

A black and white photograph of a woman's profile, looking towards the right. In the background, a large, ornate clock tower with a dome and multiple levels of arches is visible. Overlaid on the right side of the image is a text diagram consisting of four rectangular boxes connected by lines. The top box contains the text 'Integrated urban mobility'. A line connects this box to a larger box containing the word 'THINK'. Another line connects 'THINK' to a box containing 'LIKE A'. A final line connects 'LIKE A' to a box containing 'PASSENGER'.

Integrated urban mobility

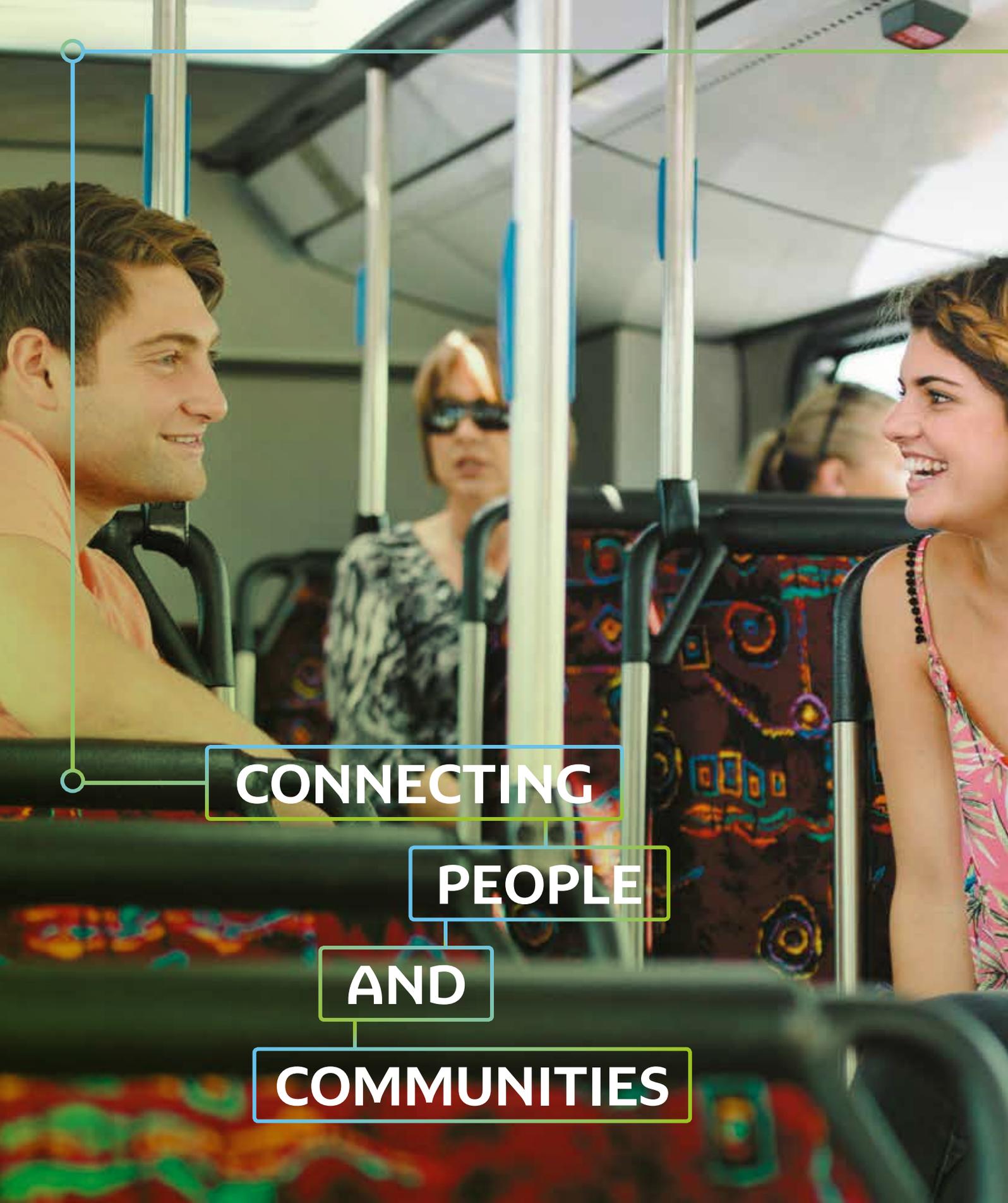
THINK

LIKE A

PASSENGER



**Keolis
Downer**



CONNECTING

PEOPLE

AND

COMMUNITIES



DELIVERING SUCCESS

Keolis Downer is a joint venture between Keolis, a global passenger transport operator, and Downer, a leading Australasian infrastructure firm. We are the exclusive provider of public transport operations on behalf of our shareholders within Australia and New Zealand.

Keolis Downer is a unique partnership between a world-leading transport operator with customer-centric heritage, Keolis, and a quintessential Australasian business, Downer.

Our partnership is built on deep relationships with the community and customers, as well as a recognition of individual strengths while acknowledging our capacity is greatest when combined.

Since 2009, Keolis Downer has worked alongside Australian public transport authorities to understand and deliver their vision for the future while ensuring day-to-day operational excellence.

We embrace genuine cooperation between governments and transport operators, across all transport modes, in order to deliver excellent transport services for our customers. We know the value of partnership is built on trust and a shared vision.

Think like a passenger

Our goal is to make public transport the first choice.

At the core of this ambition is our philosophy to **think like a passenger**. This philosophy and our customer experience approach emphasises anticipating our customers' wants, listening to their needs and delivering on our promises.

We strive to work with our customers and our clients to deliver an integrated transport network that matches the rhythm of life in our cities and regions.

We are able to deliver what really matters and to drive growth in the use of public transport.

KEOLIS DOWNER

Our operations combine world leading expertise and deep local knowledge. We bring together the experience of French public transport company Keolis, and one of Australia and New Zealand's leading engineering and infrastructure management firms, Downer.

Why Keolis Downer?

- We are Australia's largest operator of multi-modal public transport.
- We combine world-class transport operations with a deep knowledge of transport networks in Australia and New Zealand.
- We have unique whole-of-life insight by combining the planning and operating capability of Keolis with the engineering, asset management and rolling stock capabilities of Downer.
- We have the experience to operate more than ten modes of transport, working together.
- We **think like a passenger**, ensuring our customer's entire door-to-door journey is catered for and making public transport their first choice.
- We have **Keoscopie**, the institutionalisation of a more than a century of shared knowledge, ensuring lessons are learned and mistakes are not repeated.
- We have **Neolis**, a process that delivers optimised urban public transport networks that meet the expectations and changing

needs of passengers while delivering value-for-money and balancing the use of finite resources.

- We deliver patronage growth by delivering what passengers want.
- We have delivered the only greenfield railway in Australia for more than two decades.
- We value long term partnerships with our customers and employees via open and honest interaction and engagement.

We make public transport the first choice

The trend towards urbanisation and to larger, more complex cities has added new urgency to the challenge of getting urban mobility right.

All modes of transport, from walking to the private car and mass transit, have an important role to play in modern cities. However, our aspiration is to provide a quality of customer experience that elevates public transport to being the first choice for travellers.

Keolis Downer's multi-modal operational expertise and proven network planning capacity allows us to plan, develop and operate transport

networks in cities and regions. Our insight to journey planning and customer information, fare policy and collection and network augmentation planning allows us to complement our clients' expectations and our customers' ambitions'.

Through transforming transport networks we can change the way people chose to travel and support the evolution of cities.

We deliver a door-to-door experience through integrated transport networks

Our role as a transport operator has moved beyond a single mode to take a broader view as a journey integrator. This role will naturally continue to evolve to the transport operator becoming an urban integrator.

We place ourselves in our customer's shoes to walk with them on every step of their journey from door-to-door.

We travel with our customers every step of the way through the role of transport applications, on smartphones and other devices, journey planners and wayfinding. Through partnerships with other industry leaders and the use of big data, we can create

powerful new ways to ensure our customers are informed through-out their journey.

"Customers do not think about modes of transport, only their door-to-door journey."

By thinking beyond the bounds of a single mode of transport we are able to help the community to make an informed decision about how and when to travel to ensure a simple, seamless, comfortable and confident journey.

We will leave a positive legacy

We are focused on delivering sustainable outcomes that leave a positive legacy for our community.

As a foundation, we deliver Zero Harm, ensuring no harm comes to our people, our customers and our community.

Every member of our staff and the community has the right to return home safely, every day.

The choice of how to travel goes beyond the impact of the customer themselves as we aspire to provide an environmentally sensitive, socially inclusive operation that provides a service that the entire community can use.

Our determination goes further to ensure we can deliver a real and lasting positive change to the communities within which we operate. We will do this through engaging with the

community and our customers to deliver a transport solution that both meets their needs and wants, as well as supporting the vision for the future of the city.

"We are a proud industry leader in workforce diversity, most particularly in promoting the role of women within the transport sector."

The community should be confident to use our services because they are safe, meet their transit needs and are delivered in a manner that is commercially and environmentally sustainable.



Every passenger should feel as though the network was built with them in mind.

WORLD'S LARGEST LIGHT RAIL NETWORK

Through Keolis Group we bring the experience of being the world's largest light rail operator. The Group operates light rail in 16 cities on three continents.

To the world, trams are the face of Melbourne. As the custodian of the Yarra Trams network we have a critical role in the city and in the hearts of Melbournians.

While the tram network is fundamental to the identity of the city it is also fundamental to the way people travel. Yarra Trams is a heavy lifter, moving 180 million people each year.

The network is an essential service to the residents and tourists of the world's most livable city, whether in the inner city or connecting the outer suburbs.

Yarra Trams is the primary mode of public transport for inner suburban residents, connecting Melbournians with employment, social, cultural and educational opportunities and choices.

However, trams do not work alone. Trams provide vital connections with train and bus services, creating one of the largest and most complex transport networks in the world.

We strive to make public transport the first choice for our customers whatever their reason to travel.

It is crucial to us that despite the diversity of passengers, every customer feels that our service is designed with them in mind. That is the very essence of our **Think Like a Passenger** philosophy, which was first developed for and delivered by our Yarra Trams operation.

As the oldest continually operating electric tramway in the world, the stewardship of the network assets is a major focus. We have brought a view of technical asset management to ensure a customer-orientated approach to delivering engineering quality. Working with the Victorian Government, we have overseen a major investment in the modernisation of the network through the roll-out of the E-Class tram, the renewal of the heritage depot at Preston and the upgrade of select infrastructure across the network.

"Yarra Trams is the world's largest and oldest tram network with Swanston Street and Collins Street being the world's busiest tram intersection with 186 trams moving through it between 8am and 9am on weekdays."





SNAPSHOT

- 15 year franchise (8 plus 7 years);
- 450+ trams;
- 2,200 employees;
- 250km of track;
- 35,000 weekly services; and
- 180 million passengers a year.

Transport is the foundation of modern cities and economies. We create communities by bringing people together and connecting people to jobs and businesses.



REVITALISING

CITIES

SUPPORTING URBAN TRANSFORMATION AND RENEWAL

Modern, high capacity transport shapes cities, influencing where people live and work, and their spending habits. The introduction of light rail to the Gold Coast has been integral to new investment and the economic rebound of the region.

SNAPSHOT

- 16 stations from Gold Coast University Hospital to Broadbeach South;
- 14 light rail vehicles;
- 150 employees;
- Contract to 2029;
- 6.5+ million passengers in first year;
- 1,726 weekly services;
- Over 99% reliability and punctuality;
- 5% reduction in highway congestion; and
- 25% increase in public transport use.

The Gold Coast light rail (G:link) is the newest light rail in Australia and the first in a greenfield site.

G:link is a new transport spine for the famous coastline and Australia's sixth largest city.

It is also the first public transport project with funding contributions from three levels of government plus the private sector. Stage 2 has also been funded through a partnership between the three levels of government and will be open ahead of the 2018 Commonwealth Games. Planning is underway on further future stages.

Through the use of a public private partnership (PPP), we have been able to provide vital operational advice during the early stages of project and service planning, while providing a common-face to the community and stakeholders through the various stages of the project.

As well as a mass transit solution for the car congested tourist strip, the light rail has laid the bedrock for a period of urban growth and renewal.

"During the first 12 months of operation, more than \$6 billion was invested in Broadbeach alone. With some property industry estimates placing the change in property values as a result of the light rail of between \$50,000-\$80,000."

As our cities grow we encounter new challenges. Congestion, climate change and social isolation are creating strains on our communities.

Better integrated, multi-modal transport is the key to providing for future population growth in our major cities. Through our provision of high quality public transport and our commitment to sustainability, we are able to facilitate planned land-use, promote activity in urban spaces and address social isolation.

CONNECTING COMMUNITIES

We understand that people build a special bond with their bus services and our commitment is ensuring our drivers and vehicles arrive on-time, clean and comfortable to your stop. We are one of the world's largest and most successful bus, coach and on-demand transport operators in Australia. Keolis Group is one of the largest bus, coach and BRT operators in the world with over 23,000 vehicles.

Buses are the glue in a multi-modal public transport network. They are the mode that is closest to the community and often provide the 'last mile' of an end-to-end journey. They also feed into tram and train networks and connect people to their friends and family and to shopping, employment, cultural and sporting pursuits.

The flexibility of buses provides an opportunity to ensure the transport network matches the changing needs and expectations of the community. Through mature network planning and operations, buses can support growth of public transport usage in urban areas, ensure reliable public transport services and provide an alternative to the car in lower density, outer suburbs and regions.

We pride ourselves on our commitment to understand our customers and the community and to work collaboratively to realise a shared vision for the transport network.

Through Keoscope, our unique research into changing lifestyles and mobility patterns, we have been able to develop and institutionalise best practice for modern transport networks.

The Neolis network planning tool allows us to localise our knowledge and to develop world-class transport networks matched to the needs of the community and the expectations of our client.

Our network planning capacity is proven. With our capacity being used across Europe, North America and Australia.

Our capability to design and operate new networks has been the foundation of initiatives to deliver government aims for urban renewal, public transport patronage growth, value-for-money and customer service.

Network planning and design is the first step, however we understand that the delivery of consistent day-to-day operational excellence is fundamental to ensuring people choose to make public transport part of their daily journey.

Our team is committed to anticipating the needs of our customers and to look beyond a single mode of transport to ensure that a journey is seamless, from door-to-door.

Following the acquisition of one of Australia's largest bus operators, Keolis Downer now plays a major role in the operation of the transport network in Perth, Brisbane and Adelaide as well as regional hubs like Kalgoorlie, Murray Bridge, Victor Harbour and the Barossa.

The Keolis Downer bus division is a sector leader with an enduring focus on quality and safety.

We understand regional communities and we are part of them. We are committed to employing locally and maintaining local identities.

SNAPSHOT

PATHTRANSIT

- Major Western Australian metropolitan bus operator;
- Operates route and school bus services in Greater Perth;
- 366 buses; and
- 5 depots.

SOUTHLINK

- Major South Australian metropolitan bus operator;
- Operates route and school bus services;
- 334 buses; and
- 7 depots.

LINKSA

- Large bus and coach operator in regional South Australia and beyond;
- Provider of a range of transport services including route, school, special bus and on-demand services;
- 141 buses; and
- 4 depots.

HORNIBROOK BUSLINES

- Major Metropolitan bus operator in Greater Brisbane;
- Major provider of route and school bus services;
- 91 buses; and
- 4 depots.





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THINK

LIKE A

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