



Year 2020 Financial Results Transdev Group

Presentation to media

March 10, 2021



Agenda



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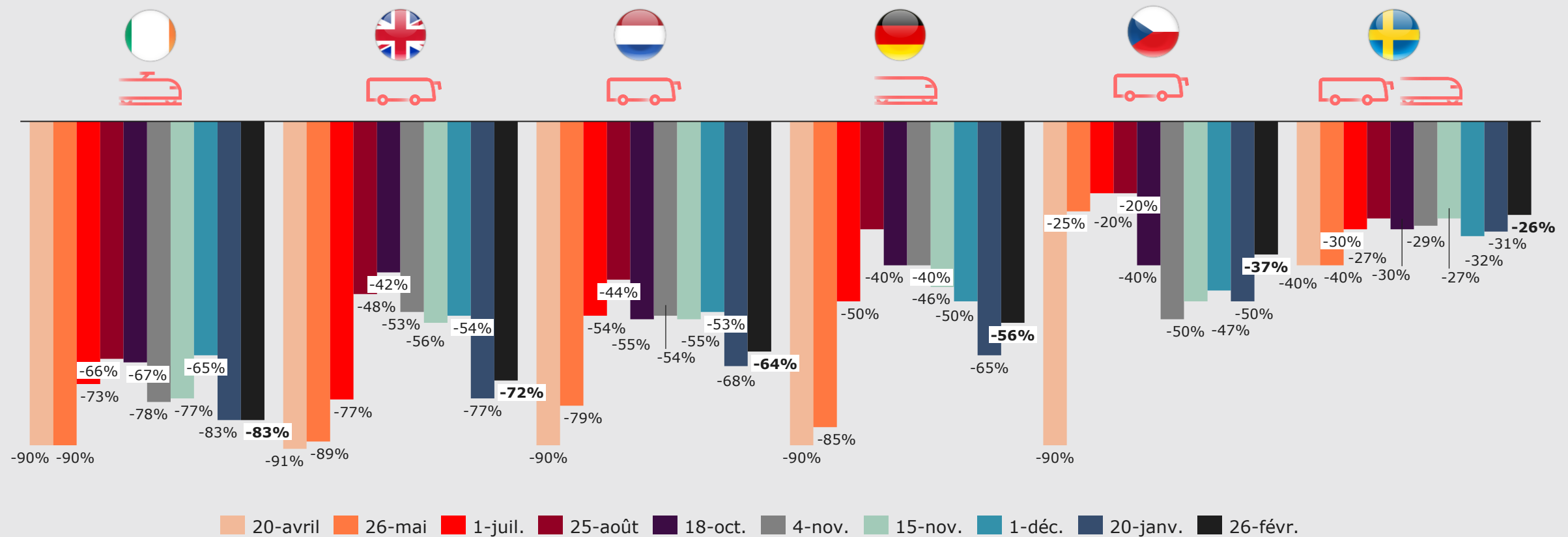
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Marcos Garcia**

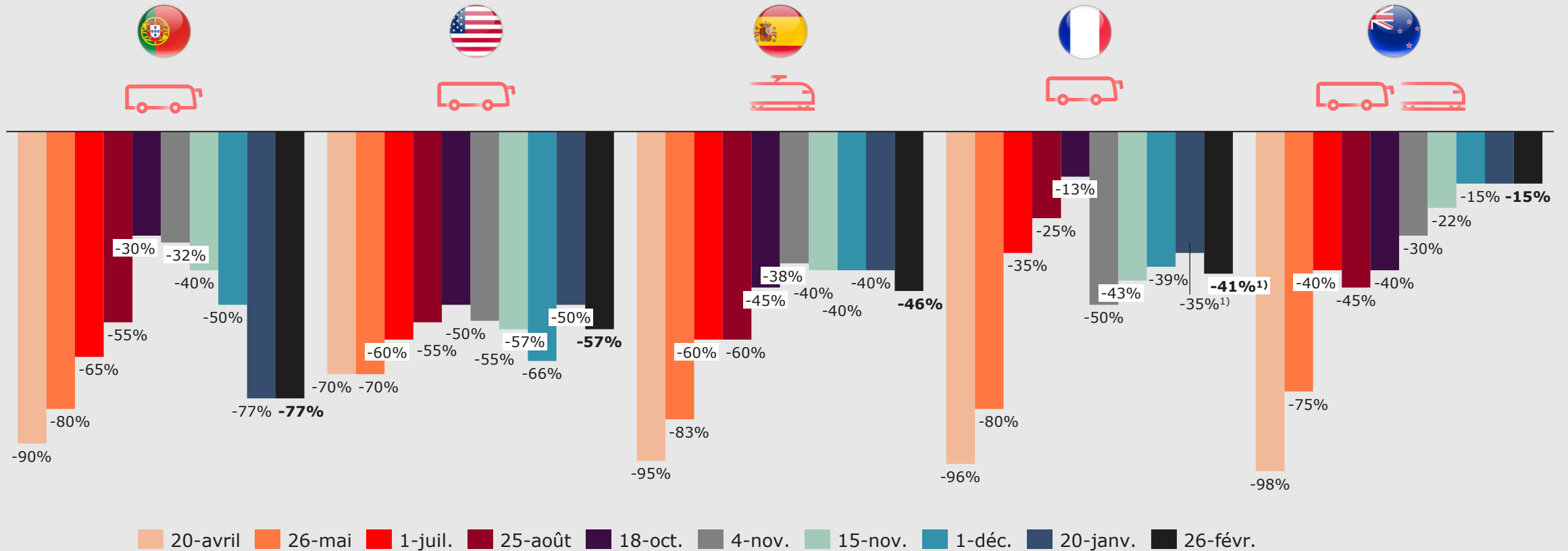
Significant impact on ridership around the world (1)

■ Impact on ridership in Transdev networks

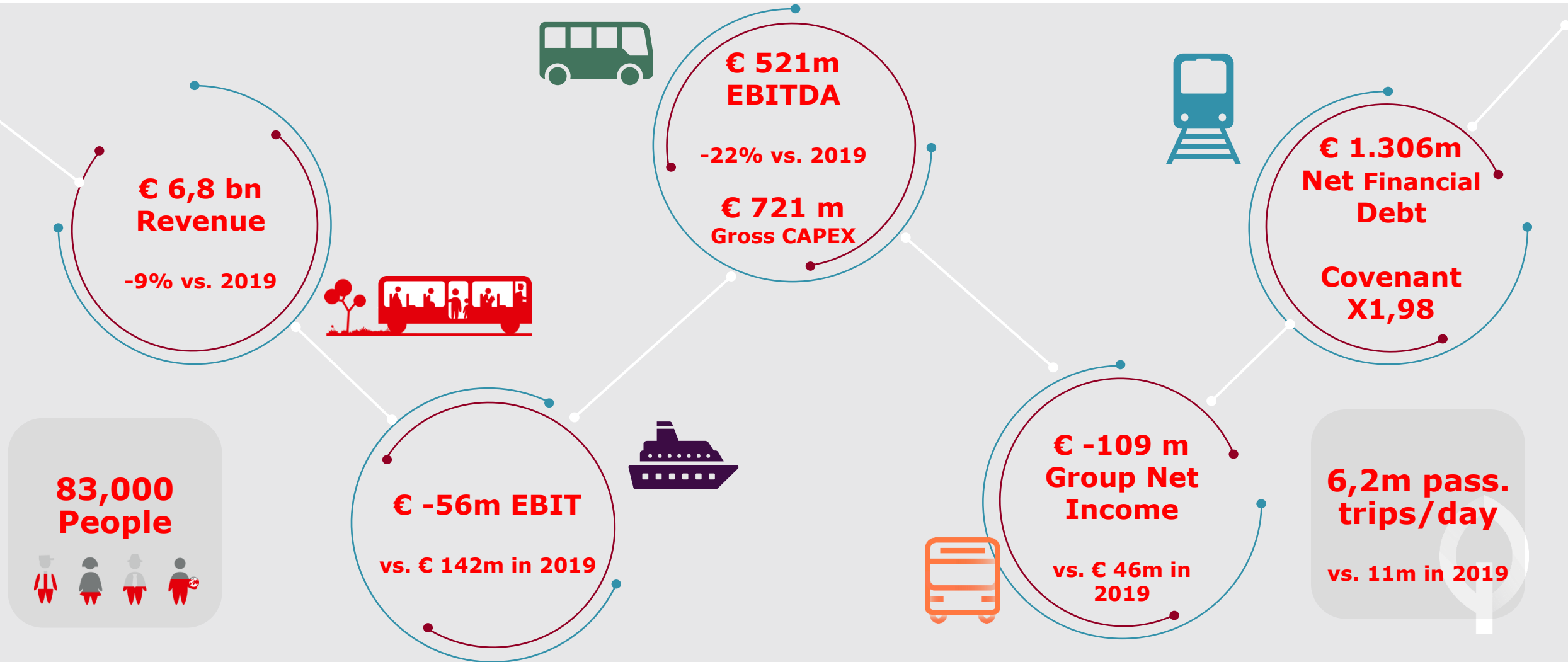


Significant impact on ridership around the world (2)

■ Impact on ridership in Transdev networks



Transdev 2020 results at a glance



Transdev drastic measures to reduce losses

- Reorganization of activities most impacted by the pandemic
- Deploy savings plans and tighter cost control
- Accelerated strategic focus, concentration on B2G activities, with further disposals for a total of €138 million
- Reinforced cooperation with authorities and clients to adapt offer in real-time
- Maintained investment plan at €721 million (+9.5%) with priority to energy transition & digital projects
- Continued commercial development



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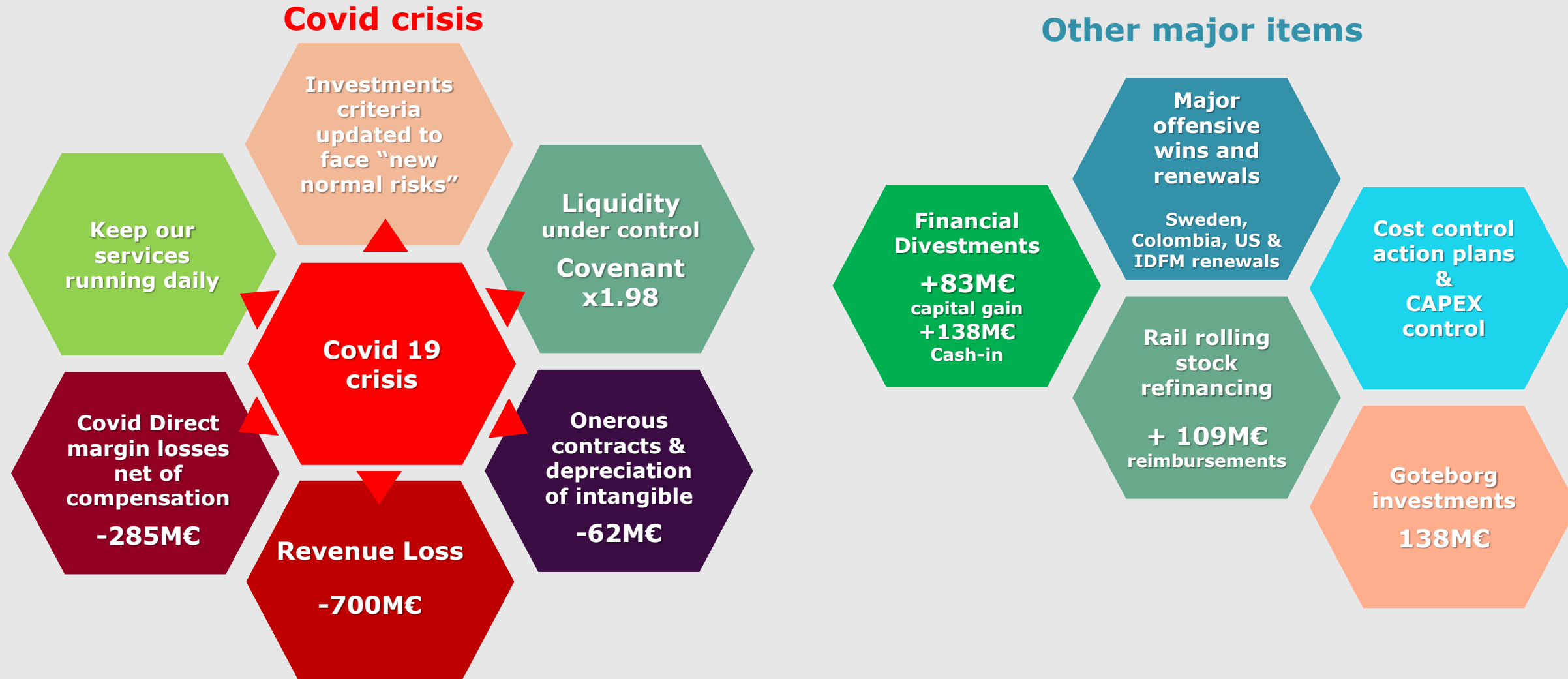
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2020 : Reactivity of the organisation & pertinence of the strategy



2020 Global Financial Overview

Million €	2019	2020	Var
Revenue	7.415	6.756	-9 %
EBITDA	666	521	- 22%
EBIT	142	-56	-198
Net Result	45,7	-109	-155
Net Debt	1.864	1.306	- 30%

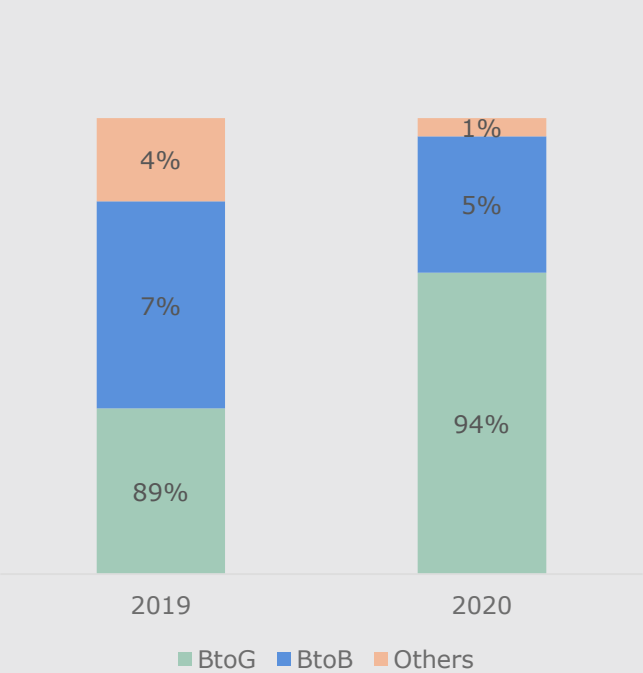
Covid-19 financial impacts - December 2020

A major impact for the group

Operations & ridership (from March to December)	Revenue loss	Covid EBIT impact	Cash & covenant
-12% service -46% ridership • On BtoG activities • Major impact and limited recovery on charter, BtoB and airport activities	-700M€ ~-9% of 2019 revenue • Net loss of revenue (after PTA compensations)	-285M€ before reorganization after bail outs & PTA compensations • of which France: -148 M€	X 1.98 Debt / EBITDA • Covenant under control all over the year • NFD@1.306M€ (incl. IFRS 16) • Strong WCR improvement • Control on Capex

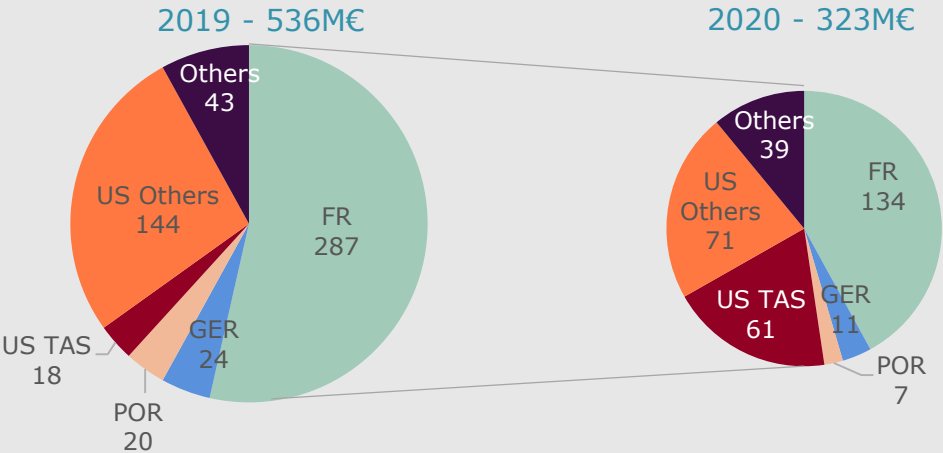
Portfolio active management to refocus on BtoG

Revenue per activity – comparison with 2019

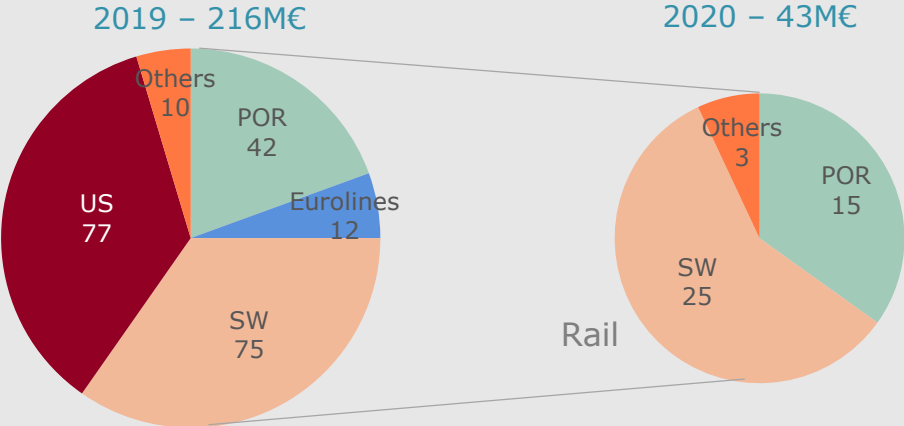


In 2020, Transdev strengthened its position in BtoG activities and pursued the restructuring of BtoB and BtoC activities

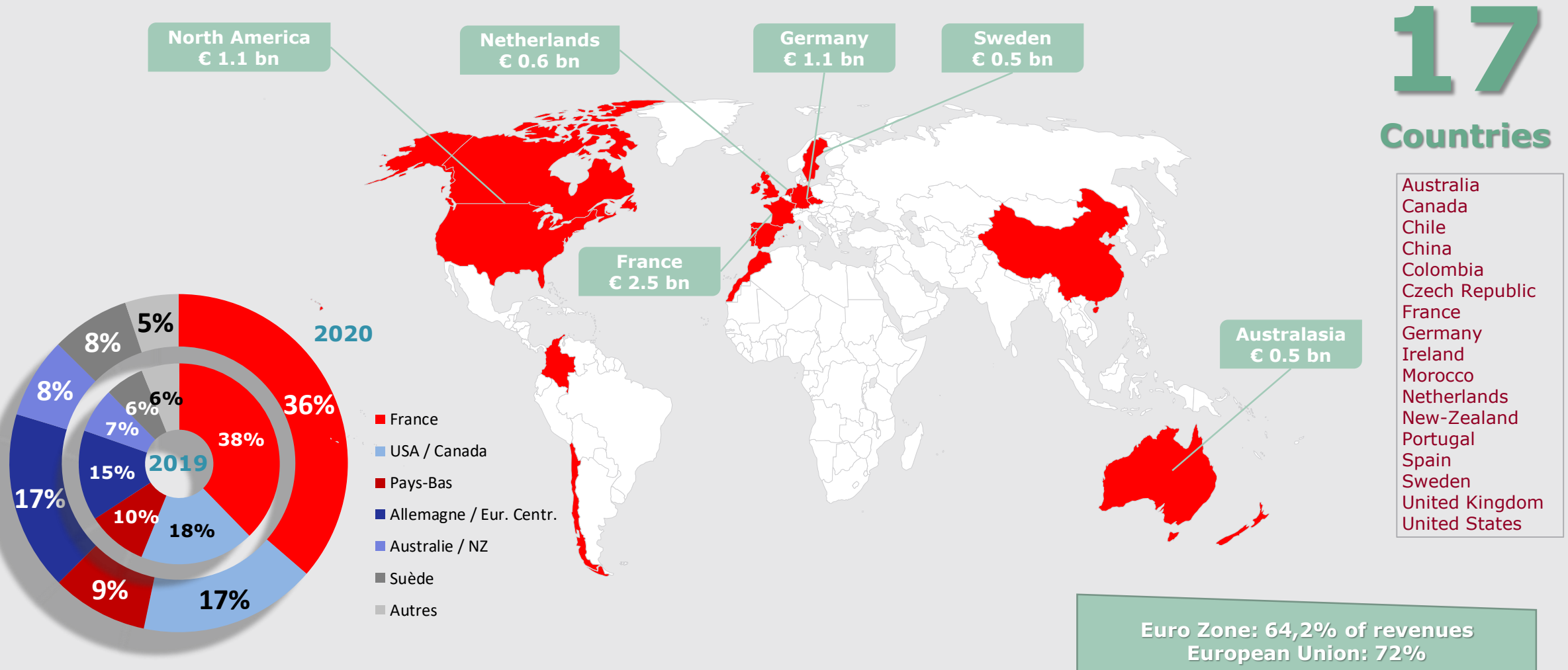
Zoom BtoB



Zoom BtoC

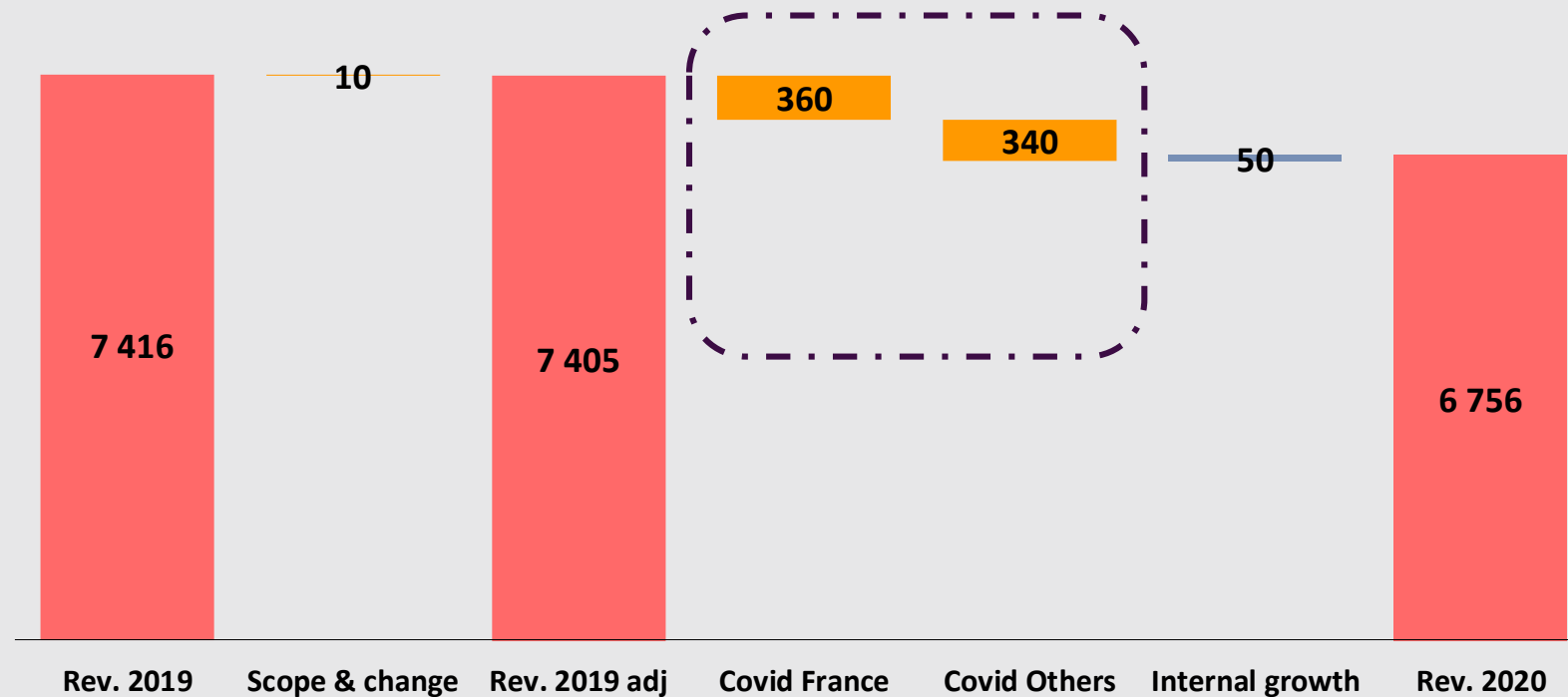


€ 6.8 Billion revenue: a multinational footprint and DNA



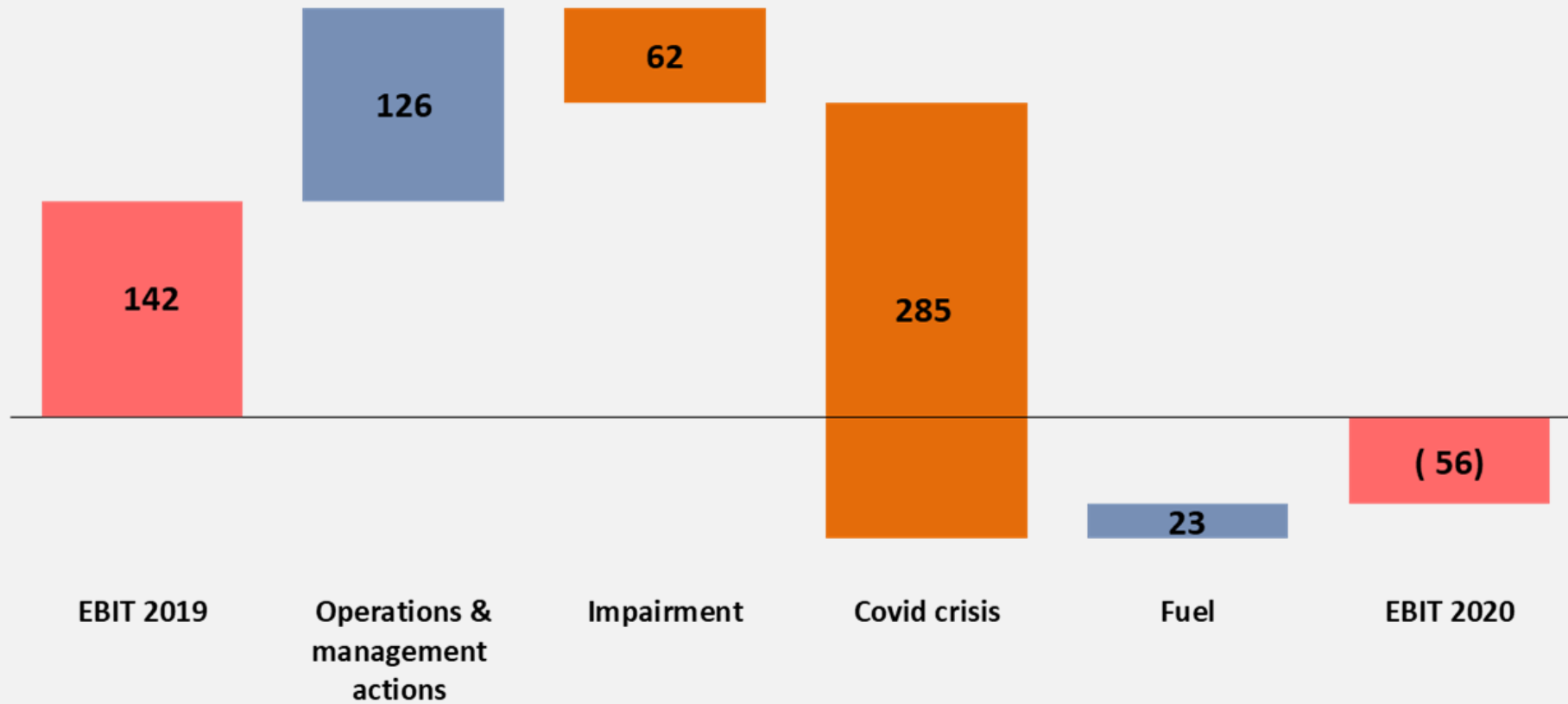
Revenues: -9,4% Covid impact vs. 2019

- France is suffering the highest impact of Covid-19 crisis (M€)

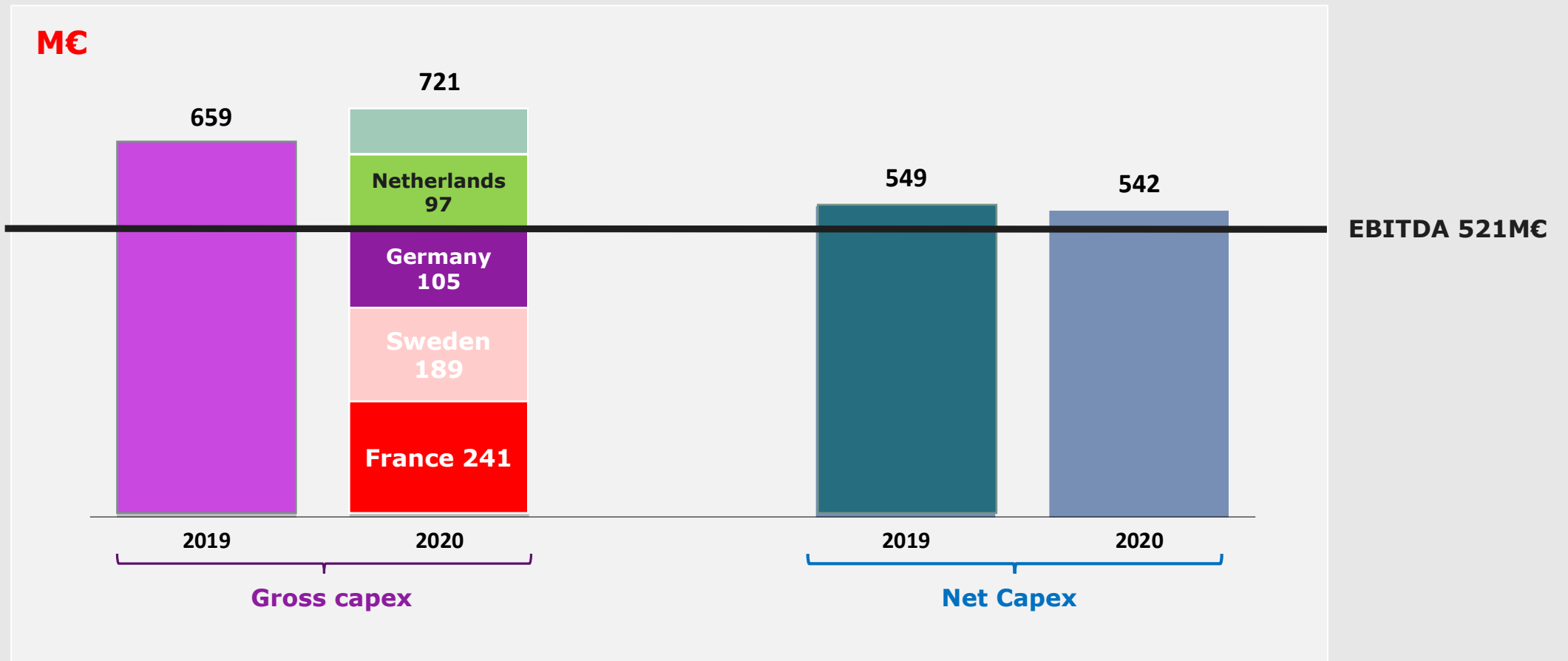


EBIT: Strong negative Covid impact mitigated by bold action plans

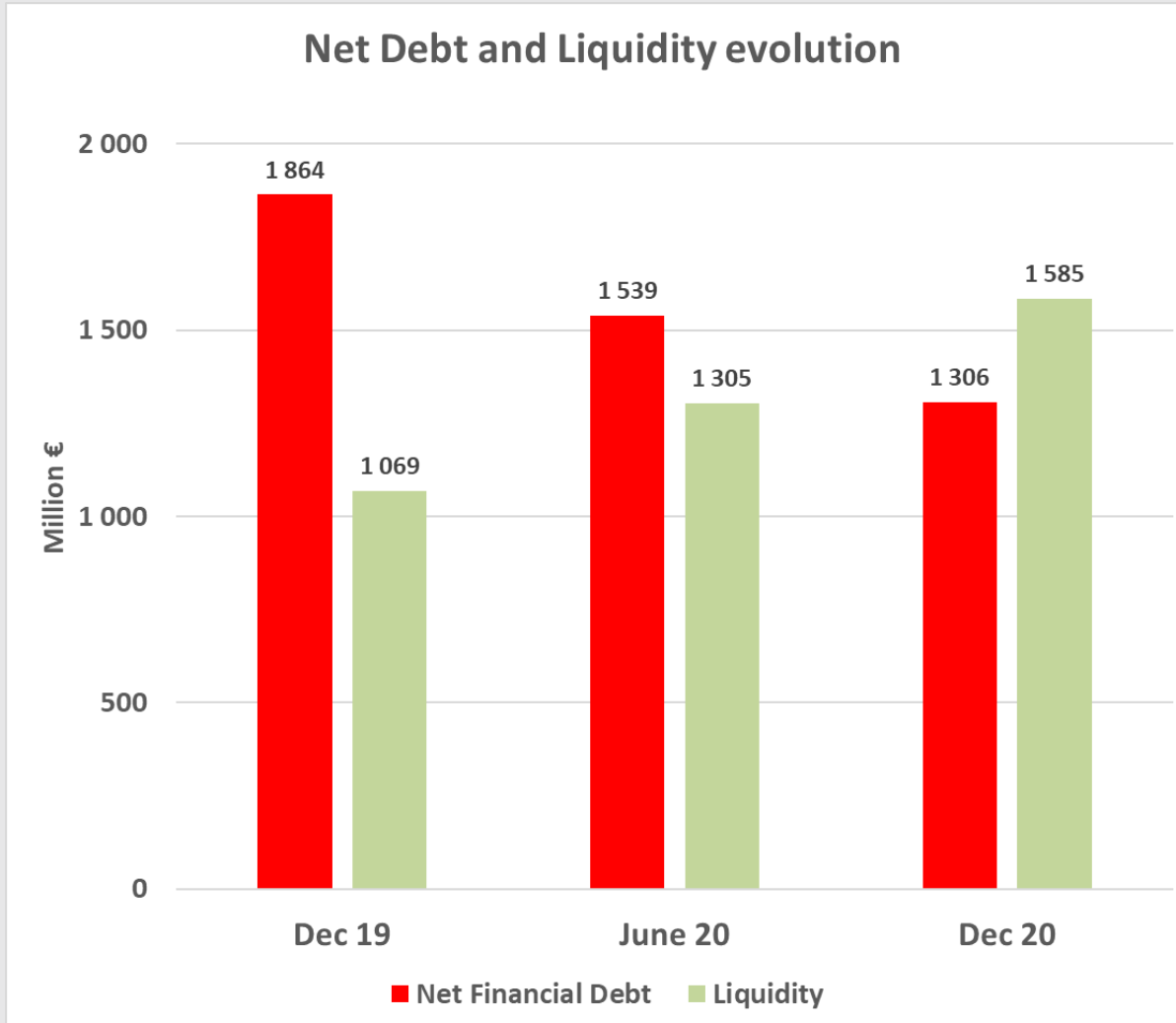
M€



CAPEX: Delivering commitments to PTAs amid the crisis



Strong balance sheet position thanks to proactive asset management and WCR improvement



Net Debt 31.12.2020: 1.306 M€

Strong annual decrease: - 558M €

Composition:

IFRS16	1.002 M€
Other	304 M€



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Commercial development during 2020 (1)

■ USA: 1,700 M€

Major renewals & extension contracts in Phoenix, San Diego, Nassau County



■ France: 1,500 M€

Ile-de-France wins + regions Dordogne, Gironde, Oise, Chartres, Istres...

Moovizy MaaS in Saint-Etienne metropolis



■ Sweden: 1,200 M€

Bus & train contracts in Stockholm

Launch of Göteborg 323 buses (145 electric, 178 biofuels) + green financing scheme



Commercial development during 2020 (2)

- **Colombia: 874 M€**
Bogotá electric buses
(406 buses + depot)



- **Australia: 220 M€**
Bus extension contracts in
Melbourne, Sydney, Perth



- **Germany: 200 M€**
Frankfurt/Main **urban buses** (105 incl. 25 electric buses)



Commercial development during 2020 (3)

■ Netherlands: 200 M€

Gooi & Vechtstreek electric buses
20 hydrogen electric buses for **South Holland**



■ Brazil:

Technical assistance contract
for future metro Line 6
with Acciona consortium



Energy transition: leading the pack

■ Transdev leading in energy transition

Full-range of energy transition power sources for bus & coach fleets

- Biofuels
- Biogas
- Battery electric
- Fuel-cell and hydrogen electric
 - France: Lens – Auxerre – Toulouse
 - Netherlands, Sweden, New Zealand...

Launched dedicated Z.E. (zero emission) Team for clients and authorities

Success of **ZE Living•Lab**
zero emission

- **5th edition (December 2020): 500 representatives from 23 countries**



MaaS: Mobility as a Service in Saint-Etienne (FR)

■ Commercial launch in September 2020

First MaaS digital offer for a French metropolis (>400,000 inhabitants)

All the mobility you need in one single smartphone app

The advertisement features a white robot character holding a smartphone displaying the 'mo' logo. The background is a dark blue space-themed image with a modern building on the right. Text on the left reads: 'L'APPLI DU FUTUR C'EST MAINTENANT!', 'Réservez et payez vos trajets dans une seule et même appli!', and 'NOUVEAU'. Below this are icons for car, bus, train, bicycle, and car-sharing. At the bottom, there are logos for 'Télécharger dans l'App Store', 'DISPONIBLE SUR Google Play', 'SAINT-ÉTIENNE la métropole', 'Saint-Étienne SMART CITY', and 'En partenariat avec transdev cityway'.

L'APPLI
DU FUTUR C'EST MAINTENANT!

Réservez et payez vos trajets dans
une seule et même appli!

NOUVEAU

SAINT-ÉTIENNE la métropole

Saint-Étienne SMART CITY

En partenariat avec transdev cityway

moovizy2 SAINT-ÉTIENNE



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Perspectives

Bring our passengers back on board

Develop offers for all in all territories (social cohesion & climate change)

Pursue the energy transition (biofuels, biogas, electric, H2)

Finalize adaptation to a fast-changing world with a more responsive organization

Open new markets: new geographies, rail opening in France



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***Permettre à chacun
de se déplacer chaque jour
en toute confiance grâce à des
solutions sûres, efficaces et
innovantes au service
du bien commun***

*Promovemos a liberdade de movimento
todos os dias, através de soluções
seguras, confiáveis e inovadoras
ao serviço do bem comum*

*Poskytujeme lidem svobodu pohybovat
se každý den pomocí bezpečných,
spolehlivých a inovativních řešení, která
slouží společnému dobru*

*Vi ger dig frihet att resa tryggt genom
pålitliga och innovativa lösningar –
för hela samhällets hållbarhetsresa*



*Fomentamos la libertad de moverse
todos los días, con soluciones seguras,
confiables e innovadoras
que sirven al bien común*

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

*Wij geven de vrijheid om elke
dag met vertrouwen te reizen.
We verbinden mens en
maatschappij met veilige,
betrouwbare en innovatieve
mobiliteitsoplossingen*

*Wir ermöglichen die tägliche
Bewegungsfreiheit mit
sicheren, zuverlässigen und
innovativen Lösungen, die dem
Gemeinwohl dienen*



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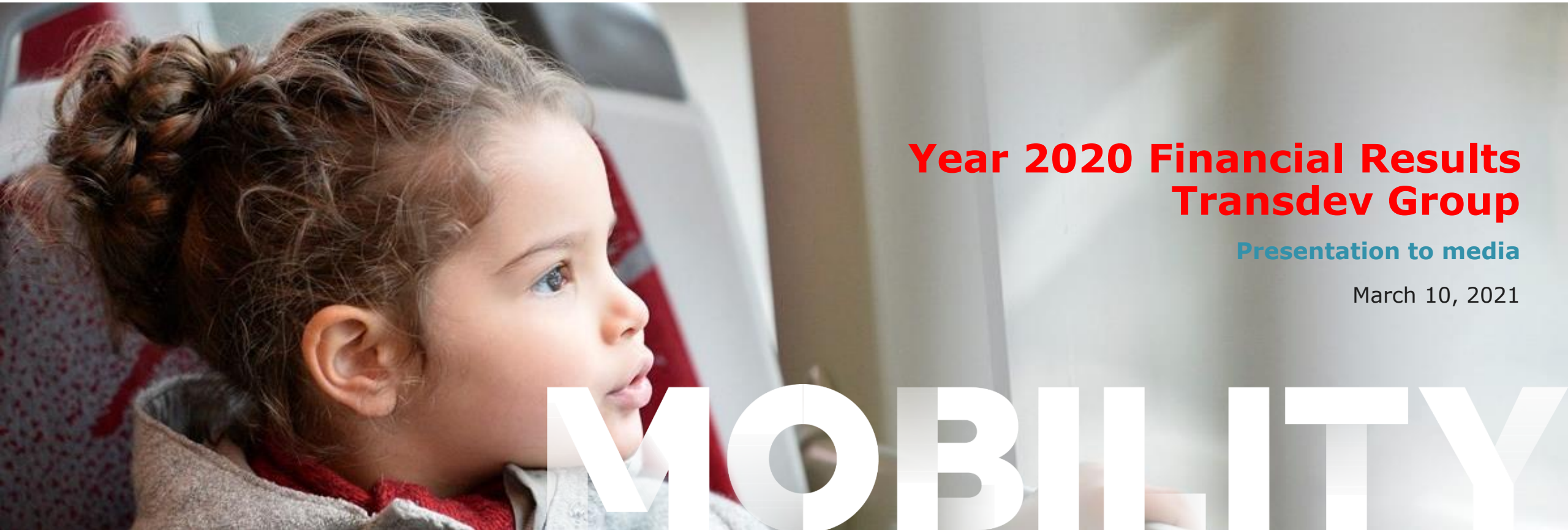
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MOBILITY