

# Passenger rail



---

# Your **trusted** **partner** for **pioneering** **in mobility**



In a world of increased complexity we are committed to working with you to build personalized and high-quality sustainable transportation solutions. More than ever, we see our role to support local authorities decipher major trends, identify emerging needs and turn vision into reality.

Pioneering in mobility means facing new challenges; adjusting to evolving customer demands and expectations, and creating a rejuvenation of our industry, all with client budgetary constraints in mind. All the while, never wavering on operational performance, raising our business standards and engaging our teams to greater heights.

Earning your trust means living by our credo of uncompromising safety for our employees, customers and the communities we serve.

Day by day, the foundation of partnership is based on creating a mobility inspired by you, with a unique experience of combining public interest with operational performance.



# Operating **integrated** rail services worldwide

Escalating fuel prices, rapid population growth and substantial traffic congestion are increasingly causing city planners to look toward integrated rail services for a solution. These railway solutions, connected to a multitude of other modes of public transportation, are made up of a diversity of passenger rail services including:

- > Commuter rail – Trains connecting downtowns with suburban areas.
- > Regional rail – Contracted rail services connecting large, medium-sized and small cities.
- > Long-distance rail – Train services operating long-distance to connect across regions and cross borders.

Combined, this market growth requires a range of new rail developments and service upgrades to meet future demands including new high-speed railways, transitioning from DMUs to electrification, and capacity enhancements.

Irrespective of which type of passenger rail service, today's customers seek a comfortable, accessible and dependable service with short travel and waiting times. For rail operators, this means delivering reliable, frequent and interconnected services with high onboard comfort and quality amenities such as Wi-Fi, electrical outlets, work spaces and comfortable seating.



Current international trends indicate that passenger numbers have entered a substantial growth period in major cities in Europe, Australia and also in certain American cities. Overall, short-distance rail travel currently accounts for around 90% of total passenger volume across Europe, however it accounts for 60% when looking at passenger kilometers. That said, long-distance travel is undergoing a slow but steady growth over the past decade.

Market liberalization and competitive procurement opportunities foster quality of service and superior performance because it combines the goal-setting and oversight of public authorities with the efficiency and innovation of a private enterprise. It is a successful partnership model because it brings forth the respective strengths of the private and public sectors to respond to the added pressure on quality performance.

*Transdev is a well-positioned and organized partner for integrated high quality rail services. With over 133 million rail passengers per year, we serve people on the move through an innovative approach to mobility. Our implementation and operation of integrated rail solutions connect people, communities and regions, ensuring a sustainable future for all.*

# Good reasons to cho

## PARTNERSHIP

### *In it together*

---

Political decision-makers are confronted by several challenges due to traffic congestion and other environmental issues. The emergence of regions as a leading political force in transportation policy is also a reason for Transdev to help develop new partnerships with providers of engineering services, infrastructure, rolling stock, and digital services.

We are here to transform your ambitions into everyday performance. We can advise you about rail system design, infrastructure maintenance, customer experience, and more.

## TRAINING

### *Investing in people*

---

With the help of a network of training centers worldwide, Transdev provides a collaborative, values-based work environment in which employees receive initial and recurrent training. In 2015 over 94 000 training sessions took place, totaling almost 1.2 million training hours out of which 25% were dedicated to safety. Rail employees receive specialized theoretical and practical training by the use of train driving simulators to help insure their continued ability to effectively and safely perform in their profession.



## CUSTOMER CARE

### *A rail passenger focus*

---

They want to get where they are going quickly, comfortably, and safely. In order to provide a high quality of service, we regularly train our employees and measure customer satisfaction through surveys devised especially for rail services. Going for Care, our international customer care program, provides our staff with the skills and tools to understand customer needs and how to deliver an outstanding customer experience. Through LISTEN, our proprietary customer feedback program, we respond and act on service complaints or comments. We improve communication with customers throughout their trip, delivering real-time information through mobile devices and onboard signage, as well as online.

## ENVIRONMENT

### *We measure and track our impact*

---

Managing our clients' assets in a low-carbon economy is a reality we are prepared to meet. Transdev has an industry-leading environmental management system which ensures that we meet and exceed all regulatory requirements. We measure our emissions, our carbon footprint, and are implementing aggressive programs to reduce both, by testing new locomotives and driving techniques that are more environmentally friendly. In Auckland, New Zealand, we have a carbon calculator on our website to show our customers how their rail journey benefits the environment compared to a car journey over the same distance. Our trains in Sweden are equipped with onboard real-time reporting programs that help drivers to implement eco-driving techniques while increasing train punctuality and reducing paperwork. We are also employing green methods of doing our jobs in our rail offices, rail stations and rail shops.

# ose Transdev

## TRANSPARENCY

### **Reporting performance**

---

We will always be open with our operations and our data. We operate best when we can share what we do and how we do it with our clients. We have developed a comprehensive performance reporting system with clear and simple dashboards available in real time.

## RIDERSHIP

### **We fill empty seats**

---

We have pioneered in ridership growth efforts around the world. In Sweden, our commercial line linking Malmö and Stockholm has experienced a large increase in ridership: +50% passengers between 2011 and 2015. In Auckland, New Zealand rail travel has more than tripled in the decade we have been operating there. Targeted marketing campaigns developed by international and domestic marketing teams have delivered special benefits to specific customer segments, attracted more customers and has generated more revenue. We know how to build integrated systems where buses connect efficiently with trains; building ridership through reduced journey times and smooth connecting services.



## SAFETY

### **Our credo – Uncompromising safety**

---

Assuring the safety of our employees and customers is the most important thing we do every day. We measure, analyze, and communicate, without exception, using our Group Safety Management System. We audit and continually challenge ourselves. We rely on a team of global experts and national safety managers who constantly expand our knowledge base in areas such as security, reduction of employee and passenger injuries, training of staff, regulation and procedure control. We deliver proprietary programs and trainings for enhancing a safety culture. For example, in 2015, we achieved our target of 100% completion of our "Stay Focused Training" throughout all Transdev's American Rail Division. Our credo, Uncompromising safety, is our commitment to a safety culture which makes safe and secure operations the top-of-mind priority for each employee.

## EXPERTISE

### **We know rail**

---

As one of the world's largest private operators of commuter and regional rail services with over 133 million rail passengers per year, as well as subways and light rail systems, we have the expertise and the experience. Our roots are deep in the rail industry, having both launched brand new systems and taken over existing ones on three continents. Every day, Transdev teams manage, drive, maintain and dispatch thousands of trains. They sometimes also manage and maintain the infrastructure they run on. Professional planning tools allow us to make the vehicle and the roster very productive. All of that know-how will be focused on enhancing your rail services.

# Rail from A to Z

To get a train to a platform at a specified time is the product of a complex set of interdependent processes that goes beyond the operating system. Mastery of all aspects of these intricate and comprehensive sequences is what distinguishes Transdev's rail services.

Through its subsidiary Transamo in France, Transdev possess the in-depth knowledge of projects and systems over their entire lifecycle. This know-how includes project programming and preliminary studies such as transport engineering, mobility management and city planning.

We work as a trusted partner with local governments and public-sector bodies to assist with design and project execution pertaining to engineering, financial, administrative and operability aspects. In Mulhouse, France, Transamo assisted in implementing the first interconnected tram-train service in the country, inaugurated in 2010.

engineers and construction teams, we develop long-term relationships through ongoing planning and maintenance solutions.

We also operate and maintain trains. We provide locomotive, coach and train-set maintenance. We work to integrate our rail services with other modes of transportation to provide a seamless travel experience. To ensure a perfect connectivity between rail, buses and shuttles, Transdev manages multimodal transit hubs and Park & Ride facilities. With the benefit of our multimodal experience, such as in Malmö, Sweden, we know how to operate effective, integrated



Through VTMI, our North American subsidiary, we provide an integrated collection of railroad maintenance, project oversight, and construction services.

Since 2009 we provide maintenance services for Southern California Regional Rail Authority of 5 different subdivisions consisting of over 624 km of track, structures and rights-of-way. Leveraging experienced track engineers, civil

urban and inter-city train, bus and coach services.

What this means is that we understand how it all fits together, from A to Z. Whether we only have responsibility for one or two components of a rail system, contribute to the delivery of major upgrades or manage an entire integrated regional transportation system, we have a successful track record of collaboration and partnership with other operators and contractors.

*At Transdev, we are committed to the belief that rail is the future. Opportunities for new rail services, extensions and upgrades such as electrification of existing systems are emerging worldwide. Whether it is commuter, regional or long-distance service, cities and regions see trains as the route to mobility: key to ensuring economic, environmental and social vitality.*

*Our ambition :*

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





Group Commercial Department  
[www.transdev.com](http://www.transdev.com)



# Lyon – FRANCE

Rhôneexpress – A tram-train link between the city and the world



## CONTRACT FACTS

**TRANSIT AUTHORITY**  
SYTRAL – Lyon  
Metropolitan Area  
Transport Authority

**OPERATOR**  
Transdev

**CONSORTIUM**  
28% Transdev  
35% VINCI  
37% Caisse des Dépôts

**CONTRACT START**  
August 2010

**CONTRACT DURATION**  
30 years

**MANAGED ACTIVITIES**  
Project development  
Operation and  
maintenance  
Customer service  
Ticketing  
Marketing and sales

## KEY FIGURES

**SYSTEM**  
22 km of track  
4 stations

**SERVICE**  
7 days a week from 5 a.m.  
till midnight  
Every 15 min. during peak  
hours (6 a.m. – 9 p.m.)  
Every 30 min. off-peak

**RIDERSHIP**  
3,200 trips/day

**VEHICLES**  
6 Stadler Tango vehicles  
with a maximum speed  
of 100 km/hr

**STAFF**  
75 employees

## Context

Lyon, a metropolitan area of 1.5 million people at the heart of a major tourist and economic region, was seeking to improve transfers to and from Lyon Saint Exupéry international airport. There was also a crucial need to relieve pressure on Lyon's central train station by encouraging passengers to access regional and national rail links directly from the airport's high-speed train station.

## Transdev's answer

### A creative transportation solution

The Rhôneexpress tram-train is France's first express rail service directly linking a city center to an airport. As a "train" it features high commercial speeds (up to 100 km/hr) while as a "tram" it can take advantage of the existing urban light rail network to reach the city center.

**Result:** The 22-km link required only 7 km of new track construction. The airport link shares the control center with the urban light rail system.

### Integrated coordination of public transit

With some segments of the track being shared by the urban light rail system and the Rhôneexpress tram-train, a special arrangement had to be devised to give priority to the airport link. A joint traffic control center regulates the operation of the two systems to:

- > coordinate departures of both lines;
- > manage three passing areas in each direction to overtake the urban light rail vehicles.

### Comfort and convenience

Passenger needs were taken into account when designing each aspect of the service:

- > Departures every 15 minutes from 6 a.m. to 9 p.m. The last departure is guaranteed, even in the event of flight delays.
- > Vehicles are specially designed for airport travelers offering comfortable seats, free wifi,

## Objectives

- > Create a flexible, innovative public-private partnership.
- > Deploy a fast, efficient and attractive transfer solution by choosing the tram-train.
- > Draw on Transdev's expertise in design, construction, operation and customer focus.

power outlets for charging laptops and mobile devices, luggage racks, and tables.

- > The stops along the line offer easy transfer to high-speed rail, bus, metro, light rail and air travel. 67% of customers connect to other modes of transportation.
- > Tickets are available on board, from ticket vending machines at the stops, via the mobile application, conventional website or from one of the many retail partners.
- > A variety of additional services is available on board, including taxi reservations, online newspapers and magazines, books, information about events, and the Lyon City Card.

### Customer focus

- > A Rhôneexpress representative is always on board.
- > "Listen," the Transdev program for efficiently managing customer feedback has been deployed to address passenger concerns.
- > The Transdev "Effort Score" methodology has been deployed in 2015 to assess ease in traveling.

### Real-time passenger information

Display screens on board enable passengers to keep track of departures and arrivals of high-speed trains and flights in real time. Passengers can receive SMS alerts in the event of incidents or traffic disruptions.

## RESULTS

- > High rate of satisfaction 2015: 96%.
- > 13% ridership increase from 2011-2014 reaching 1.17 million customers per year.
- > 7,500 trips/day during the peak of the Lyon Festival of Lights.



# Mulhouse – FRANCE

Soléa

An innovative tram-train solution

## CONTRACT FACTS

**TRANSIT AUTHORITY**  
M2A Mulhouse Alsace  
conurbation  
Alsace Region

**OPERATOR**  
Soléa, a semi-public  
undertaking

**ACTIVITIES MANAGED**  
Tram-train  
Urban transit system  
(bus and light rail)

## KEY FIGURES

**33 municipalities +  
252,000 inhabitants  
served**

**SYSTEM**  
1 tram-train line  
25 km of track  
18 stations

**SERVICE**  
70 full journeys per day

**KILOMETERS TRAVELED**  
84,250 km/year

**VEHICLES**  
12 trams-trains, each  
with a maximum speed  
of 100 km/hr and  
a capacity of 230 riders.

**STAFF (TRAM-TRAIN)**  
27 employees including  
15 drivers

## Context

The Thur Valley in southern Alsace is the focal point of many remote towns and villages in the region. Road traffic there was highly congested and daily commuters working in the Mulhouse metropolitan area accounted for 80% of it. The local authorities set an ambitious goal: to implement an effective, high performance transit solution that would connect and revitalize valley communities, businesses and services while reducing gridlock and CO<sub>2</sub> emissions.

## Transdev's answer

### France's first interconnected tram-train

The project featured many technical and contractual innovations and each partner helped to make it a success. The regional and municipal authorities brought vision and support to the table. Transdev worked closely with partners like public rail operator SNCF, rail infrastructure manager RFF, and power utility EDF, as well as technical experts from its subsidiary Transamo, a consulting and engineering firm involved from the preliminary design phase onward.

- > Transamo, responsible for technical development and the operational success of the light rail system, was entrusted with the design work, drafting the operating procedures and integrating the urban transit infrastructure and the rail network.
- > Soléa's training instructors and drivers teamed up with their SNCF counterparts to ensure full compliance with train/light rail driving procedures and to co-supervise operations from two control centers.
- > Transdev and EDF jointly developed an energy program called «Équilibre» to power the light rail and tram-train system with electricity from renewable sources.

**Result:** This innovative service was launched successfully and recorded an on-time rate performance of more than 98% for the first year of operation.

## Objectives

- > Open up a new corridor for rapid, integrated transit with intermodal connections linking residential zones, small local businesses and the natural beauty of the Vosges regional park.
- > Optimize use of the existing rail network to reduce costs for the local authorities and introduce new synergies in the areas of pricing, operations and energy.
- > Reduce road congestion and improve environmental performance.

### Developing mobility

Adding only four kilometers of tram-train track has created new links. An additional 6,500 secondary students now have access to the tram-train at the Thann stop at one end of the line, and the other end now serves 6,000 university students and close to 700 businesses in the town center. The solution is intermodal and includes:

- > 600 new parking spaces and 250 secure bike parking spaces;
- > 11 of 18 stops connected directly to the light rail system;
- > the launch of a third light rail line and the reorganization of three bus lines to facilitate connections with the urban transit system;
- > links with the regional and national rail network, including high-speed trains.

**Result:** A 25% reduction in travel time for students commuting to/from Thann and the university in the center of town, with ridership of 12,000 passengers a day on weekdays.

### Convenient, multimodal tickets

It is now possible to ride the entire urban transit system on a single ticket. The various tickets on offer – ranging from one-way to a monthly subscription – can be purchased at ticket vending machines, Soléa branch offices or approved ticket retailers.

## RESULTS

- > CO<sub>2</sub> emissions reduced by about 5,200 metric tons a year.
- > 456,000 passengers in 2015.



### CONTRACT FACTS

**TRANSIT AUTHORITY**  
Öresundståg AB

**OPERATOR**  
Transdev Sverige AB

**CONTRACT START**  
2011  
(renewed in 2014)

**ACTIVITIES MANAGED**  
Operational Control  
Center  
Operations (train  
engineers and onboard  
staff)

### KEY FIGURES

**SYSTEM**  
781 km of track (one way)  
39 stations

**SERVICE**  
3 main connections  
Copenhagen/Malmö –  
Gothenburg, Kalmar,  
and Karlskrona

**RIDERSHIP**  
About 30 million travels/year

**KILOMETERS TRAVELED**  
13 million train km/year

**VEHICLES**  
109 (X31 Bombardier  
motor-coaches)

**STAFF**  
540 employees

### Context

Öresundstågen is one of the most complex commuter rail networks in northern Europe serving two countries (Denmark and Sweden) and the larger cities in the region including Copenhagen, Malmö, Gothenburg, Karlskrona and Kalmar. The operation is divided in two parts between the countries; in Denmark service is provided by the Danish Railways (DSB), while in Sweden the service is coordinated by a regional transit authority and operated by Transdev. The rail-link serves as an important connector of the transnational metropolitan Copenhagen – Malmö area, a strategic hub for economic development in Scandinavia.

### Transdev's answer

#### A complex and high-density commuter rail service

High quality and continuous improvement are key for Transdev. The contract with Öresundståg AB includes incentives on customer satisfaction, punctuality, and replacements services. Penalties are stipulated in case Transdev fails to deliver, e.g. cancellations, wrong information, wrong number of staff onboard or missing reports. Yearly audits are also done by Öresundståg on how well Transdev manages internal processes and operations. This is done in accordance with the SIQ model, a customer-focused quality model that was also applied for the tender evaluation. Penalties are issued in case deviations to the model are detected.

#### To ensure a high quality in operation, Transdev:

- > carries customer satisfaction surveys twice a year, in addition to the PTA measurements;

### Objectives

Öresundståg AB was created by the 6 regional transit authorities, Blekingetrafiken, Hallandstrafiken, Kalmar Länstrafik, Länstrafiken Kronoberg, Skånetrafiken, and Västtrafik, to:

- > facilitate cross-regional commuting;
- > coordinate planning, maintenance, quality, sales and marketing for the complete Öresundståg's system;
- > deliver high quality to passengers, something that is reflected in the contract with the operator.

- > arranges "meet Öresundståg" sessions – giving passengers a chance to talk directly to the operator and the PTA;
- > provides service trainings for all staff onboard;
- > plans to minimize disturbances. This has been a real challenge during 2016 due to the boarder and ID-controls between Denmark and Sweden which affected the train network significantly;
- > works with SMART driving – a program for eco-driving reducing energy consumption and at the same time increasing passenger comfort and reducing stress from drivers;
- > focuses on the daily cleaning and improvement on the customer experience of the vehicles;
- > conducts internal audits to secure that all processes are followed;
- > provides replacement services through Bussaktuen – a company within Transdev Sweden specialized in replacement services.

### RESULTS

- > Customer Satisfaction 2015 of 7.01, against 6.77 in 2011 at the contract's transition.
- > Other aspects show their highest points in 2015 since the beginning of surveys since 2009:
  - satisfaction with onboard staff: 7.69 vs 7.54 in 2011;
  - satisfaction with passenger information: 6.69 vs 6.57 in 2011;
  - satisfaction with punctuality: 6.93 vs 6.18 in 2011.
- > On-time performance: 99.95%.

# Malmö – Stockholm – SWEDEN

Snälltåget – First private long-distance train service in Sweden



## CONTRACT FACTS

**TRANSIT AUTHORITY**  
None; operated under full commercial risk.

**OPERATOR**  
Transdev Sverige AB

**OPERATION START**  
2009

## KEY FIGURES

**NETWORK**  
616 km of track  
10 stations

**SERVICE**  
2 departures/day

**RIDERSHIP**  
400 000 passengers/year

**KILOMETERS TRAVELED**  
172 million km/year

**VEHICLES**  
3 electric locomotives,  
21 coaches  
2 restaurant coaches

**CAPACITY**  
Up to 550 seats  
per departure

**STAFF**  
30 employees

## Context

The Malmö-Stockholm long-distance rail service, Snälltåget, is operated entirely on ticket revenues and does not receive any subsidies from the government. Transdev is the first operator that has taken advantage of the opportunity to run rail services at full commercial risk when the Swedish railway market was partially deregulated on July 1st, 2007. Ever since then, Transdev has taken steps at the same pace as the market opened up, running night trains, weekend trains and, since 2010, daily trains. Transdev is fully responsible for setting prices, traffic scheduling, onboard service, customer service, marketing and promotion activities, and everything related to operational production planning to ensure traffic service delivery.

## Transdev's answer

- > We offer good value for money and a pleasant travel experience through our customer-oriented onboard staff.
- > Since Snälltåget started with daily departures on the Malmö-Stockholm line, the average ticket price on the route has decreased by 5€, directly benefiting all train travelers.
- > The trains have charming restaurant wagons where meals are served on crockery at the table.
- > Snälltåget offers free wifi and possibility to charge mobiles and computers.
- > Possibility to book your own compartment (coupé).

## Objectives

- Provide a pleasant travel experience that offers value for money. This requires a cost-effective organization and a traffic planning that maximizes the capacity of each departure.
- > Increase ridership;
  - > Maintain a customer satisfaction level above 85%;
  - > Shorten the average journey time;
  - > Develop the customer offer with better comfort and more departures.

## RESULTS

- > 50% ridership increase 2011 to 2015.
- > Over 90% percent of tickets are bought online.
- > 90% satisfaction rate.



#### CONTRACT FACTS

**TRANSIT AUTHORITY**  
BEG (Bayerische Eisenbahngesellschaft)

**OPERATOR**  
Bayerische Oberlandbahn GmbH

**CONTRACT START**  
2013

**CONTRACT DURATION**  
12 years

#### KEY FIGURES

**SYSTEM**  
3 lines  
261 km of track  
40 stations

**RIDERSHIP**  
30,000-50,000 passengers/day

**KILOMETERS TRAVELED**  
4,8-5,2 million km/year

**VEHICLES**  
35 FLIRT electrical multiple units

**STAFF**  
180 employees

#### Context

The Bayerische Oberlandbahn GmbH started operations for the so-called "E-Netz Rosenheim" in Bavaria on the 15<sup>th</sup> of December 2013 by introducing the new brand Meridian. Three lines originating in Munich serve the main cities in the region Salzburg, Kufstein, Holzkirchen and Rosenheim, and over 30 stations along the lines improving regional connections and development.

#### Transdev's answer

##### An improved service quality

- > 50% more frequent and regular departures.
- > Access to a greater number of stations, most notably in major cities and touristic areas.
- > Improved connections with the introduction of non-stop express trains.
- > Extensive customer service training for all employees.
- > More spacious and well-lit onboard compartments.
- > A variety of customer amenities including onboard service areas, space for luggage, strollers and bicycles, and the ability to reserve seats.

##### A greater amount of capacity

- > 35 modern electrical multiple FLIRT units.
- > 7 three-car units, 59 meters long with 158 seats.
- > 28 six-car units, 107 meters long with 333 seats.
- > Maximum of three attached vehicles (total of 999 seats).

#### Objectives

A necessary revitalization of this southern German railway network by setting a number of ambitious goals:

- > Increase departure frequency and improve customer service quality especially pertaining to onboard comfort and information;
- > Improved capacity and times of departure;
- > Introduce a new brand and build a solid reputation;
- > Utilize innovative and efficient sales channels.

##### Innovative and strong sales channels

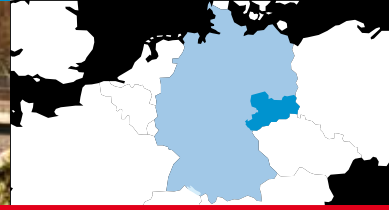
- > Variety of different sales channels to provide several possibilities for ticket sales (ticket vending machines, online, on board, customer centers, and partners).
- > 68 ticket vending machines with an easy to use user-interface developed by external consultants placed at every station along the network.
- > Strong customer commitment with 10 sales offices and onboard staff, and a Customer Service Center open 24/7.
- > Co-operation with other operators such as DB AG, ÖBB, SVV and MVV to meet needs regarding ticket products and prices.
- > Focused marketing actions to approach high revenue target groups through multiple channels.

#### RESULTS

- > 90.4% on-time performance rate in 2015.
- > Improved satisfaction: on a scale of 1 to 5 (1 being «Excellent»)
  - overall customer satisfaction has reached a score of 2.1,
  - staff friendliness has reached a top score of 1.7.

# Saxony – GERMANY

Mitteldeutsche Regiobahn  
Rebuilding a brand in Saxony



## CONTRACT FACTS

### TRANSIT AUTHORITY

#### For lines RE 6 and RB 110:

- > Zweckverband Verkehrsverbund Mittelsachsen (ZVMS)
- > Zweckverband für den Nahverkehrsraum Leipzig (ZVNL)

### For Elektronetz

#### Mittelsachsen - EMS:

- > Zweckverband Verkehrsverbund Mittelsachsen
- > Zweckverband Verkehrsverbund Oberelbe
- > Zweckverband ÖPNV Vogtland
- > Bayerische Eisenbahngesellschaft GmbH
- > Land Brandenburg

### OPERATOR

Transdev Regio Ost GmbH, Bayerische Oberlandbahn GmbH and Transdev Mitteldeutschland GmbH  
All lines are operated under a single Transdev brand: Mitteldeutsche Regiobahn.

### CONTRACT START

RE 6: Dec 2015  
RB 110: June 2016  
EMS: June 2016  
For 8 years in average

## KEY FIGURES

### SYSTEM

5 lines  
463 km of track  
84 stations

### KILOMETERS TRAVELED

EMS: 5.7 million km/year  
RE 6: 1.05 million km/year  
RB 110: 0.95 million km/year

### VEHICLES

EMS: 29 Coradia Continental EMUs  
RE 6: 4 diesel locomotives and 21 coaches  
RB 110: 5 Talent DMU and 5 Regioshuttle DMUs

### STAFF

210 employees

## Context

Mitteldeutsche Regiobahn (MRB), a Transdev brand, managed the successful launch of fast trains operations on the RE 6 Leipzig–Chemnitz line in December 2015, after which it extended its activities throughout the E-Netz Mittelsachsen network as well as on the RB 100 train line. MRB consolidates hence its position as the largest private rail operator in Saxony, with two routes running from Leipzig Central Station and three through Chemnitz Hbf, deserving Döbeln from Leipzig, and Hof, Zwickau, and Elsterwerda via and from Chemnitz.

## Transdev's answer

### Experiencing a greater customer service

With the start of Elektronetz Mittelsachsen operations, activities of Mitteldeutsche Regiobahn in Saxony have more than tripled.

The ambitious revenue targets will be achieved through new modern and comfortable EMUs and intense marketing activities:

- > Use of 29 factory new Coradia Continental EMUs with the highest quality standards in customer service.

## Objectives

- > Modernizing the image of the Mitteldeutsche Regiobahn brand: RE 6 is operated with more than 25-year-old coaches versus factory new EMUs in EMS.
- > Best usage of vehicles on EMS, owned by the PTA.
- > Meet ambitious revenue goals as established in net contract.
- > Rebuilding of the brand and creating customer awareness in large parts of Saxony.
- > Manage our 150 new employees.
- > Manage relationship with 5 different PTA partner in the area of Elektronetz Mittelsachsen EMS.

- > Developing attractive house tariffs.
- > 100% of trains accompanied by service staff.
- > Establishment of 4 Mitteldeutsche Regiobahn Customer Centers from January 2017: Chemnitz, Glauchau, Flöha, Zwickau.
- > 8 sales agencies: Burgstädt, Döbeln, Grimma, Mittweida, Hohenstein-Ernstthal, Plauen, Reichenbach, Auerbach.
- > Use of modern ticket vending machines.
- > 100% of trains accompanied by service staff.

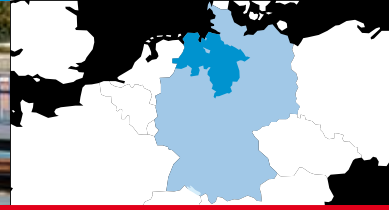
## RESULT

- > Transdev Group is now the largest private railway operator in Saxony.

# Niedersachsen – GERMANY

Regio-S-Bahn – Regional Rail

Creating state-of-the-art train services



## CONTRACT FACTS

### TRANSIT AUTHORITY

- > Land Niedersachsen Transport Authority Hannover (LNVG)
- > Senate of Bremen City

### OPERATOR

NordWestBahn (Transdev GmbH 64%, Stadtwerke Osnabrück 26%, VWG Oldenburg 10%).

### CONTRACT START

2010

### CONTRACT DURATION

11 years

## KEY FIGURES

### SYSTEM

4 lines  
270 km of track  
57 stations

### KILOMETERS TRAVELED

4.7 million train km / year

### RIDERSHIP

17.1 M/year

### VEHICLES

35 trains Alstom Coradia  
Continental

### STAFF

150 employees

## Context

In December 2010, the NordWestBahn started operating the Regio-S-Bahn on behalf of the Senate of Bremen and the Land Niedersachsen Transport Authority (LNVG). With its four lines, the entire route network of the Regio-S-Bahn covers 240 km around the metropolitan area of Bremen. The electrically powered vehicles Coradia Continental travel more than 4.7 million kilometers each year. They offer not only a reliable transportation for the urban area of Bremen, but connect the city with Oldenburg and Bremerhaven.

## Transdev's answer

### Make public transit an alternative

- > Reduce journey times by using strong spurt vehicles.
- > Improve punctuality.
- > Close clock gaps.
- > Make some destinations more appealing to tourists: expand the route network and improve connections.

### Achieve high customer satisfaction

- > Increase clock frequencies.
- > Manage a customer center at Bremen main station.
- > Operate new and modern railcars.
- > Ensure a service provided by well-trained, friendly service staff.

## Objectives

As a central part of the urban and regional public transit around Bremen, the NordWestBahn had to face various tasks at the start of operation:

- > provide a reliable mix between regional and urban public networks;
- > raise the attractiveness of public transit in the metropolitan area of Bremen, Oldenburg and Bremerhaven;
- > achieve high customer satisfaction;
- > increase ridership;
- > fulfill high demands in accessibility for mobility-impaired travelers;
- > introduce the new brand "Regio-S-Bahn".

### Accessibility for mobility-impaired travelers

- > Collaboration with disabled rights organizations for the vehicle concept.
- > Accessible toilet, spacious multi-purpose areas.
- > Family-friendly design of trains and customer service.

## RESULTS

- > Average punctuality rate of 96.45%.
- > Competence of service staff assessed by customers with a satisfaction value of 1.7; review of kindness and courtesy with 1.8 by travelers. General customer satisfaction assessed with a mark of 2.3 (on a scale of 1 to 5, 1 being «Excellent»).
- > Solution-oriented relationships with disabled rights organizations. Trains and customer service awarded with the certificate «family friendly service» by the German Child Protection Agency.

# Auckland – NEW ZEALAND

Auckland Commuter Rail Network  
Longstanding partner for a network's modernization



## CONTRACT FACTS

**TRANSIT AUTHORITY**  
Auckland Transport.

**OPERATOR**  
Transdev Auckland

**OPERATION START**  
2004

## KEY FIGURES

**NETWORK**  
120 km of track  
40 stations

**SERVICE**  
3,144 weekly services

**RIDERSHIP**  
15.5 million passengers/  
year

**KILOMETERS TRAVELED**  
3.9 million km/year

**VEHICLES**  
57-3 car EMU sets

**STAFF**  
630 employees

## Context

Significant investment has been made by regional and central governments in Auckland's rail network since 2006. Key improvements have included track, signal and station upgrades and the electrification of the network to support the development of a high-frequency train service. The transition to a new electric fleet and the introduction of a new electronic ticketing system were done while delivering additional train services to meet demand in a rapidly growing city.

## Transdev's answer

### Continuous service improvements

- Manage the introduction of the new electric fleet with international Group support, as well as the implementation of the integrated ticketing system with a full-time project manager.
- Refine network performance by monitoring and improving systems and processes, infrastructure performance, customer communication and behavior, and staff performance.
- Use an online process management application called Promapp to improve processes across the business and assist with gaining ISO accreditation.

### A customer-centric business strategy

A comprehensive review of the business has seen a greater focus on the customer experience.

- All staff received Going for Care customer care training, a locally adapted Transdev proprietary customer care program. Special modules were delivered to prepare for major events such as the Rugby World Cup and the introduction of integrated ticketing.

## Objectives

- Deliver an excellent customer experience for Auckland's rail commuters.
- Minimise disruption to rail customers during the electrification of the network.
- Assist Auckland Transport with the implementation of its integrated ticketing system AT Hop, being the first mode in Auckland to do so.
- Provide cost effective train services that exceed stakeholder expectations.
- Deliver new timetables and capacity to meet rising demand and additional services for special events.
- Work towards ISO accreditation.

- Meet the Manager sessions are held with Auckland Transport and KiwiRail to engage and interact with our customers, at major stations and on-board trains. They provide the opportunity for senior managers and customers to share views, discuss and identify areas of concern.

### Community Engagement

- Strong focus on safety, working with Maori Wardens to increase customer safety, the security of our staff and trains.
- Support of the New Zealand Track Safe Foundation and KiwiRail and in particular Rail Safety Week held each year in August.
- Since 2004, all employees have received training in disability awareness and assisting customers with varying accessibility requirements. Transdev Auckland is a member of Auckland's Public Transport Accessibility Advisory Group and in 2015, supported the United Nations International Day of People with Disability.

## RESULTS

- Improved customer satisfaction: from 79% in May 2007 to 84.2% in 2015.
- Customer complaints per 100k decrease from 22.3 in 2012 to 16.7 in 2015.
- Record ridership increase: 15.5 million trips in 2015 against 2.7 million in 2004.
- Punctuality improvements from 57% in 2004 to 86.5% in 2015.
- Lost time injuries have reduced from 12.9 in 2012 to 2.5 in 2015 (2013: saw 12 months without any workplace accidents).
- Achieved certification for ISO 9001 (quality management), 14001 (environmental management), BS OHSAS 18001 and AS/NZS 4801 (Health and Safety) and compliance with ISO 31000 (risk management) in just 18 months.





# Miami – USA

Tri-Rail

Raising standards in commuter rail



## CONTRACT FACTS

**TRANSIT AUTHORITY**  
South Florida Regional  
Transportation Authority  
(SFRTA)

**OPERATOR**  
Transdev

**NETWORK**  
Tri-Rail

**CONTRACT START**  
2007, renewed in 2013

## KEY FIGURES

**SYSTEM**  
72 miles (116 km) of track  
18 stations  
50 trains operated each  
weekday

**RIDERSHIP**  
16,000 passengers per day

**VEHICLES**  
14 locomotives  
and 42 rail cars

**STAFF**  
105 employees

## Context

Tri-Rail is the commuter rail system that runs north-south between West Palm Beach and Miami. It serves the airports of Miami, Fort Lauderdale, West Palm Beach and communities in-between, as well as connecting with Miami’s Metrorail (rapid transit) network. In 2007, Tri-Rail’s image had suffered due to scheduling and reliability issues. For SFRTA, the challenge was to find an operations and maintenance partner capable of delivering top quality service that would encourage greater ridership.

## Transdev’s answer

### Raising safety standards

- > Implemented comprehensive new System Safety Plan with rigorous standards.
- > Provided ongoing safety training for all staff, including requalification and recertification.
- > Conducted an extensive survey of staff attitudes toward safety and used results to measure and strengthen safety culture.
- > Implemented successful “Stay Focused – Stay Safe” employee engagement program.

### A commitment to improved service for riders

- > Redesigned schedules to provide better connections to existing bus services, and to accommodate the influx of passengers and families traveling to and from airports.
- > Added 14 more trains providing additional weekend service with dramatic on-time performance improvements.

## Objectives

- > Provide consistent, high quality service with improved on-time performance: contractual target established at 99%.
- > Establish a new benchmark for safety.
- > Implement a culture of customer service and continuous improvement across all levels of the organization.
- > Significantly increase ridership.
- > Design, introduce and operate expanded weekend service.

- > Planned and executed a “bus bridging” service to get passengers to their destinations during planned and unplanned train service interruptions.
- > Provided best practice safety and operating training to all staff, using Transdev’s resources and experience.
- > Increased visibility and connection of management to staff and riders.
- > Introduced operations of new Rotem passenger cars.

### Continue to instill a customer care culture

- > Provide thorough and ongoing customer care training for all staff, including Going for Care™, Transdev’s proprietary program.
- > Conduct joint monthly meeting with client focused on resolving issues and improving passenger experience.

## RESULTS

- > Since Transdev began operations in 2007:
  - ridership has increased from 11,000 to 16,000 passengers per weekday;
  - on-time performance has improved from 35% to 85%.

**DEPLOYMENT****ATLANTA, GA**

Metropolitan Atlanta  
Rapid Transit Authority  
MARTA Rail and Tie  
Rehabilitation

**LONG BEACH, CA**

Port of Long Beach Pier F  
Upgrade

**SAN DIEGO, CA**

San Diego Association of  
Governments  
MTS San Diego Trolley  
Infrastructure Works

**PERRIS VALLEY, CA**

Riverside County  
Transportation  
Commission  
Perris Valley Line  
Extension

**WESTERN UNITED STATES**

BNSF Railways Welding  
and Training

**LOS ANGELES, CA**

Southern California  
Regional Rail Authority  
Metrolink maintenance

**BURBANK, CA**

Caltrans Empire Avenue  
District 7  
Network Upgrade

**HOUSTON, TX**

Metropolitan  
Transportation Authority  
METRO Light Rail Project  
Development and  
Oversight

**AUSTIN, TX**

Capital Metro  
Transportation  
CAPMETRO Rail and  
Tie rehabilitation

**MIAMI, FL**

South Florida Regional  
Transportation Authority  
Tri-Rail Maintenance

**Challenge**

Cities and regions **face** increasing demands for well-managed, cost-effective and high quality public transportation. Within this context the reliance on rail services has grown tremendously primarily due to worsened traffic congestion in urban areas. Around the world, Transdev operates rail systems of all types: commuter rail, regional rail and long-distance rail, and offers rail infrastructure development and maintenance expertise through its wholly owned American subsidiary VTMI.

**Transdev's solution**

VTMI provides an integrated collection of railroad maintenance, project oversight, and construction services. Clients include both freight and passenger rail. VTMI has extensive experience and a track record of delivering top quality as both prime and subcontractor under various contractual frameworks including:

- > Design-Build;
- > Design-Build-Operate-Maintain;
- > Design-Bid-Build;
- > Project Management.

**Improves, replaces and adds rail infrastructure, including:**

- > new track construction;
- > rehabilitation of existing infrastructure;
- > special track-work and grade crossings;
- > capacity improvements;
- > certified bridge inspection & repair;
- > utility installation and modification.

**Offer a full range of Maintenance of Way services:**

- > inspection and compliance reporting;
- > state of good repair assessments;
- > track and structure repair and maintenance;

- > signage and fence installation and repair;
- > weed abatement, vegetation remove and pest control.

**Leveraging knowledge and expertise:**

- > Extensive project management and construction services;
- > state-of-the-art equipment;
- > experienced crews;
- > strong and positive safety record;
- > rigorously managed budgets and cost control;
- > excellent regulatory compliance;
- > proven quality assurance programs.

VTMI is dedicated to serving client needs by managing projects and teams at night to minimize revenue service disruptions.

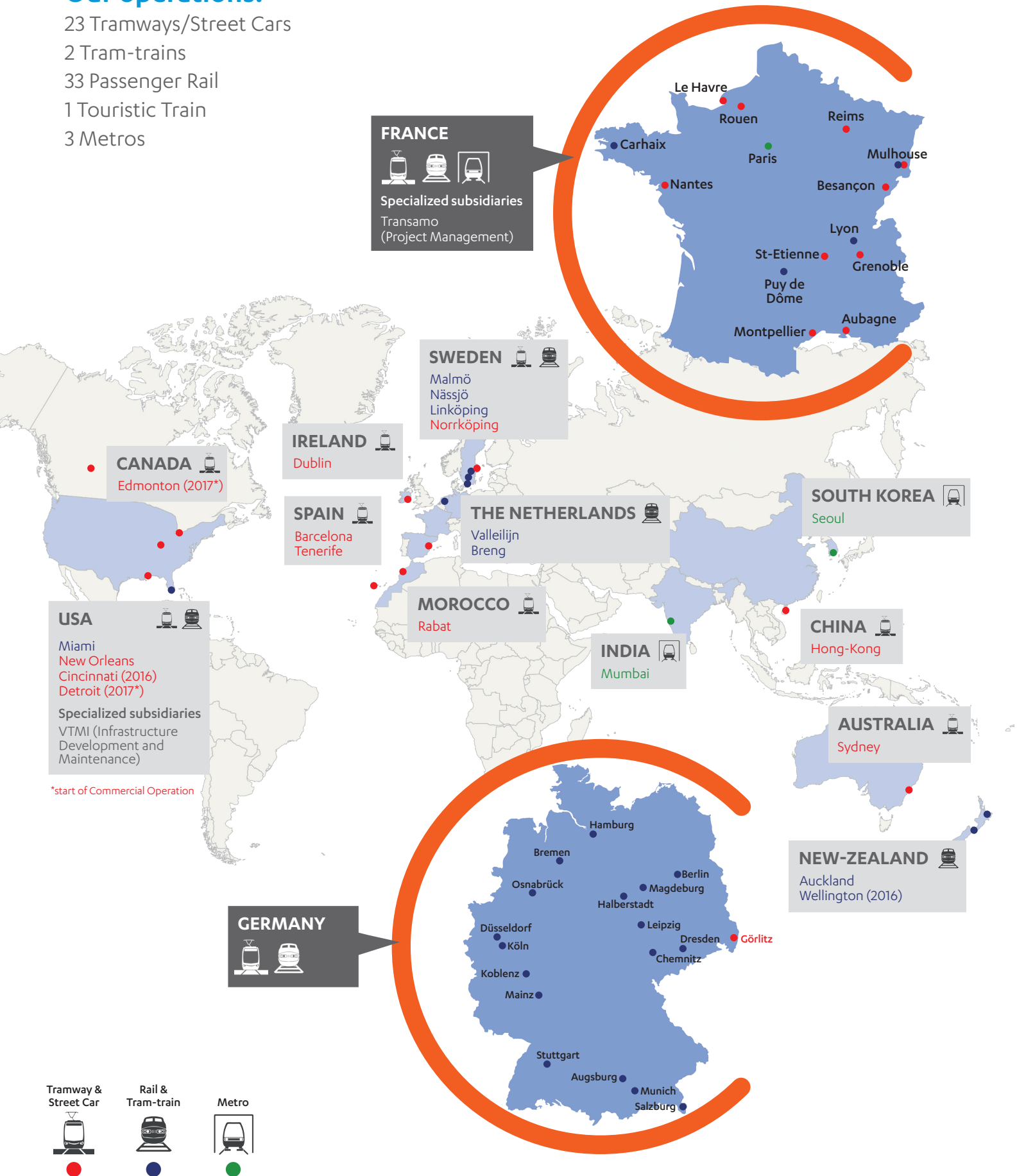
**A Committed Safety Culture**

Safety and compliance training is extensive and includes CWR Training, Roadway Worker, NORAC, MOW, GCOR, 213, PTC and more. At Transdev, we work every day to assure uncompromising safety of our passengers and employees. We are relentless in our ongoing pursuit of world-class safety and are committed to continually elevating our performance.

# The Transdev Rail World

## Our operations:

- 23 Tramways/Street Cars
- 2 Tram-trains
- 33 Passenger Rail
- 1 Touristic Train
- 3 Metros



\*start of Commercial Operation