

**THIS IS NOBINA**



This is Nobina's corporate presentation for 2018/2019 where we present our operations and offering together with our sustainability agenda. The formal Annual Report, which includes the Corporate Governance Report and statutory Sustainability Report, is available on our website [Nobina.com](http://Nobina.com).

**“THROUGH LEADING AND SMART TRANSPORT SOLUTIONS, WE HELP TO REALISE THE SUSTAINABLE SOCIETY OF THE FUTURE – ALREADY TODAY.”**



## VISION

**EVERYONE WANTS TO TRAVEL WITH US**

## BUSINESS CONCEPT

**WE SIMPLIFY EVERYDAY TRAVELLING  
FOR OUR CUSTOMERS**

## WE ACHIEVE OUR VISION BY BEING:

**TRANSPARENT, INNOVATIVE AND RELIABLE**

Our transport solutions increase mobility in society. Every day about one million people in the Nordic region travel with us, and our role is to make the journey a positive experience. We offer our passengers service and security at the same time as ensuring the journey is efficient and easy. It is through bus travel that we can combine all of the components into a well-functioning whole.

We succeed by living  
according to our values:

**WE RESPECT  
EACH OTHER**

**WE CARE**

**WE ARE GOOD LEADERS**

**3,600** BUSES

**81%**  
RENEWABLE FUEL

**11,600**  
EMPLOYEES, OF WHOM  
9,600 BUS DRIVERS

**1 million**  
PASSENGERS EVERY DAY

**20** TIMES NOBINA'S BUSES  
TRAVEL AROUND  
THE WORLD EVERY DAY

**>100** CONTRACTS



# CEO COMMENTS

## **"WE ARE PART OF THE SOLUTION"**



Autumn 2018 was a milestone. This marked the beginning of our regular services with autonomous buses in the Barkarbystaden district, the largest urban development project in Northern Europe, and where we are partnering with various stakeholders to develop the world's most modern public transport system with a focus on quality of life. What until only a few years ago felt utopian was now a reality. Assisted by the rapid development in zero-emission electric buses, bus rapid transit (BRT) services and various travel concepts that ease everyday situations for millions of people, we have reached the point when I and the rest of my colleagues at Nobina can state that we – in partnership with our clients – are part of the solution to some of the greatest challenges facing society. We can play a part in reducing carbon dioxide emissions and congestion in our cities, and yes, we can even help improve integration in the labour market.

What's special about Nobina is that we already have solutions to these challenges. Our buses run on 81 per cent renewable fuel, we are continuously deploying new electric buses, we are developing entire districts where cars are becoming less and less important and we are implementing integration projects throughout the Nordic region as a means of encouraging recently arrived immigrants and other groups to train as bus drivers and mechanics.

Our commitment and our solutions simply contribute to better social development – and to long-term and sustainable profitability for Nobina. Over the past 7 years, we have increased profitability every year, at the same time as we have grown through new traffic contracts and services. We now have stable earnings based on efficiency and high delivery reliability. A business based on convincing more people of the benefits of public transport and sustainable travel. When we succeed in doing this, the company performs well and we gain more satisfied customers and a better urban environment – profitable growth that goes hand in hand with a sustainable development of society.

If we look further into the future, I can see buses as essential for greater accessibility in our communities. They are as environmentally friendly as trains and trams, and as flexible as cars – but with space for more people. Buses and the bus company Nobina are the winners of the future in a world that needs to find solutions for a sustainable tomorrow. I think more and more people are starting to realise this. Such as our shareholders since the IPO in 2015, and those who invested in the green bond we issued in early 2019 – which also represented a milestone for us and the public transport industry.

This publication offers a few examples of what is happening at Nobina and in our industry. Today, we are about 11,600 dedicated employees in four Nordic countries who are developing leading and smart solutions for the public transport of the future – already today. Pleasant reading, and I hope to see you soon on the bus.

Magnus Rosén  
President and CEO

# NOBINA – A SUSTAINABLE INVESTMENT

We are the Nordic region's largest and most experienced public transport company and are industry leader in terms of profitability, development and initiatives that promote a healthier sector. The need for long-term and sustainable transport solutions makes Nobina a structural winner.

## LONG-TERM GROWTH

Urbanisation, growing environmental awareness, public-sector investments and greater mobility are driving long-term growth in the Nordic public transport market. We are growing faster than the market by winning and actively managing the right contracts, conducting supplementary acquisitions and developing value-creating services and bus solutions.

## FOCUS ON EFFICIENCY

We are striving to influence the design of contracts to ensure fair terms and conditions and the development of balanced compensation models. Long contract periods offer conditions for progressive improvement in customer service, operational efficiency and profitability. We also ensure that optimal use is made of the bus fleet and other resources.

## OPTIMISED CAPITAL STRUCTURE

Given that Nobina aims only to take on profitable contracts, and that these contracts are generally long term with solid counterparties, Nobina is able to use debt to good effect, without excessive risk, to enhance both its profitability and the returns it provides to its shareholders.

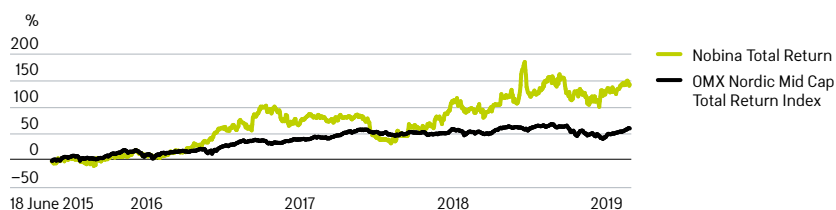
## HIGH LEVEL OF DIVIDENDS

Over the past three fiscal years, an average of 76 per cent of earnings after tax paid has been distributed to shareholders. Our new dividend policy means that under normal circumstances, at least 75 per cent of profit after tax paid will be distributed.



We are working to enhance the efficiency of the entire transport solution in our expanding cities and to convince people to leave their cars at home more often.

## TOTAL RETURN



# GLOBAL OUTLOOK

People across the world are continuing to move to cities, large and small, for the sake of proximity and convenience. If we are to achieve a good urban environment, we need to become less dependent on cars and instead walk, cycle or use public transport services.

## CHALLENGES

### URBANISATION AND LACK OF SPACE

Cities are expanding worldwide, giving rise to challenges in the form of congestion, housing shortages and local air quality problems. Moreover, increasing prosperity means more people are buying cars, which could create further challenges. The trend towards poorer accessibility is forcing various stakeholders in society to quickly identify sustainable solutions.

### AIR QUALITY AND QUALITY OF LIFE

The rising traffic volume in cities is increasing fatalities and diseases related to poor air quality. According to the World Health Organization (WHO), one in eight fatalities today is caused by poor air quality. The situation is not as bad in Europe and the Nordic region, but the lives of many are negatively impacted as even noise and congestion are considered to have a major detrimental effect on people's health.

### REDUCING THE CARBON FOOTPRINT

Despite the growing popularity of the electric car in recent years, passenger cars and freight transports will continue to have a considerable need for fossil fuels for many years to come. The situation is different for public transport. For example, the transition to renewable fuel has already made a great deal of progress in the Nordic region. To achieve a fast and sustainable reduction in carbon dioxide emissions, people should begin to use more public transport, throughout the world.

“ **It's time to rethink  
the status of the car**

Jonas Kempe, CMO and Deputy MD, Nobina Sweden

# 125 cars

CORRESPONDS TO AN AVERAGE BRT\* BUS

# 16,000

ELECTRIC-POWERED CITY BUSES OPERATE  
IN SHENZHEN, CHINA

EVERY YEAR,  
PUBLIC  
TRANSPORT  
IS USED FOR  
ALMOST  
60 BILLION  
PASSENGER  
JOURNEYS  
IN EUROPE.



# 98%

OF THE WORLD'S  
ELECTRIC BUSES OPERATE IN CHINA

## Did you know?

- The Brazilian city of Curitiba has almost two million inhabitants but no metro or tram system. However, it has a comprehensive BRT network with enclosed bus stops built at bus floor level and off-board ticket collection. Half of all local journeys are made by BRT bus.
- Increased urbanisation will lead to more travel by public transport. UN expects approximately 60 per cent of the world population to live in cities by 2030, which will increase the share of public transport.
- Cities in the UK are at the forefront in terms of solutions using park-and-ride facilities where motorists can park their car and then travel into the city centre by bus. Guildford has four park-and-ride facilities where motorists can park free of charge and then take an electric bus into the city centre.
- In the past two years, the number of electric buses in Europe has more than doubled and are expected to increase even faster the coming years.
- Nobina's autonomous buses have aroused interest from all over the world. Indian and Japanese ministers have paid visits, as well as journalists from the BBC, AP and AFP.
- The Barkarbystaden district near Stockholm is Northern Europe's largest urban development project and the initiative includes the world's most modern city transport system with electric autonomous buses in regular service, a new electric BRT route and a completely electrified bus transport solution.

\*BRT (bus rapid transit) is similar to a tram but without tracks, with high average speed, regularity and comfort, but with the flexibility of the bus. In 2014 Nobina's first BRT-concept was launched in Malmö.



# MARKET TRENDS IN THE NORDIC REGION

The Nordic countries have made more progress than many other countries in terms of developing public transport, but the trend for car traffic and the planning of new cities and districts are still not sustainable. While most stakeholders are aware of this, the transition should to happen more rapidly.

## **TRAFFIC VOLUMES INCREASE AS CITIES GROW**

Some Nordic cities are among the fastest growing in Europe. Growth is high even from a global perspective. This is creating a sharp increase in traffic volumes where cars still occupy too much space. Public transport, in particular bus transport, must assume an even more prominent position if there is to be an improvement in quality of life.

## **PUBLIC SECTOR SUPPORT FOR PUBLIC TRANSPORT INFRASTRUCTURE**

Happens in all countries in the Nordic region. Governments and regions are increasing investments to achieve an efficient city infrastructure, including both bus terminals and roads as well as subsidies for electric vehicles. Large public transport companies such as Nobina can integrate different interests and resources for the good of society.

## **BUSINESS MODELS FOCUSING ON PASSENGERS**

PTAs want more public transport that is reliant on more passengers using it. The instruments used to achieve this include incentive elements and other clauses in the contract documentation aimed at boosting travel. A major operator such as Nobina has at its disposal broad expertise about passenger needs that optimises travel by public transport.

## **INTERACTION WITH OTHER INDUSTRIES**

Operators must collaborate with other sectors if they are to develop sustainable cities, for example, with construction companies that need smart bus solutions for new districts and energy companies in relation to the development of efficient charging infrastructure. To achieve this, an ongoing dialogue in various networks and participation in the public debate is necessary.

## **ELECTRIC BUSES – FROM PILOT PROJECT TO FULL-SCALE SOLUTION**

In recent years, electric buses have been tested in city transport in all Nordic countries. In line with technology developments and maturity, the use of electric buses has been scaled up and almost all new contracts now include requirements – in various forms and to varying extents – covering electric buses. Moreover, there is growing awareness of ways autonomous buses can support and strengthen the public transport system.

## **TECHNOLOGY SHIFT CREATES NEW OPPORTUNITIES**

Substantial gains can be generated for public transport by continuing to digitalise various services, such as travel planning, automation of information flows and ticket purchasing. Traveling becomes easier if travel information and tickets for the different modes of transport are integrated. This development also offers an opportunity for operators to provide clients with more solutions to increase customer satisfaction, in addition to simply driving a bus.



# 85%

ABOUT 85 PER CENT OF THE 28 MILLION PEOPLE IN THE NORDIC REGION LIVE IN CITIES

# 48

IN SWEDEN, THERE ARE APPROXIMATELY 48 CARS PER 100 INHABITANTS

# HELLO!

**Jonas Kempe, CMO and Deputy MD, Nobina Sweden**

## **What do you see as the greatest challenge facing public transport today?**

The single largest issue today concerns transport infrastructure in our expanding cities – this must be resolved! And it cannot be resolved by creating more space for cars. More cars produce even greater challenges in terms of congestion, air quality and general quality of life. Instead, the solution is more public transport – such as quiet, zero-emission and safe electric buses. But if more people are to leave their cars at home, we need to find the perfect solution for “the last and first mile.” This is where small autonomous buses can play a key role. In combination with other green initiatives, including bicycles and electric scooters, this would stimulate sustainable travel.

## **How is Nobina contributing to this development?**

As leader in the Nordic public transport market, we have decided to take our knowledge and experience and closely collaborate with society to synchronise plans for the best possible solution for expanding cities. We can coordinate work between the various stakeholders and drive solutions that address the complexity that results from these challenges. We are pursuing this in the Barkarbystaden district near Stockholm, and have initiated a dialogue on similar projects in other locations in Sweden and the rest of the Nordic region.

## **Can you see any trend that could facilitate this work?**

I can see that we as an operator are being given greater responsibility within assignments, which means we can continue to advance travel by public transport. This trend is supported by new technology and systems that enable the analysis of passenger flows and more effective evaluation and reporting.



## **Did you know?**

Trials with electric buses in Copenhagen have been so successful that the city now wants to phase out all diesel buses by 2025, instead of the previous target of 2030.

# OUR OFFERING

In the face of urbanisation, congestion and environmental challenges, passengers are making greater demands on comfort and mobility. Nobina's offering strengthens the position of public transport in the Nordic region by increasing the number of people who choose to travel by bus rather than car – both today and tomorrow.

## OUR MAIN PRODUCTS

Our main products for scheduled services are **CITY TRANSPORT** for journeys within city centres and **REGIONAL TRANSPORT** for journeys to, from and between cities.

As part of our aim to remain at the forefront, we use our tool **NOBINA ANALYTICS** as a basis for all development and adaptation – in existing traffic and in the analysis of contracts we want to secure. We analyse passenger flows and other data in order to adapt our services and products in the best possible way to the requirements of our customers, and thereby create the greatest possible societal benefits in the transport solution.

## NOBINA SERVICES



**SPECIAL NEEDS TRANSPORTATION** offers safe public transport for people with special needs.



**EVENT TRAVEL** offers customised solutions to, from and during events and festivals.



**REPLACEMENT TRAFFIC** means traffic continues to run even when rail traffic has stopped.



**SCHOOL TRANSPORT** offers a reliable, responsible and personal service for children and young people.



**RENTAL BUS** offers customised solutions for large groups travelling on a short outing or longer journey.

*NOBINA SERVICES complements our city and regional transport services and consists of a number of customised passenger solutions for varying requirements.*

## NOBINA OPTIONS



We offer our clients supplementary products that make the journey more comfortable and result in even more satisfied passengers. These include Informera, an information system with everything from travel information to entertainment, or Anropa, dial-a-ride services for high availability in areas with little demand for public transport and irregular travel.

**As the leading bus company in the Nordic region, we are also at the leading edge in developing tomorrow's public transport. Our offering encompasses the following supplementary solutions:**

#### **COMPLETE SOLUTIONS**

One challenge when building out public transport services is that the players responsible for infrastructure investments differ from those who are in charge of operation and maintenance of the transport services. As the market-leading public transport company in the Nordic region, with extensive knowledge of public transport solutions, Nobina serves as a natural bridge to coordinate plans and cooperation between various stakeholders. The rapid urbanisation that is under way in the Nordic region, with increased complexity and the resulting limited accessibility, requires solutions that address the entire public transport system.

#### **DIGITAL SOLUTIONS**

We develop services that increase mobility and comfort for people using public transport. One area is digital travel assistants. Since 2016, we have collaborated with SL to offer Stockholm commuters the journey planner app Res i STHLM to facilitate daily travel. By using our new, digital personal travel assistant, Travis, passengers receive help to find the fastest, smoothest and greenest way to get to their desired destinations.

#### **NOBINA ELECTRICAL SOLUTIONS**

Within the next few years, electric buses will probably be in use in most Nordic cities. For some time, the focus has been on what offers the lowest operating costs in terms of charging technology, batteries, infrastructure, vehicle cost and energy consumption. But when these tech-

nologies are used in a complete transport system, the total cost is usually completely different as the length of routes, dwell times and schedule frequency must also be considered. The interplay between vehicles, infrastructure and traffic planning is essential for efficiency and reliability. This is where our solutions play a part. We provide a total offering to develop, deliver and operate the optimal electric bus solution for every type of bus system.

In 2019, we will operate a total of 147 electric buses in 12 cities, where buses used in city transport in the cities of Norrtälje, Landskrona, Lidköping, Nyköping, Katrineholm and Flen will be completely electric.

#### **AUTONOMOUS SOLUTIONS**

As the first bus company in the Nordic region, we provide transport solutions using our own autonomous buses. In recent years, we have conducted trials in Sweden and Norway, and from 2019 also in Denmark. Since October 2018, three of our buses operate regular services in the Barkarbystaden district as the first of its kind in Europe. The connection to the general public transport network at a bus stop or station means passengers can also use public transport for the first and last parts of their journey. The autonomous buses also help to increase safety for passengers and lead to less damage to the buses.

**"MORE ENERGY-EFFICIENT, QUIETER AND COMPLETELY FREE FROM EMISSIONS"**

**"BUSES MAKE A DIFFERENCE. PASSENGERS IN BARKARBYSTADEN TAKE THE BUS INSTEAD OF THE CAR WHEN THEY, FOR EXAMPLE, GO SHOPPING."**



# SUSTAINABLE BUSINESS

Our business forms part of the solution to some of the greatest challenges facing society today – including rapid urbanisation, with the resulting congestion and lack of shared space, the need for better air quality and lower emissions from fossil fuels, as well as job creation and integration. With a business positively effected by increased travel, we create positive effects for our customers and society as a whole.

## STRATEGIC FOCUS AREAS

Our strategy states the direction we should take to develop our business. When we are successful in our four strategic focus areas (Bus solutions, Contract management, Resource efficiency and Employee development) we also provide a positive force for the long-term sustainable development of society.

» Read more on page 12.



## SUSTAINABILITY AGENDA

Our sustainability agenda is an integrated part of our strategy and clarifies our focus and the areas that offer the best opportunities for making a positive difference. One important basis for the agenda is the UN Sustainable Development Goals. By analysing our strategic direction and our material sustainability topics, we identified three prioritised goals on which we can focus our efforts.

» Read more on page 14.



The UN 2030 Agenda encompasses 17 Sustainable Development Goals for a more sustainable and equal world. The goals act as a worldwide framework to identify solutions together with the challenges. They also offer guidance for activities at Nobina.

# STRATEGIC FOCUS AREAS

The strong driving forces influencing societal developments and thereby public transport will offer us favourable opportunities to create sustained profitable growth. By developing our business, we are simultaneously working to address societal challenges. We can achieve this by focusing our efforts on four strategic areas. These provide a comprehensive picture of our operations and the areas in which we must excel.



## Bus solutions

We shall develop bus solutions that strengthen our growth, competitiveness and long-term relevance in society. We aim to:

- focus on the Nordic domestic markets and organic growth but with an active opportunistic approach to acquisition opportunities,
- use our strengths and abilities in our core business, contracted bus services, but develop additional business,
- develop our strong position in conceptualising and realising the public transport of the future through complete solutions and new technology.



## Contract management

We shall be a proactive partner for our customers and strive to develop contracts and conditions throughout the contract cycle. We aim to:

- proactively influence clients to develop attractive and fair contract models,
- successfully follow up, develop and undertake the contracts in accordance with the terms and conditions,
- suggest and negotiate traffic improvements in existing contracts that offer benefits to all parties.



## Resource efficiency

We shall ensure resource efficiency and operational efficiency to be competitive and contribute to a sustainable development of society by:

- ensuring profitability through cost-efficient delivery of contracts and by implementing methods and tools to increase the speed of execution,
- focusing on energy savings and sustainability initiatives that enhance competitiveness,
- developing and delivering a technology roadmap as a means of proactively managing the impact of the technology shift on our entire operations.



## Employee development

We shall attract and develop people to ensure efficient delivery and to continue to develop the business. We therefore aim to:

- ensure long-term access to drivers and mechanics in all countries while retaining high skill requirements for the positions,
- promote gender equality, diversity and integration in order to be an attractive employer,
- prepare for the technology shift from a skills perspective.



# FINANCIAL TARGETS FOR A LONG-TERM SUSTAINABLE BUSINESS

Long-term and enduring profitable growth is central in securing the necessary resources to invest in continued development and to contribute to a sustainable development of society. Nobina has demonstrated a robust financial performance for many years and the financial targets established in connection with the IPO in June 2015 were met during the year. In October 2018, we presented new financial targets. These are designed to meet both market demands and changes in society.

## Growth

Nobina's target is to achieve **5 PER CENT** accumulated annual average net sales growth with 2018/2019 as base year.

## Outcome 2018/2019

# 9.4%

## Profit margin

Nobina's target is to achieve an EBT margin of **5 PER CENT** at an average contract age of 50 per cent of average contract length.

## Outcome 2018/2019

# 4.5%

## Net leverage ratio

Under normal circumstances, Nobina aims to maintain a net leverage ratio of **3.0 TO 4.0 EBITDA** including strategic debt financing.

## Outcome 2018/2019

# 3.1x

## Dividend policy

Nobina expects to, under normal circumstances, pay a dividend of at least **75 PER CENT** of earnings after tax paid.

## Outcome 2018/2019\*

# 76%

## Green offers better financing

Our focus on sustainability also influences our opportunities and choices in terms of financing operations. In February 2019, we issued a green bond for SEK 500 million. This is the first in the Nordic region linked to the public transport sector and the rapid transition taking place involving electric and fossil-free buses. Nobina's green framework was reviewed by the independent climate and environmental research institute Cicero and received the highest "Dark Green" rating. This is the first time a public transport company has achieved this level. The considerable interest from investors yielded an attractive financing cost. This bond clarifies our sustainability agenda and accelerates the transition to a vehicle fleet operated solely on renewable energy. The proceeds will be used for:

- Electric buses
- Vehicles operated solely on biofuel
- Charging infrastructure for buses

\* The Board's dividend proposal is based on the Group's dividend policy.



**1**

**Bus solutions  
for a sustainable  
society**

# “WITH AN ATTRACTIVE OFFERING, WE HELP TO INCREASE TRAVEL BY PUBLIC TRANSPORT”

Our task is to develop the public transport of today and tomorrow. In this area – developing and delivering an attractive service to convince more people to choose bus rather than car travel – Nobina can have the greatest effect on climate and society. Already today, some 320 million passengers use our buses every year to reach their daily destinations efficiently and comfortably. In addition to convincing more people to make this choice and thereby reduce emissions, we are also facilitating the development of expanding urban areas.

## WHAT DO WE WANT TO ACHIEVE?

We want to contribute to increased travel through an attractive and competitive offering to both our clients and our passengers. By convincing more people to use public transport, we contribute to a better society with less traffic, less emissions and less stress. If all of our bus passengers instead drove a car – emissions of CO<sub>2</sub> would increase by 244,000 tonnes per year, corresponding to 3.2 million journeys between Gothenburg and Stockholm by car.

*Source: Trafikanalys, the Swedish Transport Agency and own data*

## WHAT ARE WE DOING TODAY?

- We are building transport solutions that enable the cities of the future
- We are developing public transport services that include everyone on the journey
- We are pursuing innovations that result in more people choosing to travel by bus rather than by car
- We are developing technology that makes it easier to plan and purchase trips
- We are creating a better passenger experience by ensuring a pleasant reception, clean and attractive buses, and by being punctual
- We are helping clients with local marketing to convince more people to use public transport



## Links to strategic focus areas

Our bus solutions for a sustainable society have a clear link to two strategic focus areas.

### BUS SOLUTIONS

We develop solutions that create growth and increase the attractiveness of Nobina as a total supplier of public transport solutions for greater societal benefits.

### CONTRACT MANAGEMENT

We work across the entire life cycle of contracts, from influencing contract conditions to efficient delivery in accordance with the contract terms in order to meet customer expectations.

11 SUSTAINABLE CITIES AND COMMUNITIES



## Links to the UN Sustainable Development Goals

Sustainable cities and communities aims to make cities and human settlements inclusive, safe, resilient, and sustainable. The goal consists of seven interim targets where Nobina's greatest contribution is linked to interim target 11.2 on providing access to safe, affordable, accessible and sustainable transport systems for all.

# 20

**TIMES NOBINA'S BUSES TRAVEL AROUND THE WORLD EVERY DAY**



# HELLO!

## Peter Hafmar,

Managing Director, Nobina Technology

### WHAT IS NOBINA TECHNOLOGY?

It is a company within the Nobina Group that focuses on innovation, enters into partnerships with experienced operators in the sector and develops new methods to leverage opportunities for sharing mobility. We focus on developing IT platforms, travel apps and the technology and solutions for autonomous buses. All of this with the aim of making daily travel easier.

### WHAT IS YOUR CURRENT FOCUS?

Autonomous systems. The challenges facing cities of the future are strongly linked to accessibility for inhabitants. We can also see how many inner-city areas are being closed for private cars, such as Oslo, Paris and London, and an even more robust public transport offering is then required. Bus rapid transit routes, metro and light rail transit will continue to expand, though for many it may be difficult

to get to the station without a car. This is where autonomous buses have an important role to help with the first/last part of the trip between home and the station. We believe that autonomous bus systems, as a regular service or on demand, can be set up relatively quickly as it often involves a limited geographical area. Using sensors and cameras, the bus can make the right decision in the event of unforeseen obstacles. We can also see that our autonomous vehicles can help to create greater value in locations such as airports, hospitals, universities, and in loops in city transport for a particular category of passengers, such as the elderly. Another area with great potential is Mobility as a Service (MaaS). Our new digital platform Travis helps passengers to plan their local trip, regardless of mode of transport. Price, booking and carbon dioxide emissions for the entire journey and for each mode of transport is included in the service.

## Daniel Mohlin,

Business Manager Complete Solutions

### WHAT IS NOBINA ANALYTICS?

Nobina Analytics is Nobina's tool that – based on local conditions and using large amounts of data, local knowledge and local expertise – guides bus services towards the achievement of joint targets established in contracts with clients.

### WHAT OPPORTUNITIES DOES THIS CREATE FOR NOBINA AND SOCIETY?

Nobina Analytics creates detailed and informed decision support for customers on how they can develop traffic in the best possible manner to achieve the greatest benefits for both society and passengers. This could involve measures ranging from moving a bus stop in order to reduce walking

distances, to a major reorganisation of routes to create more efficient traffic and more departures at the same cost.

### HOW IS THIS ACHIEVED IN PRACTICE?

Our local business developers act as project managers in annual work with Nobina Analytics, helped by a team of local specialists in planning, accessibility and technology as well as drivers and central specialists in traffic planning, travel development and market analysis. In connection with major development projects, Nobina Analytics can be used to produce a new analysis focusing on a dedicated area, similar to what was done for Barkarbystaden.

# 320

MILLION JOURNEYS PER YEAR

# 11

PASSENGERS ON AVERAGE  
PER TRIP





## BRT

### – Trams without tracks

In 2014, Nobina launched a new bus concept in Malmö for a flexible, comfortable and green travel alternative – the 24-metre long bus rapid transit (BRT) MalmöExpressen. The result exceeded expectations. The number of passengers increased 118 per cent while the environmental impact decreased considerably as the buses are gas and electric hybrids with space for many passengers. The bus is similar to a tram but without the tracks. That is made possible through integrated planning of the urban landscape, including a customised route. More BRT routes are being planning for the city, as part of Malmö's climate initiative, and we are planning to launch the BRT concept in other expanding cities.



### Samtrans – public transport for all

Since autumn 2018, Samtrans has been part of Nobina, an acquisition that is in line with Nobina's strategy to expand business in public transport and to develop its offering to both society and customers. Samtrans also focuses on simplifying everyday travelling, but in the special public transport services segment. This encompasses school transport services, special needs transportation, travel to and from daily activities, patient transport and wheelchair accessible vehicles. Clients include city districts, municipalities, county councils, private healthcare providers and schools, and the passengers who use the buses are people with special requirements. Public transport using special vehicles is often essential if these individuals are to remain mobile in society and have a functioning daily life. Every year, Samtrans performs approximately 2 million journeys in the Stockholm region. Nobina is now developing a similar concept in other locations in the Nordic region.



**2**  
MILLION JOURNEYS PERFORMED  
BY SAMTRANS EVERY YEAR IN  
THE STOCKHOLM REGION





## 2

Long-term use of  
resources



# “OUR VARIOUS INITIATIVES CONTRIBUTE TO SUBSTANTIAL REDUCTIONS IN CARBON DIOXIDE EMISSIONS IN SOCIETY”

We are one of the largest fuel consumers in the Nordic region with our approximately 3,600 vehicles. By actively working towards responsible resource use, we can minimise our impact on the external environment. In addition to the practical measures we apply in our operations, we also make demands on, and challenge our suppliers to ensure, efficient and responsible resource utilisation. We are also an active partner for our clients and are proactive in suggesting resource-saving measures in traffic.

**WHAT DO WE WANT TO ACHIEVE?**

Our activities and the development of our offering aim to contribute to a reduction in emissions and to greater sustainability. Our work spans the entire value chain and includes, for example, reducing fuel consumption and increasing the share of renewable fuel. Additionally, we make demands on and monitor our suppliers, while striving to increase energy efficiency and reduce the environmental impact at our depots.

**WHAT ARE WE DOING TODAY?**

- We train our drivers in ecodriving
- We assume responsibility for our depots through various processes and systems
- We strive to optimise services to limit resource utilisation
- We make demands on and continuously monitor the work of our suppliers
- We pursue structured quality initiatives throughout the business



**Links to strategic focus areas**

A long-term use of resources has a clear link to two of our strategic focus areas.

**CONTRACT MANAGEMENT**

We continuously work with activities relating to proactive traffic proposals, drawn up using the Nobina Analytics tool, as a means of modifying or enhancing the frameworks for deliveries under the contract.

**RESOURCE EFFICIENCY**

We work within the frameworks referred to above to increase resource efficiency. A business built on operational efficiency is essential to achieve profitable growth.



**Links to the UN Sustainable Development Goals**

Responsible consumption and production aims to ensure sustainable consumption and production patterns. The goal consists of eight interim targets where one of the most important for Nobina is the interim target 12.2, which concerns achieving sustainable management and efficient use of natural resources.

**3,600**  
VEHICLES ARE INCLUDED  
IN OUR FLEET

# HELLO!

## Martin Atterhall,

Fleet Manager

### HOW QUICKLY IS THE SHIFT TO ELECTRIC POWER PROGRESSING?

The electrification of bus services is progressing even faster than previously expected. The market – manufacturers, operators and clients – is in a learning phase with a steep upward curve and there are already examples of tenders in which electric buses are spontaneously offered by operators, instead of conventional buses. We are seeing robust growth in the manufacturing stage where more producers are now offering electric buses than conventional. Our complete solutions concept, Nobina Electrical Solutions, puts us at the forefront in electrification and we are well positioned for future challenges.

## Jens Råsten,

Head of Facilities

### HOW DO YOU MANAGE THE ENVIRONMENTAL IMPACT OF DEPOTS?

We conduct systematic environmental work at our depots that involves regular energy audits and investments in energy-saving technology. We also continuously invest in new and enhanced cleaning equipment in bus-washing facilities, and water tests are regularly taken to ensure that we do not exceed applicable requirements for emissions to water. When setting up or shutting down depots, environmental inspections are conducted to determine Nobina's environmental responsibility and impact. In recent years, we have made investments to save the heating energy used when the bus is parked, at the same time as fulfilling work environment requirements. The rising percentage of electric buses used in contracts is driving the need for new expertise at depots and workshops, such as know-how regarding the health and safety risks when working with high-voltage systems on vehicles, and know-how about batteries and other electronics.

### Did you know?

Electric buses are already economically advantageous compared with standard diesel buses in terms of the service life of the bus and including environmental benefits. This was one of the findings of a report from the Brussels-based European Federation for Transport and Environment: Electric buses arrive on time.

# -37%

DECREASE IN CARBON DIOXIDE EMISSIONS PER KM COMPARED WITH 2017/2018

# 13,362

TONNE REDUCTION IN CARBON DIOXIDE EMISSIONS THROUGH ECODRIVING DURING 2018/2019

### NOBINA ASSUMES RESPONSIBILITY THROUGHOUT THE SUPPLY CHAIN

Our sustainability agenda also encompasses the purchasing of products and service. We use a structured process to enable proactive work. Suppliers must commit to complying with Nobina's Code of Conduct as part of the monitoring suppliers and the value chain. The Code includes the UN Global Compact, the UN Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. We perform an annual risk assessment of suppliers and selected suppliers undergo a sustainability audit using standardised procedures and defined templates. Suppliers that fail to meet our requirements are phased out.

# A greener journey

Our ecodriving concept, The Green Journey, is a smarter method of driving that increases comfort and reduces fuel consumption. Using a unique technical solution, both drivers and managers can easily measure and monitor individual performance and identify where additional coaching is needed. The calmer driving style also reduces injury and damage rates and increases passenger satisfaction. The share of green kilometres was 73 per cent during the year. In the traffic areas where DGR have been developed all drivers have undergone training.

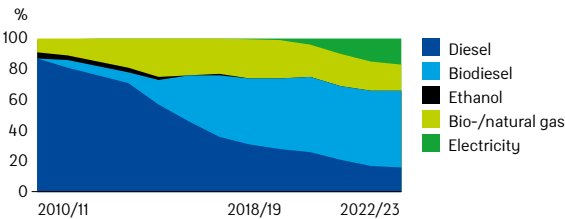


# SUSTAINABLE BUS FLEET

Nobina works with a well-developed fleet management system where every bus has its own vehicle plan and we optimise the allocation of buses among countries and traffic areas. The bus fleet is developing rapidly. Five years ago, the majority of buses in operation were diesel, but these are now in a minority. Of new contracts tendered in Sweden and Norway, diesel buses are no longer included in documentation, and the same will soon be true of Denmark and Finland. The share of electric buses is increasing rapidly and close to all tenders for city transport services now include requirements for electric buses. Because battery development is advancing quickly, we will soon see electric buses outside of the cities.

## BUSFLEET FUEL DEVELOPMENT

Share of consumption



81%

SHARE OF RENEWABLE FUEL DURING 2018/2019

## Towards 100% renewable fuel

We have long been active in testing and the selection of new fuel types, which has led to a rapid reduction in fossil fuel use in favour of HVO, RME, biogas, electricity, etc. Several current contracts operate solely using renewable fuel. The number of such contracts will grow rapidly in the future.

The Group's carbon dioxide emissions per driven kilometre decreased 37 per cent in 2018.





# 3

**Responsible employer  
and societal  
stakeholder**



# “DIVERSITY IN NOBINA ENRICHES THE COMPANY AND IS ONE OF OUR GREATEST STRENGTHS”

As an operator in a labour-intensive industry, we want to take particular responsibility for both attracting new employees and motivating our existing staff. Nobina is a major employer, from a Nordic and national perspective, and also locally in specific regions. We create jobs and strive to ensure job satisfaction, development opportunities and the well-being of our employees both at work and outside of work. We assume our responsibility and employ people who are new to, or at some point have been far from, the Nordic labour market, and assume social responsibility for integration and for a welcoming approach.

## WHAT DO WE WANT TO ACHIEVE?

Our work aims to safeguard the provision of drivers and mechanics in the years ahead. For example, in Sweden we need to recruit approximately 800 new drivers and some 70 mechanics every year over the next few years. We also aim to create a good work environment for those who already work at Nobina, and to develop employee expertise ahead of the approaching major technology shift to electric power.

## WHAT ARE WE DOING TODAY?

- We cooperate with job centres to expand the recruitment base
- We hold our own vocational training courses
- We work proactively with our values and focus on, for example, training in the area of inclusion
- We have a particular focus on staff well-being measures to reduce sickness rates
- We develop technical tools to help our employees advance their language skills



## Links to strategic focus areas

Being a responsible employer and societal stakeholder has a clear link to two of our strategic focus areas.

### CONTRACT MANAGEMENT

We are proactive in influencing and improving conditions for efficient deliveries of public transport. One example of this is our proactive proposals aimed at improving services based on Nobina Analytics.

### EMPLOYEE DEVELOPMENT

Our employees are our most important resource in developing sustainable public transport solutions and in creating long-term, profitable growth.

**8** DECENT WORK AND ECONOMIC GROWTH



## Links to the UN Sustainable Development Goals

Decent work and economic growth aims to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Of the goal's 10 interim targets, Nobina contributes to 8.4 to improve global resource efficiency in consumption and production as well as 8.8 to protect labour rights and promote safe and secure working environments for all workers.

# 800

**NEW BUS DRIVERS NEED TO  
BE RECRUITED IN SWEDEN  
EVERY YEAR**

# HELLO!

## Hanna Larsson and Line Eriksen,

HR Specialist Traffic Planner, Nobina Sweden/HR Manager, Nobina Norway

### HANNA LARSSON, HOW CAN YOU GUARANTEE ACCESS TO QUALIFIED PERSONNEL IN SWEDEN?

In Sweden, we run our own bus driver programme through the Nobina Academy. In 2018/2019, we trained 49 drivers who were immediately employed. We have collaborated with job centres for many years concerning training and recruitment. We have broadened the range for qualification to their driver courses, focusing on tests that reveal suitability and aptitude for the profession, rather than previous experience, and found candidates who have quickly excelled in the bus driving profession. At the end of 2018, we signed a letter of intent to extend this method of working throughout Sweden, in all of our traffic areas. Whenever necessary, we offer support with language training, which helps, for instance, recently arrived immigrants to find work after completing the training. We hold meetings in a number of locations solely for women, young people, or women with a

foreign background, to present Nobina and the bus driver profession. This enables more people to take the step and apply to the bus driver programme.

### LINE ERIKSEN, HOW ARE YOU ATTRACTING NEW GROUPS TO WORK AS BUS DRIVERS?

In 2018, we took part in a pilot project to encourage recently arrived adult immigrants to train as bus drivers. In collaboration with the operator Nettbuss, we interviewed and selected candidates and then divided this group between us. We have seven participants from countries such as Syria and Eritrea. The project entails that they attend adult education classes and undergo practical training at Nobina in Oslo. During the spring, they will receive a license and can then begin working as a bus driver in conjunction with the start-up of our new traffic area in Lillestrøm in June. The model for cooperation has worked well and we are planning to start a new group this year.

## Katja Olli,

Quality and Safety Manager, Nobina Finland

### WHAT IS INCLUDED IN YOUR SUSTAINABILITY WORK?

I maintain a dialogue and create new contacts with our various stakeholders. This may involve anything from contacts with individual employees to comprehensive projects together with local authorities. I meet clients, environmental organisations and public management agencies and present our sustainability work and how we are at the forefront. We hold regular meetings with sustainability managers from Nobina's other markets to formulate, communicate and gain support for the goals and promote the implementation of new procedures. I also regularly meet traffic operators, training officers and communications managers to discuss and assess issues

concerning quality, work environment, environment and safety. It is an ongoing process, where we gradually improve our ability and our results.

For example, in Finland we are continuing efforts to increase the proportion of green drivers, which has risen from 20 to 40 per cent over the past year. The focus on ecodriving in all of our channels is encouraging more people to talk about it, which is driving change. Everyone must realise that what we are doing is important and something we should be proud of. We provide a service that impacts many people in everyday situations. If we do it well, we have passengers who are more satisfied and create a better society. It is Nobina's employees that make the difference.

# 12

OF 16 QUESTIONS IN WHICH NOBINA ACHIEVED A GOOD LEVEL OF EMPLOYEE MOTIVATION IN ITS PULSEN SURVEY

# 33

HOURS OF TRAINING PER EMPLOYEE AND YEAR

VÄLKOMMEN OMBORD

WELCOME ABOARD

THE LINGIO LANGUAGE APP

The Lingio language app teaches "bus driver Swedish" to help our drivers improve their Swedish through their job. A pilot project was launched in March 2019 in Kallhäll, north of Stockholm.



## INCLUSIVE LEADERSHIP

In 2018, we introduced a training course in inclusive leadership. Diversity, with employees from different cultures, sometimes requires special experience among management. The course creates increased awareness of personal prejudices, and curiosity about how the backgrounds and experiences of others can influence their perceptions. The result is managers and key employees who are even better at leveraging the diversity in the company. The training course is held in all of Nobina's traffic areas.

### Motivated employees

The level of our success in creating an attractive workplace is reflected in Pulsen, Nobina's employee survey. This consists of 16 questions used to measure employee motivation. In 2018/2019, we achieved a value that reflects good employee motivation for 12 of the 16 questions compared with 11 questions in the preceding year. One of the questions in Pulsen concerns bullying and harassment. Nobina has zero tolerance for any form of harassment or discrimination, and is continuously conducting activities to combat this in the company, including interviews, workshops, activity planning and follow-up.

## SAFE WORKPLACE FOR A SECURE JOURNEY

It is extremely important that Nobina offers an attractive and safe workplace that also provides passengers with a secure and welcoming journey. We work proactively to be a part of the local community and maintain a regular dialogue with young people and adults in our traffic areas to create an understanding of the problems and to form a basis for successful and preventive security work. This includes visiting schools and youth centres and cooperating with security initiatives, such as the parent groups "Nattvandrare" and "Föräldrar på stan," or sport associations and religious communities.

### Role model for young people

In Södertälje, south of Stockholm, Nobina has attracted attention for its successful work against threats, violence and vandalism. Twenty drivers were appointed as ambassadors by Nobina to act as good role models and have paid regular visits to youth centres and schools and taken part in events aimed at encouraging dialogue. This project has resulted in almost a halving of the number of incidents since 2013.

## The Nobina Academy

There are three categories of training within the Nobina Academy:

### 1. Driver training

Consists of the traffic school (including D category licenses) and training for YKB certification (for professional drivers).

### 2. Leadership training

This includes various types of training for employees who exhibit leadership ability.

### 3. Role-specific training

This includes training about the work environment and business acumen, for example.



# BARKARBY STADEN

## PROJECT

Barkarbystaden in Järfälla Municipality, near Stockholm, is the largest urban development project in Northern Europe. Work began in 2014 and will be completed in 2030, and will then encompass 140 property blocks with 18,000 homes and 10,000 workplaces.

In 2025, two metro stations will open in the area. In the future, commuter and regional trains from the Mälardalen region will be able to stop at Barkarby station.

## ASSIGNMENT

Nobina's assignment was to create an innovative transport solution that addresses the increased demand for travel in Barkarbystaden, both before and after the metro opens. Car-dependency should be low.

## ANALYSIS

Public transport plays a crucial role in a properly functioning Barkarbystaden. The area must be attractive to move to even before the metro is completed. Using Nobina Analytics, we analysed travel behaviour in similar areas and drew conclusions and made forecasts. We then used this as a basis to design the best solution. The objective is for urban development, transportation, infrastructure and new technology to work together to create a better world for people.





**BARKARBY** MANY PEOPLE SIMPLY  
TALK ABOUT SMART CITIES, BUT A  
REAL SMART CITY IS NOW UNDER  
CONSTRUCTION IN BARKARBYSTADEN. >>

# BARKARBY

## THE WORLD'S MOST MODERN PUBLIC TRANSPORT SYSTEM

Utilising our entire innovation capability, strength and breadth, we have collaborated with the project partners to develop a comprehensive solution where the city and public transport can grow hand in hand. The result is a modern public transport system and a city district that focuses on quality of life.



### Collaboration

The collaboration is based on a unique public transport agreement between Stockholm County Council (SLL), Järfälla Municipality and Nobina. Nobina is responsible for the analysis, solution, project management and for operating the services. The ambition is to develop a city where people choose to use public transport rather than cars with solutions that replace traditional car ownership.

### Traffic

- The world's first autonomous electric buses in regular service - from station and bus stop to your door.
- Battery-powered express buses in line with the BRT standard between Barkarby and Akalla, as one of the first trials in the Nordics.
- Electrification of other bus services for a modern, quiet and zero-emission public transport solution throughout Järfälla Municipality.
- New digital tickets, including ticket purchasing and journey planning, services such as car-sharing pools, bike rental and scooter rental.







**STARTING IN OCTOBER 2018, THE WORLD'S FIRST AUTONOMOUS BUSES ARE OPERATING IN REGULAR SERVICE IN BARKARBY-STADEN AND IN 2019, THE FIRST ELECTRIC BRT ROUTE WILL OPEN IN STOCKHOLM."**

Henrik Dagnäs, Managing Director, Nobina Sweden

## Research

Together with the KTH Royal Institute of Technology, the project participants secured support from Vinnova to continue developing comprehensive solutions for modern, sustainable mobility, such as new digital solutions for various mobility services. The initiative is part of the Swedish government's strategic partnership programme: the Next Generation's Travel and Transport.



## SCHEDULE

- Oct 2018** Three autonomous buses in regular services
- 2019** New route for three additional autonomous buses
- Dec 2019** Metro above ground with the BRT service following the same route as the future metro
- 2021** Trial of on-demand autonomous buses, meaning the service only operates when needed
- 2025** Metro opens. Completely on-demand traffic services with autonomous buses in the area. BRT service is transformed into regional services that serve other parts of Stockholm.

## Route 549

Route 549 began operating on Thursday, 25 October. A completely electrified autonomous bus service in regular SL traffic between newly constructed residential districts, the Herresta school and Stora Torget. Anyone with a valid SL ticket can use the service. Since starting, an average of 100 people have used one of the three buses every day.



# NOBINA'S MARKETS

Sales in the Nordic public transport market for buses is estimated at SEK 50 billion and Nobina market share is approximately 16 per cent, which makes Nobina the market leader. In all of the Nordic markets, an average of half of the cost of regional travel is financed through the budgets of regional public administrations and the remaining share comes directly from passengers in the form of ticket revenues. The countries are at different stages of development and Nobina's position differs between the markets. Synergies and collaboration consist of shared services, the fleet of vehicles and expertise in various specialist fields, with the aim of creating the best possible transport solution for each individual market.



# NORWAY

Share of Nobina's sales: 11 per cent • Market share: 5 per cent  
Market value: SEK 9 billion • Number of contracts: 7

## Jan Volsdal,

Managing Director Nobina Norway

### WHAT IS NOBINA'S POSITION IN NORWAY?

We are the country's sixth largest operator and are particularly strong in the capital region. We are facing a period with many tenders and therefore see a potential to grow outside the capital region. Norway is following Sweden in terms of the trend towards contracts containing balanced compensation models. Moreover, quality and environmental aspects are being assigned more weight in the tender documentation, which offers us an advantage, particularly when it comes to electric buses. If our market share for 2019 was measured solely on the basis of electric buses, it would be above 25 per cent. We will have 44 electric buses in operation by the end of 2019. Being part of the Nobina Group means we can leverage the know-how from the Swedish market and thereby remain at the forefront. The same is true for autonomous buses, where we took part in a popular pilot project in the summer of 2018 at Fornebu near Oslo, when we transported more than 10,000 beachgoers. Another bus solution where we are gaining market shares is bus-for-rail services, a service that is particularly important in Norway, which is conducting extensive investments in the railway system, and smart solutions are needed to minimise disruption. New technology and a constant focus on passengers are key in these efforts.

» A growing number of initiatives in renewable fuels and electricity. In Oslo, the PTA, Ruter, is working together with the City of Oslo to make public transport more attractive and to reduce climate emissions by 95 per cent by 2030. Initiatives are also taking place in other cities using modern bus solutions and electric bus services. In 2019, Norway will have the largest total percentage of electric buses in the Nordic region.

# FINLAND

Share of Nobina's sales: 12 per cent • Market share: 21 per cent  
Market value: SEK 8 billion • Number of contracts: 26

## Jan Bosaeus,

Acting Managing Director, Nobina Finland

### WHAT IS NOBINA'S POSITION IN FINLAND?

We have a strong position in Finland through our market-leading role in the core market, the Helsinki region. The Helsinki region accounts for 58 per cent of the total market for tendered public bus transportation and has the highest growth in the country. We also see further potential to expand in both Helsinki and other cities in Finland. Demand is increasing for bus solutions using modern technology in the form of electric buses, autonomous buses and BRT systems and Nobina Group is market leader in this area in the Nordic region. Overall, this makes me highly optimistic about developments at Nobina Finland.

» Investments to increase mobility in the capital region. The availability of bus services and the number of passengers has gradually increased since 2010. New vehicle technology, better fuels and electric power will be utilised to achieve the City of Helsinki's target to reduce hazardous emissions from public transport by 90 per cent by 2025. In 2018, the city conducted its first tender stipulating electric buses as a requirement.

# DENMARK

Share of Nobina's sales: 7 per cent • Market share: 7 per cent

Market value: SEK 10 billion • Number of contracts: 11

## Niels-Peter Nielsen,

Managing Director, Nobina Denmark

### WHAT POTENTIAL DOES NOBINA SEE IN DENMARK?

The Danish bus market is highly fragmented with many minor operators holding a strong position in a specific town or region. It is difficult to grow organically to establish services that offer sufficient synergies and economies of scale. Acquisitions are needed for profitable growth, and in 2018 we conducted our first in the country with the acquisition of De Blaa Omnibusser in Zealand. We have a clear plan moving forward to continue to grow in parts of Denmark where we currently have no operations. We have a stronger position in Copenhagen, which will benefit us as public transport investments are now accelerating in this rapidly growing region with the aim of reducing the environmental impact. Electric buses, the BRT concept and even autonomous vehicles are part of this initiative. However, there is a need for more incentives in contracts, which would support increased travel, and thereby counteract the rise in car traffic. Preparations are also under way in other parts of Denmark for the transition to electric power and the BRT concept. As part of the Nobina Group, we are well placed with strong positions in future solutions.

» Continued investments to expand public transport in Copenhagen and other major cities. A focus on flexible mobility solutions in addition to new technology to enable combinations of modes of transport and travel information for passengers are high on the agenda. Copenhagen, Roskilde and Århus have launched electric power initiatives and in 2019, Copenhagen will begin a three-year test of autonomous vehicles in traffic. All tenders in Copenhagen now include a requirement for electric buses or buses with similar environmental and noise characteristics.

# SWEDEN

Share of Nobina's sales: 70 per cent • Market share: 28 per cent

Market value: SEK 22 billion • Number of contracts: 70

## Henrik Dagnäs,

Managing Director, Nobina Sweden

### WHAT DOES THE FUTURE HOLD FOR NOBINA IN SWEDEN?

The future is bright for both public transport and Nobina. We operate throughout the country, from Malmö to Örnköldsvik, with strong positions in regions that are investing heavily in bus solutions, such as Skåne and Västtra Götaland. By analysing passenger flows and other data, we can see a demand for solutions for sustainable expanding cities – an area where we can capture a clear position, and that includes our concept for electric buses and new technology for travel apps, autonomous systems and so forth. Our acquisition of Samtrans complements the offering and provides us with the potential to help clients and municipalities across Sweden in urgent need of higher quality special needs transportation. We will aim to add further value to contracts by using our analyses to propose additional and new routes, increased traffic on certain routes and by providing supplementary products and extra traffic. This results in an increase in bus travel, for the good of society. In recent years, we have also included electric buses in existing contracts, which has allowed both clients and passengers to test future solutions already today without needing to wait until the next tender. By the end of 2019, we will operate 100 electric buses in Sweden, and this is just the beginning. One key reason for the progress made in the Swedish market is that incentives have been included in contracts for some time now, which has allowed us to continuously influence and develop solutions to increase travel.

» Rapid progress towards tender processes that include quality evaluations and balanced compensation models. Public transport expansion remains a priority, and includes greater focus on renewable fuels, electric power and partnerships to create an infrastructure in expanding cities to contribute to increased mobility.



### **The largest electric bus fleet in the Nordic region – Nobina in Oslo**

Oslo is the European Green Capital 2019 and as such, wants to present a modern green public transport system. During the year, 115 battery-powered buses will be phased in and operate on central routes in Oslo and Akershus, of which 76 electric articulated buses. The Norwegian capital region will thereby have the largest electric bus fleet in the Nordic region. Nobina is contributing 44 electric articulated buses in collaboration with the PTA Ruter. During the spring, services will be phased in on Norway's most popular bus route, route 31, with about 50,000 passengers per day, and operations will start in the Romerike (Lillestrøm, Sørumsand and Fet) traffic area in July.

### **Largest autonomous trial – Nobina in Copenhagen**

Four municipalities in Greater Copenhagen are preparing for the country's largest test project using autonomous buses. The LINC project is a unique collaboration between Nobina and the municipalities of LOOP City, Albertslund and Gladsaxe, together with IBM, Roskilde University (RUC) and the Technical University of Denmark (DTU). The buses will be tested for three years. The area is one of Denmark's largest urban areas, where a light rail transit is also being planned. Nobina is responsible for planning and operating the buses, which will become an important complement in providing greater accessibility, for the whole journey from door-to-door, while easing pressure on infrastructure and enabling urban planning for the future.



### **Climate-smart and comfortable – Nobina in Malmö**

In December 2018, Malmö's first 13 electric buses began operating in traffic on route 7 between Svågertorp and Ön, with approximately 2.8 million passengers per year. The electric buses signal the start of a more climate-smart public transport system in Malmö and is a collaboration between Skånetrafiken, Nobina and the City of Malmö. The buses are free from exhaust emissions, quieter in traffic and have greater comfort. In addition to WiFi and USB chargers, the buses have new, modern fittings with comfortable seats and dimmed lighting, clear, responsive stop buttons and handrails that are easy to hold.

### **Environmental benefits for the money – Nobina in Helsinki**

HSL has increased its environmental focus in the tendering process and together with the City of Helsinki there is a clear plan to substantially reduce harmful emissions from public transport by 2025. One important aspect of this is to reward environmental efforts by operators through environmental bonuses. Nobina Finland was rewarded for its work to increase the share of buses operated on biodiesel. During the 2019/2020 fiscal year, consumption of biodiesel is expected to increase from about 4 million to more than 5 million litres as 15 buses will be upgraded to the highest environmental standard (Euro 6). In addition, 70 new buses with the highest environmental standard will begin operating in August 2019 for new and existing contracts.

Nobina is the largest public transport company in the Nordic region, with approximately 11,600 employees, 3,600 buses and sales close to SEK 10 billion. Every day, Nobina ensures that about one million people get to work, school and other activities. Together with our clients and passengers, we contribute to increased mobility, reduced environmental impact and lower costs to society.

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