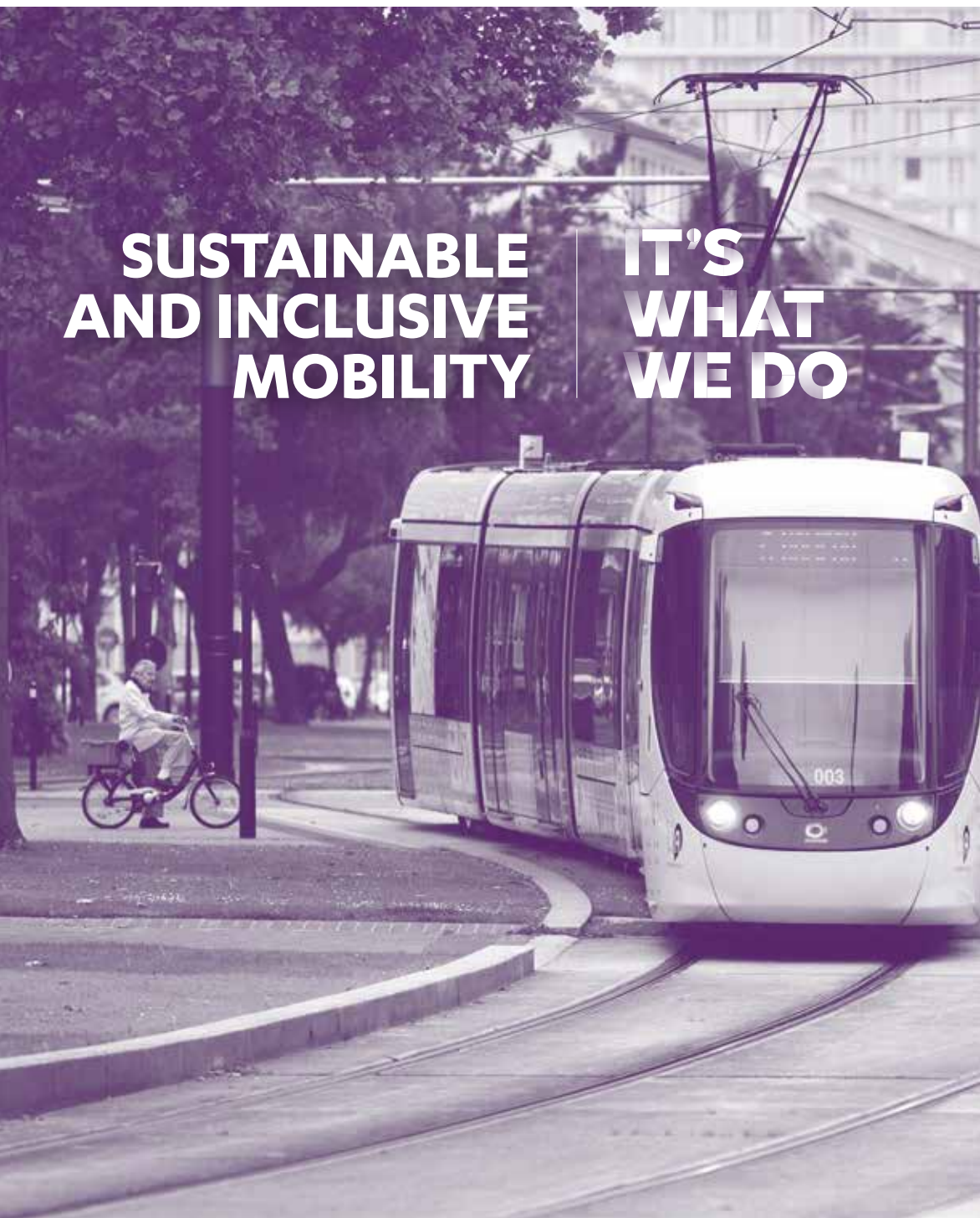


**SUSTAINABLE  
AND INCLUSIVE  
MOBILITY**

**IT'S  
WHAT  
WE DO**



# 2021 Panorama

**11M**

passenger trips per day  
on average\*

Nearly

**82,000**

employees

**€7 BILLION**

in revenue

**18**

countries

**16**

modes of transportation

**42,400**

vehicles operated

**24 %**

female employees

**70 %**

of teams in driving and  
maintenance professions

**22,800**

new hires

**94 %**

of jobs under open-ended  
contracts

**6 %**

increase in our clean vehicle  
fleet in 2021

**1,800**

electric vehicles (April 2022)\*\*

**58 %**

of our entities covered by  
the Environmental Management  
System

**61 %**

of our vehicles are clean (*Euro  
VI, hybrid, NGV or bioNGV,  
electric, biodiesel, hydrogen*)

\* With the COVID-19 crisis, ridership decreased to 7.9 million passenger trips in 2021

\*\* Managed scope

# High stakes for all, local challenges

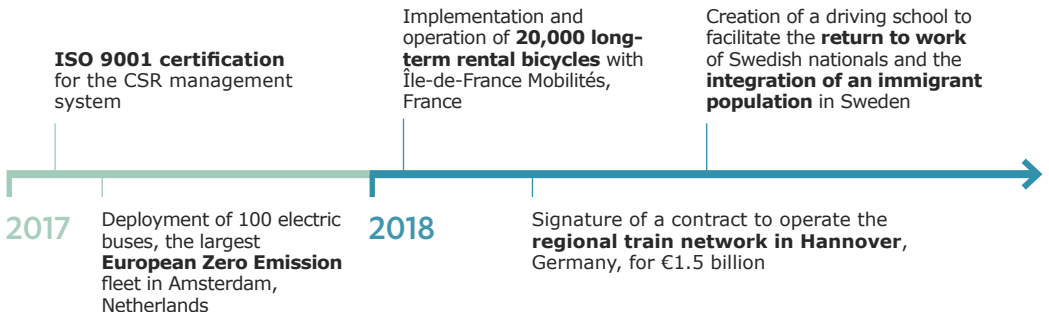
## CHANGING HABITS

The observation is the same all over the world. The health crisis has considerably **changed behaviors and the frequency of travel in public transportation**. "Peak hours" and "off-peak hours" have lost their meaning. In 2022, travel has still not returned to its 2019 level. It is the very idea of mobility that has evolved for multiple, inter-connected reasons. Working from home is one of the main causes, with, as a result, a more spread out use of transportation. Mobility within peripheral areas has thus increased. The use of active modes in urban areas, such as bicycles and scooters, has become more popular.

## ENVIRONMENTAL AND HEALTH ISSUES

This period has also seen the **positive effects of the reduction of car traffic on air quality**. In big cities as well as in more isolated areas, what was sometimes only an energy, logistics or digital experiment has become reality. The health crisis has had an accelerating effect. Time is running out if we want to collectively limit the temperature rise to 1.5 degrees by 2100. It is imperative to follow the Paris Agreement recommendations, as well as to contribute to the UN's 17 Sustainable Development Goals (SDGs), and the recent package of EU laws, Fit For 55, which aims to limit greenhouse gas (GHG) emissions to 55% by 2030, and to 0 by 2050.

## TRANSDEV, STRENGTHENING OUR COMMITMENT TO LOCAL AREAS SOME KEY DATES



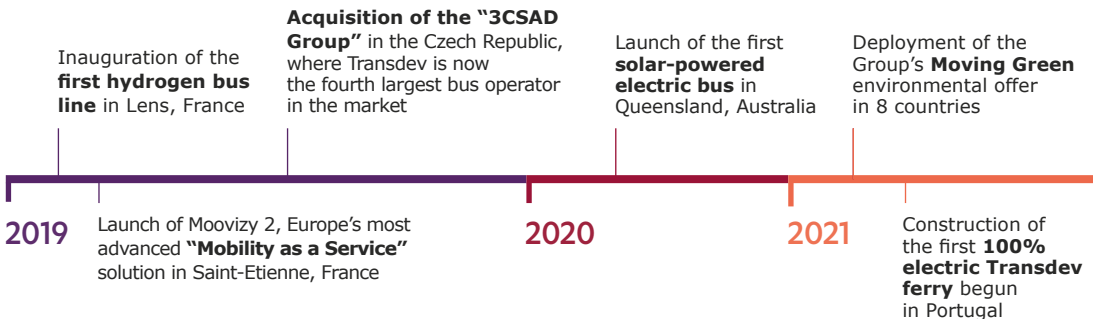
# 2.5 M

people travel daily on Bogota's Transmilenio Bus Rapid Transit (BRT) system, which saves 24,000 tons of CO<sub>2</sub> emissions per year. 406 electric buses were added to the network in April 2022.



# 99%

of passengers on Sydney ferries operated by Transdev were satisfied with the service in a survey in May 2021. Transdev operates 13 maritime networks around the world.



## SOCIAL, PURCHASING POWER AND INCLUSION ISSUES

Numerous studies also show how the quality of a public transportation network can improve everyone's lives and contribute to greater equality. In rural and suburban areas, a more inclusive and supportive mobility system, designed to be consistent with regional planning strategies, **allows better access to employment and limits the effects of isolation.**

## A CULTURE OF SHARED MOBILITY STILL IN THE MAKING

The transportation sector, the third largest emitter of greenhouse gases, has a major role to play in this revolution. And much remains to be done, as the individual vehicle remains indispensable for some, and a symbol of freedom for many. The modal shift from the car to public transit can only be motivated by the quality of service: time span, frequency, regularity, travel time.

Today, the challenge for Transdev lies in this change of paradigm: to

**make public transportation synonymous with freedom, fluidity and flexibility.**

This symbolic challenge will be achieved through an experience for all people, in all their journeys: environmental awareness is there, and constitutes a lever in favor of public transport, but it will not be enough.

## NEW CHALLENGES FOR A NEW PACT

New technologies make it possible to create **seamless, multi-modal journeys**, adapted to the new plasticity of use. Today, applications, tools and the variety of transport modes — non-motorized, shared, fast, efficient, Zero Emission — are transforming transport into a service, in response to the new social and environmental pact. Transdev has largely initiated this transformation and is accelerating it in all its dimensions and environments.



# 500

electric buses in operation in the Netherlands, the largest zero emission fleet in Europe. The goal is to operate 600 electric buses there by the end of 2022.

Launch of a new **three-year paratransit/transportation-on-demand partnership** with the Metropolitan Atlanta Rapid Transit Authority (MARTA), USA

Delivery of 406 electric buses to Bogota, Colombia, and installation of a 40,000m<sup>2</sup> depot, **the largest electric depot in the world** outside China

Conversion of 22 depots in Ile-de-France, France, **to biogas and NGV** (Natural Gas for Vehicles)

2022

The world's first **retrofitted hydrogen coach** is put into service in Rouen, France

Presentation to the public of the **first hydrogen train** in Bavaria, Germany before an experimentation period in 2023

2023



“True freedom  
is not needing a car.”

**A**s the primary factor in community cohesion, inclusion and autonomy, mobility is at the heart of the challenges facing our societies. As a factor in the attractiveness of communities, mobility facilitates access to employment, studies, health and training, but also influences educational choices, particularly for people living in sparsely populated, rural or peri-urban areas where a growing proportion of the population now lives.

For several years now, Transdev has been working to offer equitable mobility for all and for all communities. This is inherent in our Purpose: “**We empower freedom to move every day thanks to safe, reliable and innovative solutions that serve the common good**”; a Purpose which is our compass and guides our decisions on a daily basis, in the service of local authorities and our passengers, in the 18 countries around the world where Transdev is present.



“There is a multiplicity of solutions that can be combined and personalized to adapt to each region and each community, with their specificities and their own needs.”

Our business is daily mobility, which combines all the traditional public transportation services (trains, metros, light rail, buses, coaches, ferries, etc.) with innovative, tailor-made solutions, that are adapted to uses and local specificities: whether it's transportation on demand, school transportation, transporting people with reduced mobility (paratransit), cable cars, mobility platforms (such as MaaS), fleets of electric bicycles, car sharing and bus rapid transit to serve the suburbs.

**Because public transportation is a key element of future environmental policy**, the modal shift in collaboration with local authorities, to get out of the “all-car” model, is crucial to meet the environmental challenge. For our clients, and to achieve our ambition of Zero Emission by 2050, we have accelerated the electrification of our bus and coach fleets, in line with the European Union's commitments under the “Fit For 55” plan. In April 2022, we were already operating a fleet of more than 1,800 electric vehicles, which will increase to

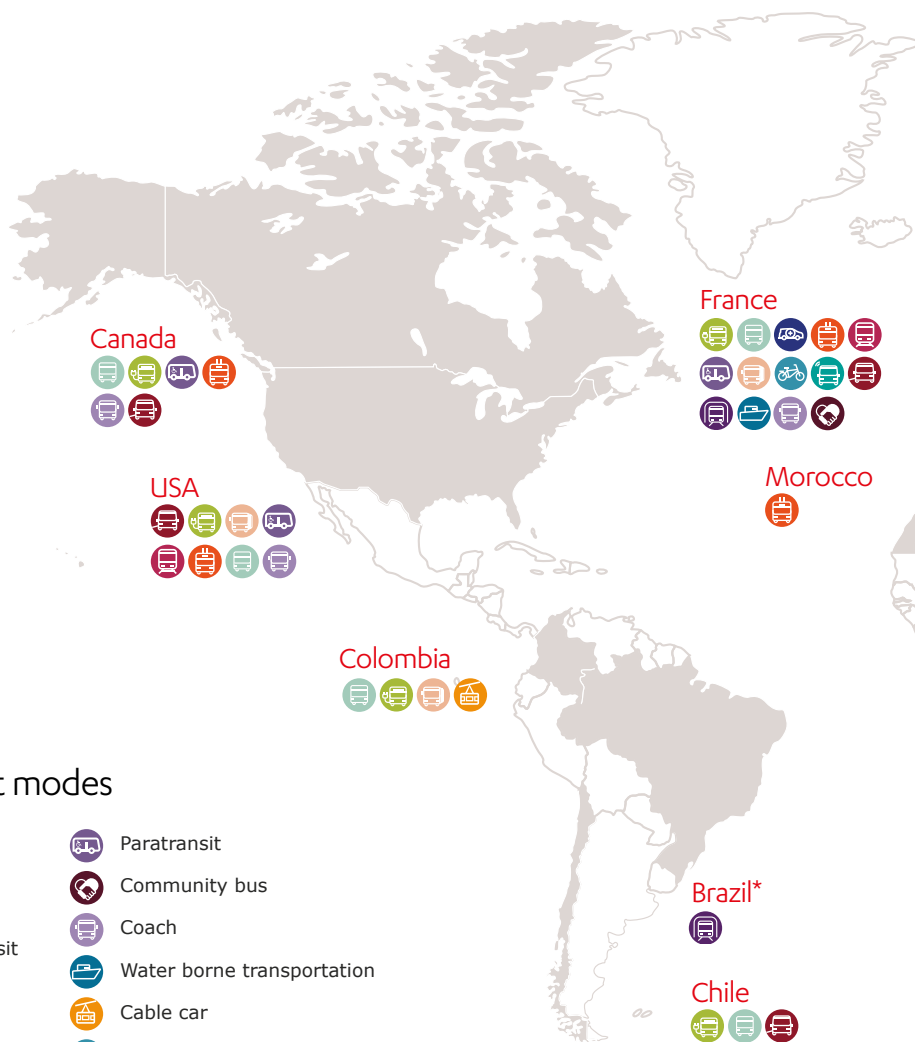
more than 2,000 by the end of 2022. In addition, we have a growing fleet of more than 3,500 renewable gas and biogas vehicles and more than 50 electric hydrogen vehicles.

Beyond the environmental challenges, we are contributing to the reduction of social divisions by connecting and reconnecting communities and rural and urban areas, by providing solutions adapted to passengers' needs.
















Within our own organization, we have taken actions to increase our diversity at all levels of the company. Developing, attracting and retaining talent is fundamental to our sustainable growth. Passionate about their profession and committed to their passengers and communities, our 82,000 team members are all convinced that they contribute to social connections and to the transformation of citizens' daily lives.

We are people serving people, working every day for ever more sustainable, fairer and inclusive mobility for our customers, our passengers and the common good.

# Our presence worldwide



## Our transport modes

- |   |  |
|---|--|
|  Bus                       |  Paratransit                |
|  Electric and hydrogen bus |  Community bus              |
|  Bus Rapid Transit         |  Coach                      |
|  Light Rail                |  Water borne transportation |
|  Rail                      |  Cable car                  |
|  Metro                     |  Bicycle share-service      |
|  Transportation on-Demand  |  Autonomous vehicle         |
|   |  Ambulance                  |

\* country not included in the consolidated financial scope



Germany



Ireland



Czech Rep.



UK



Netherlands



Slovakia



Spain



Portugal



Sweden



China

Australia



New Zealand



# 2021 highlights

## In France, Transdev is leading the way

In 2021, the Group strengthened its positions in its historical markets, gaining a foothold in several urban areas: Cherbourg, Roanne, Arcachon, Vitrolles and Salon-de-Provence. The Group also became the first entrant in the opening up of regional rail services to competition, with the operation of the Marseille-Toulon-Nice rail line in the South of France as of the summer of 2025. Finally, Transdev, with Transamo and Strides International, became the virtual operator of four metro lines in the Greater Paris area: a crucial role in the prefiguration of the operation.

## +406

## electric buses in Bogota

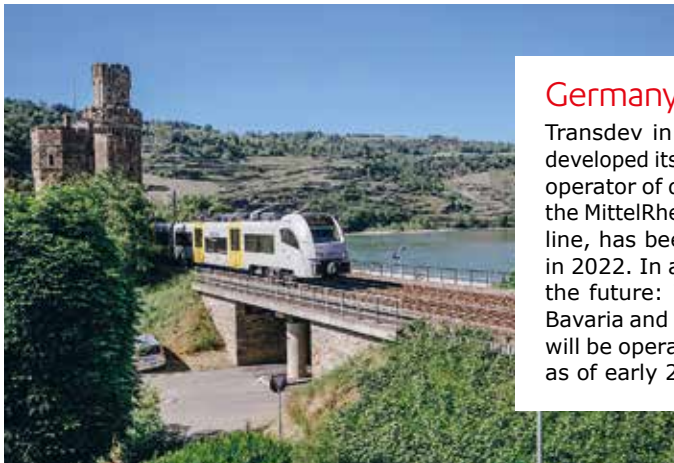
Operated for 15 years on behalf of TransMilenio S.A, the Colombian capital's transport authority. This new contract allows Transdev to strengthen its presence in the city, where 2,000 Transdev buses already cover 23.7 million kilometers each year and where we operate a cable car that allows 22,000 passengers to make their daily journeys.

## Sydney: increasingly multimodal and carbon-free

In Sydney, the Group is expanding its operating perimeter by becoming the first private operator of the bus network in region 9, in addition to the three regions where we are already present, including a transportation-on-demand and tramway service. Transdev is truly multimodal in the city. The Group is also accompanying the city on the road to Zero Emission with 136 electric buses, gradually replacing the current diesel models.



Region 9 bus routes link Sydney's center to the eastern beaches.



## Germany: the everyday train

Transdev in Germany has strengthened and developed its position as the number one private operator of daily rail mobility. The operation of the MittelRheinBahn, the Upper Rhine Valley rail line, has been renewed for 10 years, starting in 2022. In addition, Transdev is preparing for the future: in collaboration with the State of Bavaria and Siemens Mobility, a hydrogen train will be operated experimentally for 30 months as of early 2023.

The new MittelRheinBahn contract represents 14 million annual passengers and 3.2 million train kilometers.

## 3 years

Transdev continued to expand in the United States with the renewal and signing of new contracts for on-demand buses. Also in the United States, "Tirail is back on track": the infrastructure maintenance contract for the Palm Beach / Miami line was extended for three years, from 2022 to 2025.

## Greater Stockholm area: 320 low-carbon buses in service from 2022

Transdev has won contracts to operate two new bus networks in the northern suburbs of Stockholm, starting in 2022. On these routes, 320 buses with reduced CO<sub>2</sub> emissions, powered by RME (a rapeseed oil-based biofuel), will transport passengers. In addition, 40 new double-decker buses will connect two areas to Stockholm Technical University, and a new rail contract has been signed with Roslagsbanan, which began operation in mid-April 2022.

## 60

new electric buses bearing Transdev colors with the opening of the Gooi & Vechtstreek concession following a win in the Netherlands.



## Committed teams around the world

Nearly **82,000** team members in 18 countries  
on 5 continents

**70%** of teams in the driving and maintenance professions

**24 %** female employees in our teams

**150+** professions

# Value creation

# Results

## For our passengers

**11 M\*** trips every day worldwide

**94%** of our activities comply with the requirements of our safety management system

Inter and multimodal mobility solutions for  
an attractive alternative to the private car

Customer experience and inclusion of all  
at the heart of our action in the communities  
we serve

## For the planet

**17.39 %** low-emission energy

(including NGV 12.58%, biodiesel 4.58%, biogas 0.23% and electric 4.36%)

**20.9%** rate of ISO 14001 certified entities  
(6% increase compared to 2020)

**58%** of our entities covered by the Environmental Management System

**6%** increase in our fleet of clean vehicles

## 6 SUSTAINABLE DEVELOPMENT GOALS, DEFINED BY THE UN AND FOLLOWED BY TRANSDEV



## GENDER EQUALITY

INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

## SUSTAINABLE CITIES AND COMMUNITIES



## DECENT WORK AND ECONOMIC GROWTH



## REDUCED INEQUALITIES



## MEASURES TO FIGHT CLIMATE CHANGE

**An ecosystem of partners,  
action on a social and a local level**

**300+** product categories

**270 K€** in local project support through  
the Transdev Foundation

**43.3%** score achieved for the Group  
positivity index

**€3 billion** of products and services purchased  
by Transdev in total spend

**A business model that respects resources**

**€757.1 M** in shareholder equity and a body of  
shareholders committed over the long term

**16** modes of transportation

**42,400** vehicles operated

**61%** clean vehicles

(Euro VI, hybrid, NGV or bioNGV, electric, biodiesel, hydrogen)



We empower freedom  
to move every day thanks  
to safe, reliable and  
innovative solutions that  
serve the common good.

**For our clients, local communities  
and public institutions**

**16.9 M€** in income taxes paid

**Moving Green**, tailor-made green  
solutions for communities deployed in  
8 Group countries

**2,500+** suppliers qualified as inclusive suppliers

**22,800** new hires in the communities we serve

**For our employees**

**Drivers@transdev** implementation of an  
international operational taskforce to attract,  
recruit, retain and engage drivers

**83%** of employees trained during the year

**9 countries** of the Group have implemented  
an engagement survey among their employees

**5,371** managers obtained Health and Safety  
Certification

\* With the COVID-19 crisis, ridership decreased  
to 7.9 million passenger trips in 2021

All figures are based on Group results for 2021

# People serving people



## 83 %

of team members  
received training  
during 2021



Throughout this brochure and on the Transdev website, meet team members from our development and integration programs, who tell how they helped them to face professional challenges and those related to the mobility sector.

Mobility serving communities is first and foremost a human endeavor! And it is a challenge with several dimensions. **First of all, the Group is a responsible employer of nearly 82,000 team members** (94% of whom are on permanent contracts) throughout the world, whom we must attract, train, develop and retain. Secondly, we are a significant employer in the communities we serve: we recruited 22,800 people in 2021. Finally, we have a permanent responsibility, to our teams and our passengers, in all circumstances... During the pandemic, we put in place support systems for all our team members, both in the field

and in the offices: social distancing, protection facilities, home office, etc.

## EQUALITY: OUR COMMITMENTS

"Today, 25% of the Group's managers are women; **we are aiming to increase this figure to 50% of our top 100 managers by 2025.** We are determined to accelerate this change at all levels", says Thierry Mallet. These commitments are also reflected in our approach to our passengers, as illustrated by our partnership in 2021 with UN Women France, which has been deployed in 32 networks to raise awareness of respect for women on public transit.

# Pushing boundaries



Objective: increase the percentage of female drivers in France from

**19% to 30%**

by 2025

## INTERNAL PROGRAMS FOR AN ATTRACTIVE, DIVERSE AND INCLUSIVE COMPANY

The strength of Transdev is the strength of all the team members in the company who empower freedom to move every day. **Attracting the best talent and helping them to grow within the company are among our priorities, along with the promotion of diversity and inclusion, which are levers for external attractiveness and internal commitment to our teams.** Another fundamental point is the need for a quality social dialogue at all levels of the organization.

In all professions, throughout their careers, we help our team members grow through a comprehensive HR policy. A platform launched in 2021, *me@transdev*, allows everyone to track their career and have access to training programs, intra- and extra-company coaching, mentoring and internal mobility and performance monitoring.

We have developed a wide range of HR programs designed to promote equal opportunities for all, including mentoring of female employees by members of the Executive Committee

and country management committees. For the past two years in France, and with a view to expanding internationally, the **"Leader au Féminin"** program has been coaching female operational managers as they start in their managerial position. In the United States, the **Diversity & Inclusion Council**, made up of 17 members representing the diversity of the Group's team members, is being deployed. It advocates, coordinates, studies and monitors strategic actions in favor of diversity and inclusion.

Manager development programs such as **Trans'Lead** and **In'pulse** also help talented team members to progress in the Group. **On The Launch Pad** gives around 15 young people who have just joined the Group the opportunity to develop a global vision of the mobility sector, Transdev's strategy and current events.

Finally, our programs also aim to share skills and initiatives to help the Group grow: the **E-team** pools expert internal resources together, and the **ZE Team** works with the Group and its shareholders on deploying Zero Emission solutions.



**me@transdev** is complemented by **we@transdev**, our management model deployed throughout the Group since 2019, which is based on 3 pillars: supporting performance, embodying innovation and facilitating collaboration.

In addition, we have a specific program for drivers, **drivers@transdev**, who represent 70% of our team members, and which aims to support the transformation, digitalization

and attractiveness of the profession. The **MobiMe** application, the tool for connected drivers, is an example of 'made in Transdev' digitalization. It contains all the driver's professional tools, from planning to messaging, embedded on cell phones or terminals in the subsidiaries. More than 60% of the Group's 57,200 drivers are already connected.

## Transdev, a Great Place To Work

It's now official: **Transdev Canada** belongs to the tightly knit Great Places To Work® club. This means that Transdev Canada is one of the top 50 companies in its category, based on criteria established by the Great Place To Work Institute and on voluntary, anonymous responses from employees.

Our employee initiatives were also recognized in Ireland, where **Transdev Dublin** Light Rail (TDLR) received the *KeepWell™* award from Ibec — Ireland's leading employers' confederation. The label recognizes the work employers do to keep employees healthy in the workplace.



## Providing a 360° view of the business

"The *On The Launch Pad* program provides a holistic understanding of the Group from a strategic and operational perspective and enables participants to become ambassadors for our strategy. The program for my class included two learning expeditions (by video in 2021), and two projects: an interesting opportunity to exchange and network, and a gas pedal for your career. For me, it gave a new dimension to my first passion: recruitment and the employee experience."

**ANNA MICKA**

Director of Recruitment and Employee Experience, Canada

We empower  
freedom to move  
every day thanks  
to safe, reliable and  
innovative solutions  
that serve the  
common good. 

## CARE - SHARE - DARE

In 2017, a reflection on our Purpose was launched, involving several hundred Group employees in a series of collaborative workshops. Our Purpose is what motivates us every day, it is a compass and a guide for our decisions. The concept of the common good is

at the heart of who we are and the communities we serve. Our Purpose is embodied by three action verbs, reflecting the company's transformation: Care, Share and Dare. Stronger than simple values, these verbs represent a daily commitment for us all.

FIND OUT MORE  
ABOUT OUR PURPOSE



**WE EMPOWER** FREEDOM TO MOVE EVERY DAY  
THANKS TO SAFE, RELIABLE AND INNOVATIVE SOLUTIONS  
THAT SERVE THE COMMON GOOD

# Operating inclusive mobility and opening up local communities



800,000 students transported to school every day in France by Transdev

Reinventing mobility, for all ages. Because mobility is essential for studying, working, healthcare and meeting others, we must think of it as a service for everyone, regardless of age, gender, disability, etc. This is why we are proud to transport thousands of children to school every day throughout the world. Furthermore, the Group develops innovations for increased security in our transportation services. For example, to improve the safety of women travelling alone or accompanied by young children, we

have introduced a special button on many networks that allows them to get off the bus between two stops.

**TOWARDS INCREASINGLY RESPONSIBLE MOBILITY FOR RESIDENTS OF URBAN AREAS**

Faced with the challenges of climate change, public health and changes in the world of work, cities and towns are looking for ways to relieve congestion... and that means new transportation systems: electric and shared solutions, the



Transdev operates and maintains 22 tramway networks around the world.

reintroduction of the tramway, long-term bicycle hire, non-motorized and shared transport, all designed to create innovative intermodal solutions.

### MAJOR CHALLENGES FOR RESIDENTS OF SUBURBAN AND SPARSELY POPULATED AREAS

Connecting the suburbs to the heart of the city and with each other is one of today's major mobility challenges. Transdev is developing solutions combining technologies and new approaches, adapted to the challenges facing local areas. Some varied examples include:

— Transportation on Demand (ToD), is a transportation offer adapted to areas where the demand for shared mobility is sparse: business districts, suburban areas, rural communities or even night services. It offers a flexible solution for

the first and last kilometers of a journey. — Another approach: the *Buurtbus*, or neighborhood bus in Dutch, is a link in the solidarity economy that meets a real need to open up sparsely populated areas. The mini-buses are often driven by volunteers in an association. — Another exemplary innovation is the cable car in the city of Bogota, Colombia, which links the 700,000 inhabitants of an outlying district to the high-speed bus network. It allows better integration with the capital and has even been recognized by the World Bank as a model of mobility and social transformation.

### SOLIDARITY, INNOVATION, SAFETY: SOLUTIONS FOR VULNERABLE POPULATIONS

Transdev puts its expertise and resources to work for everyone. The Group is deploying a global offer dedicated to healthcare establishments: *Santé Mobile Service*. It includes a support solution, *Optimos*, and a network of healthcare transport professionals, with 3,000 vehicles in France, the *Carius Network*.

In the United States, and throughout the world, the Paratransit offer consists in developing Transportation on Demand for people with reduced mobility.



## Facilitating women's access to all positions

"Being a network manager means ensuring all members of our communities can travel around their local area. As a woman in a profession that has historically been dominated by men, I feel particularly sensitive to the issue of diversity. Thanks to Transdev's *Leader au Féminin* program, I dared to apply for a management position. The support I received enabled me to take up my duties in a welcoming environment. There are still few women in the transport sector (33% in Touraine, above the average), yet they are sought-after profiles... in driving (with adaptable schedules), and also in other functions. Our background as women brings a different and complementary management approach."

LUCIE ROULLIER

Director of Transdev Touraine (250 employees), France

WE EMPOWER **FREEDOM TO MOVE EVERY DAY**  
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THAT SERVE THE COMMON GOOD

# Connecting communities



In Briis-sous-Forges, in the Essonne region of France, the park-and-ride facility and express buses have boosted the attractiveness of the area

## **MULTI-MODAL TRANSIT, PROVIDING SEAMLESS JOURNEYS**

Multi-modal transit is the key to low-carbon mobility: a dense and varied network allows users to use several modes of transportation on each journey.

## **REGIONAL TRAINS, EXPRESS LANES, PARK-AND-RIDE FACILITIES: COMMON SENSE DAILY MOBILITY**

The modal shift from car to public transportation is motivated by the quality of service: time span, frequency, regularity, travel time.

The regional train is one of the key modes for connecting regions. In December 2021, Transdev Hannover GmbH launched its passenger services by operating the first three lines of the S-Bahn network in Hannover, Germany. Transdev Germany won the contract in November 2018 thanks to its reliable and high-level offer, the largest regional rail contract in its history. Next June, Transdev Hannover will take over the entire S-Bahn network in the state capital, with more modern, more accessible trains (especially for people





In Germany, rural areas are becoming better connected thanks to increased investments in local rail networks



## Providing a diverse in-the-field experience

"Offering attractive and efficient transit networks to customers and prospects is easier at Transdev because we benefit from the Group's experience in all its countries of activity. I took part in the *Trans'Lead* program, which enabled me to discover the Group's major achievements around the world through two learning expeditions: one in Europe, the other in Bogota, two very different regions. Practical work in Paris, discovery of e-buses in the Netherlands, efficiency of train lines in Germany... In Bogota, we were able to discover how Transdev is changing the lives of millions of people, thanks in particular to the BHNS, Transmilenio, and the cable car. I'm putting all of this knowledge into practice when answering my clients' questions today."

W.C. PIHL

Senior Vice President Business Development, United States

with reduced mobility), equipped with on-board wi-fi.

Express lanes, reserved for Bus Rapid Transit (BRT), provide a structured and efficient network alternative and reduce travel time, in keeping with the pace of urban life. A forerunner in France, with unique experience acquired in contexts as diverse as Rouen, Nantes, Bogota and the Île-de-France region, Transdev puts all of its project engineering and transport system expertise at the service of each local authority, to develop a tailor-made solution that is both sustainable and scalable.

It is possible to combine express lanes with another proven solution, park-and-ride facilities, which connect sparsely populated areas to major routes: in Briis-sous-Forge, a park-and-ride facility coupled with an express bus operated by Transdev connects the area's residents to a train station in Massy.

### The mobility of the future

In France, the Mobility Experimentation Laboratory (LEMON) is the shared innovation lab of Transdev and its main partners, public transport authorities, to create and test sustainable mobility solutions adapted to local contexts. Since 2014, more than 20 projects have been co-created and co-tested. Mobility in priority neighborhoods, on-demand service, on-board safety, scooters and bikes for the last kilometer of journeys: LEMON has already given rise to numerous projects across France.

### TER Marseille-Toulon-Nice: a first in France

It's a first time in France, and Transdev is happy to lead the way! On October 29, 2021, the Group became the first private operator of a regional train line in France, as part of the opening-up of domestic lines to competition (from summer 2025). The 10-year concession contract, worth €870 million, covers a key regional line, and Transdev has committed to double traffic from 7 to 14 daily return trips.

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THANKS TO SAFE, RELIABLE AND INNOVATIVE SOLUTIONS  
THAT SERVE THE COMMON GOOD

# Rethinking mobility



Innovation serving passengers is at the heart of Transdev's concerns. We continue to develop the digitalization of the customer experience in order to ensure that our passengers travel under the best conditions of quality and safety.

## **MAAS: TRANSDEV'S VERSION OF "MOBILITY AS A SERVICE"**

With the *MyMobi* application for the user and the *Maas Operations Service* for the operator, Transdev is the daily MaaS operator, for commuting and local trips. *MyMobi* allows passengers to manage their journeys,





# Sharing skills to reinvent mobility

"At Transdev, the *E-Team* ("expert team") is a program for sharing internal skills that help us find innovative solutions for our customers around the world. On my profile, I indicated my skills in transport marketing, which I use less in my current position in Colombia. As a result, I was approached by the Brazilian team to work with them on the subject. E-team is an opportunity to work on new projects, to update your skills: in short, we combine the best of all mobility, geographical and functional!"

**CAMILLE BRAX**

Transportation Project Manager, Colombia

modes of transportation, timetables and invoicing from their smartphone. And the *MaaS Operations Service* allows the transit authority to optimize its network on an ongoing basis, thanks to a dedicated platform, while keeping user data confidential. *Moovizy 2* in Saint-Étienne is a prime example.

## **M-TICKETING: TRANSIT TICKETS DIRECTLY ON THE PHONE**

The use of public transit must be made simple, and possible in a click. That's why tickets can be purchased on a smartphone, by text message or via an application with "M Ticketing". More fluidity, less paper: the smart ticket equation for everyone. On the Gooi & Vechtstreek network in the Netherlands, contactless "check in/check out" payment with credit/debit cards was introduced in 2021, again with the aim of facilitating access to transportation.

## **FLOWLY, FLOW MEASUREMENT, OPEN SOURCE DATA**

*Flowly* is a start-up born at Transdev. Its purpose is to measure the mobility flows of passengers in detail. This data allows Transdev to adjust their offer with the local authority. It has proven to be very useful in Covid times, to guarantee social distancing, and, transformed into open data, to allow passengers to anticipate their trips according to the number of passengers.

## **LOYALTY TO ENCOURAGE VALIDATION**

Transdev continues to deploy numerous actions to encourage the validation of journeys. The Transdev "My Club" loyalty program allows passengers to earn loyalty points for each trip, which they can spend with the network of partner businesses. This program, which has been deployed in several networks including Grenoble, Saint-Etienne, Lens, Reims and Rouen, makes the validation process attractive.

## **A PREMIUM SERVICE AT A LOWER COST**

In the north of England, Transdev subsidiary Cityzap launched an offer to encourage summer holidays in Yorkshire in 2021, offering the cheapest round-trip intercity fare in Great Britain. Leeds-York tickets on the express service were reduced to £1 on premium buses equipped with wireless and USB charging of mobile devices at every seat, as well as free Wi-Fi. The service connects the two cities directly and takes passengers into the heart of each, without parking fees or long walks to and from stations.

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THANKS TO SAFE, RELIABLE AND INNOVATIVE SOLUTIONS  
THAT SERVE THE COMMON GOOD

# Accelerating the energy transition



Since November 2019, the TADAO network has been operating the first hydrogen-powered bus line in France

Public transportation is one of the keys to the energy transition... and has its own decarbonation agenda. Transdev Group is the leading operator of electric buses in Europe, operates 1,800 Zero Emission buses worldwide and is accelerating on all fronts: electric buses, hydrogen, non-motorized transportation...

**Electric buses.** Transdev has been involved in electric bus technology since its launch and it represents a major axis of our energy mix. Today, the Group is the leading operator in many countries and is leading new local authorities down the road to Zero Emission, as in Colombia, with the

introduction of 400 electric buses in the Bogota metropolitan area. Transdev signed a €874 million contract with TransMilenio S.A., the city's public transport authority, to operate and maintain these new electric buses. The electrification of the fleet is also progressing in Chile, with an extension of our Redbus Urbano business in Santiago for another five years, with a total of 912 buses, 258 of which are electric. This is also the case in New Zealand, where a six-year contract has been signed for the Wellington city center airport shuttle bus service, including 10 electric buses.

**Biogas.** Worldwide, Transdev operates more than 3,000 NGV (Natural Gas for Vehicles) vehicles. Many networks are now opting for biogas, a more carbon-free alternative to NGV. Indeed, biogas is an accessible, local and interesting energy source. The average carbon footprint of a biogas vehicle is almost 4 times lower than that of a diesel vehicle\*. In France, more than 60% of the volume of gas purchased by Transdev is used by vehicles running on bioNGV.

**Hydrogen/experiments.** Transdev supports local authorities in

the development of hydrogen mobility projects with experiments and commercial operations.

In Normandy, Transdev is the initiator and major stakeholder in the Nomad Hydrogen Coach (NCH2) project alongside the Normandy Region and numerous partners. It is currently the world's first hydrogen retrofit project for a diesel bus, which will soon be running on the Rouen-Evreux Express line. This operation replaces the combustion engine with an electric motor powered by a fuel cell that converts hydrogen into electricity. The experiment is already well underway and will eventually extend the service life of existing equipment and reduce greenhouse gas emissions. Of the 1,750 vehicles in its fleet, Transdev

Normandy currently operates 580 thermally-powered Iveco Crossways and 200 Euro V models that are particularly well suited to retrofitting. Thus, through this project, Transdev and its partners are paving the way for a whole new sector.

**Solar-powered electric buses.** In Australia, on the roads of Queensland, a 39-seat 100% electric bus runs entirely on solar energy: the Capalaba depot is equipped with photovoltaic panels, for low-carbon and local energy. The new sustainable bus was entirely financed by Transdev, who have invested more than 2 million Australian dollars in the development of electric mobility in Queensland.

## Sharing expertise, co-constructing Zero Emission mobility

Since 2015, the Living Lab has been bringing together the Transdev Group's growing family of ecomobility experts from all its subsidiaries, as well as its customers, the organizing authorities. Meeting every year - online in 2021 - these experts exchange and progress together on all Zero Emission themes, in all their dimensions. With a shared focus: the decarbonization of transport is key to everyone's future.



Transdev operates rail services in 5 countries worldwide

**Bus Rapid Transit (BRT).** For many regions, Bus Rapid Transit (BRT) is a new step towards more sustainable mobility: running on dedicated lanes for greater speed, it encourages the use of public transit thanks to the frequency of rotations and a wide range of operating hours, a high level of comfort and a large passenger capacity. BRT

vehicles are increasingly powered by electric and “green” energy.

The Coach Rapid Transit (CRT) is the BRT for medium distances... and it has also just switched to electric mobility: in Provence, ten 100% electric CRT vehicles provide shuttle services between Aix-Toulon and Aix-Avignon... A French first for these distances of more than 80km.

**Bicycles.** With a fleet of 23,000 long-term rental bicycles, 3,000 self-service bicycles and the building and management of 2,000 bicycle parking spaces, Transdev is committed to soft mobility: whether it involves integrating it into intermodality schemes or developing it for local authorities, soft transport is at the heart of our strategy.



61 %

of clean vehicles

(Euro VI, hybrids, NGV or bioNGV, electric, biodiesel, hydrogen)



## Meeting the environmental challenge

“The ZE (Zero Emission) Team is the powerhouse leading energy transition for Transdev and its partners. The Dutch electric bus network remains the second largest in the world, after China. As the leading player in the Netherlands, Transdev has acquired unique experience integrating choices around infrastructure, technology, rolling stock and scheduling for electric buses into a single optimised, operationally robust system. Today, Transdev is helping the Netherlands to power ahead in meeting its goals, well above those of the Paris Agreement. The ZE team enables us to spread this expertise around the world, with the support of our ambassadors in all Transdev countries, to reach our Moving Green strategy ambition and reduce our GHG emissions.”

SPENCER MILBURN

Senior Zero Emission Project Manager, The Netherlands

Transdev empowers freedom to move every day thanks to safe, reliable and innovative solutions that serve the common good.

We connect and reconnect people and communities, the rural to the urban, providing solutions tailored to the needs of our customers and passengers.

We share and act for the collective, to contribute to the well-being of society and to create opportunities and progress.

We care about people and the environment, in order to achieve reliable and sustainable mobility.

We dare to take up challenges and step out of our comfort zone to always offer the best solutions and innovations in response to tomorrow's challenges.

We are people serving people.  
And mobility is what we do.

**EVERYTHING ABOUT  
MOBILITY, EVERYWHERE,  
WITH YOU.**

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