined our growth areas in the board meeting, we chose to concentrate on the following objective: treat our 30 drivers as internal customers in order to strengthen their motivation and boost customer relations with our passengers,” explained Stéphane Bernard, Director of Keolis Châtellerault. “We organised working groups with drivers on topics such as well-being at work, improving the transport offer based on demand, and how to respond to passenger questions.”

**Strengthening our service culture**

The drivers had many productive ideas which were then tested and the results shared. “This method of collaboration with the drivers, who are the primary ambassadors of the brand in a network like ours, demonstrates the programme’s efficacy,” concluded Bernard. “It enabled us to strengthen our service culture and also to function with a kind of start-up atmosphere. Thanks to the close working relationships this created within the company, we have become more proactive in introducing new solutions which ultimately benefits our passengers.”

**Involving employees in concrete initiatives for improvement that they have helped develop, strengthens their sense of belonging to the Group and the sharing of Group values.**

Stéphane Bernard, Director of Keolis Châtellerault

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**EVERY SUBSIDIARY TAKES OWNERSHIP OF KEOLIFE BY CREATING ITS SPECIFIC ACTION PLAN**
Keolis is fully conscious of the role it must play to meet the challenges of sustainable development and to exceed stakeholder expectations. Energy efficiency is one area that all subsidiaries are focused on.

1. Île-de-France region, FRANCE
PAM 75, a major player in Parisian reduced mobility transport continues its energy transition with the addition of four fully electric vehicles to the fleet.

2. Bordeaux, FRANCE
The new town centre shuttles operated by Keolis are fully electric. They stop for passengers based on a simple hand gesture.

3. Dijon, FRANCE
The roof of the operations and maintenance centre in the town is equipped with one hectare of solar panels.
Energy efficiency is the number one objective of Keolis’ environmental policy, with the Group committed to reducing its energy consumption by 10% by 2020,” explained Anne-Blandine Dassencourt, Deputy Director of Environment at Keolis. This goal will be achieved by a wide diversity of initiatives given that each subsidiary’s energy policy is linked to legislation in that country.

Automatic programming of engine-starting
An example of energy efficiency improvements can be seen in Angers. Previously, all buses were started at the same time to warm their engines and interiors prior to the start of daily shifts to ensure passenger comfort in winter. However, not all buses left the depot at the same time. By rethinking this practice, Keolis Angers seized the opportunity to reduce its diesel consumption.

The subsidiary developed an innovative system to automate the warm-up of its fleet of 140 vehicles. Using equipment that connects buses to information systems (management of bus timetabling and services, etc.) each vehicle is started just before it is needed. This initiative reduces energy consumption, the emission of greenhouse gases, pollutants and noise pollution for residents living near the depot. The cost of the equipment was rapidly recovered due to the savings made with a return on investment in under three years. This initiative has also been adopted by Keolis Denmark.

Reducing energy consumption in buildings
In the maintenance depot at Keolis Lille, the insulation of hot-water pipes for heating and showers has allowed for a 50% reduction in energy consumption.

Encouraging exchanges between subsidiaries
To boost the sharing of best practices, Keolis has committed to a continuous improvement approach based on international ISO 14001 certification. Every year the approach is audited by an independent expert over several days. At the end of 2016 more than 33% of Group employees had carried out certified ISO 14001 activities. Other volunteers are preparing to become part of this collective programme which fosters a sense of pride and belonging to the Group.

Sharing innovation

Syntus, THE NETHERLANDS
The subsidiary has replaced all of its 50 diesel company cars with electric ones. It has also started a pilot with a hydrogen bus between Apeldoorn and Arnhem.

EFFIA, FRANCE
EFFIA car parks offer recharging stations for owners of Renault electric vehicles in 80 of its car parks.

"Achieving our energy saving targets depends on the identification of best practices and the sharing of these within the framework of our ISO 14001 certification policy."

Anne-Blandine Dassencourt, Deputy Director of Environment at Keolis
Augmented reality, digital technology, the Internet of Things, drones... Keolis harnesses the potential of the most innovative technology to improve operational performance and maintenance.

**Boston, United States**

**IMPROVING PERFORMANCE THROUGH TECHNOLOGICAL INNOVATION**

With its enhanced reality glasses, Keolis has shown its ability to adopt best practices originating from other industries to increase its performance.

**Rennes, France**

In Rennes digitalisation of maintenance has contributed to the network’s performance achieving a rate of 99.9% availability and punctuality.
Aiming for excellence on a network means minimising service disruptions caused by technical incidents. This is why Keolis is dedicated to constantly identifying ways to improve maintenance processes.

More efficiency, less time lost
In Boston, Keolis Commuter Services, the operator for the suburban train network, has been trialling enhanced reality glasses for its maintenance workers. Connected to a smartphone, the glasses stream live videos via the internet, allowing workers to discuss issues in real-time with a team of experts located off-site. The experts can send screenshots, annotate visuals and exchange written messages with the workers on the ground, minimising delays caused by equipment failures. Another example in Boston that has shown considerable operational efficiency is a trial of drones, that monitor vegetation along the tracks so that maintenance and tree-cutting operations can be planned more efficiently across a network that stretches over 1,000km.

The Industrial Internet as a driver of maintenance
The Internet of Things (IoT) is another area in which the Group wants to increase its expertise, to optimise operations and maintenance. Several projects are currently underway. One example is the incident response procedures on the TCL network in Lyon, where tram and trolleybus lines cross over. These interchanges can generate significant shocks to the overhead power lines with the potential for them to break, causing prolonged service disruptions while repairs are being carried out. To prevent this, maintenance visits are programmed at regular intervals, but the risk remains that scheduled maintenance may take place too early or too late. The installation of sensors enables an alert to be sent in the case of a serious shock so teams can make necessary repairs before a problem occurs.

Sharing innovation

Keolis Rennes, FRANCE
Thanks to their partnership with the start-up b<>com, Keolis Rennes has introduced the use of an augmented reality tablet connected to an articulated arm to help with the maintenance of detached metro parts on the assembly line. This tool allows teams to follow step-by-step methods for disassembling, changing or reassembling parts. It is also very useful in training sessions for future maintenance operators.

KCS, Boston, UNITED STATES
At Keolis Commuter Services in Boston, a badge device system used for managing employee access to the three maintenance facilities has been replaced with a more secure and quicker biometric identification system.
In response to the difficult economic environment faced by many public transport authorities, Keolis is engaged in an ongoing challenge to support them to achieve value for money and at the same time continue to maximise the performance of their networks. The deployment of KeoLife and its continuous improvement programme approach has proved to be a key asset in meeting this challenge.
The use of visual management has produced tangible benefits. It creates a very focused environment where everyone is aware of the projects and actions to be taken to improve our KeoLife KPIs and operational readiness targets. Problems can be addressed immediately and collaboration between teams is encouraged to generate shared and interdependent actions.

Trevor Stocker,
Project Director, Nottingham Trams

KeoLife programme was used for the recent contract win to run the Manchester Metrolink, the UK’s largest tram network. The new franchise commences in July 2017.

Florian Le Loroux, Mobilisation and Transition Director for KeolisAmey Metrolink said, “KeoLife was used to structure and guide our tender submission and we set up a visualisation room to check progress during the tender process. We were able to set performance targets for Manchester by benchmarking the KPIs of our other UK subsidiaries.”

Transport for Greater Manchester, the awarding passenger transport authority, was particularly impressed with the approach to continuous self-assessment and benchmarking delivered by KeoLife.

KeoLife: a real asset for the Manchester Metrolink win

Liberalisation and digitalisation

Keolis Belgium, BELGIUM

Keolis is tracking recent changes in legislation to liberalise Belgium’s public transport sector. Liberalisation is expected to expand the percentage of public transport being outsourced. It is already being tested in three regions of Flanders, and will start in Wallonia in mid-2019.

Digitalisation will also play a role. Among the initiatives proposed by Keolis Belgium is a tracking system for international school buses and tour coaches, and a CRM base to analyse customer data and drive sales growth.

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Work across Keolis UK provides some of the best examples of how KeoLife has been used to support business planning, self-assessment and crucially, as an important tool for bidding.

Alistair Gordon, CEO Keolis UK explains, “KeoLife has been integrated into our approach for both setting budget targets and monitoring economic performance across our majority subsidiaries. Every month, each subsidiary reports on their profitability according to the KPIs defined by each of the seven KeoLife workstreams. It also proved an important foundation for our approach to the recent Manchester Metrolink bid,” he added.

Visual management at Nottingham: a business planning milestone

Back in 2015, Nottingham Trams introduced visual management into its planning tools just prior to the launch of two new tram lines, which provided important extensions to the then existing network. The basis for the new visual management approach were the seven elements underpinning KeoLife.

Today, the tool has become an integral part of daily operations at Nottingham Trams and used by every department to monitor progress.
Global leader in public passenger transport, present in 16 countries, Keolis operates and provides maintenance for urban, suburban and interurban networks. The Group operates a total of ten different transport modes and takes its multimodal expertise around the world.

**TRAMS**

World leader in trams — 797km
Operator of the Melbourne network, the largest in the world — 250km

11 networks in France:
Angers, Bordeaux, Brest, Caen, Dijon, Le Mans, Lille, Lyon, Orléans, Strasbourg, Tours

6 international networks:
Bergen (Norway), Gold Coast (Australia), Manchester (UK), Melbourne (Australia), Nottingham (UK), Porto (Portugal)

3 new networks under construction:
Aarhus (Denmark), Newcastle (Australia), Waterloo (Canada)

**METROS**

Pioneer and world leader in driverless automated metros — 137km
Hyderabad (India), Lille, London (UK), Lyon, Rennes, Shanghai (China, 2017)
**BUSES & COACHES**

- **23,500 vehicles worldwide**
- **N°1 for urban buses in France**
- **100% of the bus fleet in Sweden runs using alternative fuels**

**City-based services:**
- Adelaide, Perth, Brisbane (Australia); Burbank (US);
- Copenhagen (Denmark); Aix-en-Provence, Bayonne, Beaune, Bordeaux, Dijon, Lille, Lyon, Montargis, Montbéliard, Rennes, (France); Borlänge, Falun, Göteborg, Jönköping, Karlstad, Stockholm (Sweden)

**High-frequency bus services (BRT):**
- Metz, Nîmes, Rennes, Tours (France); Las Vegas (US)

**Suburban services:**
- Australia, Belgium, Canada, France

**High-frequency coach services:**
- Beauvais-Amiens, Loire-Atlantique, Franche-Comté (France)

**Airport shuttles:**
- Fort Lauderdale (US), Bordeaux, Marseille, Montpellier, Le Bus Direct - Paris Aéroports (France)

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**ON-DEMAND TRANSPORT**

- **N°1 French operator of transport for passengers with reduced mobility**

**Transport for passengers with reduced mobility (PRM):**
- Angers, Caen, Châteauroux, Laval, Lens, Lille, Lyon, Île-de-France, Orléans (France);
- Karlstad, Jönköping, Falun, Borlänge (Sweden);
- Los Angeles (US)

**On-demand transport:**
- Arras, Aix-en-Provence, Dreux, Île-de-France, Lille, Orléans, Roissy, Rouen (France)

**Car-sharing/Car-pooling:**
- Arras, Bordeaux, Lens-Béthune, Lille, Orléans, Metz, Rennes (France)

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**TRAINS**

- **Approx. 5,875km of track**
- **15 networks in Europe & North America**
- **1 in 3 rail journeys in the UK are made on a network operated by Keolis**

**Commuter trains:**
- Boston (US), Washington DC (US)

**Regional trains:**
- Germany, France, Netherlands, United Kingdom
SEA AND RIVER FERRIES

Each year Keolis transports 1,375,000 passengers by boat, including electric river shuttles, in Bordeaux, Brest, Lorient (France) and Newcastle (Australia).

NEW MOBILITY SOLUTIONS

Urban cable car in Brest:
First urban cable car service in France, inaugurated in November 2016. Estimated 675,000 passengers per year.

Shared vehicles:
LeCab:
N°1 in private driver services in Paris
80,000 driver partners.
Present in Greater Paris and in over 20 French urban centres.

Driverless vehicles:
Several experimental centres in France and internationally (Lyon and Las Vegas).

BICYCLES

N°2 for bike-share schemes in France
A fleet of 17,340 bicycles (short and long-term rental, electrically assisted)
Agen, Blois, Bordeaux, Brest, Dijon, Laval, Lens, Lille, Marmande, Montargis, Nevers, Orléans, Pau, Rennes, Tours, Versailles, Vichy Veluwe and Utrecht
100% environmentally-friendly fleet in the Netherlands (Keobike)

PARKING

N°2 for parking in France
150,000 spaces managed in 370 car parks across 170 French towns and cities
N°1 for train station and hospital car parks

Train stations:
Aix-en-Provence TGV, Avignon TGV, Besançon TGV, Lille, Flandres, Limoges, Lyon, Metz, Nancy TGV, Nantes, Paris (7 stations), Toulon, Valence TGV

Hospitals and clinics:
Agen, Blois, Bordeaux, Brest, Dijon, Laval, Lens, Lille, Marmande, Montargis, Nevers, Orléans, Pau, Rennes, Tours, Versailles, Vichy

City centres:
Aix-en-Provence TGV, Avignon TGV, Besançon TGV, Lille, Marseille, Metz-Thionville, Nice

Shopping centres:
Châlons-en-Champagne, Lyon, Rouen, Tremblay-en-France

Park and Ride (P+R):
Bordeaux, Belfort, Marne-la-Vallée, Metz

On-street:
Grenoble, Herblay, Lens, Montreuil, Perpignan, Saint-Malo

1,375,000 JOURNEYS

1ST URBAN CABLE CAR IN FRANCE
Keolis wishes to thank the employees who took part in producing this Annual Report.

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