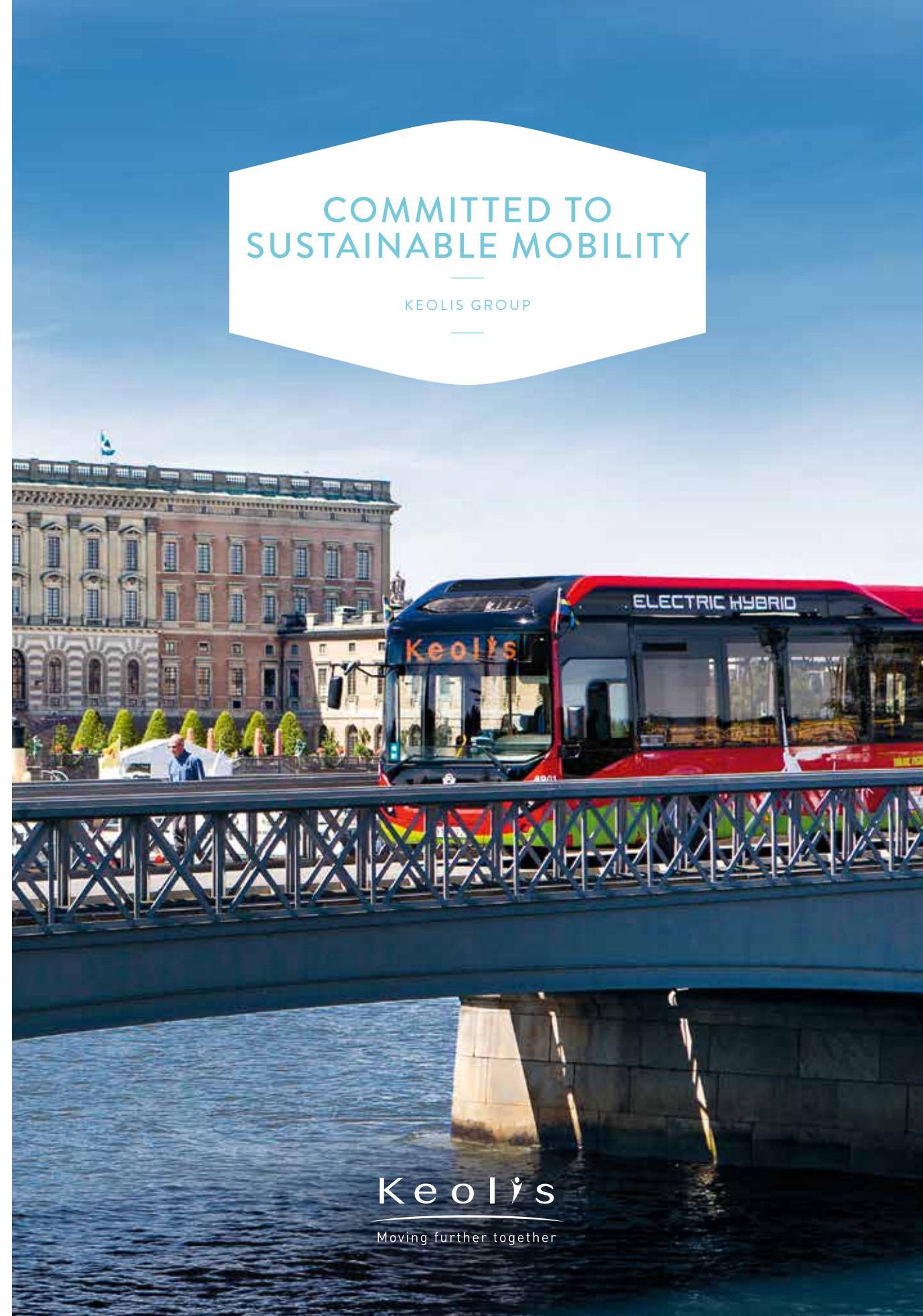


WE IMAGINE
WE CARE
WE COMMIT

Keolis
Moving further together

COMMITTED TO
SUSTAINABLE MOBILITY

KEOLIS GROUP



Keolis
Moving further together



- 1 The Lyon TCL network attracts new passengers every year.
- 2 Keolis develops connected mobility solutions to facilitate the use of public transport.
- 3 Keolis proposes rental or self-service bikes in 26 places.
- 4 In Stockholm, the 950 Keolis buses run on alternative energies.



- 5 In Dijon, half of the bus fleet runs on hybrid technology.
- 6 Keolis supports the development of dedicated-lane transport such as the tram.
- 7 On the Lille network, 100% of the buses run on biogas.
- 8 Keolis is the leading transporter of people with reduced mobility in France.
- 9 The Group uses solar power to optimise its energy consumption.



“BECAUSE OF THE CRITICAL NEED TO REDUCE POLLUTION IN OUR LIVING AREAS, KEOLIS PROPOSES CONCRETE SOLUTIONS TO CITIES TO MAKE PUBLIC TRANSPORT AN ATTRACTIVE COMMUTING SOLUTION FOR PASSENGERS.”

To cope with the issues raised by global warming, public and private players are expected to harness their resources to build a more sustainable world for the future. As a leading global public transport operator, we have a key role to play in this fight.

We are a socially-responsible Group committed to preventing pollution and this commitment is upheld by all our business lines and involves all public transport users. Together with all our stakeholders, we work tirelessly to build the mobility for tomorrow. We have teamed up with local authorities to build efficient networks tailored to the specific needs of passengers with evolving lifestyles and designed to make public transport systems an attractive alternative solution. We propose carbon adjusted, diversified mobility solutions based on our proven experience acquired through our French and international networks. We have rolled out, throughout our various subsidiaries, an ambitious sustainable development strategy manifested through the certification of our sites and our commitment to the United Nations Global Compact. Our actions throughout the world are driven by a single ambition: sharing our expertise in order to create a more sustainable and more responsible city for tomorrow.

JEAN-PIERRE FARANDOU
Keolis Group's Executive Chairman

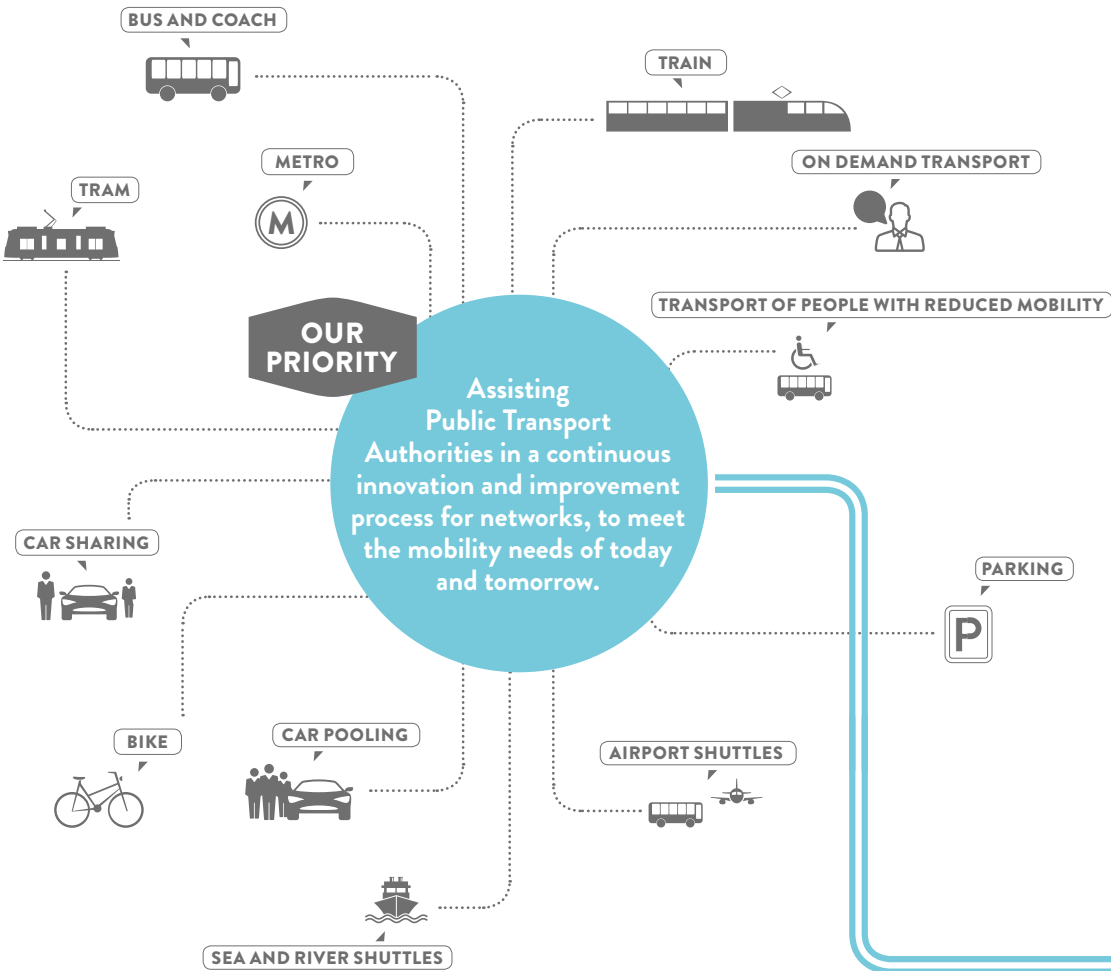
60,000
EMPLOYEES

KEOLIS, LEADING PUBLIC TRANSPORT OPERATOR IN EUROPE AND WORLDWIDE

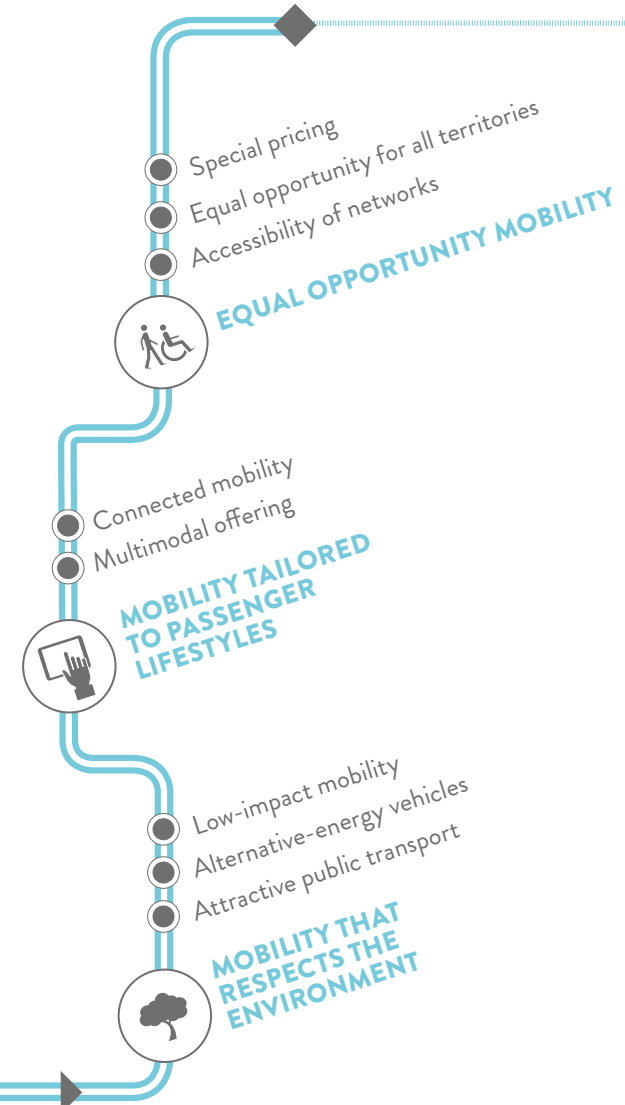
3
BILLION
PASSENGERS
TRANSPORTED IN
15 COUNTRIES

OUR PRIORITY

Assisting Public Transport Authorities in a continuous innovation and improvement process for networks, to meet the mobility needs of today and tomorrow.



KEOLIS PROPOSES SOLUTIONS FOR BUILDING SUSTAINABLE MOBILITY



KEOLIS IS COMMITTED TO SUSTAINABLE MOBILITY

- 1** MAKE PUBLIC TRANSPORT AN ATTRACTIVE COMMUTING SOLUTION P. 6
- 2** ENCOURAGE THE GROWTH OF NEW MOBILITY SOLUTIONS P. 8
- 3** MAKE PUBLIC TRANSPORT EVEN MORE ENVIRONMENTALLY FRIENDLY P. 10
- 4** MAKE OUR EXPERTISE AVAILABLE TO PUBLIC TRANSPORT AUTHORITIES P. 12
- 5** RESPOND TO ALL MOBILITY REQUIREMENTS P. 14
- 6** LEAD BY EXAMPLE P. 16

SOLUTION #1

MAKE PUBLIC TRANSPORT AN ATTRACTIVE COMMUTING SOLUTION

With a carbon footprint significantly lower than that of private vehicles, public transport is an effective tool against global warming. Today, the challenge is to convince citizens to leave their cars and choose public transport as a commuting solution. Keolis acts daily to meet this challenge and enhance the attractiveness of its networks.

INNOVATION

19% more passengers in four years

TCL, the Lyon network, attracts new passengers each year thanks to its continuous innovation approach: overhaul of the bus network, development of passenger information, creation of new lines, etc.



In France,

2%

of the transport sector's energy consumption is attributed to public transport, whereas 50% is attributed to private cars.



In France, thermal road public transport emits

156g

of CO₂/passenger-km versus 207g/passenger-km for one car.

DEVELOPING THE TRANSPORT OFFER TO STIMULATE DEMAND

In order to attract new passengers to the networks, Keolis has teamed up with Public Transport Authorities and contributes to the development of the transport offering. The goal is to encourage the transition to alternative means of transport to meet the expectations of passengers whose evolving needs reflect the changes in various areas. This includes new services to neighbourhoods in suburban areas, an increase in the number of trains or the adaptation of the frequency of buses. Keolis is doing its best to offer more seats, in the right place and at the right time. The Group supports the development of dedicated-lane transport – metro, tram, premium service buses – capable of absorbing significant passenger flows. In this way, it also reduces emissions linked to the use of private cars.

STRENGTHENING NETWORK PERFORMANCE

Driven by the belief that passenger satisfaction is a key incentive for generating a preference for public transport, Keolis endeavours every day to make its networks more efficient. Numerous actions are undertaken to improve the quality and the productivity of services and guarantee the best security level for passengers. Winning over new passengers also involves facilitation, personalisation and enhancement of the customer experience. This approach is materialised by digital innovations (e-ticketing, passenger information) which help facilitate commuting, or by the possibility of staying connected while travelling, in order to enable passengers to optimise their travel time.

“KEOLIS HELPED US TO DESIGN AN EFFICIENT TRANSPORT NETWORK TAILORED TO THE NEEDS OF DIFFERENT PASSENGER CATEGORIES. RESULT: A 20% SURGE IN NETWORK PATRONAGE BETWEEN 2012 AND 2014 !”

JEAN GASIGLIA
Deputy councillor in charge of transport, Agglopolys (Blois)

AGILE NETWORK

To invent tomorrow's mobility, Keolis has teamed up with startups. Expected outcomes include innovative passenger information, e-ticketing and customer relationship solutions.

FACILITY

In Strasbourg the CTS network has launched the “Mobility Pass” which allows passengers to combine access to the tram, bus service, bikes, and to park & ride and car-sharing services.

SOLUTION #2

ENCOURAGE THE GROWTH OF NEW MOBILITY SOLUTIONS

Keolis is driven by the conviction that active and shared transport solutions have a key role to play in reducing greenhouse gas emissions in tomorrow's city and improving the health of citizens. That is why the Group has decided to promote such solutions inside traditional networks to complement other means of travelling.

ACTIVE MOBILITY

Walking in Bordeaux

To avoid the saturation of the three Bordeaux central tram stations, the Tbc network has launched a campaign to promote walking and has installed the appropriate signs.

16,000

It's the number of self-service and rental bikes made available to passengers by Keolis in 26 cities.



INTERMODALITY

Nîmes Railway Station

To encourage intermodality, about a hundred bikes (foldable or electric city bikes) are available for rental.

CAR POOLING

Nord-Pas de Calais

To reduce vehicles that are only occupied by the driver, Keolis Lille proposes a comprehensive car pooling solution in 27 cities of the region and in some parts of Belgium.

DEVELOPING ACTIVE MEANS OF TRANSPORT

Environmentally friendly, healthy and inexpensive, **biking offers numerous advantages to moving around in the city.** For Keolis, accelerating its deployment is a priority. To encourage its still limited use (5% of modal share on average in major French cities), Keolis proposes bicycle rentals with or without electrical assistance, develops special parking spots and makes available self-service bicycles. At the same time, the Group **has been promoting the benefits of walking to public transport users** by incorporating walking pathways in its "mobility assistant" app, in route planners and in the urban signage. The goal is to encourage travellers to alternate between motorised transport and walking in their travels to relieve the strain on lines in the city centre and to better manage peak hours.

PROMOTING CAR SHARING

Beyond the actions carried out to enhance the attractiveness of public transport, **Keolis is committed to promoting a responsible use of cars.** In Rennes and in many cities, the Group manages park & ride parking areas where drivers can leave their cars and ride on public transport. In Lille, Orléans, Rennes and Bordeaux, **Keolis directly manages or has teamed up with partners to offer car sharing services⁽¹⁾.** The Group also proposes **car pooling solutions⁽²⁾** in the urban areas of Lens, Arras, Lille and Châlons-en-Champagne, an alternative solution to cars that are occupied by just the driver in 80% of commuting cases.

(1) Car sharing: service that provides cars for rental 24/7.
(2) Car pooling: joint use of a vehicle by several passengers travelling the same way.

"THE PARTNERSHIP SIGNED WITH EFFIA (KEOLIS' PARKING SUBSIDIARY) ALLOWS US TO OFFER PARKING AT TRAIN STATIONS TO PASSENGERS THROUGHOUT THE DURATION OF THEIR JOURNEY, PROVIDED THEY ALLOW US TO RENT THEIR CARS TO OTHER PASSENGERS. OUR MISSION ENTAILS LINKING THE MEMBERS OF THIS ECO-MOBILITY COMMUNITY BASED ON CAR SHARING."

FRANÇOIS-XAVIER LEDUC
Co-founder of Tripndrive

8.2

million km, that is the distance covered by the self-service bikes operated by Keolis in 2013. This represents 1,041 metric tonnes of CO₂ saved compared to the use of private cars.



2,000

members use the Lilas car sharing service in Lille.

SOLUTION #3

MAKE PUBLIC TRANSPORT EVEN MORE ENVIRONMENTALLY FRIENDLY

Although public transport is a low source of carbon emissions, actions can be carried out to make them more environmentally friendly. Keolis is committed to leading by example and is a pioneer in this field. The Group has rolled out innovative solutions to make its fleet of vehicles more green.

EFFIA

Installation of motion sensors and modulated lighting with LED: thanks to these innovations, EFFIA has reduced up to 70% of the energy consumption of its parking garages.



ENERGY

Rennes slows down its energy consumption

Thanks to an energy recovery system installed on brakes, the Rennes metro saves 230,000 kWh every year.

DENMARK

By renewing its fleet of buses, Keolis Denmark reduced its CO₂ emissions by nearly

10%

between 2012 and 2013.

HYBRID

Dijon reduces its carbon footprint

102 buses, or half of the fleet of the Greater Dijon network, are powered by hybrid technology. In addition, Keolis has trained its 550 drivers in eco-driving.

REDUCING THE ENERGY CONSUMPTION OF VEHICLES

Keolis Group has set itself the goal of optimising the energy consumption of public transport systems. In its metros and trams, for example, **electricity recovery systems on the brakes of trains** have been installed in Rennes, Tours, Lille and Lyon. The recovered energy is reallocated into the network to be used by another train. This system leads to savings of nearly 10% of electrical power.

Better driving also leads to energy savings. Keolis trains its bus and coach drivers in **eco-driving** and has equipped its vehicles with a tool that instantly displays the impact of their driving on consumption. In 2016, eco-driving assistant systems will be installed on more than 5,500 vehicles.

TEAMING UP WITH OUR PARTNERS TO DEVELOP ALTERNATIVE ENERGIES

Keolis also assists local authorities in their efforts to reduce the environmental footprint of their vehicles using **biogas, Natural Gas for Vehicles (NGV), electricity, hybrid, ethanol:** the full range of motorisations and diesel-powered alternative energies are studied with each Public Transport Authority to test and adopt the most efficient and most profitable solution for the specific local problem.

This made-to-measure approach is manifested through the diversity of the resources deployed in the networks: electric hybrid buses in Sweden, 100% electric shuttles in Bordeaux, biogas buses in Lille, and buses with photovoltaic roofs in Lorient. In total, Keolis worldwide uses more than 15% of alternative energies to diesel. This pioneering policy is the outcome of active technological intelligence gathering from manufacturers and numerous experiments carried out in partnership with the Public Transport Authorities.

“100% OF JOURNEYS ON THE LILLE NETWORK ARE POWERED BY ALTERNATIVE ENERGIES TO DIESEL: THE METRO AND TRAM ARE ELECTRIC, WHILE THE CITY BUSES RUN ON NATURAL GAS. PART OF THIS GAS IS BIOGAS DERIVED FROM THE TREATMENT OF GREEN WASTE FROM THE CITY AND ITS SUBURBS.”

ANNE-BLANDINE
DASENCOURT
Deputy Environment Director,
Keolis Group

CLEAN ENERGY

The Swedish model

The 950 buses in Stockholm operated by Keolis Sverige are powered by alternative energies (biogas, biodiesel, ethanol, hybrid-biodiesel).



In Lyon,
75%
of the transport offer (metro, tramway and trolley-bus) is powered by electricity.

SOLUTION #4

MAKE OUR EXPERTISE AVAILABLE TO PUBLIC TRANSPORT AUTHORITIES

In France and worldwide, Keolis works with the local authorities to imagine and operate efficient and sustainable transport systems. Convinced that public transport has a role to play in the transformation of territories, the Group positions itself as a partner with the Public Transport Authorities and places its expertise at the service of building tomorrow's city.

SHARING

Abu Dhabi

In 2014, Keolis provided a three-week training course in Lyon and Düsseldorf to six representatives of the Abu Dhabi Public Transport Authority on the structuring of an intermodal network.



APPLICATION

Montargis

Keolis tested its first "mobility companion" app in this city (now deployed in more than ten cities) to optimise the travel experience of passengers on the network.

TOMORROW'S CITY

Keolis invests 30 million euros

over three years in its new Kisio division to propose innovative mobility solutions to communities.

TAKING ACTION TO DEVELOP SUSTAINABLE, EFFICIENT NETWORKS

Do better with less, this is the equation that must be resolved by local authorities to enhance the attractiveness of their networks while optimising their economic performance in a restrictive budget context.

Keolis proposes to each Public Transport Authority bespoke solutions to improve the productivity of the operation: adaptation of schedule and frequency of lines, use of outsourcing, on-demand transport, but also the fight against fare evasion and conquest of new customer segments. Keolis can also encourage several Public Transport Authorities to pool their purchases (like in Dijon and Brest for the tram) and offer them mutualised solutions (ticketing, passenger information, mobile applications) which cost 25% to 30% less than proprietary systems.

BUILDING THE IDEAL NETWORK FOR TOMORROW'S CITY

For Keolis, sustainable mobility should start today by anticipating upcoming transformations in cities and lifestyles. That is why the Group contributes to the construction of the ideal urban network for each city, a network adapted to the requirements of "Smart Cities" and capable of integrating all forms of mobility to propose an efficient, long-term transport offer. Keolis strives to roll out new connected mobility services and develops its expertise by creating, in partnership with Netexplo, an observatory of digital mobility solutions. The Group has also launched, in partnership with OpenDataSoft, "Open Data Mobility" to accompany local authorities in their approach to offer open public transport data. Finally, Keolis participates in the construction of new public transport networks by positioning itself on major planning projects such as the one for Greater Paris.

"THE REORGANISATION OF THE AMETIS NETWORK IN 2012 SPECIFICALLY INVOLVED THE INTRODUCTION OF CITY CENTRE SHUTTLES TO OPTIMISE SERVICE IN THE CENTRE OF AMIENS. THESE SHUTTLES HAVE BEEN FULLY POWERED BY ELECTRICITY SINCE OCTOBER 2015."

JEAN-MARC SAUVESTRE
General Manager,
Keolis Amiens

Rennes' STAR network is the

1st

in France to use the potential of Open Data by making several relevant data sources available to passengers (localisation of bikes then buses) since 2009.



Today,

54%

of the world's population lives in urban areas, and this figure is expected to rise to 66% in 2050 according to the UN.

SOLUTION #5

RESPOND TO ALL MOBILITY REQUIREMENTS

Keolis believes that sustainable mobility is made up of transport networks accessible to everyone. Driven by this belief, Keolis takes daily action to ensure equal opportunity between areas and to promote the accessibility of disabled persons to public transport.

ACCESSIBILITY

Rennes

Adapted metro, equipped buses, voice-recorded information at bus stations: STAR, Rennes' network, is accessible to people with reduced mobility and impaired vision.

MOBIBUS

Nevers

Since 2015, Keolis has proposed 24/7 "Mobibus", an on-demand transport service (minibus or minivan with ramp) for passengers in wheelchairs.



Keolis is the

#1

transport operator for people with reduced mobility in France

ENSURING EQUAL OPPORTUNITY FOR ALL REGIONS

Keolis believes that developing sustainable mobility entails imagining appropriate means of transport for all areas: city centres, suburban areas, residential areas and rural areas. This is why the Group proposes a comprehensive intercity transport offering (75 departments in France and networks in Belgium, Canada and Australia), a segment on which Keolis is committed to offering the best service quality to passengers. In Western France, for example, the Lila Premier network has premium service coaches (CHNS) that offer a variety of on-board services, such as guaranteed travel time and real-time passenger information.

ENSURING ACCESSIBLE NETWORKS FOR ALL PASSENGERS

Keolis endeavours to develop inclusive and positive mobility in all its networks, offering as many people as possible autonomous, obstacle-free transport, while striving to create smoother, more flexible and intuitive travel.

Access for people with reduced mobility, for example, is enhanced by adapting platforms and vehicles and training drivers in flexible driving or developing on-demand transport. Special attention is also paid to illiterate passengers and to those with cognitive disorders through numerous aids: easy to understand signs, clear passenger information, mobilising staff, etc.

"THERE HAS BEEN SIGNIFICANT PROGRESS IN THE ACCESSIBILITY OF THE BORDEAUX TRANSPORT SYSTEMS IN RECENT YEARS. KEOLIS PAYS MORE ATTENTION TO WHAT PASSENGERS HAVE TO SAY AND STRIVES TO TAKE THE NEEDS OF EVERYONE INTO ACCOUNT."

BÉNÉDICTE ALLIOT
Department of Gironde's adviser to the APF (French Association of Paralytics) in charge of transport.

LIGHTING

Netherlands

In the region of Twente, with an aging population, the Dutch subsidiary of Keolis has changed the lights on the access doors of buses and information to meet the needs of elderly passengers.

100%

of trams operated by Keolis in France are equipped with low floors to facilitate access for people with reduced mobility.

SOLUTION #6

LEAD BY EXAMPLE

Keolis takes action everyday to improve its own environmental performance. A policy to lead by example is expressed in the Group's environmental policy, which is built on three priorities: optimising energy consumption, improving waste management and reducing potable water consumption.



WIND TURBINES

Sweden

The Swedish subsidiary of Keolis rents wind turbines on three of its sites. This new source of energy supply will meet 38% of the subsidiary's energy needs.

HEATING

Thermal management of buildings

In one of the maintenance workshops of the Lille network, heating pipes have been insulated to avoid heat loss and reduce energy consumption.

73

Keolis sites are ISO 14001 certified.

1,500 m²

That is the area occupied by solar panels on the roof of the Tram Operation and Maintenance Centre in Tours.



STRIVING FOR ENVIRONMENTAL EXCELLENCE

The Green Label, an internal benchmark developed inside the Group 15 years ago, marks Keolis' first environmental commitment. Since then, **the company has been committed to a continuous improvement approach for its environmental performance.**

This is based on an ISO 14001-certified Group environmental management system organised around six working pillars: regulatory compliance watch and evaluation, the definition of an Environmental policy for the entire Group, the design and deployment of tools, the development of the training offer, the performance of internal audits and the sharing of feedback. Today, 73 Keolis sites are ISO 14001 certified. These results confirm the Group's ambition to significantly increase the number of employees working in a certified scope.

REDUCING OUR CONSUMPTION AND HANDLING WASTE MANAGEMENT

Keolis has set itself three priorities to roll out its environmental policy: **optimise energy consumption, improve waste management and reduce the volume of potable water** used for industrial purposes. These commitments translate into actions implemented every day inside the Group's various subsidiaries. For example, Keolis implements actions seeking to optimise the energy consumption of its buildings. The heating, air-conditioning, hot water production and lighting systems as well as the machines and air compressors have been redesigned to minimise their energy consumption.

"WE HAVE INSTALLED VARIOUS METRES AT OUR HEAD OFFICE TO BETTER MONITOR OUR ENERGY CONSUMPTION AND WE HAVE DEVELOPED A GENUINE INTERNAL APPROACH TO EDUCATE TEAMS ABOUT SUSTAINABLE DEVELOPMENT. WE HAVE ALSO CHOSEN TO RENEW PART OF OUR FLEET OF SERVICE VEHICLES WITH 100% ELECTRIC VEHICLES."

PIERRE AUDOUIN
Technical director,
Keolis Dijon

WASTE OPERATION

In Bordeaux, the introduction of a new environmental approach (ISO 14001) spurred the improvement of sorting and the increase in recycling channels. For example in 2012, replacing solvent-based degreasing fountains by organic fountains led to a five-tonne reduction in the liquid waste generated from cleaning operations.



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