

SUSTAINABLE & INCLUSIVE MOBILITY



CARRIED BY ITS CHALLENGES, MOBILITY IS GROWING

Each day, **we transport** people who work, study, train, and meet... Each day, **we connect** communities, whether they are rural, urban, or outlying suburban areas. Each day, **we imagine** the future of mobility with our employees and clients, and together we are **designing** a world that is more efficient, safer, more equitable, and more respectful of the environment. Everywhere we are based, **we take care** of our passengers, in order to give them the best possible service. **We share** our experiences with all of our stakeholders, to meet the challenges of equity and access for communities, and **we dare** to propose solutions that are ever more innovative. **We encourage** diversity and inclusion and are entering the energy transition in practical terms, serving the common good. We are a team of people serving people, and **we are passionate about what we do.**



**Transdev is an agile company that knows how to adapt.
The sense of the community is a driving force.
Dialog enables us to contribute to the common good.**

THIERRY MALLET
CHAIRMAN & CEO



TAKING ACTION FOR THE ENVIRONMENT

Because our role is key in the fight against climate change, our **“Moving Green” strategy formalizes our commitments and our concrete actions for sustainable, low-carbon mobility for all communities:** our alternative fuel fleet is growing (electric, biogas, biofuels, hybrid, hydrogen vehicles), we recycle over half of our waste, each year we reduce our greenhouse gas emissions and our drivers are trained in eco-driving. Since 2016, we have brought our clients together around the issues of the ecological and energy transition in the context of the “Zero Emission Living Lab”.

At the heart of our transformation, our culture and our context as an international group, is our purpose: “We empower freedom to move every day thanks to safe, reliable, and innovative solutions that serve the common good”, which is both our backbone, which connects us all, and our focus for driving our decisions.

ADVANCING INCLUSION AND DIVERSITY

Everyone should be able to have equal access to jobs, training, studies, social life and recreation, regardless of where they live. By sharing our expertise with communities, we support them over the long term, to **make mobility a true lever of attractiveness and community, economic, and social development.** As an employer, we promote jobs everywhere we are based. We strive for diversity because it is a performance factor and the right thing to do. Diversity is also a source of richness, and as a first step our Group is proud to have a top management that is 30% women and has set itself a goal of 50% by 2025.

ENSURING THE SAFETY OF ALL

Protecting our employees and our passengers is the basis of the confidence we give our clients. Safety, security, and accounting for health hazards are inherent to our job. **Day after day, we aim for operational excellence by putting safety first.**

By training our drivers, using technological innovations, keeping an ongoing dialog with transit authorities, and sharing the Group best practices, we are able to bring about a culture of wellness and safety at all levels of the company.



OUR ACTIVITY CREATES VALUE FOR ALL COMMUNITIES

FOR OUR PASSENGERS

Our public transit services, which is aimed at everyone, frees up traffic in cities, simplifies the life of residents, and helps to open up communities, as in Paris region with more Transportation on Demand (TOD), or in the area of Fourmies in northern France, which has a high unemployment rate, where we offer tailor-made mobility with Avesnois Mobilités: neighborhood circulators timed with the arrivals and departures from nearby major cities, electric bicycles, carpooling... Wherever we are present, We provide everyday travel for 11 million passengers on average, with **a constant focus on equity and prioritizing safety and security.**



FOR A MORE INCLUSIVE ECONOMY

As part of regional economic recovery plans, we are mobilized to promote **access to jobs and securing professional development of the young and the most vulnerable populations. We also implement** products, services, and arrangements to help people in difficult daily situations, while consolidating and developing inclusive local purchasing policies.

FOR THE PLANET

Our mass transit offering helps to **relieve highway traffic** by being an alternative to the individual car and is based on innovative, sustainable solutions. Our fleet of electric, biogas, biofuel, hybrid, and hydrogen vehicles is growing, we offer soft modes such as Véligo, our bike sharing program in Paris region (a joint project with la Poste), our drivers are trained in eco-driving. Over half of our waste is recovered, and we reduce our greenhouse gas emissions each year.

FOR OUR PEOPLE

Our employees are all Transdev ambassadors who responsible for providing excellent service. **Their development, which ensures our current and future success,** involves enhancing their skills, ensuring their safety, and the transmission of know-how in all forms. In addition, we maintain social dialog, and are dedicated to diversity and gender equality, setting ambitious local objectives.

FOR OUR CLIENTS AND COMMUNITIES

Our solutions are built in partnership with local transit authorities and benefit the communities that we serve. **Through ongoing dialog, we invent customized, innovative, and inclusive transit solutions.** We actively participate in the economic and social activity of the regions through our purchasing, recruiting, and our social initiatives.

SERVING EVERYONE

Faced with the pandemic, our mission has proven essential for ensuring the continuity of a public service. In all areas where we are present, we have developed innovative, effective solutions for ensuring continuity of transit, distributing essential products and accompanying healthcare professionals and citizens to treatment centers and hospitals. In Detroit, in the United States, we created the **“Get a Ride, Get a Test”** program through our IntelliRide on-demand transport service, to transport “contact cases” from their home to test centers. In Mulhouse, in France, our network initiated **night services enabling healthcare staff to get to treatment centers,** 7 days a week, using adapted vehicles.

In Toulouse, 68 vehicles intended to transport disabled customers were redeployed for on-demand door-to-door services in 35 regional municipalities to ensure essential transit continuity. In Barcelona, in Spain, we collaborated with the Arrels Foundation to **provide hot meals to homeless people or those living in shelters** and contributed through the Altarriba Foundation to covering the basics and healthcare needs of pets living in the streets with homeless people. Throughout the world, Transdev employees are living up to our purpose of serving the common good.

RAIL EXPERTISE AT THE CORE OF OUR OFFER

In the rail field, Transdev has strong expertise covering the regional urban and inter-urban commuter rail services, as well as with “small lines” providing more extensive service in rural areas. Always with the same objective: **offering reliable, environmentally friendly transit solutions in regions. We do so by enabling better coverage of communities and access to essential daily transportation, particularly for populations distant from large urban areas.**

For 25 years, Transdev has put that expertise to work in Germany, the Netherlands, Sweden, and New Zealand in particular.



GUARANTEEING THE QUALITY OF OUR SERVICES AND CONFIDENCE OF OUR CLIENTS

The talent and commitment of our teams are key factors in the quality of our services.

Our governance is based on empowering local teams to be close to our clients, to work transversally within the Group, and to share a common culture.

Aware of the need for coming together around important issues, we have defined a framework based on social dialog at every level of the company.

In each country, we are developing actions that focuses on our collective performance conditions, career development of our teams, and development of jobs in the communities we serve. Our “Engagement” program, which measures the opinion of our employees and prepares for the implementation of action plans, involved 43% of staff in 2020. In the process of being rolled out, it will eventually concern all teams.

A development lever for our managers and teams is our management model which has evolved to meet our business challenges and address transformations in the transit sector. **It is organized around a culture of excellence, based on performance, innovation and collaboration.**

Reflecting that collective vision, Transdev has launched me@transdev, a unique space designed to better support each employee and reinforce their connections to their manager.

The platform, which links to annual interviews, career interviews, proposals for training and development and internal mobility will gradually be rolled out everywhere, and for everyone.

Our Learning approach offers each staff member a wide range of training and development choices to expand their skills, enable ongoing learning of new

operating methods, and help share the company culture. **The “Drivers@ Transdev” program** is a program dedicated to our drivers, who represent 69 % of our employees. It makes it possible to enhance our attractiveness for recruiting purposes,

to create and roll out innovative solutions, such as the connected driver application which facilitates exchanges during operations and investigates the future of the job.

Our operational teams work on a daily basis to increase the attractiveness of our frontline jobs, innovate in recruiting and developing the conditions for generating staff loyalty. In 2020, Transdev reached a rate of 30% women among the top 100 Group managers and has set itself a goal of 50% women managers in the Group by 2025.

MAINTAINING AND DEVELOPING JOBS IN THE COMMUNITIES

We are an international and “local” company. In that respect, we are a **local employer**. With orientation and training organizations, we are increasing the number of partnerships to promote the hiring of local inhabitants. As an example, in Australia, we are undertaking solid partnerships with local jobs services to fight inequality facing Aborigines and Torres Strait Islanders. In France, as part of the regional economic recovery plan, **we are initiating professional community transit platforms** to create bridges between companies who want to reduce their workforce and those who have hiring plans. It’s a professional initiative that will gain widespread practice in the different countries.

TRAINING THE NEWEST GENERATION OF DRIVERS

In France, we have launched **l’Académie by Transdev**.

With the creation of five territorial Apprentice Training Centers (CFA) and the hiring of 90 apprentices, then over 250 in 2022 and, finally, over 500 per year starting in 2023, we have decided to turn toward the future by opening up access to transit jobs by apprenticeship. By offering training starting in 2021 that include pre-qualification arrangements, l’Académie by Transdev is committed in each of its territories to inclusion of audiences most distant from jobs.

In Sweden, The Netherlands and Australia, Transdev has a special designated training program to integrate refugees to the job market.



PAYING ATTENTION TO EACH OF OUR PASSENGERS

Everywhere we are based, we help to evolve everyday transit to provide our passengers the best attention and transit service. During the COVID-19 pandemic, we have increased our attention to the safety and comfort of our passengers, whether about health, safety, to sometimes go beyond our initial mission and toward specific audiences. We are proud of the Transdev teams and proud that their initiatives have been recognized and sometimes rewarded.

In the Bavarian Oberland, a new fleet is improving rail traffic with 31 new trains that are more comfortable, silent, and less polluting. Passengers now benefit from more effective information systems, a Wi-Fi connection, power outlets in the lounge areas and a powerful air conditioning system.

GERMANY

In Bavaria, the trains are ventilated to ensure health. When measures imposed or recommended by health authorities are implemented, the risk of catching COVID-19 on public transit is extremely low. Transdev has helped educate its passengers with an animation describing the circulation of fresh air in the cars.

GERMANY

In the Paris region, a “Mobile Hospital Unit” bus transfers COVID-19 patients. In partnership with the SAMU92 team from the Raymond Poincaré University Medical Center (UMC) in Garches, Transdev modified a tourist coach to accommodate up to six patients, medical staff, as well as the equipment needed to transport persons in an artificial coma. Transported by the UMC bus to the Austerlitz train station, patients were able to be evacuated by TGV to the Bordeaux UMC.

FRANCE

In Denver, faced with the pandemic, in partnership with the city’s regional transit authority, Transdev transported and delivered essential food items to populations confined at home, which persons in difficulty were unable to obtain.

USA

Transdev has established the Vacci’Bus in Reims and its surrounding area. In partnership with the city and community of Greater Reims, Transdev is participating in a vast vaccination operation in the region’s 143 municipalities. The Transdev teams have refitted the interior of a bus in order to accommodate a team of healthcare professionals administering vaccines in strict compliance with health authority rules.

FRANCE

In the United Kingdom, our operations have been rewarded for its “Clean, safe and ready to go” commitment. The national tourism board, VisitEngland, hailed the approach by Transdev, which, during the pandemic, has been able to provide the highest level of cleanliness and safety in each of its buses serving the communities and tourist attractions of Yorkshire and Lancashire.

UNITED KINGDOM





SHARING OUR KNOW-HOW

In each country, we share our expertise and experience with our employees, our clients, municipalities, and transit authorities, to meet the challenges of the community equity and accessibility, the environmental transition, and to help transit services to evolve.

MobiMe, the mobile app that promotes sharing on teams. Intended for drivers, MobiMe lets the users access their schedule, their time off requests, receive documents associated with their activity or operations, or to enable exchanges of services between colleagues. The application will be deployed to 80% of Group drivers by 2022.

INTERNATIONAL

Working together with the local associations. To serve sparsely populated rural areas, Transdev has developed the Buurtbus. Transdev provides and maintains vehicles that are driven by volunteers organized in an association.

NETHERLANDS

Public transit authorities and associations. As a player involved in the major public transportation industry associations, we exchange daily with our peers (operators and public transit authorities) on the mobility challenges of today and tomorrow. **As a trusted partner of public transit authorities,** we participate in public debates related to the transition to sustainable mobility and the impact of the COVID-19 crisis on our sector's activities.

GROUP

A platform for exchanging with our clients to accelerate the environmental transition.

The 5th edition of the "Zero Emission Living Lab" in late 2020 brought together, virtually, over 500 client participants from 24 countries, including 300 from local authorities. The exchanges concerned the issues of the environmental and energy transition and, in particular, those of Zero-Emission mobility. Strategies, technical choices, roll-out modalities adapted to local contexts, innovative technologies... So many topics to feed our common discussions.

INTERNATIONAL

A shared innovation program to design the transit of tomorrow and promote the use of public transit.

In Grenoble, Transdev is managing the LEMON program: The Experimental Transit Laboratory for the Grenoble Metro Region. In this context, we initiated "Chrono en marche!", a collaborative and 100% participative project, dealing with new ways of getting around, bus stop design, the co-existence of ridesharing and public transportation, and contactless payments. The topics were developed in cooperation with the municipalities and residents.

FRANCE

GOING AHEAD AND PROPOSING NEW SOLUTIONS ADAPTED TO NEEDS

Innovating is not an end in itself. The diversity of issues of communities and populations is what inspires us each day. We are encouraging and forming many partnerships, to envision the transit offerings adapted to our era, making trips more convenient, coming closer to distant populations, adapting supply to demand, and making transportation ever more environmentally friendly...

Moovizy, an aggregation of services for better transportation efficiency.

The city of Saint-Etienne and Transdev have launched the first Mobility as a Service (MaaS) offering in France at this scale. 53 municipalities and over 400,000 residents have a single app for taking better advantage of the transit offering. Moovizy combines all available modes of transportation (public transit, bicycle, taxi, carpooling, and ridesharing), all operators combined. It enables customers to move about more freely, by combining all available modes in real time, and offers the option of pre-ordering and paying immediately or at the end of the month.

FRANCE

Blueflow makes passenger ferry services in the Swedish archipelago more environmentally-friendly.

Blueflow is an “eco-aware” system that is part of the group’s “eco-driving” approach. It concerns navigation, maneuvers, and maintenance of vessels and makes it possible to noticeably reduce fuel consumption. Some captains have even managed to reduce their fuel consumption by 50%. The system is developed on the 18 vessels carrying maritime traffic to the islands in the southern part of the Gothenburg archipelago, with around 5.5 million passengers a year.

SWEDEN

Autonomous mobility, Transdev’s expertise is dominating around the world.

Convinced that autonomous vehicles represent a key element of the mobility of the future, our Autonomous Transport Systems team has been at work since 2005. Today, we are the leader in the field, with over 50 projects around the world and over 3.5 million

passengers transported over 1.6 million kilometers. In France, Transdev, the Lohr manufacturing group, and Mobileye are working together to develop and roll out autonomous shuttles throughout the world in public transportation networks.

INTERNATIONAL

A unique solution for monitoring and managing ridership on buses and trains.

To improve social distancing in transportation, Transdev and the startup company Flowly have developed an information platform that brings together passenger flow data from several sources: cell phones, crowdsourcing information, information provided by drivers and controllers, and information from on-board systems. Communicated to passengers via their application, this data enables them to find alternatives (routes, schedules, etc.) to situations of excessive congestion and to travel safely.

FRANCE

An innovative on-demand shuttle service to access the ferry.

In Auckland, Transdev is helping ferry passengers to avoid having to take their car to get to the Half Moon Bay terminal, and find a parking spot. For the price of a cup of coffee, they can use a real-time shuttle reservation and tracking service via the MyMobigo app. A fluid traveler experience run by a fleet of modern, comfortable vehicles equipped with USB outlets and free Wi-Fi.

NEW ZEALAND



OUR 2020 SUCCESSES

The quality and commitment of our teams are assets we rely on each day to win new contracts and expand mobility in the countries where we are present. Despite an unprecedented context, 2020 brought us many key successes.

Frankfurt am Main: Two new large route collections in the urban transit system.

In Germany, Transdev, which is already the largest private mobility operator, has just won the contract to operate 100 buses serving 20 lines of the Rhein-Main-Verkehrsverbund. For the first time, passengers will be able to enjoy the comfort of 25 modern electric buses.

GERMANY

Transdev has become the main bus operator in Gothenburg and its surrounding region.

In the second largest city in Sweden, Transdev has commissioned a fleet of 323 buses, including 178 buses run exclusively on biofuels, and 145 battery-powered electrical buses. The group now covers Gothenburg, Frölunda, Mölndal, and Partille, as well as all express bus lines, and will transport 71 million passengers annually.

SWEDEN

Transdev operates even more electrical school buses in Canada. With the commissioning of 27 additional school buses, in its school transportation networks operated in Québec and in the regions of Estrie and Montérégie, Transdev brings its fleet to 31 operational electrical buses.

CANADA

Transdev wins three new contracts to manage suburban buses and trains in the northern part of Stockholm. Over 43 million trips are made each year in this region. 22 new trains and new double-decker buses will be gradually introduced into the network between 2022 and 2024 for better punctuality, increased comfort, and optimized transportation on demand.

SWEDEN

In the Nouvelle-Aquitaine region, the Gironde and Dordogne will run on gas and electricity. For another 7 years, Transdev will continue to operate the regular inter-urban lines via a fleet of buses run on gas (connected to a private compression station) and electricity. It's an innovative offering that results in the creation of bus rapid transit lines, enhanced service of the main towns with no need to offload, the creation of night lines, service to tourist attractions, and the use of many connected applications for viewing schedules in real time and purchasing e-tickets.

FRANCE

Transdev, extended to Melbourne, Sydney, and Perth. In Melbourne, Transdev represents one third of the metropolitan bus network, with 1,300 employees and over 120 school services, with a fleet of 500 vehicles. In Sydney, Transdev is one of the largest bus operators, making 23.5 million trips each year. 900 employees operate 88 urban lines and over 120 school services, with a fleet of 455 vehicles spread out over 7 depots. In Rockingham, a suburb of Perth, 800 employees operate 20 million service kilometers each year, with a fleet of over 400 vehicles.

AUSTRALIA

The San Diego Metropolitan Transit System (MTS) entrusts the operation of new lines to Transdev.

Already present in San Diego since 1996, Transdev will now operate 52 out of 95 bus lines in the South and East divisions, with vehicles and uniforms bearing the MTS logo.

USA



With hydrogen, clean mobility is gaining more ground. The municipality of Auxerre and Transdev are going to commission five hydrogen buses as part of the regional "air-climate-energy" plan in order to build a large-scale hydrogen ecosystem.

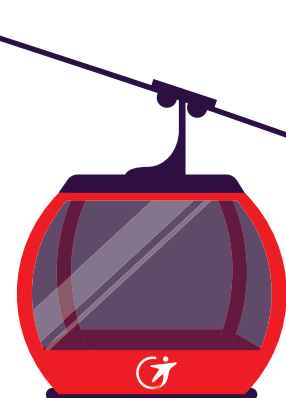
FRANCE

Bogota, 36 million passengers transported in electrical buses. Transdev and the city of Bogota have signed an €874 million contract for the operation and maintenance of 406 buses over a period of 15 years. 15 bus lines will travel 24 million kilometers a year and transport around 36 million passengers.

COLOMBIA

Expansion into the Brazilian metro market. As part of the future line 6, a fully automatic subway line in São Paulo, Transdev has signed an eight year technical support agreement with the Concessionária Linha Universidade consortium that includes the design, marketing studies, and the first three years of operation. Measuring 15.3 km in length, serving 15 stations, with an estimated ridership of 650,000 passengers a day, this line is currently the largest infrastructure in a public-private partnership under development in Latin America.

BRAZIL



OUR EMPLOYEES ARE THE AMBASSADORS OF OUR ENVIRONMENTAL COMMITMENTS

Aware of our role in the fight against global warming and the acceleration of the transformation towards sustainable, carbon-free mobility, the Transdev Group has formalized a new environmental strategy, «Moving Green», which is based on the efficiency of its networks and will be widely deployed in 2021. This new strategy responds to the necessary green transition supported by the public transit authorities and the objectives of the Paris Agreement: **to offer citizens an effective alternative to self-driving, and to continue to develop our energy expertise in order to gradually move away from fossil fuels.**

Our ambition is to reduce our carbon footprint by 30% by 2030 and to increase the share of our alternative fleet by 50% which is already composed of 10% of biodiesel vehicles, 7% of CNG and biogas vehicles (Compressed Natural Gas), and 7% of electric vehicles. Our first commitment to the environment is to attract passengers to shared mobility by improving the customer experience and by adapting our offer to the needs of passengers: multimodality, attractive comfort conditions, transportation on demand, deployment of MaaS (Mobility as a Service).

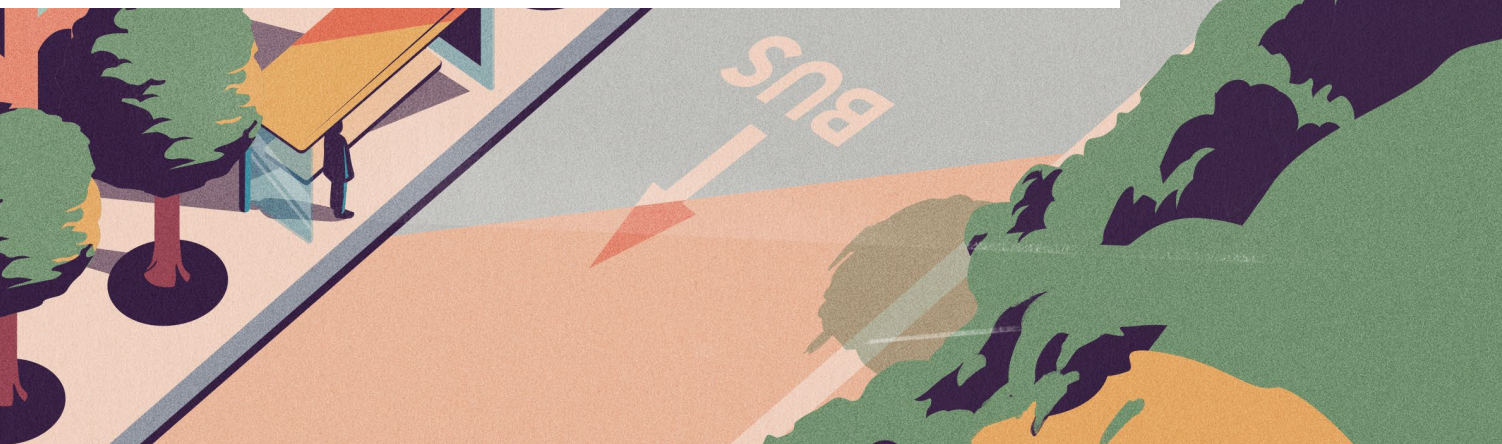
In addition, we are making every effort to control our environmental impacts in all our operations, **to raise awareness of all our stakeholders, and to promote the use of environmental technologies of our employees to the challenges of sustainable mobility through our e-learning platform and train our drivers to eco-driving.** In addition to our actions to offer an efficient public transportation network, we are committed to drastically reducing the use of fossil fuels by deploying alternative energies (biodiesel, biogas), but also by experimenting with new energies, such as hydrogen. Our fleet of hydrogen-powered vehicles is making significant progress, as in the Netherlands, New Zealand and Auckland, or in France, in Lens, Auxerre and at the Toulouse Blagnac airport network. Finally, Transdev is continuing to develop these new solutions in Sweden, on the road to the European Green Deal: in Gothenburg, we have just completed the first green financing for a total value of €117 million in order to put over 300 new electric and biofuel buses into service.



“ZE TEAM”, A DEDICATED TEAM IN SUPPORT OF ALL OF OUR COUNTRIES

To support the evolution of our fleet, we have brought together ten experts from our teams and created a specific, centralized unit that works locally to all of our countries.

The “ZE Team” distributes all of the knowledge about electro-mobility and helps our clients benefit from the latest technologies. This dedicated team runs a community of “Zero Emission” representatives identified in each country.



KEY FIGURES

83,000
employees

11 million
trips a day*

42,403
vehicles operated

6.8 billion€
in revenue

54%
clean vehicles

1,200
electric buses
(end of 2020)

*Due to the COVID-19 crisis, ridership has decreased to 6.2 million passenger trips in 2020

49% of entities covered by the Environmental Management System

A circular economy approach:
56% of waste recovered

23%
female employees

58,000
drivers

94%
of jobs under open-ended contracts

18,800
new hires in 2020

OUR PRESENCE THROUGHOUT THE WORLD



Germany, Australia, Canada, Chile, China, Colombia, Spain, United States, France, Ireland, Morocco, New Zealand, Netherlands, Portugal, Czech Republic, United Kingdom, Sweden. *

17 COUNTRIES

*Country of operation of the Transdev Group in 2020.

17 TRANSPORTATION MODES

Coaches, Buses, Bus Rapid Transit (BRT), Trolley-buses, Light Rail, Tram Trains, Trains, Metro, Ferries, Cable Cars, Bicycles, Scooters, Car Pooling, Car Sharing, Ambulances, Paratransit, Autonomous Shuttles

AND PARKING

OWNERSHIP

Transdev is a public limited company with a Board of Directors, jointly owned by the Caisse des Dépôts Group (66%) and the RETHMANN Group (34%). The two groups share the same values of serving the common good and the same objective: to support the economic development of communities. This alliance enable Transdev to benefit from solid and trusted support.

Because moving is essential to meet, work... or simply to live, at Transdev we empower freedom to move every day, thanks to safe, reliable and innovative solutions that serve the common good.

We are actively involved in the energy transition and in creating more equitable communities. We connect and reconnect people & 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 proud to enable 11 million passenger trips daily across 5 continents.

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

TRANSDEV, THE MOBILITY COMPANY

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