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.
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 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.

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.

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
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.

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.

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

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

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

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

**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 startup of the Kicéo network in Vannes (France), and abroad, the winning of seven contracts by RA TP 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.

**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 Guillouard, 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.

* 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

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 région d’entreprise (CRE)

Members of the Executive Committee

Gilles Lepetit, Councillor for Paris
Pascale Luciani-Bayer(2), Councillor for Saint-Maur-des-Fossés

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

Annick Lepetit, Councillor for Paris
Claire Jeunet-Manucy, elected from the list submitted by FO
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

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 Guillouard, RATP Chairwoman and Chief Executive Officer

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

Elected 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)

Philippe Dupuis was appointed as 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.

* 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-Bayer 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**

- Olivier Duthuit
  Infrastructure Management Director
- Frédéric Dupouy
  STIF contract
  Chief Delegate
- Pascale Dugos
  Audit and Inspectorate General
  Chief Delegate
- Patrice Obert
  Ethics
  Chief Delegate

**RATP DEV**

- Catherine Guillouard
  Chairwoman and Chief Executive Officer
  Chairwoman of the Supervisory Board
  Operating subsidiary

- Paul Tirvaudey
  Head of the cabinet, Secretary of the Executive Committee and the Board of Directors

**Julie Sadaka-Entringer**

- Principal Staff Officer

**RATP GROUP – ACTIVITY AND SUSTAINABLE DEVELOPMENT REPORT 2017**

- Jean-Yves Leclercq**
  Business and Financial Performance
  Chief Financial Officer

- Marie-Claude Dupuis
  Strategy, Innovation and Development Director

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

- Anaïs Lançon
  Communications and Brand Strategy Director

- Jean-Aguillon
  Human Resources and Social Innovation
  Deputy Chief Executive Officer
  Director of Human Resources for the Group

**Members of the Executive Committee**

**Subsidiaries**

- RATP i
  RATP Foundation Secretary general

**Assignments**

- Jérôme Martres
  Railway Safety Chief Delegate

- Emmanuel Tramond
  Executive Management Chief Delegate

- Betty Chappe
  Mediation Officer

- • Relations with non-profit organisations
  • Delegate in charge of accident victims

**Jean-Louis Houpert**

- VAL
  Real estate development, purchasing and logistics

- Élione Lacroix
  ETD
  Studies, Development, Territories

- Cyril Condé
  MOP
  Project Management

- Jean-Marc Charoud
  ING
  Engineering

- Michel Cordival
  SIT
  Information and Telecommunication Systems

- Julie Sadaka-Entringer
  Telecom subsidiary

- Jean-Louis Houpert
  YAL
  Real estate development, purchasing and logistics

- Marie-Claude Dupuis
  Strategy, Innovation and Development

- TELCITÉ/NAXOS
  Telecom subsidiary

- Jean-Yves Leclercq**
  Business and Financial Performance
  Chief Financial Officer

- Stéphane Gouaud
  SEC
  Security

- Olivier Maurice
  Risk Management Chief Delegate

- Jean Aguilhon
  Human Resources and Social Innovation
  Deputy Chief Executive Officer
  Director of Human Resources for the Group

- Florence Javoy
  RATP Foundation Secretary general

- Sylvie Buglioni
  MRF
  Railway Rolling Stock

- Philippe Martin
  Transport and Maintenance Operations
  Deputy Chief Executive Officer

- Franck Avice
  Services, Customer Relations and Stations Director

- Laurence Batlle
  Chief Executive Officer

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

- Jean-Olivier Lacroix
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