

Future lines



Activity and sustainable
development report 2017

The RATP group has developed unique long-standing expertise as a multimodal operator. It is currently devising solutions to support the transformation of smart cities: more human, increasingly connected, easier to live in. It is inventing new routes and readying new destinations. It is tracing the future lines of urban mobility.

Highlights

Partner of smart cities

Service

Château Rouge \ Lorient

Engineering and transport

Rosny-sous-Bois \ Washington

Sustainable city

London \ Porte de Gentilly

Innovation

Porte de Versailles \ Casablanca

Development

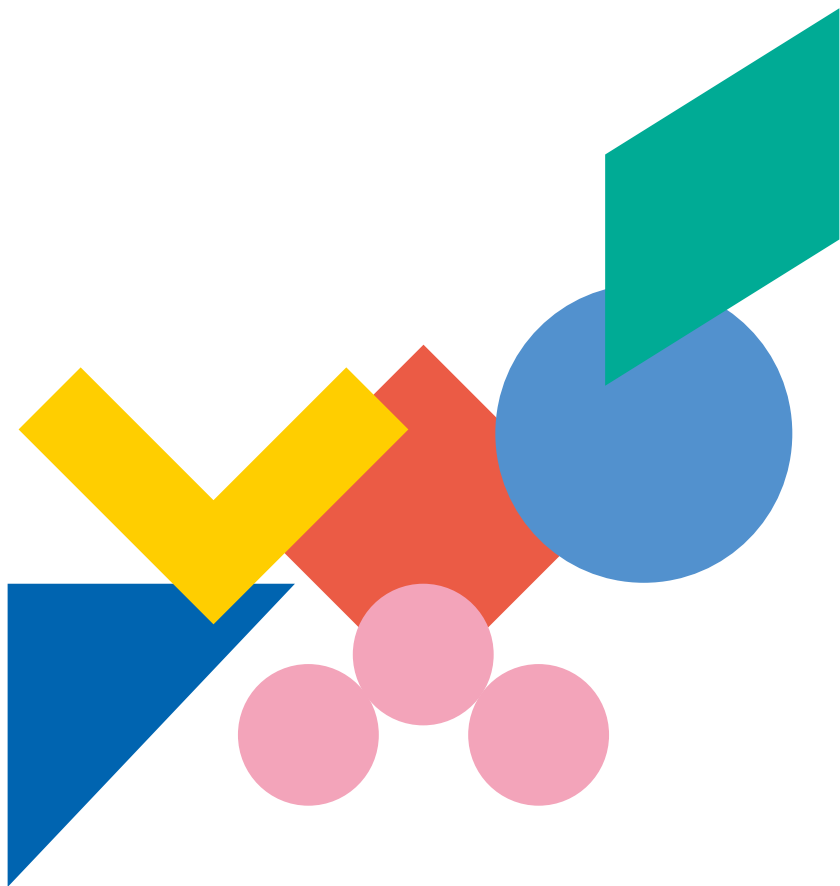
Vannes \ Hong Kong

Talents

Noisiel \ Doha

Key figures

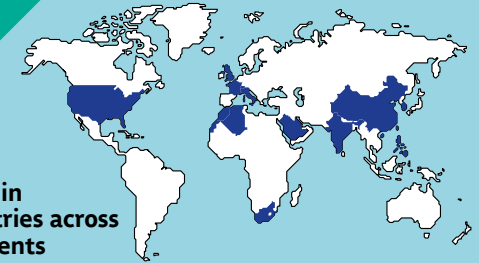
Condensed financial
and CSR information



**Partner
of smart cities**

The RATP group’s unique expertise combines the strength of mass transport with multimodal fluidity, skilfully handles the complexity of urban challenges and fulfils customisation requirements. As a privileged partner of smart cities in France and throughout the world, the Group designs, operates and maintains efficient, safe transport networks. It is constantly innovating in response to the challenges facing the cities of the future.

The RATP group at a glance, in 2017



↓
Present in 14 countries across 4 continents

↓
61,000 employees, with over 44,000 in Île-de-France

↓
Nearly €1.6 billion in contractual investments with Île-de-France Mobilités

↓
16 million journeys per day

↓
Integrated know-how in the fields of operations, service, maintenance and engineering

↓
The RATP group is one of the 5 leading players in the world in terms of urban mobility

Historic territory in Île-de-France

— **RATP**
Operating one of the world’s densest multimodal networks in Île-de-France

Expert subsidiaries

— **RATP Dev**
Operates and maintains urban and interurban networks in France and abroad

— **Ixxi**
Ticketing, passenger information and operational support systems

— **Systra**
Consulting and engineering for the designing of transport infrastructures (joint subsidiary with SNCF)

— **SEDP**
Manages and develops real estate and land assets

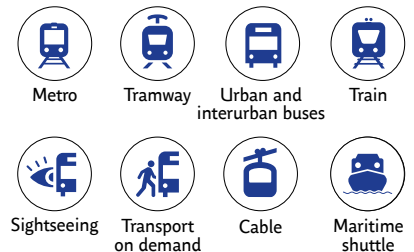
— **Promo Métro**
Management of retail areas (metro and suburban railway stations, ground floor retail)

— **Logis-Transports**
Constructs and manages social housing

— **Telcité**
Deploys and operates a fibre-optic network

— **RATP Capital Innovation**
Direct investments in start-ups and holdings in target investment funds

↓
Recognised expertise in all urban transport modes





Interview with Catherine Guillouard

RATP Chairwoman and CEO

“

We are both
a mobility
services operator
and a player in
the transformation
of smart cities.

”

Mobility is now one of the major topics of public debate. What are your thoughts on this?

Catherine Guillouard: The mobility sector is currently undergoing major changes. Firstly, the world's population is and will become increasingly urban, with the result that there is a growing need for mobility in cities, and especially megacities. This development raises questions for cities and all the stakeholders supporting them. It nurtures an increasingly strong desire to create the conditions for a sustainable, inclusive, connected, efficient and, in other words, smart city. Secondly, practices and customs are changing. The collaborative and sharing economy now permeates all business sectors, including, of course, our own, giving rise to new models that have to find their place, alongside mass transport modes. We are also witnessing a dual technological revolution: electric propulsion – with the ramping up of the world's electric vehicle fleet – and digital technology. Finally, with the growing awareness of environmental issues, stakeholders' expectations of transport operators are very high.

Is the Group able to rise to these challenges?

C.G.: At any rate, it is now in one of the best positions to do so. I don't know of any other operator worldwide that carries 16 million people each day by metro, bus or tram, with such a high level of safety and quality of service, in 14 countries around the world, with its core business in the Île-de-France region. In addition, few know how to combine RATP's "long-standing" know-how with the capacity for innovation. We are now able to offer integrated multimodal solutions combining carpooling, car-sharing and autonomous shuttles. We are a stakeholder in the energy transition, with very ambitious aims: reduce our energy consumption by 20% and halve our greenhouse gas emissions by 2025, compared to 2015. As a key player in connected mobility, we aim to constantly improve the quality of service provided to our passengers through our digital programmes. We thus have all the assets needed to become a global leader in sustainable and connected urban mobility.

How do you assess 2017 and what is your current road map?

C.G.: The year was particularly wide-ranging with a high level of investment in upgrading and extending our long-standing network. Few companies have an investment programme that represents 30% of their turnover. The momentum provided by Grand Paris

accounts for part of it, but not all: the automation of line 4, the upgrading of RER suburban line infrastructures, the continuation of the Bus2025 plan and the purchasing of new rolling stock also actively involved our teams. 2017 also confirmed our expertise as an operator as well as our advisory and design role with transport authorities, in France and worldwide. The proof of this is the renewal of all RATP Dev contracts in France and the winning of new contracts, such as in Lorient, as well as international successes, such as in Morocco and Qatar. On the strength of these successes, we now have a clear road map indicating the direction we need to follow. As soon as I took over as head of the Group, I followed up on the 2025 Challenges strategic plan, which resulted from a broad consultation with all the company's employees. With the strategic directions I proposed at the end of 2017, it is all about moving from thoughts to action. Our basic assets are excellent, but we still need to strengthen them, with four strategic priorities: operational excellence, successful opening up to competition, support for smart cities and finally development in France and abroad.

How do you move from thoughts to action?

C.G.: By working as a team, at all levels in the organisation and leveraging several aspects. First of all in terms of innovation and digital technology, which

Facing the challenges of new forms of mobility

To consolidate its leading position in sustainable, connected urban mobility and as a privileged partner of smart cities, the RATP group has developed four strategic priorities within the framework of its 2025 Challenges plan.

◆ Confirming operational excellence

To provide its customers with an optimum level of service, the Group strives to attain maximum performance in all its activities. Its aims are to develop a service-oriented culture, continue to maintain a high level of performance, enhance the security of its networks and strengthen its position as a creator and manager of infrastructures for the different regions.

◆ Preparing for competition and developing in France

The company is preparing itself and its employees for the opening to competition in Île-de-France in order to be ready for the first tenders in the region and win new contracts in France.

◆ Becoming a privileged partner of smart cities

To develop its commitment to new forms of mobility, the company relies on its performance in CSR and proposes innovative solutions based on its data and digital assets as well as its industrial and real estate properties.

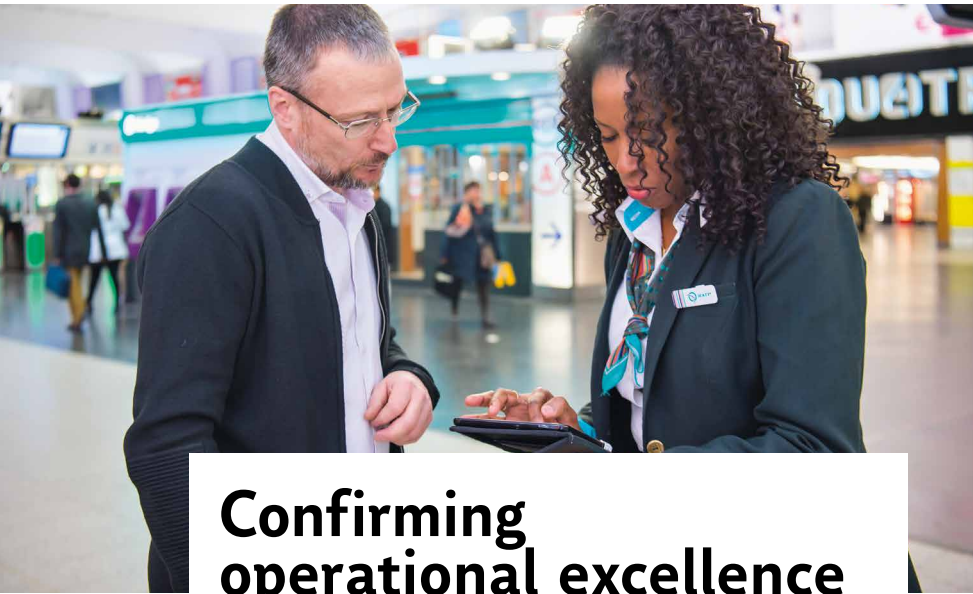
◆ Pursuing development in France and abroad

The Group is stepping up its development in order to become one of the world leaders in urban mobility in the long term, thanks to its traditional know-how as well as that of its subsidiaries.

are essential aspects since they enable us to prepare for the future and succeed in our transformation. Motivating our employees and renewing our social contract are also essential cornerstones if we want to compete with the best. I will also pay close attention to our financial performance so as to strengthen our profitability and our investments and succeed in the contract with Île-de-France Mobilités for 2016-2020. It is also essential for us to meet the highest ethical, compliance, piloting and reporting standards. Finally, we must be even more open to our stakeholders – local authorities, consumer associations, NGOs and professional organisations – with the development of a policy of institutional relations at Group level, in order to turn them into long-term partners.

What do you want for 2018?

C.G.: For us to be the preferred mobility services operator chosen by the greatest number of people: by passengers looking for innovative services, by transport authorities in France and worldwide, by those seeking the best mobility solutions for their area, by applicants wanting to develop their expertise and enter a stimulating working environment, by start-ups who need to be supported to make their innovations flourish. This is the ambition that we are all working towards today, with pride and confidence.



Confirming operational excellence

→ As a multimodal operator in urban environments in Île-de-France, the RATP group has developed unique skills in different areas of its activity (operations, engineering, maintenance, service) with a recognised level of excellence both in France and abroad. These high standards apply as much to large infrastructure and line modernisation plans as to the development of the company's real estate assets. They are incorporated in the Group's activities as a multimodal transport operator throughout the networks it manages (metro, bus, suburban rail and tram). They also cover all security aspects (road, rail, people and property, cybersecurity). They go hand in hand with an enhancement of the service-oriented culture for the benefit of millions of daily passengers through more personalised customer relations, information systems, a digital RATP ecosystem and ticketing. They are also embedded in the contractual relations with other transport authorities: Île-de-France Mobilités for the historic network, major cities and local authorities in France and abroad. ◀



Expert in 100% driverless metros

Automated driverless metros are one of the most effective solutions to prevent saturation of networks and increase their capacity. It is less energy-intensive, safer and more regular. It also means that the transport offer can be adjusted in real time to suit requirements. As a pioneer of automated driving control systems, the RATP group has developed unique expertise in the automation of traditional wide-gauge lines without any major interruption to operations, the extension and modernisation of automatic lines and the evaluation and enhancement of security. The Group has worked on numerous metro systems throughout the world, from Mumbai to Paris and from Seoul to Algiers.



440 million trips per year on more than 20 tramway lines throughout the world



Over **81%** satisfaction rate, throughout the network as a whole in 2017

Source: Île-de-France Mobilités



Preparing for competition and developing in France

→ The Group has a proactive approach to gradually opening up its historic network to competition in all areas of activity, with new skills, social challenges and commercial development. Particularly in Île-de-France, where a call for tenders is soon to be launched for the T9 tram line, and those for line 15 of the Grand Paris Express should be ready for 2019. In order to consolidate its position, the Group is focusing on its expertise and leadership, in addition to its team's complementary know-how. The Group is also continuing to develop in regional France and is accompanying different territories in their mobility projects. ◀



In Île-de-France, employees are being trained in the “Ambition Client” service policy:

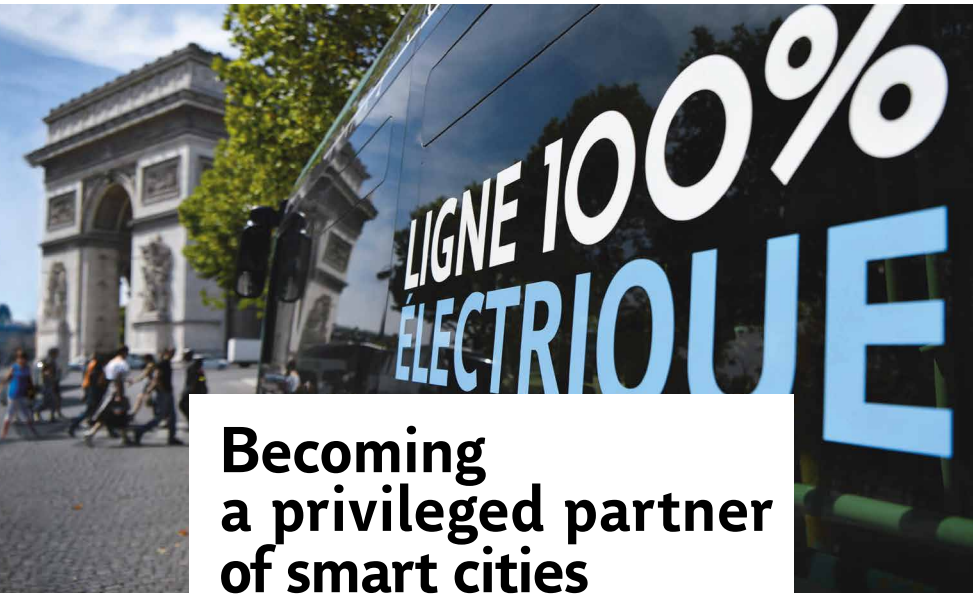
+
Over
1,200
local managers

+
15,000
bus drivers

+
5,300
railway operators

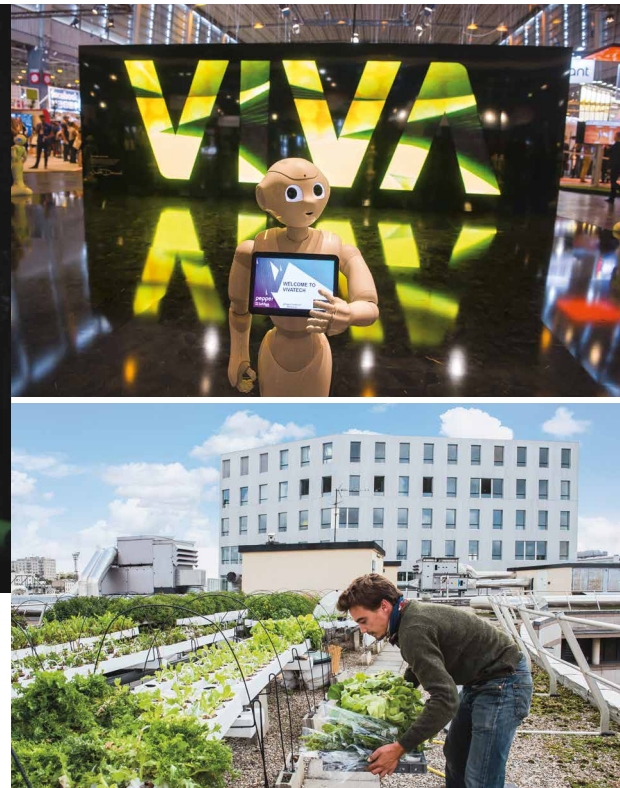
↓ Involvement in debates

The Group was actively involved in the *Assises de la mobilité* conference launched by the French government in September 2017. This provided the company with an opportunity to stand out as a key player in new forms of mobility combining regulated transport with new-generation solutions (transport on demand, autonomous vehicles, car-sharing, carpooling, etc.) for the benefit of smart cities.



Becoming a privileged partner of smart cities

→ Cities are already home to half the world's population. In 2050, two-thirds of the planet's inhabitants will be city dwellers. This presents a major challenge for transport operators: they need to provide a multimodal offer that protects the environment whilst guaranteeing increasingly seamless journeys. As the 5th urban mobility operator in the world, the RATP group is well placed to take up this challenge. Today, the Group combines its mass transport offer with a wide variety of mobility solutions on the basis of partnerships with other operators, trials within cities and investments in start-ups. Its digital ecosystem, which is intended to inform passengers and enrich their experience on its networks, also helps guarantee enhanced, smart mobility. Its responsible commitment also improves quality of life in cities by reducing its carbon footprint and energy consumption, promoting electric buses and transforming its industrial sites through innovative urban programmes. ◀



+ **€15 million** dedicated to RATP Capital Innovation, a subsidiary created in 2017

+ Allocation doubled at the beginning of 2018 to reach **€30 million**

+ In 2017, RATP Capital Innovation purchased a share in the capital of WayzUp (renamed Klaxit), CitiZen Mobility and Communauto.

↓ The sources of innovation

The Group has created RATP Capital Innovation to identify and support the most innovative mobility projects. The aim of this subsidiary is to directly invest in start-ups or target investment funds focusing on new forms of mobility and smart cities via holdings.



Pursuing development in France and abroad



In order to consolidate its position in the long term as a world leader in urban mobility, the RATP group focuses on its solid basic assets and the ability of its subsidiaries to apply their skills in France and abroad. RATP Dev, which is dedicated to the development of the Group's transport and maintenance activities outside the historic Île-de-France networks, has developed an ambitious strategic project. The objective for 2022 is to double in size by significantly developing urban rail, strengthening existing geographical positions and gaining major contracts in target regions (North America, Middle East, Africa, etc.). All the Group's specialised subsidiaries, including Systra, Ixxi, SEDP and Telcité, are also committed to conquering markets in France and abroad. ◀



x2
This is
RATP Dev's
development
target between
now and 2022.



14 countries,
where over
100 subsidiaries
operate and
maintain
innovative,
safe networks.



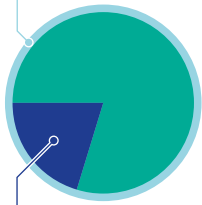
Testing the solutions of the future

Establishing the Group's subsidiaries in open markets allows it to test out innovative solutions that could differentiate the Group from its competitors in the future. In 2017, for example, RATP Dev ran a trial in Bristol with Slide, a new on-demand, dynamic microtransit transport service. This service was developed in partnership with the Padam start-up and is accessible using a smartphone.

2017 performance



€5.49 billion in Group consolidated turnover (compared to €5.45 billion in 2016)



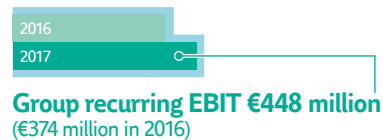
Contribution of subsidiaries €1.11 billion (20.7% of Group turnover, excluding currency impact)

The Group's consolidated turnover grew moderately by +0.7% compared to 2016. RATP's consolidated turnover rose by +1.2%. The consolidated turnover of subsidiaries fell slightly by -1%, due to the effects of Brexit, with an unfavourable global currency movement of -€26 million, concentrated on the pound sterling. This downturn masks the real growth of subsidiaries (excluding the conversion effect of +€15 million). The most significant contributions include: in France, the effects of the acquisition of the Group Finand and Navocap and the start-up of the Kicéo network in Vannes (France), and abroad, the winning of seven contracts by RATP Dev North America and the opening of the new tram in Sidi Bel Abbès (Algeria). These solid basic assets suggest that growth in 2018 is likely to exceed that of 2017, in particular through the additional offering in the Île-de-France Mobilités contract and the launching of new RATP Dev business in France, Algeria, the Middle East, the United Kingdom and Italy.

(1) Excluding revaluation of deferred tax assets.



Results in line with the budget



Creating jobs

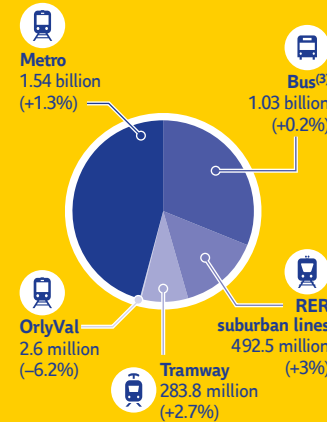
Nearly 6,000 people were hired or joined the Group:

- over 1,800 people in the subsidiaries,
- 4,100 in the parent company (including 3,700 recruitments and 400 employment support contracts).

The parent company's business supported **over 128,000 jobs** (direct, indirect and induced).



3.35 billion journeys⁽¹⁾ in 2017 provided by RATP Epic⁽²⁾



The number of passengers using RATP networks in Île-de-France increased in 2017, mainly through the healthy performance of rail-based modes of transport. The economy's recovery, more favourable public transport policies and better priced travel passes since the pricing reform for all zone tickets boosted traffic, particularly in the suburbs. Only the Paris bus lines declined in terms of frequency of use largely due to an increase in traffic difficulties. By contrast, the metro was boosted by tourists coming back to Île-de-France in 2017 after the decline noted in the wake of the attacks in 2015.

(1) In terms of raw data. (2) Including lines delegated to local transport authorities, transport rental services and OrlyVal. (3) Epic scope: including lines delegated to local transport authorities and transport rental services.



Controlled debt

€5.2 billion (-€206 million compared to 2016)

Consolidated net debt decreased by €206 million in 2017. The Group's financial strategy involves mobilising sufficient financial resources to finance its current business, investments and loan repayments. In 2017, it undertook to diversify its investor base and internationalise its investment in bonds, in particular by launching a Green Bonds programme (inaugural issue in June 2017) and presenting its business during road shows abroad. This diversification strategy has been a success: in 2017, more than 60% of investors were foreign investors, compared to less than 40% in previous years.



RATP Epic key figures

Company turnover accounts €4.72 billion (compared to €4.65 billion in 2016)

EBIT €401 million (compared to €365 million in 2016)

Cash flow €909 million (compared to €875 million in 2016)

€1.56 billion invested in the Île-de-France region (including €861 million in equity capital)

to the benefit of passengers:

- **€720 million** for network upgrading and infrastructure maintenance;
- **€700 million** for metro and tramway line extensions;
- **€140 million** for station upgrading and passenger information.

The Executive Committee*

The Group's COMEX (Executive Committee), chaired by Catherine Guillaud, Chairwoman and Chief Executive Officer, is made up of 10 members: four women and six men. Each member has complete responsibility for one or more departments within the parent company or Group entities for which they act as referral agents.



Catherine Guillaud
Chairwoman
and Chief Executive
Officer



Jean-Yves Leclercq**
Chief Financial
Officer



Marie-Claude Dupuis
Director,
Strategy, Innovation
and Development



Jean Agulhon
Deputy Chief
Executive Officer,
Director of Human
Resources for the
Group



Christian Galivel
Deputy Chief
Executive Officer,
Projects, Engineering
and Investments



Franck Avice
Director,
Services, Customer
Relations, Stations



Laurence Batlle
RATP Dev Chief
Executive Officer



Philippe Martin
Deputy Chief
Executive Officer,
Transport and
Maintenance
Operations



Anaïs Lançon
Director,
Communications
and Brand Strategy



Jérôme Harnois
Director, Head of Risk
Management, Safety
and Institutional
Affairs

* On 2 April 2018.

** Jean-Yves Leclercq took over from Alain Le Duc as Chief Financial Officer on 2 April 2018.

The Board of Directors*

The Board of Directors discusses the company's main strategic, economic, financial and technological directions. It is made up of 27 members with an equal proportion of state representatives, salaried administrators and external members representing the socio-economic environments, customers and municipalities concerned by RATP operations. Three thematic committees work specifically on matters relating to strategy and economics, the upgrading and development of networks, innovation and customer services. A working group has been created to deal with issues relating to competitiveness. It is open to all administrators. In addition, an audit committee will be handling accounts, the internal audit programme and the risk management policy.

State representatives

Marie-Anne Bacot,
member of the General Council
for the Environment and
Sustainable Development

Michel Cadot⁽¹⁾,
Prefect of the Île-de-France
region and Prefect of Paris

Denis Charissoux,
Assistant Director
of the Budget Department

Sylvie François,
Assistant General Manager
of Human Resources and social
relations for La Poste

Gilles Leblanc,
Regional and Interdepartmental
Director of Facilities and
Planning for the Île-de-France
region

Solenne Lepage,
Director of Transport
Agence des participations
de l'État

Roland Peylet,
member of the Conseil d'État

Augustin de Romanet,
Chairman and Chief Executive
Officer of Aéroports de Paris

Catherine Sueur,
Inspector of Finance at the
Inspectorate General of Finances

Figures chosen for their personal expertise in the field of transport

Bruno Angles,
Director of Crédit Suisse
France and Belgium

Patrice Raulin,
former Chairman
of Société Lyon-Turin Ferroviaire

Representatives of socio-economic groups

Michèle Bellon,
former Chairwoman of ERDF

Chiara Corazza,
Managing Director
of Women's Forum for
the Economy and Society

Catherine Guilloaud,
RATP Chairwoman and Chief
Executive Officer

Representatives of public transport customers

Michel Babut,
Representative of Fédération
nationale des associations
d'usagers des transports
(FNAUT - National federation
of transport users)

Stéphane Bernardelli,
Representative of Union
nationale des associations
familiales (UNAF - National
union of family associations)

Elected representatives of towns or groups of towns concerned by the company's activity

Annick Lepetit,
Councillor for Paris

Pascale Luciani-Boyer⁽²⁾,
Councillor for
Saint-Maur-des-Fossés

Elected staff representatives

Laurence De Wilde-Ghikh,
elected from the list submitted
by UNSA

Claire Jeunet-Mancy,
elected from the list
submitted by CFE-CGC

Abdel Halim Lalouani,
elected from the list
submitted by FO
(currently without portfolio)

Didier Le Pahun,
elected from the list
submitted by UNSA

Karen Marquez,
elected from the list
submitted by SUD
(currently without portfolio)

Fabrizio Piras,
elected from the list
submitted by CGT

Michel Rizzi,
elected from the list
submitted by CGT

Gilles Roué,
elected from the list
submitted by CGT

Gilles Saveret,
elected from the list
submitted by CGT

Other Board Members

Philippe Dupuis⁽³⁾,
Head of Mission de contrôle
économique et financier des
transports (MCEFT - Financial
and economic transport control
mission)

François Poupard,
Government Commissioner,
General Manager of
Infrastructures, Transport
and the Sea

Secretary to the Board of Directors

Paul Tirvaudey

Board attendees

Jean-Marc Cador,
Secretary of the Comité régio
d'entreprise (CRE)

Members of the Executive Committee

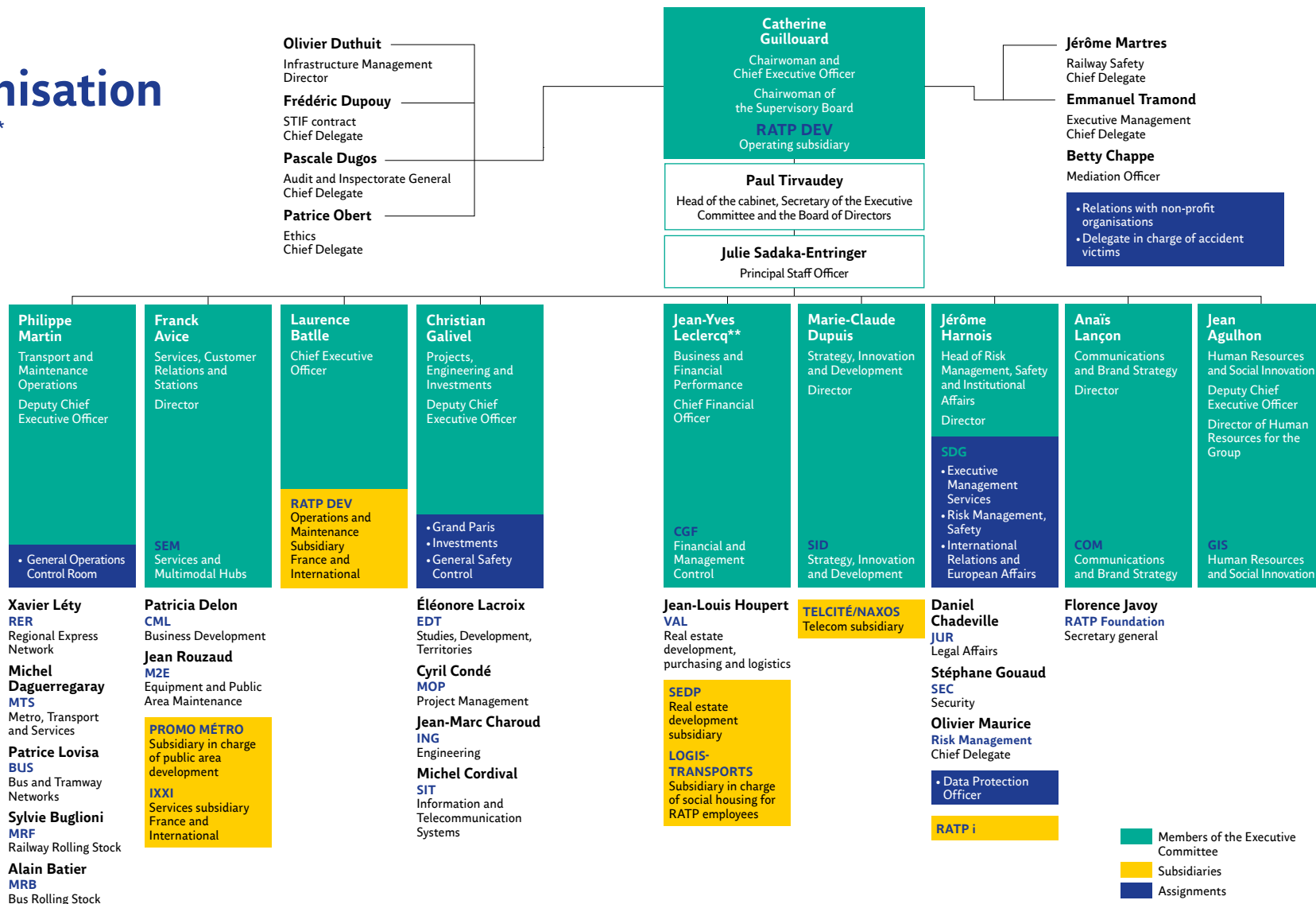
* On 2 April 2018.

(1) Michel Cadot was appointed as a member of the Board by the order of 28 June 2017 and replaced Patrick Strzoda.

(2) Pascale Luciani-Boyer was appointed as a member of the Board by the order of 16 March 2018 and replaced Gilles Carrez.

(3) Philippe Dupuis was appointed head of the Head of the Financial and Economic Transport Control Mission (MCEFT) by the order of 15 September 2017. He replaced Noël de Saint-Pulgent.

Organisation chart*



* On 2 April 2018.

** Jean-Yves Leclercq took over from Alain Le Duc as Chief Financial Officer on 2 April 2018.

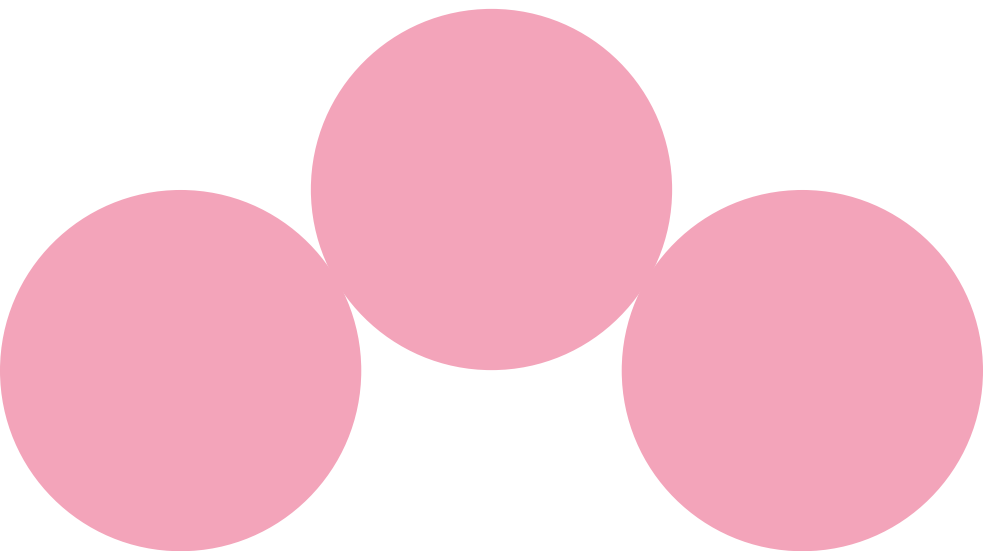


Activity and sustainable
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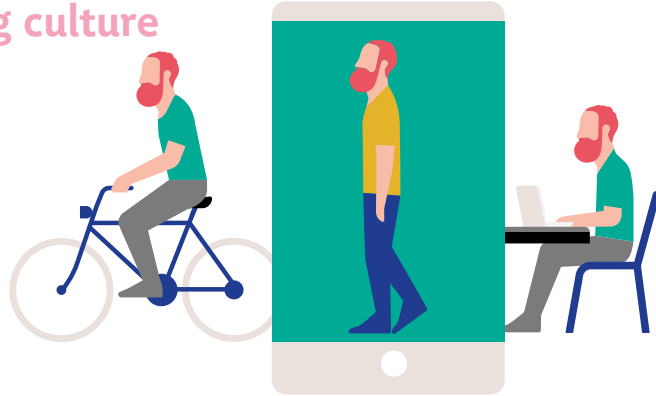


Service

Château Rouge

\ Lorient

The core business of the RATP group is to fulfil a vital need for passengers, providing multimodal, safe, punctual, comfortable and clean transport services. It also adds that extra something, making each journey pleasant as well as necessary, bringing passengers the essential things of life – beauty, living culture and daily services.



At your service

The RATP group is much more than just a mobility operator. An integral part of its offering is the capacity its teams have to provide the highest standards of welcome, information and assistance to the 16 million passengers who use its networks worldwide every day. In Île-de-France, every employee is encouraged to increasingly adopt the customer service policy promised by the signature, “Demandez-nous la ville” (Ask us for the city), backed up by four strong values: local services, simplicity, service focus and innovation. The aim of the across-the-board “Customer Ambition” policy driven by the RATP Service Academy is to guarantee a recognised top quality service relationship, based on a set of service attitudes. This policy has been deployed to 1,250 local managers, 5,300 metro and RER suburban rail employees and 15,000 bus drivers. Thanks to digital tools, employees can perform site management and commercial activities, or help passengers find their way more effectively. Tablet in hand, teams engage with passengers in stations, and also on trains, to promote RATP services and mobile applications. In addition, sales staff can now text or e-mail passengers to tell them their belongings have been found, bearing in mind that several thousand items and Navigo passes are lost every month on the network. ◀



Mobility for all

The Group's customer service policy is also demonstrated by the special attention paid to the needs of the most vulnerable passengers. Employees in contact with customers are trained specifically to meet the needs of people with reduced mobility. Lines A, B, 10, 11 and 14 of the Paris network have already obtained the S3A label (welcome, support and accessibility for the mentally disabled). By 2020, all sales staff will have received training in the S3A label. In addition, thanks to the “Équiciens” programme, 57 metro and RER stations have started to deploy visual, auditory and tactile aids for people suffering from impaired vision or hearing. The quality of service the Group provides for the disabled is

demonstrated by the fact that FlexCité, an on-demand transport subsidiary of RATP Dev, has just seen its contract to operate the PAM network (transport service for people with reduced mobility) in Essonne extended for another five years. Finally, in November 2017, the Group acquired a holding in CityZen Mobility, a start-up focusing on mobility for people in need of assistance.

1

27,000 employees in direct contact with passengers throughout Île-de-France



Enriching the travel experience

Every day, 12 million journeys are registered on the Île-de-France RATP networks. The average journey time for passengers is forty-three minutes. To make travelling pleasant as well as necessary, RATP is constantly introducing new services to enrich the travel experience. An on-line concierge service was tested in 2016 with the Quatre Épingles start-up and Lagardère Travel Retail France, and was launched in 16 Relay and Hubiz shops. Following Waterbike and Crossfit, this year La Défense station welcomed another world first: a 130 m² dental clinic. Another experimental service developed in 2017 through a partnership between RATP and Relais Colis is parcel collection at the Neuilly-Plaisance and Bobigny Pablo Picasso bus stations. Given the success of this trial (more than 9,000 parcels collected in four months), it will now continue until March 2018. An augmented journey can also be fun. To amuse the little ones, stickers depicting a driver's console are on show in three trains on metro line 14, as a result of a Web-based call for ideas organised by RATP. Meanwhile, older players can take part in an escape game on offer every weekend for passengers on the Open Tour Paris buses. ◀

Innovation for cleanliness

One of the Group's commitments to ensure an optimal passenger experience is the cleanliness of the stations. For several days in October 2017, RATP tested the latest generation cleaning robot at La Défense station. It cleans areas defined in

advance by the cleaning staff. This technology also reduces water consumption by 76%. A robot developed by the French start-up Fybots will soon be undergoing trials. The company is also testing new products to improve the network's olfactory atmosphere. These tests will continue in 2018.



Welcome to Paris!

More than 30 million tourists visit Île-de-France every year, of whom 42% are from abroad. In 2017, RATP further reinforced its system for welcoming these visitors. The new website ratp.fr invites them to try “En visite à Paris” (Visiting Paris), a page offering information in 10 languages, and “Next Stop Paris”, a dedicated app to help them prepare their stay and make the most of it. Also, from June to September, RATP organised an internal challenge to broaden the involvement of its personnel. Finally, since it is also possible to live in Île-de-France and be a tourist, more and more outlets are suggesting outings and explorations, such as the RER suburban line B blog, with its “Baladez-vous” section (Take a stroll). ◀

In 2017, 40 stations were equipped with signage specifically designed for tourist transport users

More than 375,000 downloads of the “Next Stop Paris” application

The Group is moving into WeChat

In 2017, the Group opened an account on the Chinese version of Facebook, targeting its Chinese customers. In the ranking of countries of origin

of tourists visiting Île-de-France, Chinese visitors are 6th. However, until 2017 they had no access to RATP services and information, since the Chinese Internet prevents access to Google and Google Play.



From the metro to Olympia

On 23 November 2017, RATP organised a concert to celebrate the 20th anniversary of the “Les Musiciens du métro” label at the Olympia music hall. On stage were well-known figures such as Tété and Oxmo Puccino, the label's sponsors. Five Musiciens du métro also performed, selected by a jury based on passengers' preferences expressed by voting for their favourite artist on a dedicated platform.

HUMAN, quite simply

In 2017, RATP was a partner of the GoodPlanet foundation for the “HUMAN” exhibition presented at Domaine de Longchamp. Between October 2017 and March 2018, RATP has chosen to highlight the work of Yann Arthus-Bertrand in 12 stations in a large format, demonstrating loyalty to the strong links it has with photography.

Art and culture become part of the journey

RATP has implemented a dynamic cultural policy on its networks for many years, especially in Île-de-France. Photography, music, poetry, contemporary art and street art have the perfect tools to express themselves. Among the initiatives in 2017, many events focused on literature: young writers' workshops in an RATP Pop Up bus at the Paris Book Fair, a ride in a bus with Bernard Pivot during the French Language and Augustin Trapenard heading the jury. RATP also invited Magnum Photos to exhibit 175 photographs on the theme of “La Ville en Histoire(s)” (The City in Hi(Stories)) to celebrate the 70th birthday of the agency. RATP has also made its way into the Charles de Gaulle – Étoile metro station, where a 50-metre mural installation signed by the British artist Neil Wood invites passengers to dream. Title of the work: “Et toi, là, attrape ton étoile” (And you there, catch your star). At Château Rouge metro station, renewed in 2017, the Cameroonian artist Barthélémy Toguo was selected from five internationally renowned artists to create the plant pattern for a mural installation made up of 200 sandstone tiles. ◀



All aboard for an augmented journey

Employees equipped with tablets in the metro corridors, tactile screens, a robot at Gare de Lyon railway station: is the journey now becoming an experience? In 2017, RATP multiplied the number of digital innovations to create a continuous thread of information and personalised interactions, further strengthening proximity between the brand and its different target audiences. The RATP chatbot perfectly illustrates this relationship-based approach: with Millennials using Facebook Messenger on a massive scale, it fosters a dialogue with 15 to 35 year olds completely on their wavelength. Another example is at Gare de Lyon station: the test conducted with the Pepper reception robot to inform and advise passengers. To help its customers find out more about this world of services, RATP has set up Connect Cafés in several stations. Finally, a demonstrator christened "La Fabrique" has been installed at République station. Here, the general public is invited to try out the future interfaces to be deployed on the network, comment on them and even co-build them. ◀

+ 2.5 million active users of the RATP app each month

+ 2,800 image information screens and 60 Zenway route search screens installed in the Paris network by the end of 2017



Connected mobility

Nowadays, passengers expect mobility operators to provide more than top quality service: they want to receive personalised assistance at every stage of their journeys, even more so when travel is disrupted. In parallel to deployment of 3G/4G throughout its network, which will be completed in 2019, and Wi-Fi trials on 11 pilot sites, RATP has developed a complete digital ecosystem. Services, real time information and direct dialogue with line users are on the menu. In particular, this galaxy of tools today includes the RATP app, a Twitter account for each metro, RER and tram line, plus blogs for each of the RER A and B suburban lines.

+ 364,000 followers for the metro, RER and tram Twitter accounts

+ 278,000 different visitors to the RER suburban line A blog with consultation peaks during summer maintenance works



Carefree cycling

Dropped off in the morning, repaired by evening! In May and June 2017, RATP partnered with the Ridy start-up to offer cycling passengers a mobile bicycle repair service, called "Vivre le vélo sans souci" (Enjoy carefree cycling).



The flow first and foremost

New forms of urban mobility are breaking down the barriers between traditional and emerging means of transport. RATP is working actively on these new developments. First sphere of discussion and action: better interconnections between the different means of transport, which for example require reorganisation of timetables for buses close to RER stations. The physical interface with the new forms of mobility is also on the agenda, as demonstrated by RATP Capital Innovation's acquisition of a holding in WayzUp (now Klaxit). This start-up creates dense carpooling networks in partnership with businesses. Another important subject is open data in transport. It opens up possibilities to share information with other players to provide a door-to-door service and create new partnerships in the fields of passenger information and ticketing. Legislation encourages operators to make their data open, and RATP is a leader in this field, with its servers receiving more than a billion queries, since massively making its real time data open and free at the beginning of 2017. Finally, the question of price-sharing and ticket-sharing is turning existing business models upside down. This is already a reality for the Group, which today is exploring these issues with Île-de-France Mobilités: the Navigo pass includes the Autolib' subscription and access to the Batobus river shuttles. ◀

A new ratp.fr

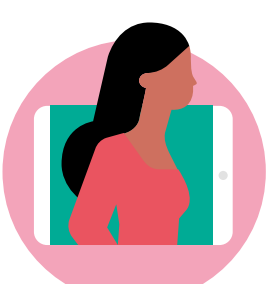
The ratp.fr website has been completely redesigned to give passengers a "mobile first" experience. On 12 June, Web users discovered a simplified site structure, a new graphic layout and service-focused content, with a route search feature at the top of the home page.

Co-building future services

Should the ratp.fr app show where station exits are? This was done in 2017, and it was passengers themselves who suggested this improvement in response to a call for ideas about services launched by RATP. Among the five projects selected from the 2,211 ideas submitted, planting greenery in several stations has also begun.

+ Passenger satisfaction above 81% for the entire network in 2017

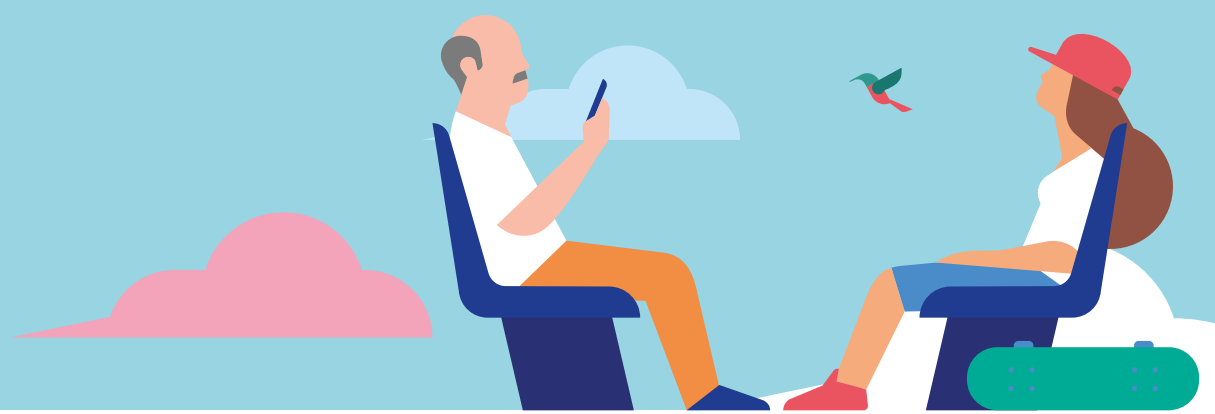
Source: Île-de-France Mobilités



Travelling with peace of mind

Passenger safety is a central concern for the Group. In a context where terrorist threats are always present, RATP is one of the few mobility operators to provide an integrated security service comprising more than 1,000 officers. In close collaboration with public law enforcement, they reconcile a high level of security with traffic fluidity over the entire network, which in addition is covered by 40,000 video surveillance cameras. In this context, the operational security coordination centre project, which entered its implementation phase in 2017, will help to enhance the integration and efficiency of this organisation.

Under the authority of Paris police headquarters, it will bring together the bodies involved in transport security in Île-de-France – police, gendarmerie, transport operators, etc. – and thereby improve response times. Due to the implementation of provisions incorporated in the Le Roux-Savary law, officers in the network protection and security group now have broader powers. They have authority to inspect bags, carry out frisk searches and perform plain clothes security missions. ◀



Combatting fare evasion

To facilitate the fight against fare evasion, RATP has launched an innovative system called "ePV" to issue electronic fines. It enables officers to directly enter information about passengers guilty of fare evasion on their smartphone. A new antifare operation campaign conducted on the Île-de-France region, Île-de-France Mobilités, SNCF and Optile was also deployed in September and October. In parallel, "Ensemble contre la fraude" operations (Together against fare evasion) were carried out on the Paris tram network to encourage passengers to always have their tickets with them. In Valenciennes, a project combining communication and prevention actions, inspection operations and introduction of a special price for under 26 year olds succeeded in reducing the fare evasion rate by 8 points, down to 13% in 2017. ◀

More effective action against abandoned packages

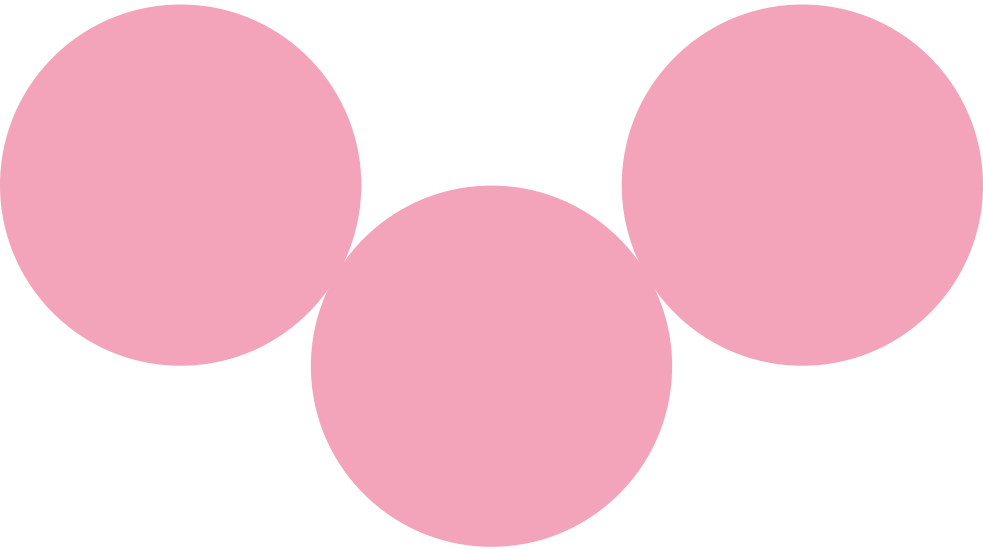
Sniffer dogs can remove doubts about the presence of explosives in abandoned luggage. This test has been extended in 2017 to Châtelet – Les Halles and La Défense stations. It has reduced the rate of traffic interruption by half when a forgotten package is discovered in the space being trialled.

Mobilising against drug addiction

In 2017, RATP signed an agreement with the Préfecture of the Île-de-France region for specialised bodies and associations to provide social services and health care for drug addicts, particularly on metro lines 4 and 12. In addition, RATP, the Paris police headquarters and public prosecutor's department have strengthened the measures taken to combat drug trafficking and use in certain metro stations, in particular by increasing the presence of police and network protection and security group officers. Also, under the authority of the Paris public prosecutor, a local antidelinquency group aiming to deal with the problem of drugs on public transport has been set up.



Activity
and sustainable
development report
2017



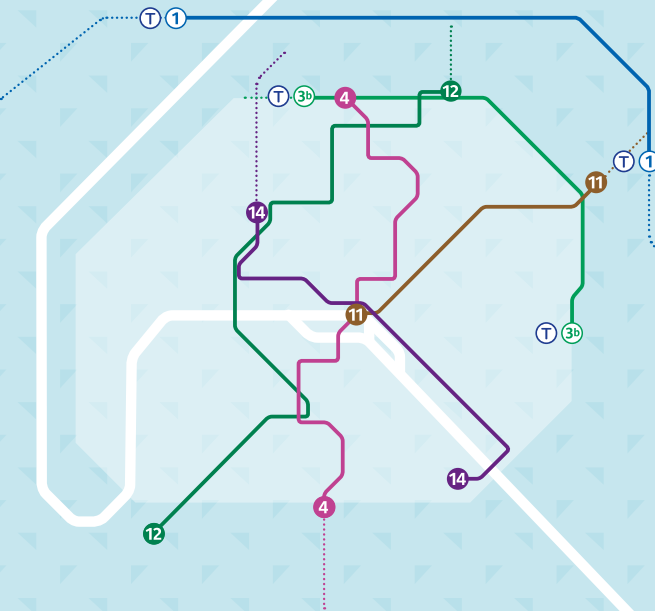
Lorient
/ Château Rouge

Engineering and transport
Rosny-sous-Bois
Washington

The RATP group has developed expertise which today is considered a reference for design, operation and maintenance of complex transport networks. It possesses both industrial know-how and mastery of financial issues. It is a partner of choice for cities and transport authorities when they decide to introduce new mobility solutions or upgrade existing infrastructures.



As part of its contract with Île-de-France Mobilités, in 2017, RATP invested heavily to maintain, renovate and extend its network. The level of activity has been intense, with upgrading of infrastructures and systems, line extensions and new rolling stock. This is proportionate with the mobility requirements and dynamism of the leading French region. ◀



Line 4
> To Bagneux (1.8 km, 2 stations)

Line 11
> To Rosny – Bois-Perrier (6 km, 6 stations)

Line 12
> To Aubervilliers (2.8 km, 2 stations)

Line 14
> To Mairie de Saint-Ouen (5 km, 4 stations)

T 1
East-west extension of line T1 planned

T 3b
> Towards Porte d'Asnières (4.3 km, 8 stations)

Upgrading infrastructures and systems

Paris
Châtelet – Les Halles – Marguerite de Navarre entrance



Bussy-Saint-Georges
Train on RER suburban line A



➔ **RER suburban line B, new generation**
Upgrading of RER suburban line B accelerated in 2017. Objective: improve the transport offer. Apart from the ongoing work to eliminate certain operational weaknesses, a major industrial programme was launched to replace rolling stock, adapt infrastructures and upgrade workshops and systems by 2025.

Paris
Montparnasse – Bienvenue station



➔ **Transformation at Montparnasse**
Metro line 4 was built in the early 20th century, and is one of the oldest in the network. It is the second most frequently used metro line with 725,000 passengers every day. Automating it without any interruption to service is a major technical achievement. For example, in the spring of 2017 it was necessary to temporarily

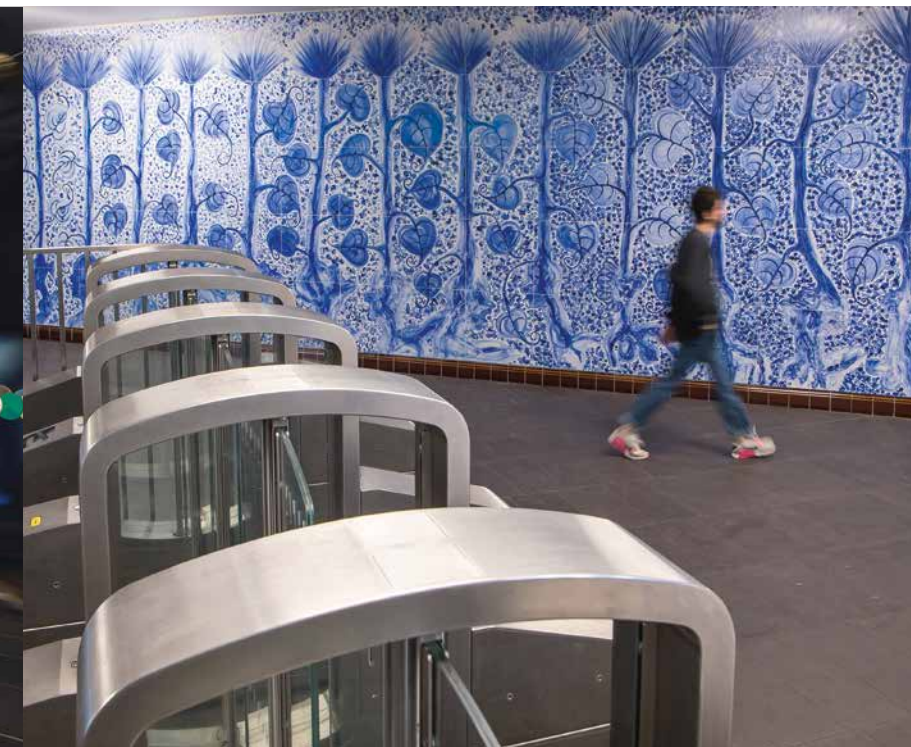
Paris
Charles de Gaulle – Étoile station



close the platforms at Montparnasse – Bienvenue station, in order to raise and reinforce them. Following the successful automation of line 1, RATP teams improved the process for line 4 and tested a new platform screen doors module which significantly reduced the installation time.

➔ **More attractive and welcoming stations**
The Group is constantly investing to upgrade stations in its network, so as to improve the quality of the passenger travel experience. On metro line 4, as part of the “Un métro plus beau” programme (A more beautiful metro), a transformed Château Rouge station opened its doors once again at the

Paris
Château Rouge station



beginning of August. It is now brighter and bigger. The reception hall is laid out around an enlarged and clearly visible information desk. An additional access point has improved the organisation of entry and exit points. In the district of Les Halles, thanks to the new Marguerite de Navarre entrance, passengers can now gain direct fast access to the Châtelet – Les Halles

transport hub from the street. The structure reinterprets the traditional small tiles used in Paris stations, making them more luminous by using glass and brushed stainless steel. About ten RER stations are currently subject to a renovation programme.

⊕ **18 new underground metro stations are being built**

➔ **Summer maintenance works for RER suburban line A**
A track renovation programme has been in progress since 2015 on the 24 kilometres on the central section of RER line A. During the summer of 2017, 4.3 kilometres of track and four track equipment machines were replaced between La Défense and Nation.

Paris
Track upgrade on RER suburban line A



A huge information campaign regarding this programme has been organised, and every summer more than 1,000 RATP and SNCF staff are mobilised to inform and guide passengers.

Prepare the future

Preparing for the Grand Paris Express
As line 15 of the Grand Paris Express progresses, the works to connect to RER suburban line B that began in 2016 are continuing. The first railway station concerned by this is Arcueil – Cachan. In parallel to the extensions of lines 11 and 14, adaptation work is under

way in several stations on these two lines.



📍 Arcueil – Cachan
Works to interconnect RER line B with the future metro line 15

➔ **Replacement of rolling stock**
100% of the 140 trains running on RER line A are now double-deckers. The last single deck train was withdrawn in February 2017, marking the end of a programme that began in 2008 and ended on the scheduled date. This upgrading operation

📍 Champigny
Double-decker train

increases the capacity of line A by 30% while maintaining the same environmental footprint. It thereby helps to manage the increase in use observed on this line which 1.2 million passengers take every day: 20% traffic increase over ten years. The new rolling stock is more spacious, brighter and considerably

improves passenger comfort. The wider doors facilitate passenger movements between the train and platform, which in turn reduces stopping times in stations. All of these factors, combined with the new organisation of timetables introduced at the end of 2017, contribute to the line's regularity.

➔ **Major extension work sites**
Extension works are continuing on an unprecedented scale, to enrich the mobility solutions made available to people living in Île-de-France. The works are taking place on metro lines 4, 11, 12 and 14 (to the north and south), and tramway lines T1 and T3.

📍 Paris
Extension works on metro line 14

➔ **Major work sites**
In 2017, once again, RATP teams proved they are capable of successfully carrying out major works. In November, they slewed the track at the Arcueil – Cachan railway station in less than eight hours. This consisted in moving a 40-metre-long slab bridge weighing 3,000 tonnes

📍 Paris
Craning a funicular railway cabin

to align it with the RER tracks and platforms, above the station work site for line 15 South. Other challenging operations included supervision of a specialised contractor as it lifted one of the two Montmartre funicular railway cabins using a crane, and replacement of a damaged 400-kilogramme glass panel at the La Défense

station, involving heliporting the broken panel then the new panel.

Anticipating new mobility needs

Today the urban transport sector is enjoying strong growth. The demand for mobility is increasing and changing. Passengers are looking for more personalised solutions, well-being, comfort and fluidity. To meet this demand, it is necessary to both create new offers and maintain the existing solutions. The investments made in Île-de-France in 2017 reflect this constant goal to guarantee the performance and safety of the networks RATP operates. The RATP group has recognised expertise in leading big transport projects. This expertise is one of the assets available to its subsidiary RATP Dev to develop urban mobility projects in France and abroad. ◀

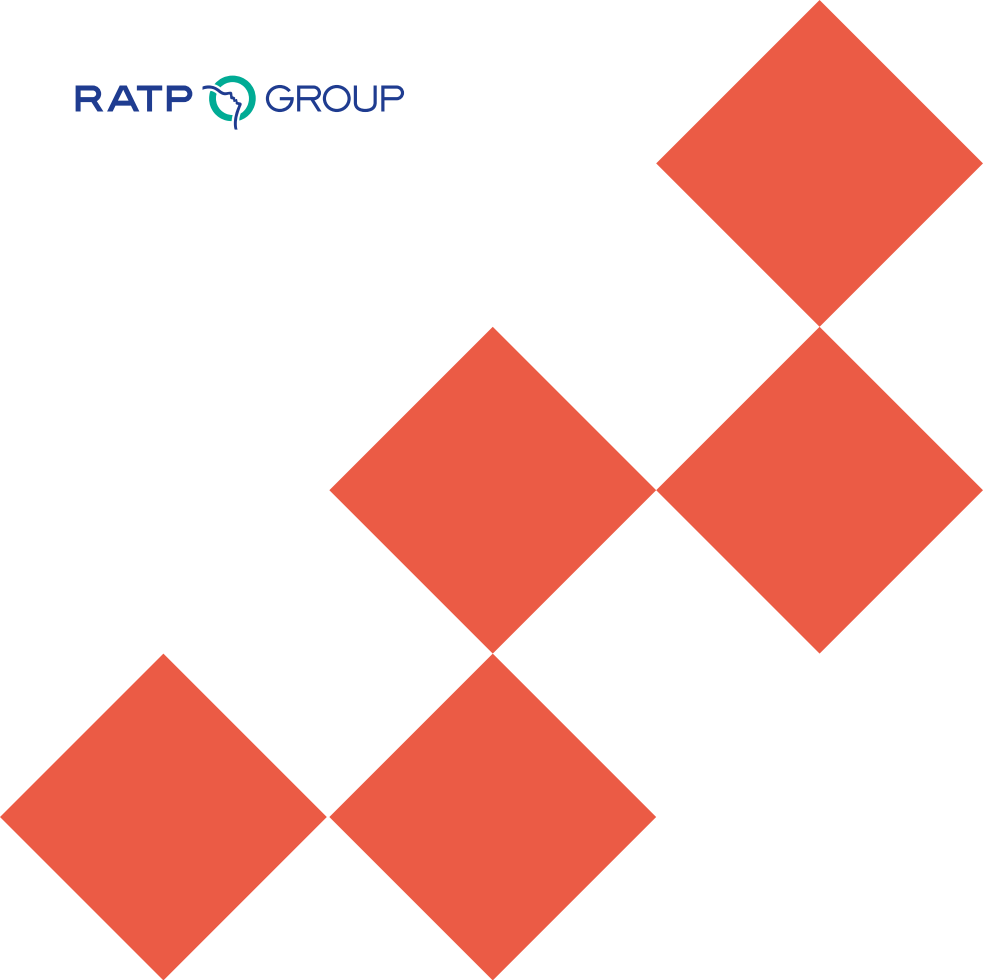
- ➕ Nearly €1.6 billion of contractual investments with Île-de-France Mobilités in 2017, of which half is from capital equity
- ➕ €720 million for network upgrading and infrastructure maintenance
- ➕ €700 million for metro and tramway line extensions
- ➕ €140 million for station upgrading and passenger information
- ➕ 30-km extension of metro lines under way
- ➕ 40 years operating RER suburban line A in Île-de-France
- ➕ Mobilisation of more than 2,000 RATP engineering employees
- ➕ 3,000 projects of every size





Washington / Rosny-sous-Bois

Activity
and sustainable
development report
2017



Sustainable city

London

\ Porte de Gentilly

Let the city breathe, give greenery its rightful place, relieve congestion in dense neighbourhoods. With cleaner transport solutions and a detailed approach to new challenges such as space optimisation and densification, social diversity and integration, or urban agriculture, the RATP group is ready to meet its customers' new expectations to achieve long-term development of territories and employment.

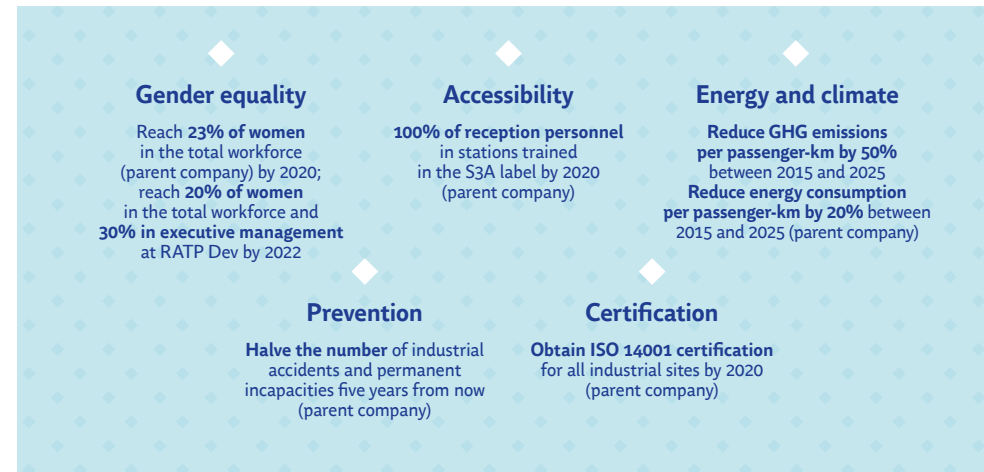
The RATP group is contributing to the ongoing transition towards more sustainable cities, and reasserts this ambition today through three strong commitments.

- ▶ **To be a leading player in sustainable mobility and sustainable cities**, it is building a range of connected mobility services accessible to all. It is developing an innovative real estate policy to upgrade its industrial assets, and at the same time integrate them into diverse urban programmes. Finally, it is helping to define a more virtuous development model regarding environmental health.
- ▶ **To minimise its environmental footprint**, it is reducing its emissions,

limiting its consumption, improving the energy performance of its transport system and spaces, developing eco-design approaches and circular economy sectors.

- ▶ **To assert its social and societal responsibility**, the Group contributes to economic vitality and solidarity in territories, in particular by facilitating access to jobs. It intends to make quality of life in the workplace one of the markers for the Group's sustainable performance.

These commitments are set out in a CSR roadmap, with roughly forty areas of action and KPIs.





A diverse, socially responsible city

Cities are expected to make a contribution in important societal fields: to be welcoming to all, be attentive to each individual, facilitate diversity and allow citizens' aspirations to be taken into account. To help cities meet these challenges, the Group is exploring these issues in relation to its real estate assets and is investing in large scale urban programmes. With its partners it is also participating in tests on the scale of a specific territory, to plan for new modes of transport corresponding to the needs of people who live in and use urban spaces. These innovation laboratories are also places where the range of mobility services is co-built with the different stakeholders, a guarantee of success and satisfaction for future customers. ◀

+

There are plans for more than 2,000 housing units in Paris by 2024 as part of the restructuring of RATP's Paris industrial sites



Welcome to the city of the 21st century

For more than twenty years, in Paris and Île-de-France, RATP has been pursuing a strategy to renovate its industrial sites (bus depots and maintenance workshops) and integrate them into the urban environment. The ambition is to transform these sites into spaces opening onto the city, contributing to a particular vision of the 21st century city, both inclusive and diverse. The Ateliers Jourdan-Corentin-Issoire (Paris 14th arrondissement) inaugurated in November 2017 meet these requirements perfectly. The former bus depot has become an urban complex enhanced by planted spaces, comprising student, social and private housing, an extended and upgraded bus depot to accommodate the future electric buses, a crèche and a day-care centre. Another project is under way at Ateliers Vaugirard in the 15th arrondissement, on a 2.3-hectare site. Here we find the same approach combining upgrading of the industrial facilities, an environmentally-friendly approach and diversity of uses.

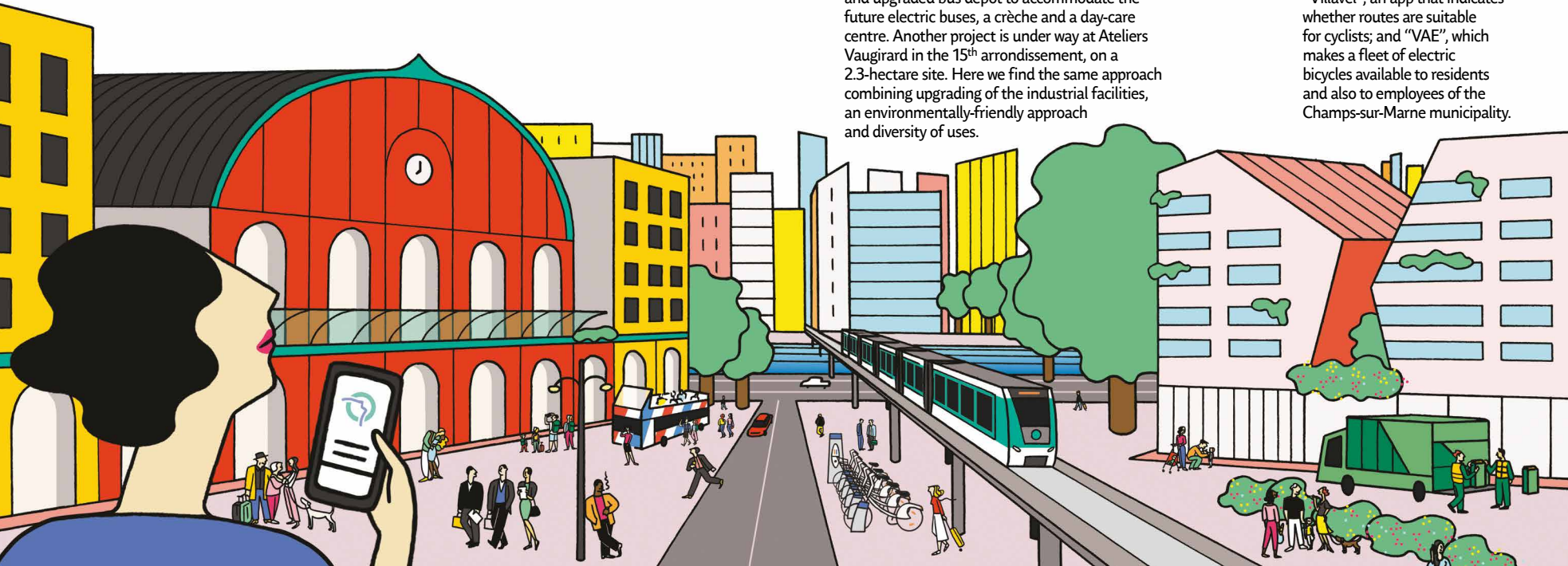


Viachamps, for a different form of mobility

+

Three beta tester communities to co-build the VAE project

The RATP consortium was successful in its bid answering the demonstrators for the sustainable city (DIVD – *démonstrateurs industriels pour la ville durable*) call for projects, thanks to a programme in the Marne-la-Vallée area. To imagine overarching integrated mobility that would efficiently connect the different hubs generating traffic in this territory, in 2017, RATP launched the Viachamps project, with two initial pilot projects: "Villavel", an app that indicates whether routes are suitable for cyclists; and "VAE", which makes a fleet of electric bicycles available to residents and also to employees of the Champs-sur-Marne municipality.





Connecting people with jobs

The Group is conducting several actions in favour of people living in high priority neighbourhoods as defined by urban policy. It is working with specialists in professional integration (local missions, Écoles de la deuxième chance [second chance schools], associations, etc.). In particular, it has created the Ateliers de mobilité® (mobility workshops). This educational method enables vulnerable people to regain some autonomy thanks to public transport, in particular for job-seeking, and thereby to become better integrated. Another initiative in 2017 was a “sponsoring” action implemented with the Bords de Marne local mission (Val-de-Marne area), within the framework of the “Young Peoples’ Guarantee” set up by the public authorities. More than 180 young people interested in working for RATP and living at Bois-l’Abbé, an urban policy priority neighbourhood in the town of Champigny-sur-Marne, benefited from this action.



3,500 people participated in 400 Ateliers de mobilité®



Between two river banks, a new model

Between the railway stations of Gare de Lyon and Gare d’Austerlitz, in the 12th and 13th arrondissements, the “Two Banks District” project run by RATP and the Paris municipality will be a business district dedicated to the circular economy. The ambition is to facilitate the pooling of equipment and resources between companies, and to support best practices in the field of refuse collection. The Seine provides a link between the two banks and is a vector for transport. It should also play an important role both for procurement of raw materials or manufactured goods, and for waste disposal.



Privileged partner of the territories

The forms of transport available are a powerful lever for a territory’s economy and attractiveness. In Île-de-France, in other regions and elsewhere in the world, the RATP group positions itself as an expert operator for local governments and transport authorities. It is fully familiar with the complex issues at stake, and is able to build the most relevant mobility solution with stakeholders, according to the local context. ◀

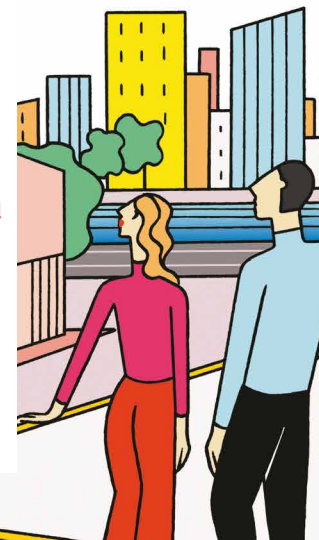
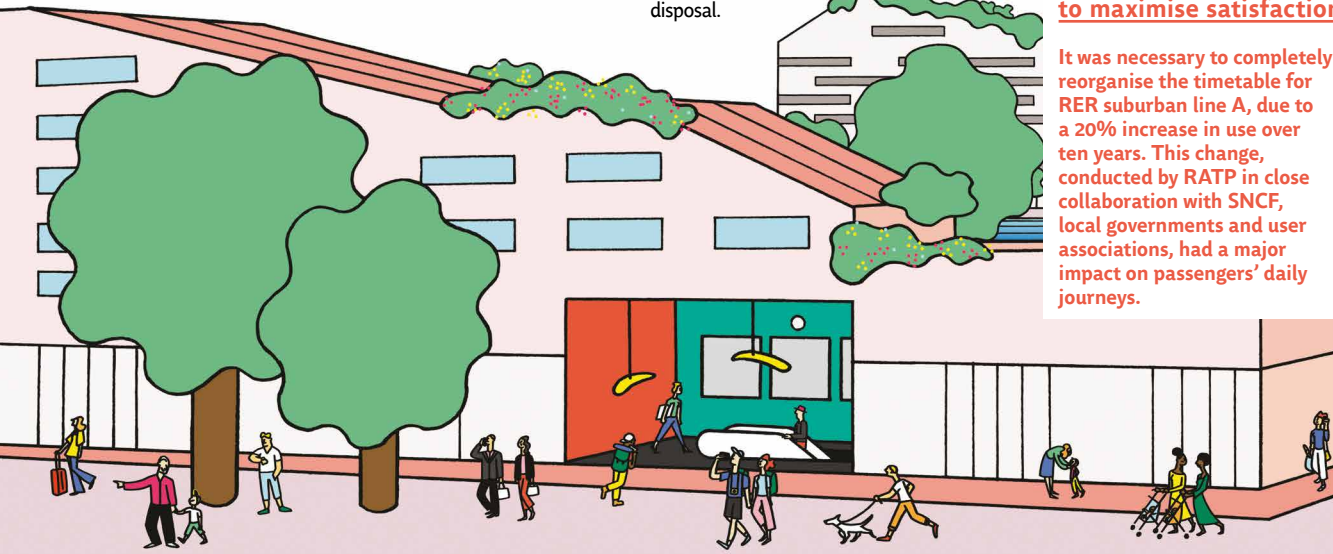


Co-building to maximise satisfaction

It was necessary to completely reorganise the timetable for RER suburban line A, due to a 20% increase in use over ten years. This change, conducted by RATP in close collaboration with SNCF, local governments and user associations, had a major impact on passengers’ daily journeys.

There for the Olympic Games

As a partner in the Paris bid to host the 2024 Olympic and Paralympic Games, RATP contributed to unifying the efforts to achieve this objective with the operation dubbed “Tous athlètes de la ville” (All athletes in the City) deployed in five metro and RER stations and communicated to its employees. For two days, the 4,700 buses in the RATP fleet also flew the colours of Paris 2024. Finally, for several weeks after Paris was chosen, in a play on words, the Hôtel de Ville station was renamed “Ville Hôte” (Host City).





A low-carbon city

The city populations are increasing, and with them, the need for mobility. Solutions exist to prevent urban centres from suffocating, and preserve the health of residents, the integrity of the environment, and keep transport fluid. As a participant in the energy transition, the RATP group tests and deploys innovative systems combining new technologies (electric propulsion, big data, smart grids, etc.) and new uses (the sharing economy, new forms of mobility, digital, etc.). Through its commitment to decarbonise modes of transport, reduce greenhouse gas emissions from its industrial facilities, its action to protect biodiversity and integrate circular economy business models, it is working to promote the sustainable city in every dimension of its activities. ◀

⊕
The worldwide RATP bus fleet comprises 9,000 vehicles, of which 4,700 are in Île-de-France



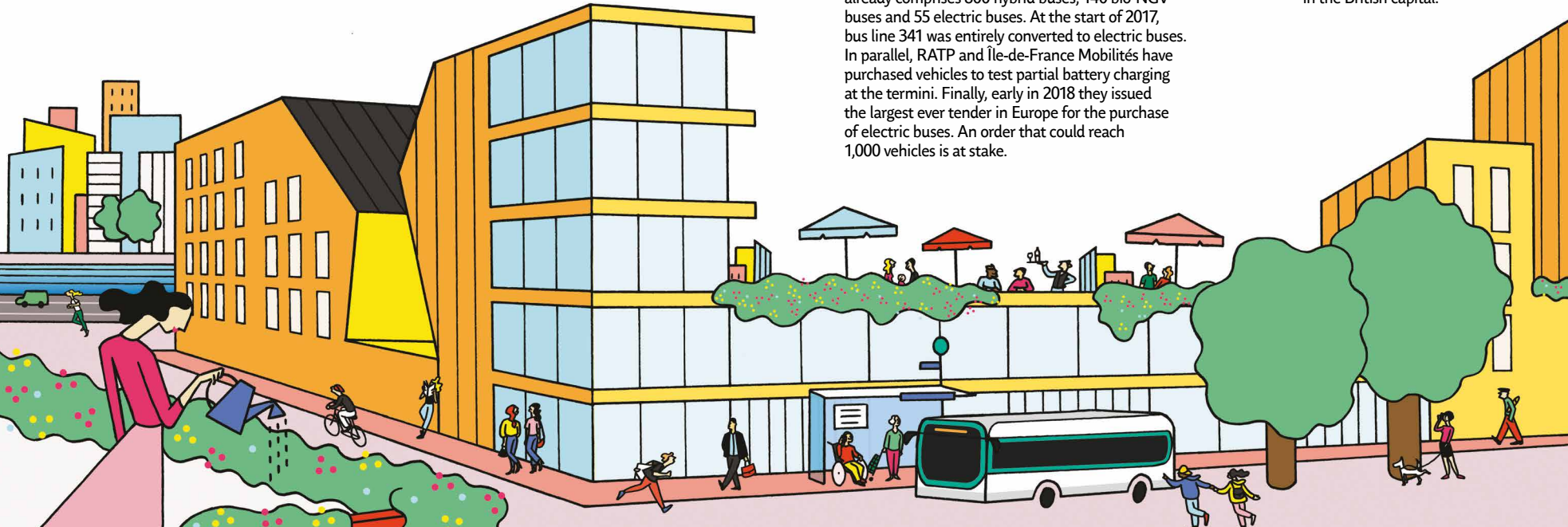
Bus2025, a unique ambition

The RATP group has engaged in a major technological and environmental transformation, aiming to have a 100% green fleet by 2025 (electric, bio-NGV, hybrid). This will make Paris and the Île-de-France region a worldwide reference for very low carbon urban public transport. The final target is to have 2/3 of electric buses and 1/3 of renewable gas buses (bio-NGV). This daring challenge represents a world first for a transport operator and a fleet of 4,700 buses. To achieve this objective, RATP has undertaken to completely transform its industrial facilities. No fewer than 25 depots, several of which are more than a 100 years old, will move to electricity or biogas. RATP has also made massive investments in new buses, with the support of Île-de-France Mobilités. Today the fleet already comprises 800 hybrid buses, 140 bio-NGV buses and 55 electric buses. At the start of 2017, bus line 341 was entirely converted to electric buses. In parallel, RATP and Île-de-France Mobilités have purchased vehicles to test partial battery charging at the termini. Finally, early in 2018 they issued the largest ever tender in Europe for the purchase of electric buses. An order that could reach 1,000 vehicles is at stake.



A zero-emission bus parking garage in London

London is aiming to become a zero-carbon emission city by 2050. RATP Dev London therefore suggested to Transport for London, the transport authority, that two bus lines, the C1 and the 70, should be converted to 100% electric for 2018. Conversion of the Shepherd's Bush bus depot which will house the recharging systems for the electric fleet began in 2017. As such, Shepherd's Bush will become the first zero-emission bus garage in the British capital.





Green bonds: a first and a success

To back up its CSR policy and demonstrate its determination to rise to the challenge of climate change, in June 2017, the Group issued its first ever green bonds. The money raised by these bonds is devoted exclusively to projects and activities that are beneficial to the environment. This operation for an amount of €500 million is designed to finance three large-scale projects: replacement of rolling stock on RER suburban line A, automation of metro line 4, and purchase of electrical equipment (dual-mode locotracors) for maintenance of RER infrastructures. These three projects have two aspects in common: considerable environmental impact,

and a significant contribution to the company's CSR objectives. The Group plans to play a major role in the development of sustainable urban mobility. It is working to reduce its environmental footprint and reinforce its social and societal responsibility. This operation, buoyed by a series of meetings with investors in Europe, was received most favourably when announced. The order book reached €1.6 billion, and both the quality and variety of the investors involved confirmed the Group's solid reputation on financial markets.



Vegetables on the roof

Inaugurated in July 2017, the Lachambeaudie Farm is an urban agriculture project developed within the framework of the Parisculteurs call for projects issued by the Paris municipality. RATP responded with SEDP, its real estate management and engineering subsidiary. It proposed using the flat roof of the Lachambeaudie medical clinic in the 12th arrondissement. In March 2017, a start-up called "Aéromate", specialising in urban agriculture, took over the rooftop. A market gardening area of 450 m² is now being cultivated partly by job-seekers, using hydroponic techniques. It is planned to sell the produce to employees working on the site, and also to shops and restaurants in the neighbourhood.



Objective for 2020:
greening of 4 hectares
of rooftops on RATP assets



ISO 50001, a world first

At the end of 2017, the RATP group obtained ISO 50001 certification for all its activities in Île-de-France: passenger transport, infrastructure management, engineering, maintenance and management of the real estate assets. This certification rewards RATP for its commitment to a continuous improvement process relating to its energy performance. It is the first time in the world that a multimodal transport operator has obtained ISO 50001 certification.



31 tonnes
of fruit and
vegetables
per year



450 m²
of market
gardening
crops





A commitment to solidarity

The RATP group Foundation was founded twenty years ago to create bonds with territories where RATP provides a service. Every year it supports numerous local projects that promote access to employment, education and culture. It gives material and financial assistance to partner associations. It also encourages RATP employees to work for associations, either by putting them in touch with its partners, or by providing finance or methodological support for projects corresponding to the Foundation's aims. ◀



Partnership with the South Korean association Dasarang

Integrating disabled people through a catering business.



Coding Bus

Meeting up with primary and secondary school pupils in priority education zones, to teach them the basics of programming.



Future pathways

Allowing students from low-income backgrounds to enter long-term higher education and centres of excellence through grants and mentoring.



Temporary bus

Organising 50 cultural activities along the future planned Annemasse – Geneva Canton tram line, on board free buses.



40 projects supported in 2017

40% are new projects

20,605 beneficiaries



Working better together

The company's CSR commitment also concerns well-being and quality of life in the workplace for its employees. Several initiatives were taken in 2017 in this domain. For two years, the Group has been carrying out a homeworking pilot project with volunteers from different sectors of the company. It also organised the first *Journées du bien-être en entreprise* (Well-being at work days) on several sites, in partnership with the Comité régie d'entreprise (CRE – Corporate Governance Committee), the Mutuelle du personnel du groupe RATP (MPGR – RATP group mutual insurance company), and the Union sportive métropolitaine des transports (USMT – Public transport sports association). The programme was structured around several themes: health, lifestyle hygiene, nutrition and physical activity. In particular, employees were offered demonstration workshops and free gentle physical activity lessons (yoga, Nordic walking, gymnastics, t'ai-chi).

With regards to training, in 2017, RATP started to use an immersion training prototype. The system makes use of virtual reality headsets and the latest video game technologies. The aim is to train technicians to repair an RER train that has broken down. It makes it possible to work with

several trainees, without them having to travel, and without immobilising any rolling stock. This project won an award at the Trophées RSE 2017 event (2017 CSR Awards) in the human resources category. Secularity and neutrality are essential in order for people to work together in harmony in the company. To provide teams with more support, especially managers, the Group, which already published a practical guide on these questions in 2013, has deployed a plan entitled "*Travailler ensemble à la RATP*" (Working together at RATP). In this context, an initial series of conferences on managing religion in a company was held in 2017. A second series devoted to encountering people with strong convictions has begun. RATP also participated in "*Journée nationale de la laïcité*" (National secularity day) and organised events for employees relating to secularity, neutrality and non-discrimination. ◀



8 sessions of the Management Club were organised with the Group's university on management of religion (up to 200 managers at each session). Elected officials from bodies representing the personnel participated in and were invited to attend these training sessions.



Activity
and sustainable
development report
2017

Porte de Gentilly
/ London

Innovation
Porte de Versailles
\ Casablanca

The history of the RATP group is punctuated by world firsts: automatic control systems, contactless ticketing and the automation of a historic metro line with no traffic interruption. In its wish to go faster and further, the Group is developing agile innovations and reinventing its methods and services in the light of the digital era. In order to fulfil this aim, it is stimulating the creativity of its employees, supporting a start-up ecosystem and creating expert partnerships with the industrial and scientific world.



Innovation road map

For the Group, 360° innovation means innovating in services, digital technology, techniques and projects as well as in transport services. The aim is to improve operational performances, invent sustainable mobility solutions and enable its teams to increase their efficiency. With this in mind, the Group is encouraging participatory innovation and building on its skills, particularly those of its specialised subsidiaries. It is also opening up to partnerships with major industrial players and is exploring new territories with recently created innovative companies focusing on four main priorities: autonomous vehicles, smart cities, artificial intelligence and BIM (building information modelling). ◀



1 digital
transformation programme
and **180 initiatives**
launched



Transport for smart cities

Will we all be city dwellers in the future? Certainly most of us, as 70% of the world's population will live in urban centres in the future, bringing about growth that will create new mobility requirements and force cities to adapt their models. Some cities are already moving in this direction. Smart cities are being emulated with good reason: it is estimated that this model can generate savings of €9.2 billion per year.

The RATP group is convinced that smart cities are not simply limited to millennials and well-off passengers, and sees an opportunity to make innovation accessible to all by making cities more human. It possesses a number of major assets in this context. Its recognised skills in engineering and its knowledge of dense, complex urban environments enable the Group to design and operate multimodal transport networks in these environments

observing optimum safety and service quality standards. Its references in Île-de-France and throughout the world via its subsidiaries have helped it become a favoured partner in welcoming, carrying and satisfying millions of passengers. Moreover, its commitment to responsible mobility enhances its recognition and expertise in helping cities adopt more sustainable, environmental-friendly models which respect the health of the planet and its inhabitants. ◀



In 2018,
over half of the world's population already live in cities

By 2050,
over 70% of the planet's inhabitants will be city dwellers



Connected break

With the increased use of smartphones, the possibility to charge your mobile during a break is becoming a daily service: in 2017, new Points Connect were rolled out in six metro and railway stations to meet this need.



Zen mobility

The ZenWay tactile screens designed by RATP and developed by the subsidiary Ixxi give direct access to all local and urban mobility information. They are multilingual, meet accessibility standards and adapt to the specific characteristics of where they are installed.



Easy as Tickizz

Thanks to Tickizz, a dedicated mobile app, you can now buy an m-Ticket, validate it via an NFC system (near field communication) or a dynamic QR code, and present your smartphone for on-board ticket inspections. Tests of this new app began in September 2017 on the Annemasse transport network, and it will subsequently be rolled out in other networks operated by RATP Dev.



SAM warns you

50% of tram/pedestrian accidents are due to distraction linked to use of a smartphone. Based on this observation, RATP has tested "SAM", a mobile phone detection and warning system developed in partnership with CopSonic. When a tram approaches, a warning is triggered on the smartphones of pedestrians close to the tracks. An employee initiated this innovative project during the 2017 session of "[BOUGE!]" (Move!), the Group's entrepreneurial coaching programme.

Innovation in the Group's DNA

As well as being recognised for its long-standing expertise, the Group is also known today for its cutting-edge trials. For instance, the Group fully intends to maintain its world leadership in driving automation systems, which are an integral part of its know-how. In 2017, RATP began to roll out an automatic control system on the central section of RER suburban line A, a world first for a railway line which carries over a million passengers per day. The Group is also way ahead in its trials with autonomous vehicles. These vehicles provide new services in addition to the existing offer, to meet requirements which are not currently being fulfilled. In 2017, RATP conducted a number of trials in this area. It tested two autonomous shuttles in Paris at the beginning of 2017 on a dedicated track on Pont Charles de Gaulle in partnership with Île-de-France Mobilités and the City of Paris. In Boulogne-sur-Mer, RATP Dev trialled a 100% electric

autonomous shuttle on a predefined 300-metre itinerary. It tested the same system in Vincennes to link Parc Floral with the Château de Vincennes station. Also, in Austin (United States), visitors to the South by Southwest Festival on the Texas university campus were able to use a shuttle. At the same time, an autonomous parking garage test was carried out in a tram depot. ◀



Connecting internal creativity and open innovation

The world of mobility is developing at an ever-increasing pace boosted by a digital revolution which is bringing about new usages, new services, new economic models and new forms of competition. In order to seize the opportunities presented by these changes, the Group is developing new approaches based on participatory innovation in order to build on the skills of its teams. To support

the innovations proposed by its employees, the Group has created the programme "[BOUGE!]". It has joined forces with the project accelerator Numa in Paris to coordinate this system, which tests the viability of innovative concepts presented by employees using start-up methods. ◀



New usages, new approaches

New mobility solutions have been developing rapidly over recent years: shared mobility (car sharing, carpooling), self-service (bicycles, electric cars), transport on demand, chauffeur-driven vehicles, autonomous vehicles. These solutions have enriched the public transport offer providing extremely flexible mobility systems which can adapt to a diverse range of territories and usages. The Group is also working with new players in the mobility sector and has already established links with a number of start-ups in the different countries where it is based. To drive this

ambition still further, in 2017, it created the dedicated subsidiary RATP Capital Innovation with a capital of €15 million and this subsidiary has made a number of investments. The same year, it purchased a share in several fledgling companies: WayzUp (renamed Klaxit), which specialises in carpooling for commuters, the French subsidiary of Communauto, a Canadian company specialising in car sharing, and CityZen Mobility, specialising in transport for vulnerable people. The subsidiary's allocation has doubled since the beginning of 2018 to reach €30 million. ◀

Interview with **Jonathan Simkin**, co-founder of Swiftly⁽¹⁾

What does Swiftly offer?

We are a big data platform which helps transport operators to improve their operational performance, service reliability and the real-time information provided to passengers.

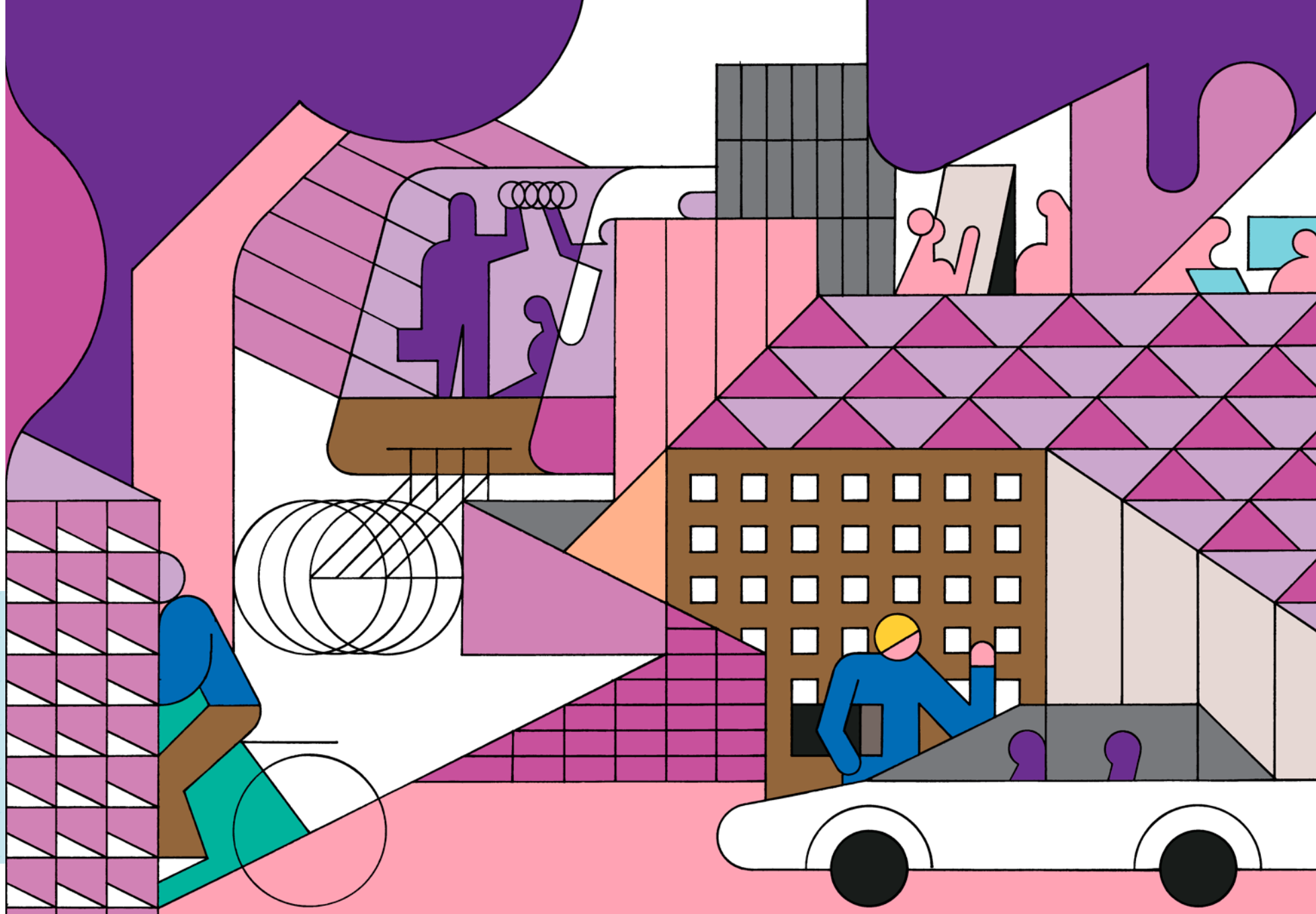
How?

Our flagship product, Swiftly Insight, analyses huge amounts of data in a few seconds to help us to understand how to improve performance. Swiftly Transitime is able to predict when the next train or bus will arrive at a station by pooling together real-time vehicle location data and history.

Why have you chosen to work with RATP Dev?

We share the same vision in terms of innovative mobility which will enhance the efficiency of urban travel by improving public transport.

⁽¹⁾ Swiftly is a California start-up in which RATP Dev has been a minority shareholder since January 2017.



Viva Tech 2017, a business accelerator with start-ups

Created in 2016, the Viva Technology trade show has already established itself as the main event for innovation and the players involved. Over 60,000 participants attended the event in 2017, 6,000 start-ups were present and some 500 speakers from all over the world were involved over the three days. The RATP group partnered the event and offered participants three pathways: “Smart and Sustainable Cities”, “Business Services”, and “Customer Services” as well as an Urban Mobility Lab. Around thirty start-ups were invited to devise new services based on future urban mobility. ◀



A 400 m² Urban Mobility Lab

5 challenges based on sustainable, connected mobility

Almost 180 start-up candidates

5 award-winning start-ups: Flyability, CAD.42, Fybots, HubUp, Deepomatic



Encouraging electric mobility with Cityscoot

At the beginning of 2018, the RATP group entered into partnership with the long-standing shareholders of Cityscoot (one of the most dynamic start-ups at French Touch which manages a fleet of 1,600 electric scooters) to finance its development. This shared individual mobility offer supplements the structural transport modes operated by the Group.



Personalised human mobility

In 2017, RATP Capital Innovation contributed to funding CityZen Mobility. This network of drivers/private companions was created to accompany vulnerable people (elderly, disabled adults, etc.) on their journeys in a more customised manner.

The future is already here



↑
Casablanca, a smart city

The aim of the #DataCity Casablanca programme, the first open innovation programme launched in Morocco on the subject of smart cities, was to make Casablanca into a smart city through innovation. It was organised in cooperation with the start-up incubator Numa Casablanca and four industrial partners, including RATP Dev. Promising innovations emerged from this first edition, including a video-assisted driving solution for tram drivers presented by the Nextronic start-up and the plan proposed by the company Eneki, specialising in solutions to optimise the energy efficiency of infrastructures.



↓
In situ testing of future forms of mobility

RATP is in partnership with two industrial demonstrators for the sustainable city (DIVD – *démonstrateurs industriels pour la ville durable*) in Île-de-France which are conducting a whole host of tests. They focus in particular on cross-referencing transport data with information on living conditions in a specific territory (economy, uses, governance, etc.).

↑
2.0 tailor-made transport in Bristol

RATP Dev proposes an innovative, accessible alternative to ease congestion in cities with Slide, the on-demand micro-transit service launched in Bristol. The idea is to provide transport on demand for commuters in eight-seater minibuses. RATP Dev has developed an efficient, easy-to-use app with the Padam start-up to implement this solution. The service is rated 4.9/5 by customers and covered more than 320,000 kilometres in 2017.



↑
Increased autonomy for the tram network too

The first test of an autonomous tram parking garage in a depot was a success. It was conducted jointly by RATP and the manufacturer Alstom in the T7 maintenance and storage centre in Vitry-sur-Seine. The tram is fitted with sensors and is capable of detecting obstacles and responding accordingly, locating itself on site and recognising its garage position. For this trial, Alstom used technology developed by the French start-up EasyMile which RATP worked with on autonomous vehicle development.

↓
The progressive implementation of innovative forms of payment

At the end of 2017, RATP Dev launched Tickizz, its smartphone ticketing offer for urban transport networks, on the occasion of the 26th national public transport event in Marseille. This application is based on the Bi-Mo[®] solution developed by Ixxi, a subsidiary of the RATP group specialising in ticketing systems, and is already proposed in the Annemasse transport network. Tickets can be purchased and stamped via the system which generates a QR code during inspections. It will gradually be implemented on six more RATP Dev networks in France in 2018.



↑
A smart garage for buses

The aim of the smart garage concept trialled in 2017 at the Lagny bus depot in the 20th arrondissement of Paris is to optimise the space available in bus depots located in densely populated areas and save time by automating bus storage. RATP is developing this concept within the framework of a European project coordinated in partnership with the CEA and Iveco.

↓
Centralising fire safety to enhance security

Installation of a centralised system to monitor fire safety in metro stations from a central fire safety station began this year. The complex stations of République, Saint-Lazare, Gare de l'Est and Gare du Nord, which together register over 800,000 passengers per day, were connected at the end of 2017. Four additional stations among the busiest in the network will be connected to this central fire safety station in 2018.



↑
Remote supervision of equipment on line 4

In 2017, following installation of the Symphonie SAE project on line 3, deployment began on line 4. This operational support system improves passenger information as well as the welcoming of passengers particularly during disruptions. Operators in contact with transport users are more available and more mobile thanks to the enhanced performance of remote management systems.

2017 innovations

279 digital initiatives and projects launched within the Group

2 trials of highly personalised transport on demand services, in Orsay and on the Plateau de Saclay, in partnership with the Wever start-up

5 trials of autonomous shuttles in France and the United States

€30 million were invested in RATP Capital Innovation at the end of March 2018

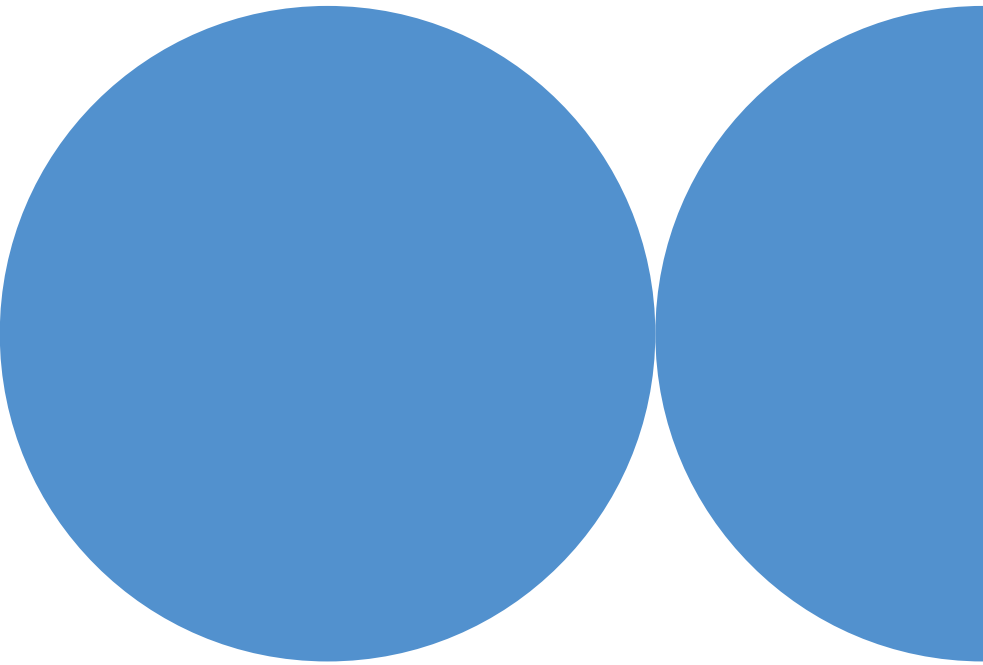


€1.4 million Funds raised in July 2017 by Klaxit⁽¹⁾ (former WayzUp) to create the urban transport of the future

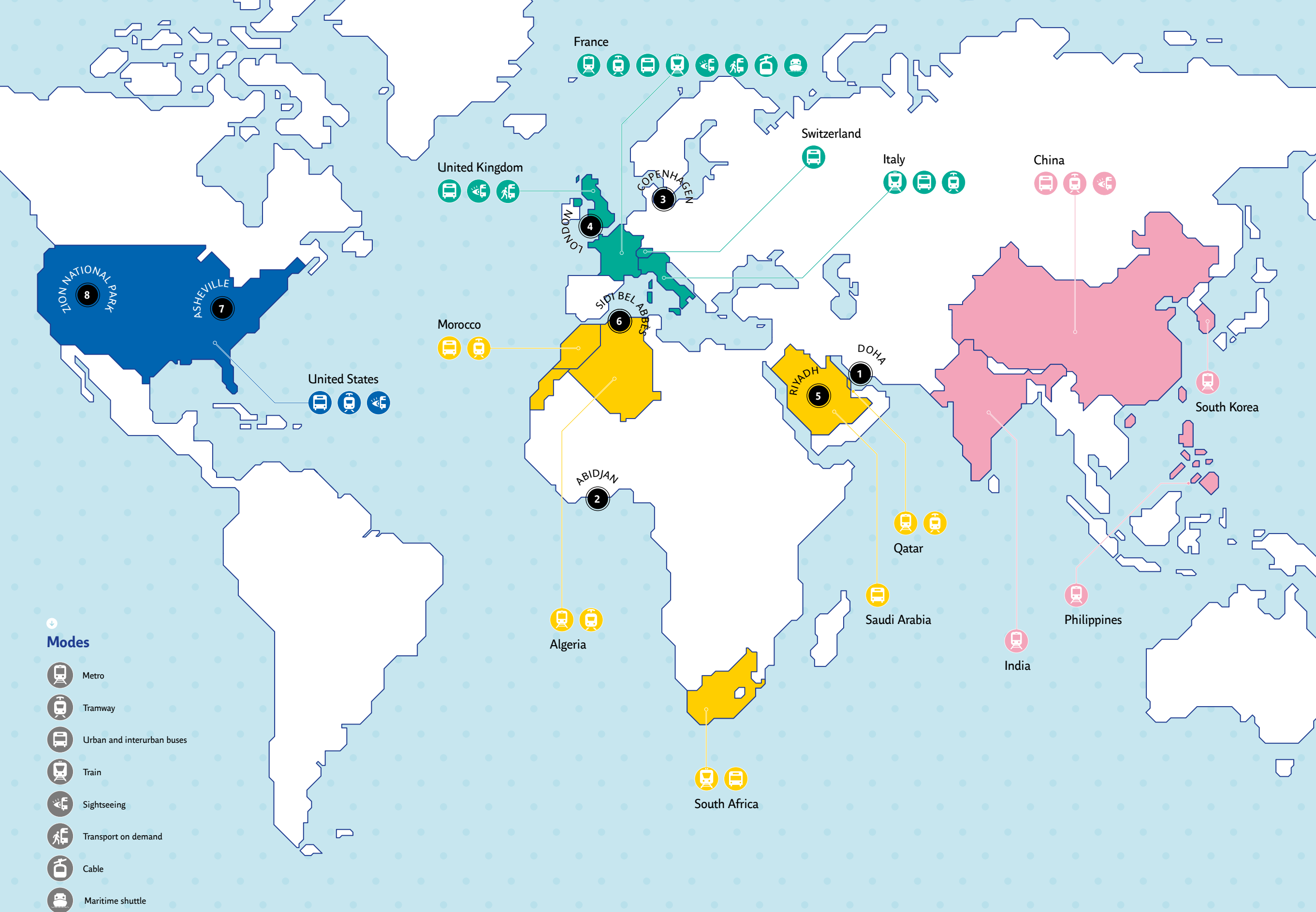
(1) Initial fund raising with the RATP group and Via ID. The fund raising reached €3 million in January 2018 with the capital of MAIF, INCO and Sodexo.

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Casablanca
/ Porte de Versailles



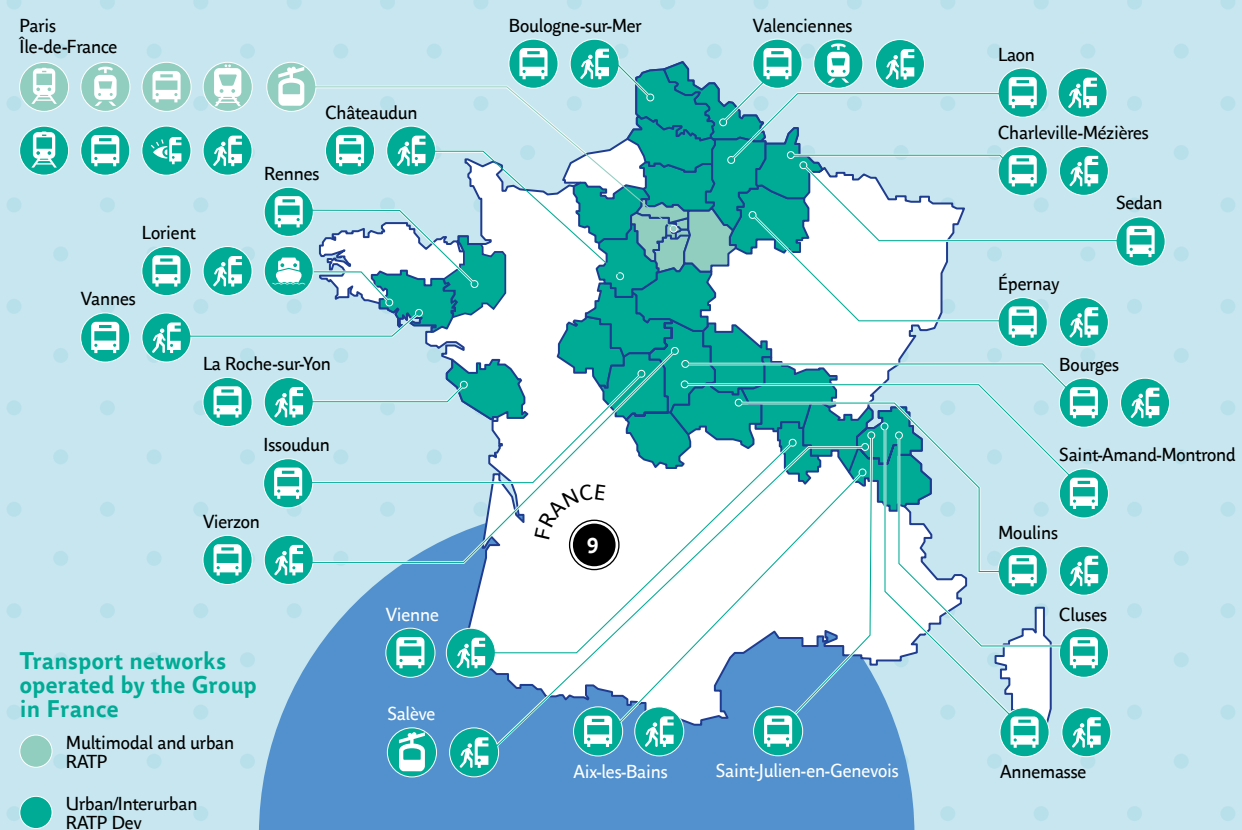
Development
Vannes
\ Hong Kong



Wherever you look in France and around the world, the RATP group is designing, operating and maintaining innovative, high performance, sustainable mobility systems. This know-how is mainly derived from RATP Dev, its dedicated subsidiary. Today it is a powerful source of growth, enabling the conquest of transport authorities looking for partners that deliver excellence.

RATP Dev key figures

- Present in **14 countries**
- More than **100 subsidiaries**
- 1.5 billion** passengers carried every year
- Nearly **€1.1 billion** in operating revenue
- Nearly **20%** of the Group turnover



246 hybrid buses already on the roads in London



London

RATP Dev has made a proposal to Transport for London to convert two bus lines, C1 and 70, to 100% electric. They will cross the future ultra-low emissions zone of the British capital.



Copenhagen

The Danish capital is one of the new references for Extrapolitan, the international alliance launched by RATP Dev. Extrapolitan brings together the best tourist bus operators, and in 2017, it welcomed a new member: Touristry AB, a major player in the Scandinavian travel industry. Extrapolitan is now present in 15 cities, 13 of which are in Europe, and is the leader on this market in the area.



Doha

Public transport is one of the high priority aspects of "Qatar Vision 2030", the Qatari government's strategic plan to ensure the emirate's economic, social and environmental development. Today, 90% of Qataris – i.e. 2.6 million people – live in Doha and its suburbs. Qatar Rail, the national public transport operator, has chosen two French companies, RATP Dev and Keolis, to operate and maintain the future driverless metro in Doha and the tramway in Lusail, a new city currently under construction near the capital. The French operators are part of the RKH Qatar consortium, alongside a Qatari company, Hamad Group. For RATP Dev, this prestigious contract is a very valuable reference demonstrating its excellence, as well as being an asset to win new contracts elsewhere.



€3 billion is the total amount of the contract over twenty years
75 km of lines for the future Doha metro
18 km of lines, 50% underground, for the future Lusail tramway

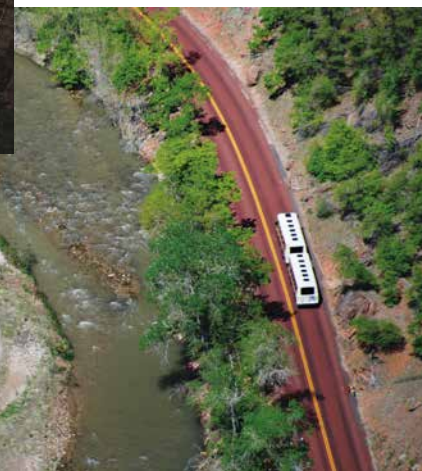
Riyadh
In May 2017, PTC, the joint company formed by RATP Dev and SAPTCO, signed agreements with Mercedes and Man for the purchase of more than 1,000 buses for the future network in Riyadh. In addition, PTC has been designated as preferred bidder for the currently ongoing tender for construction of the city's future driverless metro.



45 °C is the temperature electric buses have to withstand in the desert

Zion National Park

In September 2017, RATP Dev put the first electric bus into operation as part of a pilot programme in Zion National Park (Utah). The objective is to increase the number of electric vehicles to reduce CO₂ emissions and bring down noise pollution in this exceptional natural site.



Asheville

In 2017, RATP Dev won the contract to manage the Asheville transport network (425,000 inhabitants) in North Carolina. This is the 3rd contract RATP Dev America has obtained in this State.



Abidjan

Following an initial assistance mission to optimise ticketing operations on its fleet of bus-boats, the Ivorian company Citrans has assigned Ixxi a new mission: full installation of the ticketing system for this alternative network, aiming in particular to reduce urban congestion in Abidjan.



Sidi Bel Abbès

The RATP group is strengthening its presence in Algeria, via its subsidiaries. SETRAM is the joint company formed by RATP Dev, EMA and TRANSTEV. In July, it put a tram line into operation in Sidi Bel Abbès, after those in Algiers, Constantine and Oran. In 2017, Promo Métro brought in a technical assistance contract to study the layout of retail outlets in the Algiers metro.

40 million passengers carried every year by the tramway networks operated by SETRAM
14 km and 22 stations for the Sidi Bel Abbès tramway

A leading player

The RATP group is a versatile operator. In Île-de-France, it has built up a unique capital of expertise, as a result of its history in the region. It is present throughout the transport chain, from preliminary operating designs to network operations and maintenance. It is considered to be a worldwide reference in the fields of driverless metros, tramways and automations. To strengthen its business model, today it is deploying its know-how in France and abroad. It is committed to promoting sustainable, innovative, supportive mobility, taking care of each individual and making everybody's life easier. Its teams are partners for transport authorities and cities. They are equally at ease creating greenfield projects such as the Sidi Bel Abbès tramway in Algeria, or implementing transport on demand systems such as "Plus de Peps", the new DRT service operated since 2017 by RATP Dev for the Seine-et-Marne transport authority.

A year of conquest

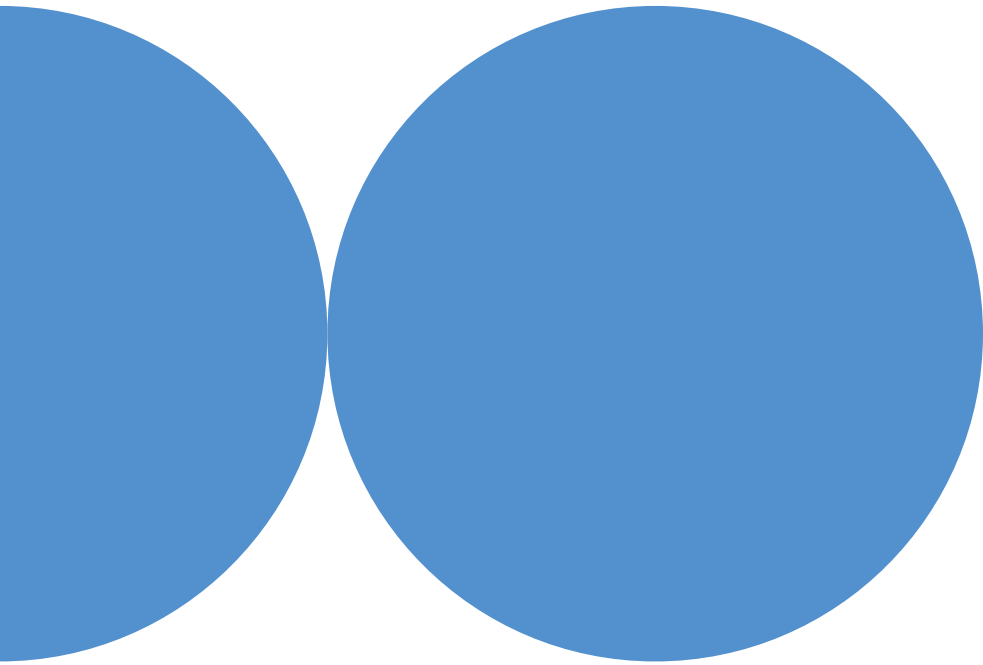
The company constantly compares its practices and operational performance with those of other major operators in the industry. It is active within the Union internationale des transports publics (UITP – International association of public transport) and is a member of the benchmarking networks CoMET (Community of Metros) and IBBG (International bus benchmarking group). In 2017, the successes achieved by its different subsidiaries once more confirmed the attractiveness of its offer. In a joint venture with Keolis and Hamad Group, RATP Dev bid successfully for one of the most emblematic contracts in 2017, the future Doha metro and Lusail tramway in Qatar. Systra is a company jointly owned by RATP and SNCF, and is a world leader in transport infrastructure design. In 2017, it became one of the Top Ten engineering firms in the transport sector, and took an important step forward in its growth, when it acquired the International Bridge Technologies company specialised in bridge design. Meanwhile, Ixxi, a subsidiary specialised in ticketing and mobility assistance services, signed its first contract in West Africa, marking an upturn in its international presence. Finally, Promo Métro, the Group subsidiary dedicated to marketing transport spaces, won its first contract outside France with a technical assistance mission in Algiers.

France

In 2017, RATP Dev obtained the contract to manage the Lorient urban transport network (buses and boats) for five years. On 1 January 2018, it launched the operation of Kicéo, the transport network for the Golfe du Morbihan – Vannes Agglomération urban community. In addition, in 2017, 100% of RATP Dev's contracts were renewed, particularly in Bourges and Charleville-Mézières. In Essonne, its subsidiary FlexCité specialises in transport on demand and transport of persons with reduced mobility. It has been awarded a contract to operate PAM 91, the département's service providing transport for persons with reduced mobility, for five more years.



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Hong Kong
/ Vannes



Talents
Noisiel
\ Doha

The RATP group's performance relies on the expertise and sense of service of the women and men who make sure that millions of passengers travel in comfort and safety every day. The Group creates a beneficial environment for its employees so they stay fully committed. This approach is based on strong social dialogue and the special care paid to employees' well-being and quality of life in the workplace.



Model employer

RATP is a major employer in Île-de-France. It is currently recruiting on a large scale, with more than 3,300 new employees hired in 2017. Numerous innovative initiatives have strengthened the employer's brand image, such as: afterwork for particularly sought after profiles, operations to promote RATP professions at the core of the network, a communication campaign placing young experts with cutting-edge skills at the forefront... The Group is also investing in training so there is a place for every kind of talent. An apprentice training centre dedicated to sustainable urban mobility was inaugurated on its Île-de-France campus. Also, it has been announced that a sustainable mobility school will soon be opening in Casablanca. This is a recruitment and training programme led in partnership with the competent Moroccan authorities. The Group continues to pursue its ambitious objective of increasing the number of women in the workforce, working with target schools to be a reference to facilitate access to RATP jobs for women. The "RATP au féminin" programme (RATP women) is an opportunity to attract and promote female talents by highlighting the exemplary careers of women in the Group. ◀



Well-being at work

As a responsible employer, the Group builds a stimulating and fulfilling environment. In addition, the company has signed new agreements with the trade unions, offering special arrangements for employees with family responsibilities, and strengthening its financial support for corporate complementary social protection. Also, the company has organised the first *Journées du bien-être en entreprise* (Well-being at work days), with the RATP group's Mutuelle du personnel (mutual insurance company), the Union sportive métropolitaine des transports (USMT – Public transport sports association) and the Comité régé d'entreprise (CRE – Corporate Governance Committee), as well as a business conciergerie service. Starting in 2016, dozens of employees have been testing remote working. An extension of the scheme in 2018 is under consideration. Well-being at work also requires diversity and the inclusion of all. In 2017, the Group had 1,800 disabled employees. Of these, almost 150 benefited in 2017 from actions to maintain them in their jobs, resulting in adaptation of their workstation. In addition, nearly 400 employees took an e-learning training course this year to change the way disabilities are seen in the workplace. ◀

27% of the workforce is aged 26/35 +
 60 wage agreements signed in the year +
 3 out of 4 employees receive training each year +

"With Extrapolitan we are working in start-up mode within a huge group, it's really exciting. At the end of 2017, we launched a mobile application that incorporates augmented reality. Customers can test tours using virtual reality headsets in our shops. In 2018, we will commission 100% electric open-topped double-decker vehicles with our subsidiary, Open Tour Paris. That's a world first!"



Priscille
 Director of Extrapolitan, RATP Dev

"I started at RATP when I was 19 with a subsidised contract. I was given an opportunity, and I've grown with this job. There aren't many companies where I would have had that kind of career progression."



Dara
 Supervisor, metro line 14

"In my team, I head up several property management fields: from studies, to operational management. I really enjoy increasing the skills of each of my team members, by developing complex programmes to contribute to the city of tomorrow. Each project is unique, with very ambitious industrial requirements, and objectives for innovation and architectural and urbanistic quality."



Sophie
 Project owner, SEDP

"My aim is for the customer to be satisfied with the reception and service we provide in our stations. We must adapt according to the missions and also when unexpected events occur on the line. The tablet is a fantastic tool in any situation!"



Johnny
 Station staff member, RER suburban line B

"I provide a 'bespoke service'. When I'm just about to move off and I see a passenger running to catch the bus, I wait a few seconds, and it doesn't disrupt the service. At the bus stop, I'm always willing to help foreign tourists find their way. As for my regular passengers, I sometimes ask them to help an elderly person get their shopping trolley onto the bus."



Violette
 Driver, Bords de Marne bus depot

"To successfully implement the automation of metro line 4, the logistical support provided by the infrastructure and rolling stock departments is absolutely vital. RATP's strength stems from the integration of different types of expertise: each profession contributes to the success of a shared project."



Patricia
 In charge of metro line 4 automation and extension operations project management

"In addition to repair work, I try to improve the equipment's reliability using the information recorded on the trains. I like the variety in my job, and above all the freedom I have to investigate and make use of new technologies. I'm becoming an interface between the train and the usable data."



Jérémy
 Senior technician, Massy technical centre

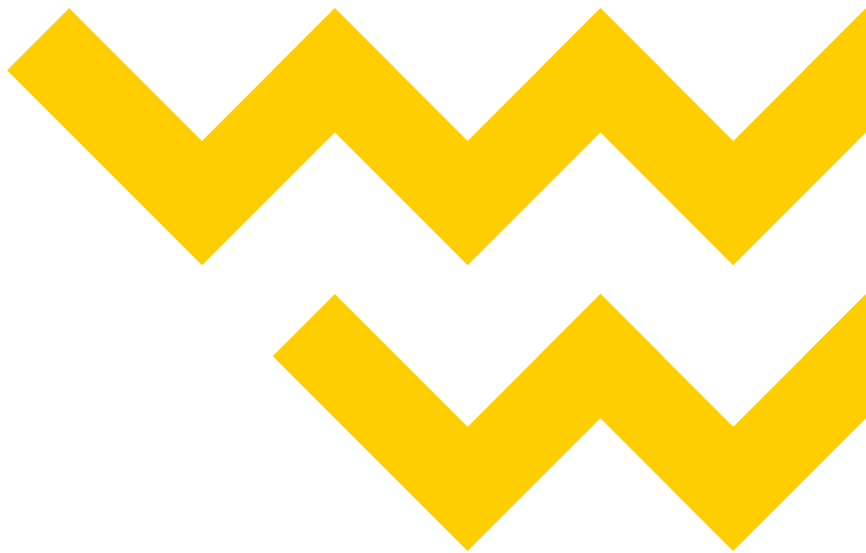
"The first step of my current project consists in calculating bus localisation data using big data technology. This then enables me to create new indicators to improve bus operations and simulate how future electric bus stations will work."



Teng
 Data scientist

Nearly 6,000 employees recruited or integrated into the Group +
 200 professionalisation contracts recruited in 2017 +
 Nearly 250 apprenticeship contracts +

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Doha
/ Noisiel



Condensed financial and CSR information

Condensed financial and CSR information

Consolidated statements
of comprehensive income **p. 2**

Consolidated balance sheets **p. 4**

Consolidated statements
of cash flows **p. 6**

With a rise in traffic in Île-de-France, a progression of subsidiary activity, in regions and abroad and a continuation of upgrading and extension investments in the Paris region network, 2017 was a year of strengthening assets on its historical market, but also one of transformation and development for the RATP group.

Consolidated statements of comprehensive income

The financial statements are presented in thousands of euros.

1 \ Income statement

	31/12/2017	31/12/2016
Revenue (including revenue from financial concession assets €117 million in 2017 and €116 million in 2016)	5,486,483	5,447,767
Other income from ordinary activities	288,572	341,756
Revenue	5,775,056	5,789,523
Cost of sales	(571,033)	(630,051)
Other purchases and external charges	(874,765)	(875,597)
Tax, duties and other payables	(317,373)	(325,353)
Payroll costs	(3,179,735)	(3,144,924)
Other operating expenses	(15,480)	(27,655)
EBITDA	816,670	785,943
Depreciation/amortisation	(380,958)	(386,093)
Provisions, net	11,886	(18,300)
Gain on disposal of assets	2,085	(6,755)
Gain/(loss) on other consolidation scope changes	3,834	(461)
Impairment	0	0
Other operating income (expenses)	835	230
Income from equity-accounted entities	(10,999)	7,531
Operating income after share of net income from equity-accounted entities	443,353	382,095
Financial income	74,823	53,301
Financial expenses	(249,863)	(229,137)
Income statement	(175,040)	(175,836)
Pre-tax income	268,313	206,259
Income tax	79,546	(28,051)
Consolidated net income	347,859	178,208
Net income attributable to owners of the company	338,937	171,019
Net income attributable to non-controlling interests	8,922	7,190

2 \ Other comprehensive income

	31/12/2017	31/12/2016
Consolidated net income	347,859	178,208
Gains and losses on remeasurements of available-for-sale financial assets	0	0
Change in the fair value of cash flow hedges	(5,416)	5,808
Deferred taxes on changes in the fair value of the effective portion of the cash flow hedge derivative instruments	97	(171)
Foreign currency translation differences	(6,920)	(10,264)
Share from equity-accounted entities of comprehensive income that may be reclassified to profit or loss	(5,390)	1,013
Total other comprehensive income that may be reclassified to profit or loss	(17,629)	(3,614)
Remeasurement of gross defined benefit obligations	16,576	(66,284)
Deferred taxes on remeasurement of defined benefit obligations	(36)	409
Share from equity-accounted entities of comprehensive income that may not be reclassified to profit or loss	(34)	(268)
Total other comprehensive income that may not be reclassified to profit or loss	16,506	(66,143)
Income and expense recognised under other components of comprehensive income	(1,122)	(69,757)
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	346,736	108,452
Attributable to owners of the company	340,941	100,445
Attributable to non-controlling interests	5,796	8,006

Consolidated balance sheets

Assets	31/12/2017	31/12/2016
Net goodwill	346,936	354,631
Intangible assets	720,863	716,044
Property, plant and equipment	6,027,837	5,758,891
Equity-accounted investments	123,269	139,526
Available-for-sale financial assets	37,631	35,399
Derivative financial instruments – non-current	122,738	144,107
Financial concession assets – non-current	3,795,775	3,899,597
Other financial assets – non-current	351,584	463,154
Deferred tax assets	764,399	688,511
Non-current assets	12,291,031	12,199,859
Inventories and work in progress	210,436	208,712
Operating receivables	1,021,611	1,112,351
Derivative financial instruments – current	3,239	173,740
Financial concession assets – current	285,982	277,861
Other financial assets – current	438,486	439,965
Cash and cash equivalents	1,143,086	1,020,413
Current assets	3,102,840	3,233,042
TOTAL ASSETS	15,393,872	15,432,901

Liabilities	31/12/2017	31/12/2016
Capital endowment	433,367	433,367
Reserve for assets allocated to RATP	250,700	250,700
Reserves	3,625,430	3,449,877
Retained earnings for the period	338,937	171,019
Equity attributable to owners of the company	4,648,434	4,304,963
Non-controlling interests	31,321	33,039
Equity	4,679,755	4,338,002
Provisions for employee benefits	742,401	762,098
Other provisions – non-current	160,983	160,424
Loans and borrowings – non-current	4,928,560	5,402,326
Derivative financial instruments – non-current	49,832	52,239
Deferred tax liabilities	166,194	179,124
Other trade creditors	10,130	10,447
Non-current liabilities	6,058,099	6,566,659
Other provisions – current	67,640	74,434
Loans and borrowings – current	2,359,513	2,279,064
Derivative financial instruments – current	8,226	6,718
Accounts payable	2,220,638	2,168,024
Current liabilities	4,656,017	4,528,240
TOTAL EQUITY AND LIABILITIES	15,393,872	15,432,901

Consolidated statements of cash flows

	31/12/2017	31/12/2016
Consolidated net income	347,859	178,208
Adjustments to reconcile net income to cash flow from operations:		
Income from equity-accounted entities	10,999	(7,459)
Depreciation and amortisation	380,636	423,946
Depreciation and amortisation of concession assets	315,636	300,928
Gains/(losses) from asset disposals	(5,955)	6,224
Other non-cash items	5,258	10,034
Cash flow from operations after net financial expense and tax	1,054,433	911,882
Adjustment of tax expense (income)	(79,546)	28,051
Change in working capital excluding investments and grants	9,808	(114,478)
Income taxes paid	(7,822)	(7,465)
Net cash provided by operating activities	976,873	817,990
Effect of scope changes	7,020	(16,070)
Purchase of property, plant and equipment and intangible assets	(1,413,832)	(1,240,944)
Purchase of concession assets	(217,296)	(610,105)
Purchase of other financial assets	(2,078)	32
Change in loans and advances granted	5,280	4,395
Change in working capital relating to investments and concession assets	12,490	63,827
Investment grants received excluding concession assets	575,536	533,574
Investment grants received for concession assets	156,378	281,684
Change in investment grants to be received	75,822	(4,506)
Proceeds from disposals of property, plant and equipment and intangible assets	44,120	15,123
Proceeds from financial assets	20	151
Dividends received from equity-accounted entities	3,431	2,111

	31/12/2017	31/12/2016
Net cash used in investing activities	(753,110)	(970,727)
Non-controlling interests – share of changes in capital	(249)	(500)
Proceeds from issuance of borrowings	540,039	526,664
Repayment of borrowings	(379,522)	(189,431)
Change in commercial paper	(93,676)	(292,896)
Change in cash collateral and short-term investments	(112,261)	(9,359)
Increase/(decrease) in accrued interest	(1,688)	(147)
Dividends paid to non-controlling interests	(6,837)	(4,316)
Other cash flow from financing activities	(2,427)	(7,636)
Net cash from financing activities	(56,621)	22,380
Effect of changes in the exchange rate	(4,944)	516
Effect of changes in accounting principles	–	(10,008)
Net change in cash and cash equivalents	162,198	(139,850)
Cash and cash equivalents at 1 January	861,817	1,001,667
Cash and cash equivalents at 31 December	1,024,015	861,817
Net change in cash and cash equivalents	162,198	(139,850)

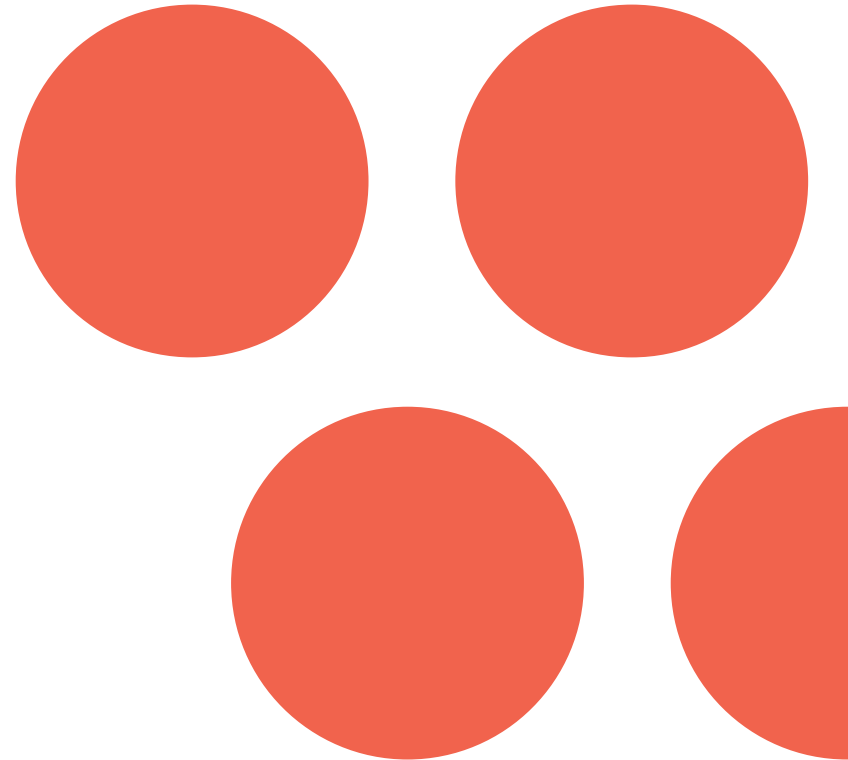
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Social information p. 10

Environmental information p. 12

Societal information p. 13

For its fifth year reporting, the RATP group chose to consolidate social, environmental, and societal information regarding the parent company, 23 subsidiaries of RATP Dev and SEDP. This scope of consolidation covers 93.6% of consolidated turnover as at 31 December 2017.



Social information

Total Group workforce (parent company + subsidiaries concerned)	31/12/2017	31/12/2016	31/12/2015
Full time equivalents	56,586	55,975	56,728
Workforce present	57,326	56,911	57,801

The workforce report covers the parent company and 23 subsidiaries, i.e. 93.6% of the Group in turnover.

Breakdown by age (workforce present as a %)	31/12/2017	31/12/2016	31/12/2015
Under 26	4.07	4.03	4.18
Aged 26-35	26.97	27.15	27.23
Aged 36-45	33.36	32.95	32.45
Aged 46-55	28.36	28.37	28.80
Aged 56+	7.24	7.50	7.34

Breakdown by geographic segment (workforce present as a %)	31/12/2017	31/12/2016	31/12/2015
France	83.42	82.77	81.61
Europe, excluding France	7.72	7.56	9.01
Rest of the world	8.86	9.67	9.38

Europe is considered geographically and therefore includes Switzerland.

Breakdown by gender (workforce present as a %)	31/12/2017	31/12/2016	31/12/2015
Women	19.29	19.10	18.85
Men	80.71	80.90	81.15

Collective agreements signed during the year	2017	2016	2015
Number of agreements signed during the year	60	62	49

Accidents at work	31/12/2017	31/12/2016	31/12/2015
Number of accidents with work stoppage	2,301	2,562	2,740
Number of days of stoppage (calendar days)	178,375	174,948	170,672
Number of hours worked (real hours)	82,849,081	82,781,773	83,471,914
Frequency	27.77	30.95	32.83
Severity	2.15	2.11	2.04

Training	2017	2016	2015
Number of training hours	2,425,368	2,386,476	2,573,122

Gender equality	31/12/2017	31/12/2016	31/12/2015
Percentage of women in total workforce present	19.22%	19.10%	18.85%
Percentage of women in senior manager positions	35.49%	33.04%	28.88%

Employment and integration of persons with disabilities	31/12/2017	31/12/2016	31/12/2015
Number of persons with disabilities hired	129	95	88
Total number of employees with a declared disability	1,804	1,744	1,685

Environmental information

Certified industrial sites (parent company)	31/12/2017	31/12/2016	31/12/2015
Number	81	75	73

Industrial sites equipped with an environmental management system (parent company)	31/12/2017	31/12/2016	31/12/2015
Number	87	86	86

Claims by stakeholders related to noise and vibrations	31/12/2017	31/12/2016	31/12/2015
Number	499	739	734

People* exposed to the maximum threshold of EU directive 2002/49/EC (parent company)	31/12/2017	31/12/2016	31/12/2015
Number	334	354	583

* I.e. local residents exposed to the maximum threshold.

Total water consumption for a public network (regardless of use)	31/12/2017	31/12/2016	31/12/2015
m ³	1,223,340	1,196,071	1,186,106

Total energy consumption	31/12/2017	31/12/2016	31/12/2015
GWh	3,304.58	3,367.51	3,387.36

Breakdown of energy consumption by use in % in kWh (to calculate %)	31/12/2017	31/12/2016	31/12/2015
Rail traction	34.1	33.6	34.6
Bus traction	45.0	46.0	45.4
Buildings and auxiliary vehicles	20.9	20.4	20.0

Greenhouse gas emissions from buildings and auxiliary vehicles	31/12/2017	31/12/2016	31/12/2015
Tonnes of CO ₂ equivalent	111,913.0	111,937.0	99,249.7

Greenhouse gas emissions from powertrains*	31/12/2017	31/12/2016	31/12/2015
Tonnes of CO ₂ equivalent	587,657.0	618,031.0	623,948.0

* Group Indicator excluding the OVS subsidiary (OrlyVal Service).

Societal information

Jobs induced by parent company activities*	2017**	2016**	2015**
Number of direct, indirect and induced jobs created by parent company activities	128,603	NC	NC
Number of indirect and purchase-related jobs (total invoiced turnover)	43,876	43,988	42,658

* Change of scope in 2017.

** This indicator incorporates data from SEDP, the real estate management subsidiary.

Suppliers	2017	2016	2015
Number of parent company suppliers	5,328	5,269	4,899
% of suppliers established in France	96	96	97
% of SMEs among suppliers – INSEE database	66.7	66.4	67
Purchasing turnover invoiced to SMEs (in millions of euros) – INSEE database	478	524	453
Share of purchasing turnover invoiced to SMEs/ overall purchasing turnover invoiced – INSEE database* (29% excluding energy and rolling stock)	20.6	20.4	17.4

* Change in methodology in 2017, the calculation is made from the INSEE supplier database, which covers 99.1% of the purchases invoiced by RATP.

Projects supported by the Foundation	2017*	2016**	2015**
Number of projects***	40	67	67
Number of beneficiaries	20,605	60,358	50,951

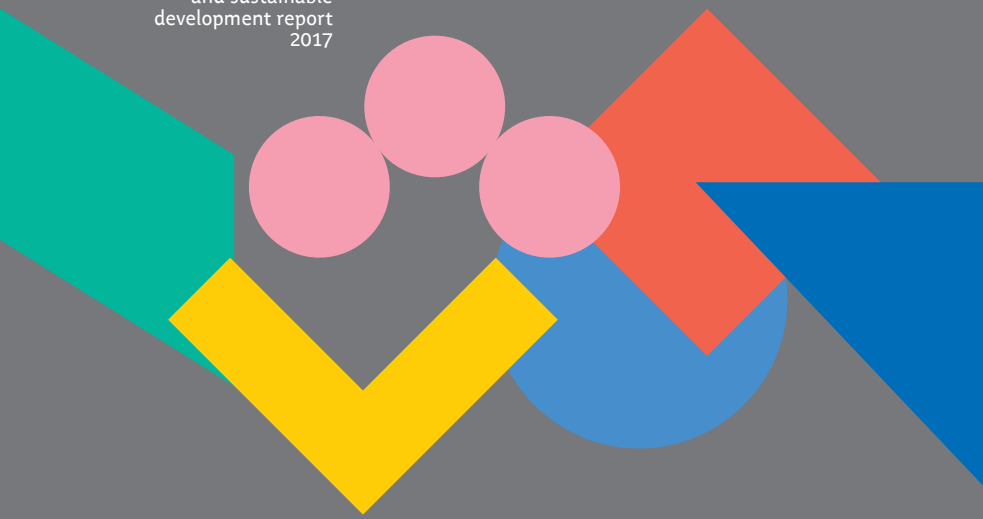
* At 31 October.

** At 31 December.

*** Between 2015 and 2016, the indicator identified the number of structures organising projects, with a single project potentially involving several structures. In 2017, the indicator identified the number of projects, regardless of the number of structures organising them. The data from 2015 and 2016 was recalculated to enable a comparison.

Partnerships	2017	2016	2015
Number	111	112	109

Activity
and sustainable
development report
2017




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