

Bus services



Connecting new lines, together.



Drawing from our long experience as a multimodal operator, we look forward to assisting you with the construction and optimization of your mobility systems and services.

Our ambition is to develop with you, in a genuine spirit of partnership, customized, safe, effective and responsible transit solutions that are adapted to your needs and constraints and closely in tune with customer expectations.

The mobility of the future will be personalized, autonomous, connected and electric. This is our firm belief. Innovation is at the heart of our approach, in order to constantly improve the performance of public transportation services and make the promise of “new mobilities” a reality, for everyone.

As well as uncompromising safety, which is our credo, our overriding concern is the satisfaction of our customers and the quality of their experience. Every team member in the group engages on a daily basis to meet these challenges and implement solutions both for today and for the future.



Thierry Mallet
Chief Executive Officer



Renaissance for bus services

There was once a feeling that the common transit bus had become a ‘lost’ or ‘secondary’ mode of public transit trailing behind metro and light rail systems, which often took the spotlight. The perception has changed in recent years, supported by public leaders with ambition of multi- and intermodal networks in which buses truly complement, cultivate and support mobility.

RE-INVENTING BUSES

To achieve these goals for transit authorities and customers, continuous service design and evaluation of network capacity is necessary to meet people’s evolving expectations and behaviors. It means understanding the urban environment and working to integrate visible, high frequency, rapid routes with secondary services tailored to suit less dense suburban areas and creating strong interchanges between the different levels of services. Buses have many advantages in achieving this vision compared with other public transportation modes; bus

Today’s modern bus concept is no longer that of a stagnant spider-web network of oversized, loud and loitering “diesel guzzlers”, but rather a dynamic and integrated set of services, supported by interactive communication technologies, attractive and eye-catching branding and environmentally high-performing vehicles.

A BETTER WAY WITH BUSES

Beyond the basic customer needs for reliability, punctuality and safety, there are now growing expectations in terms of accessibility, convenience and comfort. Upgraded



services offer greater flexibility with its aptitude to adjust routing, vehicle sizes, and frequency to meet different demands. It is a very efficient mode of transportation and considerably less expensive than other transit options. With operational enhancements and technical innovations such as cleaner and quieter fleets (including fully electric vehicles), the transformation has been accelerated thanks to cutting-edge solutions such as real-time, interactive and mobile information systems, smart-card ticketing solutions and sophisticated network design methodologies.

schedules and travel times with seamless connections have proved effective in seducing many new customers to a modern urban lifestyle. It means fast and reliable bus services for inhabitants, where and when they are needed, connected to other transportation modes and serving both high and low-density areas.

Transdev, with its broad multimodal experience and long-lasting relationships with public transit authorities is the proud operator of several of these rejuvenated bus networks. From Melbourne to Rouen and New Orleans to Santiago, its highly qualified teams are revolutionizing bus services with the commitment to improve performance, optimize cost and deliver a better customer experience.

Good reasons to choose **Transdev**

SAFETY

Our credo - Uncompromising safety

For transit authorities, no measure of performance is more important than safety. We train our team members thoroughly, and reassess drivers regularly. We operate a growing number of vehicles equipped with video technology to record driving events, and the collected information is used to prevent future incidents by coaching drivers. In the USA, SmartDrive has resulted in a 55% reduction of high-risk behavior events since the inception of the program in 2011.



CLARITY

The best bus network

We understand the pressures faced by transit authorities, caused by limited resources and growing demands from customers. To build the best service offer, we use our C.L.E.A.R. methodology (which stands for Clarity of routes, Level of service, Efficiency, Accessibility, Readability of schedules). Based on customer-centric principles, the benefits are an optimized network for the customers and the best value for money for the transit authority. In New Orleans, bus ridership has increased by 56% between 2009 and 2016 after the rejuvenation of this multimodal network.

INTEGRATION

Connecting people

We know that minimizing travel time and simplifying transfers are key factors in building and retaining ridership – especially in large urban areas where many customers rely on more than one transportation mode. Transdev works to integrate bus services with other modes, including walking, car and bike sharing, by designing bus schedules that make connections smooth, easy and convenient. The “Crossroads of Mobility” in partnership with the city of Grenoble, France, provides an effective link between all modes of transportation and aims to increase public transit ridership by 30% over the next five years.

MAINTENANCE

Extending vehicle lifespan

Transdev is committed to running an optimal maintenance program; one that is predictive and operating at the highest possible efficiency. Moving toward predictive maintenance includes the use of automatic vehicle monitoring and smart sensor technology. After a pilot phase in Île-de-France (greater Paris region), the use of this latest technology has proved effective in reducing unscheduled downtime and maximizing performance, increasing bus availability and minimizing traffic disturbances. We have experience with almost every type of transit vehicle ever built and ensure that our maintenance teams are well trained.

PARTNERSHIP

Helping our clients get the most out their resources

With the necessity to optimize public funds we have the know-how to develop the most economically sustainable transit solutions. In NICE Bus on Long Island, USA, we procured 24 new Paratransit Minivans so our client, Nassau County, could reserve its capital resources for other priorities. In New Orleans, USA, in the context of a unique Public-Private Operating Partnership, we leveraged our expertise to help secure a US\$45 million federal TIGER grant for the local transit system.

ENVIRONMENT

Committed to lowering our impact

Transdev has an industry-leading environmental management system. We measure our emissions, our carbon footprint, and are implementing effective programs such as eco-driving. Currently, 5,000 vehicles are equipped with monitoring material, enabling reductions in energy consumption of 5% - 6%, and consequently reducing CO₂ emissions. We are also at the forefront of energy transition, operating fully electric bus lines and networks in six countries. In Eindhoven, for example, we are operating the transition of a network of more than 200 buses to fully electric by 2022. With our expertise and consulting capabilities we advise our clients on the best energy mix and technical solutions.

CUSTOMER CARE

Making every customer feel special

At Transdev, we don't just transport people from one place to another. We aim to make every trip a positive experience. Going for Care, our proprietary change management program is more than training. Its success comes from its capacity to engage all departments in the organization and develop a high-performance culture of customer service. In Sydney, the team in the "Mount Kuring-Gai" service has experienced a 50% increase of customer compliments since the launch of the program in 2014.



TRANSITION

Guaranteeing a seamless service transition

Transdev has extensive experience in the management of starting up and transitioning; either from the ground up, from another operator, or converting a publicly operated transit service to a private one. In 2012, we successfully converted Nassau County's large public bus system to a private operation. In 2013 in Melbourne, Australia, we converted multiple smaller independent bus operations into one. Transition in Eindhoven in 2016, including the start of operations of electric buses, was a success. The three of them were done in a short three months, and on the first day of operation customers saw 100 percent of their service on the street - not one missed trip.

TECHNOLOGY

Pioneering in mobility

We leverage the expertise of our worldwide network to bring the latest cutting-edge technology to our clients and customers. We have invested extensively in technology to improve on-time performance and provide passengers with real-time information. By turning our buses into connected objects, we can remotely follow their performance and ensure an efficient predictive maintenance. Our real-time passenger information apps include all modes of transportation to foster multimodality, and enable ticketing and sales through eBeacon technology. Both our predictive maintenance and Moovizy Saint-Etienne app are award winners at the UTP Innovation Trophies.

TRANSPARENCY

Reporting performance

We will always be open with our operations and our data. We operate best when we can share what we are doing and how we are doing it with our clients. We have developed a comprehensive performance reporting system with clear and simple dashboards available in real-time. With MIPOV in the Netherlands, VISION in the USA, and TRANSPARENCE in France, our clients have direct access to all the important performance indicators. Our commitment to transparency supports our ambition to be the trusted partner of our clients.

Uncompromising safety

Our credo

Ensuring the safety of our customers and employees is the most important thing we do every day. Transdev's commitment to "uncompromising safety" is deeply anchored in our group's culture and fundamental belief that safety excellence overrides all else. Transdev has formalized and structured its safety management process around a common policy and 10 safety principles, which has been implemented by local safety leaders at each location.

In deploying common standards and processes to ensure a safe transit system, best practices are being spread to every location. Three aspects are dealt with: safety for our passengers in and around our buses, bus stops, transfer points and ticket agencies; safety for our fellow road users with whom we share the lanes; and the safety for our employees in their workplace to prevent accidents.



NON-STOP IMPROVEMENT

Beyond the common policy framework including the 10 safety principles, we are continuously reviewing potential risks to avoid accidents. It is a goal that requires constant attention and the ongoing commitment of all our local teams. Transdev's approach includes a Safety Manager in each country, a community of sharing information between those Safety Managers, monitoring performance indicators and the implementation of a Safety Management System (SMS) based on rigorous company standards. Transdev's SMS provides our operations with a range of

tools to measure and analyze their safety performance and adjust operating methods as part of this continuous improvement approach.

SAFETY IN ACTION

In the Netherlands, we provide an online safety course, which accelerates knowledge transfer through modules that combine image, text and sound.

In France, a QSE label (FACE) has been deployed throughout the whole country. Using an audit grid, each site can conduct an analysis and evaluate areas of improvement. Moreover, 75 networks around the world are certified ISO 9001, one of the highest international standards in Quality Assessment.

In Australia, (New South Wales) a dedicated "On Road Assurance Team" rides with drivers to give feedback on several fronts, including safe driving. Specific approaches are also possible, like the focus campaigns conducted by our Queensland bus operation to identify route hazards and deal with issues such as poor visibility areas and bus stops requiring specific pull in and out of manoeuvres.

UK has been focusing on reducing accidents between cyclists and motor vehicles. The "Cycle Alert" system was designed to warn bus drivers of nearby cyclists on the two main campuses of the University of York. This highly innovative system enables the presence of cyclists to be detected via a magnetic label on the bike – the first in the world!



Our safety culture encourages input from everyone in the group as well as each operation. Progress is as much about sharing good practices and changing behavior as it is about technical advances. Together, we'll set the standard.

Our ambition:

“ To be the trusted partner of our clients and customers by pioneering in mobility. ”





Group Commercial Department
www.transdev.com

Santiago – CHILE

Redbus Urbano – Restructured and modernized mobility



CONTRACT FACTS

TRANSIT AUTHORITY
Directorio de Transporte Público Metropolitano

OPERATOR
Redbus Urbano (RBU), a Transdev company

CONTRACT START
2007

KEY FIGURES

1.1 million inhabitants, 9 aeras of the Santiago metropolitan area (19% of Chile's total population)

SYSTEM
56 routes
1 intermodal station
2 metro transfer points

RIDERSHIP
89 million passengers/year

VEHICLES
652 buses

STAFF
2,500 employees

Context

In Santiago, public transportation accounts for 60% of motorized trips. Transantiago is the public transit system that serves the city since 2007. The creation of Transantiago followed a major restructuring of the public transit system that was previously operated by thousands of independent bus service providers. After a decade, the system is still facing important challenges in which Transdev, the only bus operator with both international and local expertise, plays a key role.

Transdev's answer

Selected as one of the Transantiago bus operators, Transdev:

- > Provides professionalization for better performance to help the transit authority meet its objectives;
- > Has created a Transit Studies Department in order to evaluate the transit system and its potential;
- > Has implemented service improvements in high-demand areas for increased performance and customer service.

Faster and smoother connections for a better passenger experience

- > Coordinated timetables for easy and convenient intermodal transfers.
- > Increased number of routes with direct connections to the metro.
- > A workgroup with Metro S.A. created in order to improve connections between the metro and bus system. Topics include: improvement of passenger information, solutions in order to decrease congestion rates at metro stations during peak hours, and optimization of the service during off-peak.

A full commitment to reduce fare evasion with DTPM, Transantiago's Public Transit Authority

- > Creation of a dedicated department to integrate RBU and the Transantiago through social services in the different districts of Santiago in order to reduce

Objectives

- > Increase passenger demand.
- > Reduce fare evasion.
- > Increase passenger satisfaction.
- > Increase multimodality with other transportation modes.

fare evasion and the number of driver aggression and bus vandalisms (since 2014).

- > Implementation of mobile payment areas to facilitate and control the payment at bus stops (since 2015).
- > 150 employees dedicated to control fare evasion (2016 figure) on board and at bus stops.
- > 200 turnstiles installed in our buses (30% of the fleet equipped at Q1 2017). After the excellent result of this initiative, DTPM is now proposing to subsidize the implementation of our turnstile system to all operators in 2017.

A Network that not only benefit from Transdev Group know-how but that is also actively participating to it

- > RBU has won at Transdev Group level two Innovation Awards (out of a total of 15) in 2016. One award was a bus dispatching system developed with the UC University of Santiago and implemented in RBU. This system gives their line performance (regularity, frequency) to onsite employees and drivers in real time, improving our passengers satisfaction. This system is now being implemented in other Transdev transportation networks.

Transdev ambition for the coming year is to further implement tools with the authorities that will help to manage our passengers experience in order to improve bus' attraction and therefore to increase its demands.

RESULTS

- > We are the only bus operator that managed to control its ridership during 2016 (neutral trend) and that is having +5% ridership increase in 2017. All other bus operators are having negative trends.
- > Very proud to have 2016 Transantiago Best Female driver among Transdev employees.
- > Over 5,000 passengers, 35% of which were students, benefit from our community social service in 2016.

Haaglanden – NETHERLANDS

Transdev Netherlands
Partnership in times of recession



CONTRACT FACTS

TRANSIT AUTHORITY
Metropoolregio
Rotterdam Den Haag
(MRDH)

OPERATOR
Connexion, a Transdev
Netherlands subsidiary

CONTRACT START
2009

KEY FIGURES

*1 million inhabitants
in the Hague region
500,000 served in the
surrounding areas*

SYSTEM
35 routes
800 stops
7 transfer points/transit
centers

RIDERSHIP
10 million passengers/year

VEHICLES
119 buses
(115 CNG, 4 diesel)

STAFF
330 employees

Context

The Hague region has a population of almost 1 million people. In recent years, traffic has increased by 2% every year creating traffic congestion and greater pressure on accessibility, road safety and quality of life in the region. In response Stadsgewest Haaglanden drew up an ambitious plan for a high standard public transit network. When the economic recession hit around 2009 the transit authority was facing the necessity to cut back services and timetable hours, and abandon its planned bus infrastructure improvements and service extensions.

Transdev's answer

An accessible and environmentally friendly fleet

- > Introduced a fleet of completely new CNG buses (Compressed Natural Gas) with the lowest environmental impact.
- > All vehicles were low-floored and equipped with both kneeling system and wheelchair ramp for disabled customers.

Improved system performance

- > Restructured the bus network and timetables to optimize performance.
- > Continuously analyzing journey times and carefully chosen "time stop" locations to improve punctuality.
- > Improved connections with the core rail network by synchronizing timetables at major transfer points.
- > Developed clear and simple timetables by using same frequency and departure times for the most part of the day.
- > Adjusted service frequency and capacity according to customer needs.

Objectives

- > Maximize the level and quality of public transit with limited public funds.
- > Ensure mobility within The Hague Region and surrounding areas to combat congestion and improve air quality.
- > Provide a safe public transit that is accessible to all.
- > Increase ridership through modal shift.

Focusing on customer satisfaction

- > Equipped all buses with geo-navigation system with all routes pre-programmed to ensure a correctly driven and on-time route every time.
- > Combined Customer Service with Traffic Control within the region itself, to provide more timely and accurate passenger information at times of service disruptions.
- > Created targeted marketing campaigns specifically focussing on non-transit users.
- > Simplified fare and ticket structure.
- > Worked diligently to introduce the OV-chipkaart, the national smart card for public transit, for a smooth transition and adaptation for all customers.

RESULTS

- > Improved customer satisfaction score with 0.3 up to 7.7 in 2016 (on a scale from 1 to 10); thus scoring above the average of 7.6 in the country.
- > Increased ridership by 8.5% between 2014 - 2016.
- > Customer safety perception improved from 7.7 to 8.1 between 2010 - 2016 (on a scale from 1-10).



Melbourne – AUSTRALIA

A better way with buses



CONTRACT FACTS

TRANSIT AUTHORITY
Public Transport
Victoria

OPERATOR
Transdev Melbourne
(TDM)

CONTRACT START
2013

KEY FIGURES

*4.3 million inhabitants,
9,990 km² area,
the capital and most
populous city in the
State of Victoria*

SYSTEM

46 routes (including SmartBus routes, a Premium network providing 'cross-town' connections to train stations, tram lines, schools, universities, hospitals and shopping centres)
123 school bus services
6 depots
3,610 stops
24,440 weekly services
36 million vehicle km/year

RIDERSHIP

36 million passengers/year

VEHICLES

505 buses

STAFF

1,200 employees

Context

In the decade between 2001 and 2011 Melbourne has had the largest population growth of all Australian capital cities with an increase of almost 650,000 people. Over the next two decades, this trend is expected to continue with Melbourne's population predicted to grow by more than 30%. To meet future demand and maintain Melbourne's status as one of the world's most livable cities, the government has recognized the need to create a world-class fully integrated transportation network that provides greater capacity, efficiency, and supports modal shift away from private cars.

Transdev's answer

Transdev presented a unique and comprehensive bus service solution that was fully aligned with the transit authority's objectives focusing on customers, world-class service delivery and choice.

Uncompromising safety

- > Enhanced safety culture, leadership and commitment.
- > Improved safety systems.
- > Effective safety governance and risk management.
- > Achieve and maintain safety accreditation.

Operational excellence

- > Applied C.L.E.A.R. methodology.
- > Optimized route planning, design and capability.
- > Improved reliability, frequency, punctuality and intermodality.

Superior Customer Service

- > Deployment of T.ex, the Customer Experience methodology by Transdev, by staff members coming from all departments within the organization, leading to a 46 ideas action plan.

Objectives

- > Successfully integrate several bus operations into one large and efficient operation.
- > Guarantee seamless transition of operations and no disruption to services.
- > Continue to grow ridership and successful revenue protection.
- > Improve coordination with other transportation modes.
- > Develop improved standards overall for bus customers to make the mode more attractive.
- > Deliver new state-of-the-art bus depots and facilities.

International Customer Service Standards Certification.

- > Customer service innovations; disruption alerts via SMS, email, website and social media; use of QR codes; onboard audio and visual information and more.

Quality Asset Management

- > Optimized fleet maintenance planning and implementation.
- > Minimized environmental impact by introducing Eco Depot standards which includes rainwater harvesting tanks, environmentally sound material choice; maximization of natural light and ventilation; incorporation of LED and sensor lighting; use of solar effective window coatings.
- > Superior Technical Maintenance Schedules – developed in collaboration with our interstate operators who have extensive experience operating similar fleets in similar environments.
- > Implementation of MobilEye – improved safety and fuel economy by using an advanced driver assistance system.

RESULTS

In the first 12 months of operation:

- > Reliability consistent at 99.8%.
- > Ridership increase by 12% in 2013/14.
- > Introduced major network changes to provide better connections to trains, more direct and frequent services where there is a greater demand.



CONTRACT FACTS

TRANSIT AUTHORITY
Public Transport
Authority of Western
Australia – Transperth

OPERATOR
Transdev WA

CONTRACT START
Rockingham – 2004
Joondalup – 2011
Fremantle – 2004
Perth CAT – 2016

KEY FIGURES

*2 million inhabitants
served, 310 km² area*

SYSTEM
37,000 services/week
94 school bus routes
33.5 million route km/year

RIDERSHIP
32.9 million passengers/year

VEHICLES
559 buses

STAFF
1,074 employees

Context

Perth is the fourth most populated city in Australia and capital of the state of Western Australia. The city recognized early on that public transportation is one of the key levers through which the local government is able to deliver vibrant and revitalized activity centers that are well connected to the city's residential areas. Furthermore, city leaders understood the need for these connections in both central districts and perhaps more importantly outer suburban areas where mobility is limited and inhabitants are most vulnerable to rising transportation costs.

Transdev's answer

Transdev's safety strategy known as "Safe@transdev - everyone, always", continues on the excellent work implemented under the WorkSafe plan that was an industry-wide assessment tool introduced to measure our approach to health and safety management. "Safe@transdev - everyone, always" goes further by developing a proactive and systemic approach to safety ensuring long term benefits in best-practice, operating efficiency and cost management.

Our people

The happy heart program conducted in partnership with Curtin University Occupational Therapy Department and GIO (workers' compensation insurer) where basic health checks and information about achieving a healthy lifestyle are provided at the depots. In addition, we also offer our people access to free flu vaccinations as well as subsidised health insurance and subsidised gym memberships. All these programs are voluntary.

They:

- > Reinforce our commitment to the health and wellbeing of our teams.
- > Positively reduce absenteeism through caring for our colleagues.
- > Generates a high performing culture.

Objectives

- > Ensure uncompromising safety for all who travel, work or interface with the transit system.
- > Deliver best-in-class operational performance.
- > Provide a superior customer and client experience.
- > Create a high performance culture focusing on people and systems.
- > Improve operating efficiency and cost management to alleviate pressure on public funds.

Accredited excellence and continuous improvement

Being accredited contributes to the business achieving outstanding operational performance and by delivering a high performance culture.

- > Quality Management System (ISO 9001).
- > Environmental Management System (ISO 14001).
- > Occupational Health and Safety Management System (OHAS 18001 and AS/NZS4801).
- > Working towards Asset Management ISO 55001.

Transforming with Technology

We have been progressively implementing new technology to improve our operational efficiency and experience for our people. With the introduction of tools such as TomTom telematics, new scheduling and maintenance software, we are looking at ways to better manage our day to day operations so that we can simplify the way we do things.

Experience the perfect journey

- > A client and customer promise, with results in the 90% (Passenger Satisfaction Monitor), in which we commit to do our very best to make sure customers have a safe, reliable and comfortable journey whenever they travel with us. This ensures the provision of a superior customer experience that also reflects well on our client.
- > Service excellence award (CILTA) 2016 winner.

RESULTS

- > Customer satisfaction – 92% (2016).
- > Reliability – 99.5% (2017).
- > 95.5% fleet availability (2017).

Sydney – AUSTRALIA

Transdev NSW

Simpler, faster better bus services



CONTRACT FACTS

TRANSIT AUTHORITY
Transport for
New South Wales

OPERATOR
Transdev NSW

CONTRACT START
Region 10 – 1999
Region 12 – 1999
Region 13 – 2003

CONTRACT DURATION
Region 10 – 8 years
Region 12 – 9 years
Region 13 – 8 years

KEY FIGURES

SYSTEM
23.4 million kms covered
in operational delivery
6,133 bus stops serviced
7 depots
2 metro busing
replacement contracts
Major events contracts
– delivering spectators
to various major Sydney
events
6 Nightride contracts

SERVICES
21,000 services/weekly
85 commuter routes
492 dedicated school
routes
19,934 charter bookings/
year

RIDERSHIP
22.2 million passengers/year

FLEET
423 buses

STAFF
896 employees

Context

The New South Wales Long Term Transportation Master Plan 2021 recognized buses important role as part of an integrated transit system and for connecting centres with local regions. In delivering Sydney's bus future, Transport for NSW have underpinned their bus network vision around the following action areas – improving the customer service, creating more efficient integrated bus networks, upgrading fleet and associated infrastructure and ensuring integration incorporating ticketing and service planning across modes.

Transdev's answer

Transdev NSW operates an extensive bus network in Sydney's western, south western and northern suburbs. We provide regular route services, dedicated school services and charter services out of our seven depots located at Taren Point, Menai, Revesby, South Granville, Bankstown, Kingsgrove and Mt Kuring-Gai.

Uncompromising safety

Safety for customers and our people remains paramount. A persistent focus in our safety culture has seen the investment in continuous improvement initiatives addressing key areas such as risk identification, safe working procedures, workplace and customer injuries, education campaigns and investigation procedures. Collectively these programs have culminated in dramatic decreases in injuries with LTIFR down from 8 to 0 and LTISR down from 183 to 0 in three years. Workers' compensation premiums have reduced dramatically while customer perceptions of safety and security have increased significantly.

Relentless focus on Customer Service

Customer service is part of the Transdev DNA; we put the passenger at the heart of what we do and how we operate by delivering a superior customer

Objectives

- ▶ Ensuring the uncompromising safety of all those who travel, work or interface with our network.
- ▶ Providing a superior customer, client and stakeholder experience.
- ▶ Creating a high service delivery culture.
- ▶ Improving operating efficiency and cost management to ensure financial sustainability.

experience. Transdev's three Sydney Metropolitan Bus Services contracts were ranked first, equal second and equal fourth out of 14 contract regions in Transport for NSW's most recent independent surveys. Our methodology is based on the "Transdev Way of Customer Experience" (T.ex) which brings an approach based on customer centricity and tools focused on understanding our customers.

Improving reliability through maintenance management

Robust maintenance management systems are crucial to ensuring we deliver the highest standards of reliability and vehicle availability for our passengers. Transdev's Quality Asset Management is led by three overarching principles – leadership, accountability, and partnership. Anchored in this framework is reducing on-road failures as much as possible and empowering all employees on their contribution to improving maintenance programs and service reporting. This consistent and thorough approach has generated significant results in fleet availability, MDBF and customer satisfaction increases around timeliness, comfort and cleanliness of the vehicles. The ultimate outcome resulting in a better service quality for our customers.

RESULTS

- ▶ Our contract 12 business achieving the highest ever Customer Satisfaction score for a NSW bus company at 97%.
- ▶ 96.11% on-time running (target 95%).
- ▶ 99.44% service reliability (target 99%).
- ▶ 2015 Transdev Global Safety Award.
- ▶ First private bus operator to rollout Government electronic ticketing scheme, Opal.
- ▶ A strong management focus on absenteeism has seen a 21% reduction in three years down to 2.1%. This is a best in class result.

Nantes – FRANCE

Chronobus

For eco-friendly, efficient mobility



CONTRACT FACTS

TRANSIT AUTHORITY
Communauté Urbaine
de Nantes Métropole

OPERATOR
SEMITAN, a semi-public
company

CONTRACT START
2010

KEY FIGURES

593,000 inhabitants
in 24 towns served
within a 524 km² area

SYSTEM

Light Rail
BRT Busway®
River shuttle
Fixed routes

RIDERSHIP

105,000 passengers/day
133,5 million passengers/
year throughout the
whole network

CHRONOBUS

10 high quality bus routes
6 Park & Rides with 100 km
1,280 parking spaces

SERVICES

In peak every 5-8 min,
off-peak every 10-12 min
Service hours : 5 am to
midnight
(Saturday until 2:30 am)

VEHICLES

120 articulated buses

STAFF

1,793 employees including
1,134 drivers

Context

For nearly 30 years, the city of Nantes has played a prominent role in driving sustainable transportation and innovation. The Nantes Métropole master plan for urban transit for 2010-2020 called for planning and developing a BRT system to reinforce the existing local transit system. The success of high quality rapid transit services was a key component of the master plan, which aims to reduce the modal share of private cars to 50%. After launching the Busway® BRT line, entirely operated on dedicated lanes, Nantes Métropole and SEMITAN wanted to develop a complementary high quality bus network. This is how Chronobus was born, with a program of 9 routes partially operated on dedicated lane.

Transdev's answer

A long-time partner with a long-term vision

For more than 20 years, Transdev along with SEMITAN, has been supporting and advising the Nantes Metropolitan area on the many improvements made to their transit system.

Performance

Chronobus has been a very successful addition to the existing light rail and Busway® systems by providing:

- > Reliable running times thanks to dedicated infrastructure;
- > High frequency and long hours of operation;
- > Full accessibility for persons with reduced mobility.

Objectives

- > Create high quality urban bus routes close to light rail standards.
- > Expect a working relationship between Nantes Métropole and the operation based on a win-win partnership.
- > Demonstrate the local political vision and will to provide high quality mobility by road infrastructure improvements favoring bus services.
- > Offer reliable, attractive branded transit with low investments.

Service conceived for comfort and to attract customers

- > Same time schedule all year round, irrespective of the school calendar.
- > Same route system all year round (customers can count on night services).
- > Bus stop accessibility (compatible and accessible).
- > Visual identity for routes (e.g. vehicles, stations, plans and new route numbering).
- > Real-time passenger information displays at main stops.

RESULTS

- > The Chronobus concept is locally well known and very popular.
- > Overall satisfaction rate of 80%.
- > Between 85-95% of the runs are on time, depending on the route.
- > 30-40% ridership increase depending on the route.
- > Quality Service Standards Certification by Afnor Association (French Association of Standardization and Certification).



Edenkoben – GERMANY

Palatina Bus – A modern bus operation with a long history



CONTRACT FACTS

TRANSIT AUTHORITY
Verkehrsverbund Rhein-Neckar on behalf of several counties and cities in Rhein-Neckar Region

OPERATOR
Palatina Bus GmnH, a Transdev company

CONTRACT START
Edenkoben Depot: Neustadt Los in 2013
Waibstadt Depot: Sinsheim Nord in 2010
Sinsheim Süd in 2011
Ludwigshafen Depot: Rheinpfalz in 2015

KEY FIGURES

Rhine-Neckar region with 2.3 million inhabitants served

SYSTEM
Edenkoben Depot
10 routes
400 bus stops
Waibstadt Depot
13 routes
300 bus stops
Ludwigshafen Depot
14 routes
542 bus stops

RIDERSHIP
8.8 million passengers/year

VEHICLES
91 busses of various types
124 busses including subcontractors

STAFF
151 employees

Context

In the Rhine-Neckar Metropolitan Region (2.3 million inhabitants), located in southwest Germany, public transit is organized by Verkehrsverbund Rhein-Neckar (VRN). For oversight and efficiency purposes VRN split the bus network into 70 different route bundles. Most bundles are tendered and operated by private operators while some in larger urban areas are publically operated and not subject to tendering. Route design and timetabling are done by VRN and its 24 member authorities. Operators are allowed to develop quality improvements. To stimulate performance and ridership operators bear the commercial risk.

Transdev's answer

Having operated in the region since 1913 (still out of the Edenkoben depot), we have a deep and comprehensive knowledge of the local communities, residents and visitors.

Standardization for optimal performance

- > Created a common management organization for the depot locations.
- > Improved fleet management and vehicle use.
- > Pooled Marketing and Communication resources to build a shared visual identity and greater impact in the community

Partnerships for a unique service concept

- > Established a new combined service concept for all locations by partnering with several small private bus operators.
- > Ensured better use of existing facilities, including those owned by subcontractors, minimizing production costs and empty kilometers.

Objectives

- > Improve service quality and customer experience.
- > Develop a set of common standards for all transit services, vehicles, sales systems, real-time information.
- > Decrease public subsidies through competitive tendering.

- > Supported the local economy and the political goals of the transit authority by engaging the small existing operators (approximately 35% of service kilometers are produced by our local partners).

Focus on the customer

- > Deployed customer satisfaction surveys.
- > Enhanced customer sales and payment channels.
- > Introduced targeted marketing campaigns for certain customer segments, i.e. school children, students, seniors, hikers and more.

Service design for optimal performance

Due to our extensive knowledge of transit planning, including Network Design, we were allowed to further develop the bus network, lines and timetables.

RESULTS

- > 30% increase of service offer through a new 10 year contract, reflecting the PTA's satisfaction with the service provided.



CONTRACT FACTS

TRANSIT AUTHORITY
Syndicat des transports parisiens (STIF),
greater Paris region

OPERATOR
Transdev IDF

CONTRACTS
80 different contracts
operated on behalf of STIF
35% of suburban
peri-urban bus/coach
routes

KEY FIGURES

*11.7 million inhabitants
in 1,280 municipalities,
including the city
of Paris*

SYSTEM
Fixed routes
Express services
On-demand services

RIDERSHIP
185 million passengers/year

VEHICLES
2,700 buses and support
vehicles

Context

Given its economic weight, the greater Paris area (the Île-de-France region) is of strategic importance. The world's top tourist destination, Paris and its metropolitan area, are economically dynamic and contain major research and academic clusters. Among all challenges, at the top of the list are housing and transportation. In this context, STIF's mission is to modernize and extend existing systems while improving passenger comfort.

Transdev's answer

Transdev supports STIF policy of bus services development in suburban and peri-urban areas in the greater Paris region:

- > By providing its expertise in terms of identification of mobility flows and market analysis.
- > By counseling local governments on network design issues in order to encompass all mobility needs.

Developing peripheral connections: the case of Gonesse BRT Line (line 20)

Transdev launched the Gonesse BRT line by the end of 2016, enabling fast commuting (26 minutes) between the regional rail stations RER B "Parc des Expositions" and RER D "Villiers-le-Bel".

Line 20 permits efficient peripheral mobility in the Seine-Saint-Denis et Val-d'Oise departments, facilitating the population's access to the dense economic area surrounding Charles de Gaulle Airport and the Gonesse Triangle. Moreover, line 20 is responsible for the generation of 63 direct jobs.

During the project phase, Transdev know-how brought value to the STIF and partnered local governments by completely restructuring the local network to integrate this new line of 10.6 km,

Objectives

- > Provide better transit coverage and connections to large secondary hubs, to balance out the inequality in transit services available in the central business districts and the suburban and peri-urban areas.
- > Make transit services more attractive and efficient.
- > Increase transportation capacity to relieve both traffic congestion and overcrowded buses.
- > Improve connections to the airports in the area.

including 8.8 km of dedicated lanes and 23 streetlight priorities at street crossings.

Going beyond with electromobility

Since December 2015, Transdev has been trialing an electric bus on the R'Bus network between Argenteuil and Sartrouville rail stations in the Paris region. Its batteries have sufficient range (250 km) to provide daily service without the need for recharging. In addition to the electric mini-buses already operated by Transdev in Île-de-France (Rambouillet and Coulommiers), the aim is to propose a fully electric route to the STIF transit authority.

Express Lines: improving mobility in the Île-de-France Region

Flagship operator in the greater Paris region, Transdev manages most of the Regional Express Lines in close partnership with the STIF.

The Express Lines are operated according to the highest standards in the industry: high quality of service, real-time passenger information, on-board entertainment and high-profile interior design of vehicles are some of the distinctive attributes of these lines.

RESULTS

- > Exceeding average bus capacity by +35%.
- > 2007-2011 increased ridership by 50% on the A14 express route and 69% on the 95-18 express route.
- > Proxibus is appreciated by customers who rate their overall satisfaction at 9.1 out of 10 (2010).

New Orleans – United States

RTA – Heritage of the past,
mobility for tomorrow



CONTRACT FACTS

TRANSIT AUTHORITY
New Orleans Regional
Transit Authority (RTA)

OPERATOR
Transdev

CONTRACT START
January 2009

KEY FIGURES

*Serves Orleans Parish
with a population of
361,000 over 313 km²*

SYSTEM
30 bus routes
5 streetcar lines
2 ferry routes
2,607 bus stops/shelters

RIDERSHIP
18.6 million passengers/year
60,000 passengers/day

VEHICLES
146 fixed route buses
66 streetcars
61 paratransit vehicles
4 ferry vessels

EMPLOYEES
726 employees

Context

In 2009, the Board of Commissioners of the Regional Transit Authority of New Orleans signed with Transdev the first “Public-Private Operating Partnership” contract in the United States to manage and operate all aspects of public transportation. Transdev’s mission was to rebuild the entire transit system, which was almost completely destroyed by Hurricane Katrina, and then over time to revitalize it. Other key goals were to improve performance in every major area of operations, and make it more efficient and quality focused, all with limited funding and constrained resources.

Transdev’s answer

Improve the transit system, build ridership and maintain a strong focus on quality service and operational efficiency

Together the RTA and Transdev restored and re-stabilized the entire transit system by 2014, a remarkable achievement given the extent of the destruction and complexity of the issues.

Rebuilt the entire infrastructure of the transit system increased streetcar service hours by 88% and helped secure funding to build and open two entirely new lines, on key corridors (one in 2013 and one in 2016).

Customer focused mobility

- > integrated network, supported by a multimodal M-Ticketing System.
- > Launched state of the art web and mobile sites, and mobile ticketing.
- > Introduced social media and SMS alert systems to

Objectives

- > Aggressively rebuild the devastated New Orleans transit system, more than 90% of which was destroyed by Hurricane Katrina.
- > Improve the transit system to facilitate the city’s renewal and its future development
- > Improve mobility for the large transit-dependent population of New Orleans, as well as for the city’s many tourists.
- > Once the system was restored, by 2014, move to expand service as aggressively as funding would allow.

communicate service disruptions and other vital passenger information.

- > Secured funding for a new ferry terminal with streetcar and bus connections, to open in 2018.
- > Real-time bus/streetcar arrivals on web and via app, built on a new GPS infrastructure, will be launched in early 2018.

Community outreach

> Transdev uses multiple channels to listen to customer feedback including customer surveys, social media and regular attendance at community meetings.

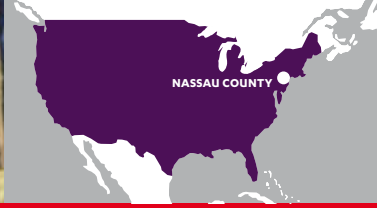
To help local businesses grow, the RTA and Transdev have invested heavily in the Disadvantaged Business Enterprises (DBE) – a race and gender-neutral marketplace. RTA has set a goal to ensure that over 30% of goods and services purchased each year go to DBEs and together Transdev and RTA have exceeded that goal.

RESULTS

- > RTA ridership has grown 62% since 2009, significantly higher than the 13% population growth.
- > Bus ridership increased 56%, streetcar 72% and paratransit 57% since 2009.
- > Transdev reduced cost per service hour by 60% since 2009, due to focus on accountability, streamlined processes and cost control.
- > The combination of increased ridership and reduced costs per service hour means the City of New Orleans is getting far more trips for significantly less cost.
- > Accident rates decreased over 40% since 2009 in all modes.

Nassau County – United States

NICE
Better Service. Lower Costs.



CONTRACT FACTS

TRANSIT AUTHORITY
Nassau County

OPERATOR
Transdev

CONTRACT START
January 2012

KEY FIGURES

Serves a population of 1.3 million over 743 km² in a key region bordering New York City

SYSTEM
48 routes
4,400 stops

RIDERSHIP
31 million passengers/year
243 million annual passenger km

VEHICLES
315 fixed route buses
103 paratransit vehicles

STAFF
1,000 employees

Context

Nassau County's bus transit system is a critical tool for commuters traveling between New York City and Nassau County in Long Island. The New York Metropolitan Transportation Authority operated the service for three decades before announcing in 2011 that it would be eliminating 50 percent of the routes unless Nassau County quadrupled its payments. The County pursued a partnership with a private sector company to operate its underperforming transit system.

Transdev was chosen as partner to restart the service as the newly branded, 48-route "Nassau Inter County Express," NICE, on Jan. 1, 2012. Transdev is responsible for all aspects of the County's bus and paratransit operations, under the largest Public-Private Operating Partnership in the U.S. transit industry. Nassau County retains control of the assets and the major policy decisions.

Transdev's answer

Improve quality of service and efficiency of operations

- > Effectively balanced service quantity and quality with available operating revenue creating maximum benefit to passengers while reducing overhead.
- > Implemented a new safety program and installed "SmartDrive" in all vehicles, a video recording system that enables powerful coaching of operators in making any needed modifications to driving patterns for safety and customer service.
- > Installed new mobile data terminals in all paratransit vehicles to increase customer service and visibility to arrival information for customers.
- > Developed clear KPIs that are rigorously deployed to ensure accountability and transparency.
- > Added 45 new buses to the fixed route fleet to replace older vehicles and procured 24 new paratransit minivans.

Customer focus and improved passenger information

- > Launched state-of-the-art passenger web and mobile sites, installed LISTEN, Transdev's own complaint management system, and improved signage and passenger information.

Objectives

- > Maximize the amount and quality of transit service provided with available funds.
- > Maintain existing Able-Ride (paratransit) service area.
- > Bring new levels of performance, efficiency and accountability to all aspects of the operation.
- > Continually implement measures to improve the customer experience.

- > Developed highly recognizable and attractive new branding for the Nassau Inter-County Express (NICE) to rejuvenate the perception of the transit system.
- > Introduced extensive social media campaign to communicate service disruptions, service additions and other vital passenger information.
- > Implemented a comprehensive, new, high technology infrastructure. New tech platform has a state-of-the-art CAD/AVL so that buses are managed in real-time for greater on-time performance and service reliability.
- > Made real-time data via tablets to field supervision and empowered them to solve customer issues in the field.
- > Restructured service to balance the needs of commuters traveling into greater New York City, with people traveling around the County.
- > Launched GoMobile app that enables mobile phone ticketing and provides real time bus arrivals.

Community outreach

- > NICE staff assisted the County during Hurricane Sandy, providing much-needed evacuation services to victims of flooding and other storm-related damage.

RESULTS

- > Operated NICE Bus for \$30 million less than the MTA's budget would have demanded.
- > Improved passenger satisfaction.
- > Achieved an industry high fare box recovery rate of 40% overall.
- > Paratransit on-time performance has increased by 18% since launch.
- > Major push in operational safety led to a dramatic reduction in accidents per 100,000 miles by 9.5%.

Denver, Colorado – United States

Metro Area Bus Network
Quality Transit Service in A Dynamic City



CONTRACT FACTS

TRANSIT AUTHORITY
Regional Transportation
District (RTD)

OPERATOR
Transdev

CONTRACT START
2005

KEY FIGURES

*Serves 2.92 million
inhabitants in 8 counties
of the 2,342 square mile
Denver metropolitan
area*

SYSTEM
172 routes
9,077 bus stops

RIDERSHIP
102 million passengers/
year systemwide
7.5 million passengers/
year Transdev routes

VEHICLES
107 Buses

STAFF
325 employees

Context

Denver ranks among the nation's most livable cities, but is also the seventh most congested city in the country. It is projected that in the next 20 years more than 1 million people will move to the Denver metro area. The Regional Transportation District (RTD) has a multi-phased, extensive plan for dealing with this projected growth. In 2016, the RTD executed over 102 million passenger trips via multiple modes of transportation, with a commitment to providing enhanced mobility to all parts of the city.

Transdev's answer

Transdev was selected in 2005 to operate half of Denver's bus system by meeting its high standards for an efficient transit system, friendly drivers and green vehicle maintenance practices.

Commitment to Customer Care

Our team is building a culture characterized by high standards for customer care, strong communication and genuine teamwork. In 2008, all drivers were trained in Transdev's proprietary customer service training program, Going For Green (now known as Going For Care). 90% of our customers rated our bus drivers as helpful and friendly in a major consumer survey conducted following the training. The survey was executed by a highly regarded independent market research firm.

Empowering our employees

Through a progressive program for recruitment and training, and positive culture building practices, we have been able to attract and retain skilled employees in what has been a tight local job market.

Objectives

- ▶ Stimulate operators to create a culture of customer care in their organizations to enhance the customer experience.
- ▶ Maintain strong operational performance.
- ▶ Expect operators to introduce sustainability initiatives and practices.
- ▶ Optimize public funds by contracting out half of the bus services through competitive tendering.

First-class maintenance practices

Transdev is continually developing solutions to continue to meet RTD's high efficiency and sustainability requirements. The quality and effectiveness of our professional maintenance of vehicles is corroborated by quarterly audit conducted by RTD.

Environmental vehicle fleet

Transdev also strongly supports RTD as they remain at the forefront of the transit industry with respect to our work with alternative fuels and pollution reduction technology. The RTD fleet operates on a blend of biodiesel and ultra-low sulfur diesel fuel, which contains 95% less sulfur.

Partner for the long term

Transdev has made an investment in the Denver market. We purchased a large operations facility and conducted major renovations. We are committed to being a partner with the RTD for the long term and encouraged by the contract renewal in July 2014, to bringing even more of our global, multimodal expertise.

RESULTS

- ▶ High (90%) customer satisfaction scores from passengers.
- ▶ Excellent employee relations and driver retention.
- ▶ RTD Board showed trust in the relationship with a renewal of the contract in July 2014 for an additional 3 years with 2 option years.