



MOVE

We empower **freedom to move**
every day **with confidence** thanks
to **reliable** and innovative **solutions**
that serve the **common good**



Editorial

THE TRANSPORTATION AND MOBILITY SECTOR IS FACING UNPRECEDENTED CHANGES that affect

all market players:

- climate change and air quality issues,
 - the widening gap between dense urban, peri-urban and rural areas,
 - demographic change, and
 - accelerating innovation and technological progress,
- that drive us to make continual progress, inventing and deploying new solutions to better support our customers.

In 2019, we implemented the first step of our transformation plan, marked by a significant commercial resurgence in all our markets to reach a turnover of 7.4 billion euros, an increase of 6.7%. Our 2019 commercial successes are proof of our recovery, leading towards sustainable and profitable growth, the result of our priorities and strategic performance steps taken throughout the year.

In 2020, our goal is to assert our position as a leader in everyday mobility, at the service of our customers and our passengers and in favor of the environment.

In the electric bus market, including hydrogen-powered buses, we have confirmed our position as European leader: in France, the Netherlands and in Sweden. We have more than 800 electric buses in service worldwide.

In France, we are going on the offensive in the railroad sector with Intercity and regional trains to offer solutions that connect territories more efficiently, while our top technologies (autonomous vehicles, MaaS, hydrogen buses, connected drivers, etc.) are becoming real services for our customers, passengers and employees.

As part of our actions in favor of inclusive mobility, we are going to test the deployment of new mobility solutions in peri-urban and rural areas, similar to neighborhood buses (Buurtbus in the Netherlands), which improve everyone's mobility and particularly that of isolated people and seniors.



Thierry Mallet,
Chairman and Chief Executive Officer

IN 2020, WE WILL CONTINUE TO BE GUIDED

BY OUR PURPOSE: as a global mobility operator and integrator, “**we empower freedom to move every day with confidence thanks to reliable and innovative solutions that serve the common good**”, to ensure the harmonious and sustainable development of communities.

Our purpose, which serves as our guide and reference point, is the fruit of a collective approach to increase the visibility of our strategy and values, and motivates all Transdev employees – drivers, engineers, support functions, etc. – and accompanies them in making mobility ever easier, more accessible, efficient and sustainable.

Who are we ?

OUR KEY FIGURES

11 M

passenger trips every day

17

modes of transportation

43,000

vehicles operated

800+

electric coaches and buses*

€7.4 billion

revenue from ordinary activities (ROA)

18

countries

85,000

employees

24%

women

93%

of employees on permanent contracts

*As of 31.12.19, consolidated scope: 418 electric coaches and buses.
Operated scope: 829 electric coaches and buses.

OUR PURPOSE

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



HOW WE CREATE VALUE

FOR OUR PASSENGERS

Transdev is proud to transport 11 million people every day.

Products and services that respect the environment and reduce congestion in cities

Public transportation services that simplify citizens' daily lives and contribute to providing improved access to local areas

Safety and Security policies that protect our passengers



FOR THE PLANET

A public transportation offer that increases the use of mass transit and helps reduce road congestion by offering innovative, sustainable mobility solutions.

A growing alternative fleet: vehicles that run on electricity, biogas, hydrogen, hybrid engines, and more

Drivers trained in energy efficient driving

Controlling our greenhouse gas (GHG) emissions: 3% reduction in 2019

58%

of sites covered by Environmental Management Systems

12%

of entities in 10 countries are ISO 14001 certified

FOR OUR CLIENTS AND PUBLIC INSTITUTIONS

A trusted partner for public transportation authorities, Transdev designs its transit services in response to and in anticipation of local needs.

Over 95% of purchasing sourced from local suppliers

In France, support for 300 local initiatives through the Transdev Foundation to help vulnerable people and improve social mobility

Responsible and continuous dialog with our ecosystem of stakeholders: clients, communities, national and local institutions.

25,000

recruitments annually

FOR OUR PEOPLE

Our employees are all Transdev ambassadors, responsible for providing excellent service on a daily basis.

Drivers@transdev initiative to attract new employees

43% of employees involved in our Group Engagement program

80%

of employees received training in 2019



2019, towards sustainable and profitable growth

A NEW DEPARTURE FOR DUBLIN'S TRAMWAY

Transdev Dublin Light Rail Limited has been operating LUAS, Dublin's tramway network, since 2004, ensuring around 42 million journeys annually and a daily average of 110,000 passengers. The network has two lines that serve the Irish capital. In 2019, Transport Infrastructure Ireland and the National Transport Authority signed a contract with Transdev to operate and maintain the system for six years, with an option for five more. |



IRELAND

AT TRANSDEV, WE CARE FOR OUR PEOPLE

The commitment shown by our 85,000 employees is our greatest strength. All around the world, every day they embody our vision of positive and inclusive mobility. Several large-scale initiatives support this ambition, notably the Learning initiative which fulfils our employees' training and professional development needs.

The goal is to pro-actively develop employee skills, to encourage continuous learning and to help reinforce our company's culture.

NETHERLANDS



ALL ABOARD! THE PILOT PROJECT FOR REFUGEE DRIVERS IN ARNHEM

In 2019, Transdev Netherlands launched a pilot project through its subsidiary Connexxion to train Syrian refugees to drive buses for Breng, a local operator.

At the start of the training, none of the future drivers had ever gotten behind the wheel of a bus, and they were still facing some language problems. However, they undertook the training enthusiastically and the results were clear to see. In Arnhem, nine refugees completed their driver training. Given the success of this experiment, various parties involved in the project have decided to recruit a new group for training in Arnhem, with similar initiatives planned for Nijmegen and Eindhoven. |

THE SKY IS THE LIMIT FOR NÎMES METROPOLITAN AREA

In January 2019, following a call for tender, Nîmes metropolitan area granted the contract to operate the TANGO transit system to Transdev for a five-and-a-half-year term. The most important goal of this contract is to extend the T1 trambus line, with the whole line expected to open on September 1, 2021. Transdev is committed to increasing ridership on the TANGO network by 32%, to reach 19 million annual passengers by 2024. |

FRANCE



UNITED KINGDOM



MOVING FORWARD ON BRITISH ZERO EMISSIONS – THE EXEMPLARITY OF THE HARROGATE BUS COMPANY

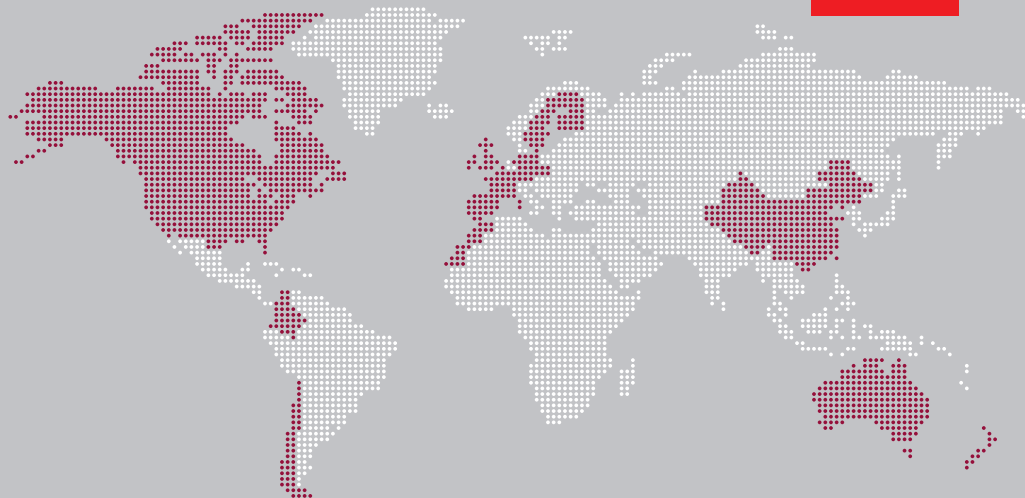
The Harrogate Bus Company is a subsidiary of Transdev UK that operates local bus lines in Harrogate, Knaresborough and Wetherby, and connects the wider region around Leeds, York, Boroughbridge, and Pateley Bridge.

As part of its plan to create the first British city with an entirely low-emissions bus fleet, Transdev operates eight electric buses on the local services.

Harrogate also recently instituted a “Sunday Freeway” program, with free journeys on electric buses for all passengers on Sundays. This initiative has already led to a 70% increase in passenger numbers, helping to increase ridership and stimulate the local economy. |

Our presence IN THE WORLD

5
continents



AUSTRALIA
CANADA
CHILE
CHINA
COLOMBIA

CZECH REPUBLIC
FINLAND
FRANCE
GERMANY
IRELAND

MOROCCO
NETHERLANDS
NEW ZEALAND
PORTUGAL
SPAIN

SWEDEN
UNITED KINGDOM
UNITED STATES

FRANCE



A SUCCESSFUL LAUNCH OF THE FIRST HYDROGEN FUEL CELL ELECTRIC BUS LINE IN FRANCE

Since November 2019, the TADAO network, operated by Transdev, has been running France's first ever hydrogen fuel cell electric bus line. This bus line, run jointly with the Artois-Gohelle Mixed Transportation Union, is a shining example of French leadership in hydrogen power for public transit, uniting the shared expertise of Safran, Michelin, Engie, and Transdev. There are six such buses running on the Bulle 6 line, which runs 13.4 km between the towns of Auchel and Bruay-la-Buissière (Pas-de-Calais).

These buses are expected to drive 420,000 kilometers annually, saving more than 530 tons of CO₂ per year. |

A ZERO EMISSIONS YEAR IN SWEDEN

In Sweden in July 2019, Transdev secured a contract with Västtrafik, the authority that oversees mobility in Västra Götaland county, to operate the buses in Gothenburg, Sweden's second largest city, for 757 million euro.

As of December 2020, Transdev will operate 220 electric buses, the largest fleet of electric buses in Sweden, making it the main bus operator in Gothenburg and the surrounding region. 210 other buses will be operated without fossil fuels, using only biofuels for energy. In total, the Group will transport 71 million passengers per year. |

220

electric buses operated,
the largest fleet in Sweden

SWEDEN



AUSTRALIA



2019: A MULTIMODAL YEAR FOR SYDNEY

In 2019 Transdev had its contract to maintain and operate Sydney's famous ferries renewed for nine more years for 815 million dollars, allowing Transdev to launch the first transportation on demand ferry offer. On December 14 of the same year, Transdev opened the new L2 Randwick light rail line between Circular Quay and Randwick via Central Station. These new contracts confirm Transdev's leading position as a multimodal transit operator in Australia. |

SWEDEN



CONTINUOUS IMPROVEMENT OF THE RAIL EXPERIENCE

Snälltåget, Transdev Sweden's long-distance rail service, has launched a new reservation service that allows passengers to book train tickets to 30 German cities. At the same time, Snälltåget is increasing its summer traffic with more night trains between Malmö and Berlin to meet a rising demand for international train journeys. For summer 2020, Snälltåget is increasing the number of departures by 150%. The train will run every night from June 22 to August 30 and three times per week in other seasons. |

AT TRANSDEV, WE SHARE OUR EXPERIENCES

Sharing and acting collectively to contribute to social well-being and create opportunities and progress are part of our DNA at Transdev. In 2019, Transdev Auvergne-Rhône Alpes tackled the issue of interurban mobility service quality by investing in collaborative innovation and launching "Expérience+".

This open innovation initiative aims to improve quality of service on interurban networks, drawing on Transdev experts and on local representatives and end users. The goal is to identify and create tested solutions for the region.

THE CZECH REPUBLIC, A NEW HORIZON FOR TRANSDEV

In the Czech Republic, Transdev acquired 3CSAD Group, making it the country's fourth largest bus operator. With this acquisition, Transdev significantly expanded its foothold in the Czech market. Today, Transdev Czech Republic employs around 1,350 people and has a fleet of around 600 buses, of which 410 were acquired in the purchase of the 3CSAD Group. |

CZECH REPUBLIC



GERMANY



MORE DESTINATIONS FOR THE NORDWESTBAHN NETWORK TRAINS

In 2019, Transdev won the bid to extend Bremen's regional train network (Regio S-Bahn) for 1.5 billion euro. While Transdev had already been running this network since December 2010, this new contract allows the Group to extend its lines to serve new destinations and increase train frequency, especially during rush hour. Thanks to this new contract, Transdev will continue to operate the 270 km Bremen and Lower Saxony regional rail network, through its subsidiary NordWestBahn, from December 2021 for a period of 15 years. |

€1.5 billion

for the extension of Bremen's regional train network

AT TRANSDEV, WE SUPPORT ALTERNATIVE ENERGY

Our environmental goals can be seen in many of our projects, and particularly in how our Group Environmental policy, Green@Transdev, has been made official. We have the ambition to lower our greenhouse gas (GHG) emissions by 30% by 2030, which we aim to reach by accelerating our transition to electro-mobility and by innovating to make all mobility cleaner. Besides owning the largest electric fleet in Europe, we also have a growing alternative fuel fleet (biogas, hybrid, and hydrogen vehicles) and our drivers are trained in ecological driving techniques.

CANADA



AN EXEMPLARY PARTNERSHIP FOR THE HURONTARIO TRAMWAY

Mobilinx, a consortium of which Transdev is a member, won a bid in October 2019 for 3.15 billion euro to complete the Hurontario tramway project in the Toronto area (Canada). Within this consortium (made up of John Laing, Astaldi, Hitachi, Transdev, Amico Concessions, and Salini Impregilo), Transdev will be in charge of operations and maintenance. Throughout the construction phase, Transdev will support its partners and advise them on any issues related to the system's operability. |

COMBINING INCLUSION AND EFFICIENCY IN BOGOTÁ

An example of the power of the Bus Rapid Transit (BRT) network worldwide, in 2019 Transdev Colombia and its local partner Fanalca won a 10-year, €900 million contract in Bogotá for TransMilenio, the world's largest BRT network which carries 2.5 million passengers daily. At the end of 2018, Transdev also put the TransMiCable urban cable car into service, whose interconnection with TransMilenio allows the 700,000 inhabitants of remote neighborhoods to reduce their journey time from 1 hour 30 minutes to 13 minutes. A project which has changed lives. |

COLOMBIA



AIRPORT SERVICES



INTERNATIONALLY RECOGNIZED EXPERTISE IN SERVING AIRPORTS

Airport shuttles, express services between terminals and to parking lots, buses, private hire vehicles, or SUVs: we work with 70 airlines on their daily mobility issues and transport around 30 million passengers every year. We help transport aircraft crews to and from the terminals and their hotels, transport passengers between the terminal and aircraft on the runway and in emergency situations. Present in New York (La Guardia, JFK, Newark-Liberty), Amsterdam (Schiphol), Paris (Charles de Gaulle) and Santiago, Chile, our airport activity is international and is deployed in over ten airports. It has been strengthened in 2019 by the Nice airport contract awarded to Transdev Alpes Maritimes to provide shuttle services between the terminals and car parks. |

GERMANY



TWO MAJOR CONTRACTS FOR EUROPE'S FINANCIAL CAPITAL

Transdev Germany won two major contracts for the operation of bus lines in the city of Frankfurt/Main and at its airport. From December 2021, Transdev Rhein-Main GmbH (TDRM) will operate 118 buses on 20 lines in the Frankfurt/Main region, including 25 state-of-the-art electric buses, consolidating Transdev's position as the leading European operator of zero emission bus fleets. At the airport, TDRM will operate the entire fleet of airport bus shuttles linking the two terminals, a contract worth €18 million over four years and a key step for our airport activity. |

REVOLUTIONIZING THE DIGITAL TRANSPORT EXPERIENCE

A Mobility as a Service (MaaS) pioneer, Transdev offers passengers the ability to access a wide range of transportation choices using simple mobile apps. After developing an app called Whim in Finland, our subsidiary Citway worked with the city of Saint-Étienne to develop the Moovizy 2 application. Moovizy 2 gives users access to a "plan my trip" tool and real-time multimodal information. Passengers can use this app to buy tickets, reserve and pay for a carsharing service, call and pay for a taxi, reserve a rideshare space, a bikeshare, or even receive one single consolidated bill at the end of the month. Saint-Étienne thus joins the handful of European cities with similarly powerful mobility apps, alongside Helsinki, Berlin, and Stockholm. |

FRANCE



USA



REINFORCING OUR POSITION AS A MAJOR BUS OPERATOR IN THE EASTERN UNITED STATES

Since July 1, 2019, Transdev has been in charge of operations and maintenance for the Fairfax Connector bus network (Virginia, USA).

The contract is for a period of 5 years, with an option for 10 more, and is worth almost 400 million euro. To operate 89 bus lines, transporting 30,000 daily riders, Transdev employs 730 people and operates more than 300 buses from three sites in Fairfax country. |

730

people employed to operate the bus lines

LIVE

Transdev empowers people and gives them freedom to move every day with confidence, thanks to reliable and innovative solutions that serve the common good.

We connect and reconnect people, the rural to the urban, and our own goals to those of our partners, clients and customers.

We share and we act for the collective, to contribute to society and create opportunities and progress.

We care for people and for the environment, to achieve safe and sustainable mobility.

We work to stay relevant, to better understand and anticipate our clients and passengers' needs.

We connect our own destiny to that of the world we operate in.

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

ALL ABOUT MOBILITY, EVERYWHERE, WITH YOU

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3 allée de Grenelle CS20098
92442 Issy-les-Moulineaux Cedex

www.transdev.com