



COMMITTED TOGETHER



2020 – Activity and
sustainable development report



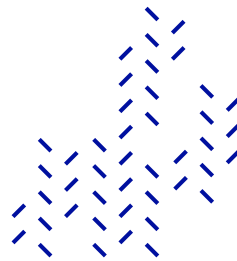
2020

FOREWORD

will remain on record as a particularly unusual year in the lives of our customers and our company. A year of hardship and solidarity, but also a year marked by our teams' outstanding concerted efforts. It was a pivotal year for all of us, during which we had to continuously adapt and commit ourselves. These exceptional circumstances have made it clear that our strength lies in our collective efforts, and that we can stand tall having risen to the challenges together.

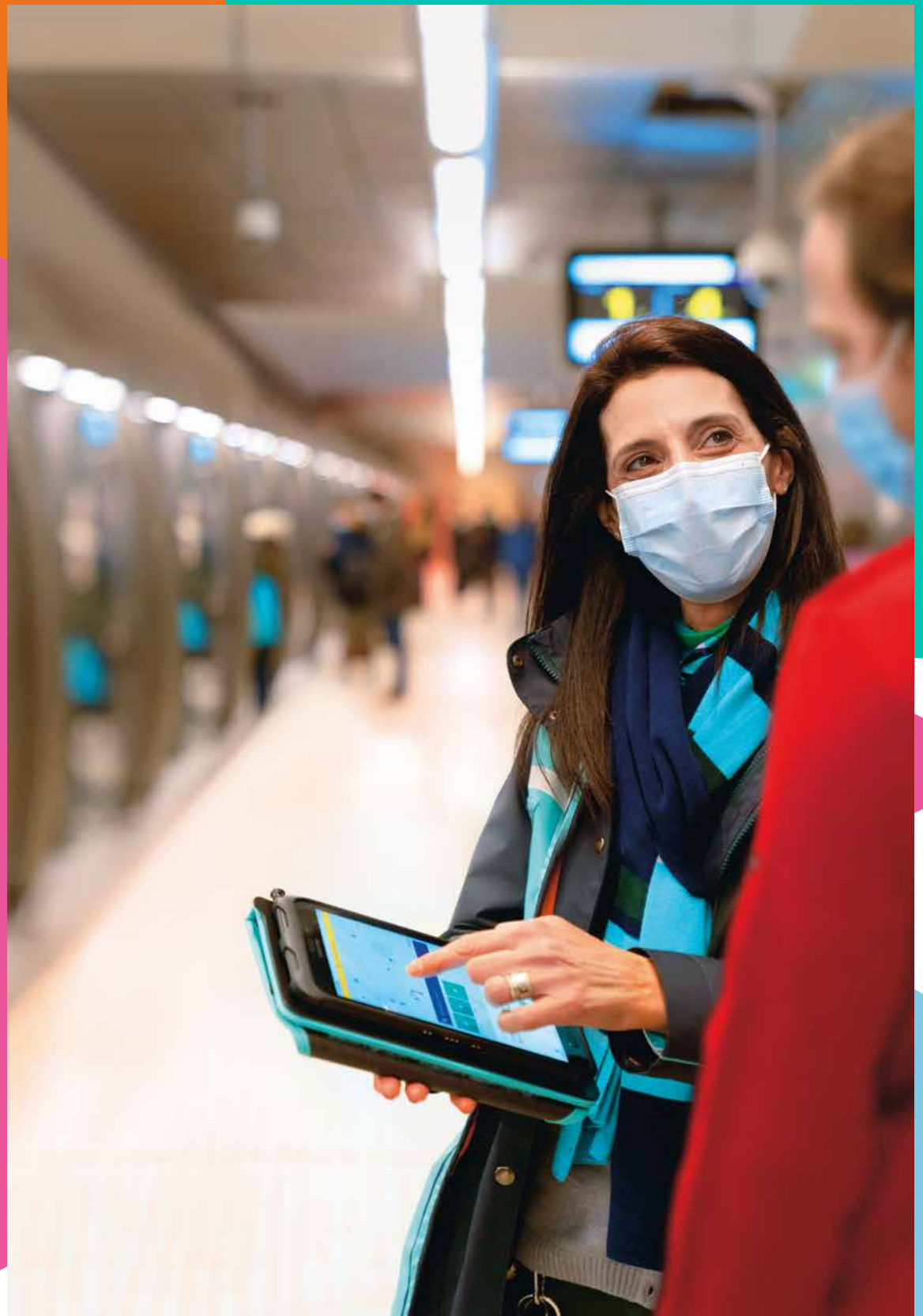
2020 has also highlighted the uniqueness and importance of our general interest service mission. The essential role played by urban transport forms the basis of our commitment to serve the common good. It inspires the travel experiences we offer our clients, the projects we develop, and the innovations we design.

And we remain mobilised to make this commitment a day-to-day reality, with the ambition to improve cities and to help them evolve sustainably in accordance with shared values.



Committed together

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**Catherine
Guillaouard,**
RATP Group Chairwoman
and Chief Executive Officer

EDITORIAL

2020 has severely tested the Group's resilience. And we have risen to the challenge. We ensured the continuity of our service while grappling with an unprecedented health crisis. Never before has our mission as a public company serving the common good been so meaningful. The crisis has acted as a real catalyst for revealing what we are: a collective that is always committed to fulfilling its mission, despite the difficulties. I would like to thank all the teams for their tremendous efforts to adapt the service offering, day after day, across our networks around the world and notably in the Île-de-France region. They adopted a truly agile approach to achieve substantial industrial and operational feats, commensurate with the circumstances, and this is a source of much pride.

FACING THE UNPRECEDENTED WITHOUT SACRIFICING THE FUTURE

Although the value of our powerful and united collective was reaffirmed during the health crisis, it was also highlighted throughout the process of asserting our driving purpose, which was a real success. Even though our teams were more than ever occupied with managing day-to-day operations, they engaged and invested themselves in a shared and fruitful brainstorming process on their company's role in society.

Above all, while dealing with the pandemic, RATP Group did not sacrifice the future at any point. We did more than remain resilient: we continued to develop on all fronts. To this effect, we have maintained an investment level equivalent to that of 2019, with €2.2 billion, aware of the importance of major structural works for regions, as well as the need to improve passengers' daily lives. We have also stepped up our innovation efforts and forged excellent partnerships.

**"THIS YEAR
HAS PUT MORE
EMPHASIS THAN
EVER ON OUR
COLLECTIVE
STRENGTH."**

OVER 4,700
new employees
in 2020

€2.2 BILLION
invested in the transformation
of the Île-de-France region,
alongside Île-de-France Mobilités
and the Société du Grand Paris



**"WE KNOW
THAT CITIES PLAY
A MAJOR ROLE
IN THE PLANET'S
FUTURE."**

Our development dynamic has remained strong with new contracts won, notably abroad. We have maintained our commitment to sustainable development. Lastly, we have maintained the pace of our transformation process in order to be ready to open up to competition.

A PARTNER OF TOMORROW'S CITIES

Today, cities play a major role in the planet's future. They face the greatest demographic, climatic and social challenges, but also benefit from the greatest opportunities. Because of our history and because mobility is at the heart of cities, we have developed a long-standing in-depth knowledge of these

urban issues. RATP, as a public company, and its subsidiaries want to go further, create synergies, and become a partner that provides cities with solutions for housing, inclusion, sustainable development, energy and urban logistics, among others. For their inhabitants, we want to contribute to developing pleasant, useful and environmentally-friendly conditions, in other words, "we dedicate every day to better city living". This is what our driving purpose is about, and it is a major source of motivation and pride.

1/3
hybrid, electric,
or NGV-powered buses
in the Île-de-France
region fleet

OVER 470
cities around the world
trust RATP Group

TO TUNE INTO A WORLD ON THE MOVE

COMMITTED TOGETHER



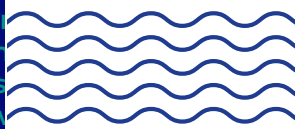
Responding to unprecedented disruptions, building cities' resilience, imagining new dynamics, (re)inventing mobility to serve new uses: with a firm belief that we are "moving towards a better city", we address new urban challenges with commitment and innovation.

01





Responding to cities' resilience, in mobility to serve "moving towards challenges w



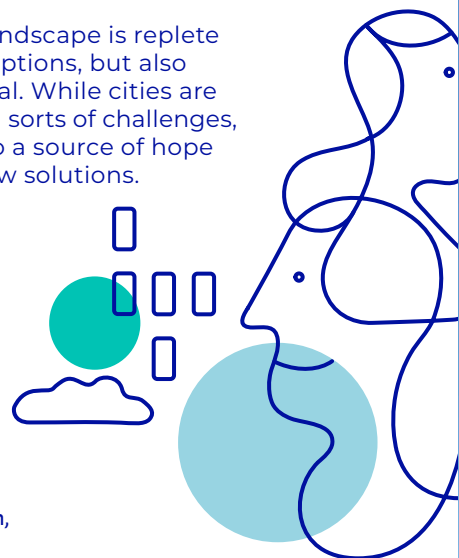
CHALLENGES AND POTENTIAL OF CITIES

The urban landscape is replete with disruptions, but also with potential. While cities are the focus of all sorts of challenges, they are also a source of hope for new solutions.

Urban changes

Every day around the world, 200,000 people move to a city. Not only is the number of city dwellers on the rise, but the way they experience cities is changing. Digitalisation, urban expansion and ageing populations are all altering uses and expectations. Addressing these changes demands an overhaul of city spaces and services. We must continue to work on inclusion, accessibility, and better integration of generations' and people's diversity, all while accounting for the aspirations of the 15-24 age group and the specific needs of the over-65s.

15% of the world's population will be living in cities with over **10 million** inhabitants by 2030.



Air quality and climate change

Cities account for three quarters of greenhouse gas emissions and consume two thirds of the world's energy. Now home to more than half the world's population, they have become aware of their footprint and their responsibility regarding public health. Much like C40, a network of megacities committed to fighting climate change, a growing number of cities are moving towards a low-carbon footprint and resilient ways of adapting to climate change.

60 times less carbon is generated by RER and metro trains compared with private cars.

Urban diversity

Inclusion and diversity have become a central focus for cities. As catalysts to population and wealth that were built in the 19th century as part of a social emancipation plan, they are expected to provide access to housing, education, employment, infrastructure and services to all. This, however, is no longer a clear-cut plan. Today's cities can also generate profound inequalities. In order to continue rising to their potential, cities are capitalising on various factors including accessibility, urban planning, as well as social and mixed housing. They also rely on quality transport networks and mobility services, which serve as powerful factors of attractiveness and inclusion.

Resilience

In the face of the Covid-19 pandemic, cities have demonstrated a capacity for resilience and solidarity. The crisis mobilised unexpected resources and has led to the emergence of effective mutual aid networks. Such resilience can be a powerful driving force for transformation. City dwellers experimented with alternative ways of working, travelling, consuming and interacting. They have also largely experienced what a less-polluted city would be like, and have become aware of the vital role nature plays in their balance and health. Cities can build on this experience to act on their vulnerabilities, reconsider their governance and step up their transition to a more sustainable model.

-5 °C is the temperature reduction achieved by establishing a city park in association with a body of water.



PUBLIC TRANSPORT, THE GREAT TRANSFORMATION

Between environmental requirements, budgetary restrictions and technological prospects, urban mobility is undergoing a profound transformation.

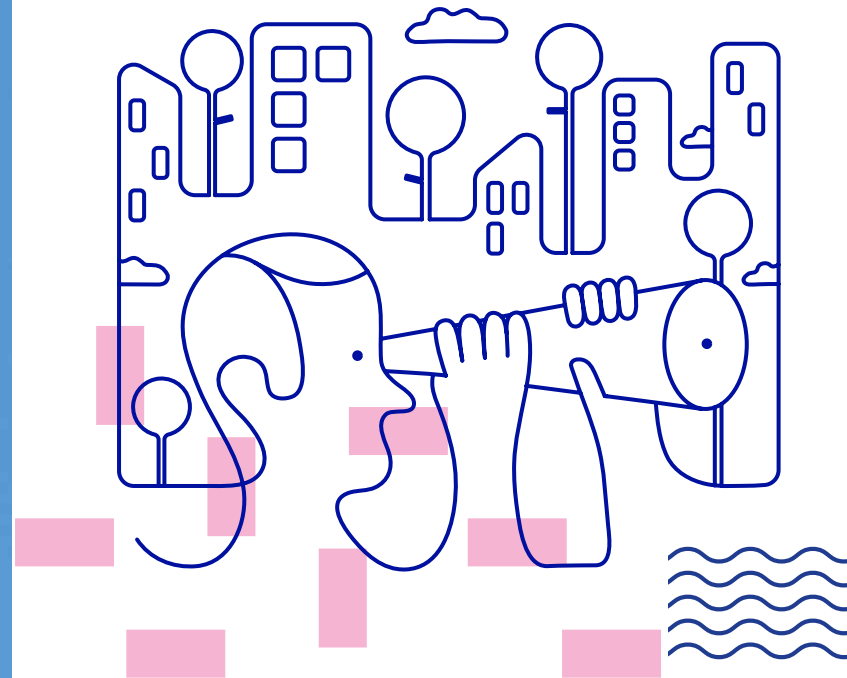
Technological innovation

Digital technology is profoundly transforming the realm of mobility. Data is ubiquitous: it permeates information given to passengers, with real-time information on ridership across various transport systems; it improves network performance thanks to predictive maintenance, based on feedback from intelligent sensors installed along the tracks or in rolling stock; and it is at the heart of the development of autonomous vehicles and intelligent urban infrastructure (street lights, pavement, signage, etc.).



New modes, new services

Electric vehicles, autonomous vehicles and flying taxis: the mobility sector has been disrupted by a plethora of innovations and by the convergence of technologies (artificial intelligence, Internet of Things, blockchain, the advent of 5G, electric propulsion, etc.). Environmental concerns, the quest for an even more integrated and personalised experience, and the rise of new business models are contributing to transforming the landscape. Demand-responsive transport, car sharing, carpooling, self-service bicycle and scooter fleets are developing rapidly, thus supplementing public transport networks. This multi-faceted service is aggregated by and made available to passengers through mobility as a service (MaaS) apps.



In search of new business models

The health crisis has led to a significant and probably lasting drop in public transport use. Remote work on a massive scale has notably resulted in revenue decline for mobility and public transport authorities. However, cities and regions seek to pursue the efforts already initiated to shift from the “private car” model in order to successfully achieve energy transition. Therefore, in a context marked by declining public funding, they are looking for new business models and exploring new approaches, such as city tolls or reviewing public transport fares.

Growth and competition

Despite the situation, the mobility market remains buoyant. Between 2021 and 2030, its value is expected to grow annually by at least 4%. Globally, 243 billion journeys are made by public transport, including 63% by bus. By 2030, this figure is expected to reach 300 billion, a growth driven by the urbanisation and dynamism of the Asian continent. This dynamic sector is attracting a growing number of players, both traditional operators and new stakeholders. Between 2014 and 2018, the amount invested in mobility start-ups increased fivefold.

The European Union invested **€2 bn** in 140 key sustainable mobility projects to help boost the sector.

Urban logistics

The health crisis has led to a further boost in online shopping. As a result, there has been a sharp spike in delivery volumes along with considerable environmental impacts, as the transport of goods accounts for 25% of CO₂ emissions in cities. For urban centres, urban logistics has turned into a high-stake issue. How can we control the growth of last-mile logistics flows, which place a further strain on cities’ carbon footprint and take up public space that is already very highly in demand? The solution lies in using non-polluting modes of transport, linking cities with local centres in order to shorten delivery routes, and pooling usage of existing urban spaces by assigning them new functions.

5,800 m² in RATP bus depots were offered to logistics providers under RATP Logistics’ call for proposals to create last-mile logistics platforms right in the heart of Paris.

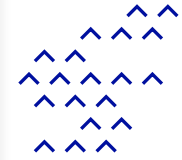


02

COMMITTED TOGETHER

FOR OUR»» CUSTOMERS

Each day, we provide transport for millions of customers around the world. We are there for them for big events as well as for their daily lives. Our commitment is to safely provide them with the best city and mobility experience. This unique bond between our customers and ourselves was very much tested by the health crisis that began in 2020. However, we endeavoured to demonstrate our capacity to rise to such a challenge.



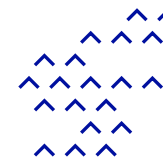


STAYING STRONG, TOGETHER

March 2020. At a time when other companies were shutting down and making arrangements in the face of an unprecedented crisis, the Group powered through the shock collectively without ever interrupting service to passengers. To ensure the safety of employees on the front line of this continuous service, managers, HR teams and the health and occupational health departments all rallied their combined efforts. A number of measures, such as remote work and short-time work, were deployed on a large scale for the first time in the company's history. The Group continued to fulfil its public service mission, thus providing transport to people who needed to go to work, and also offered bespoke shuttle services to healthcare staff in the Île-de-France region, in Brest and Charleville-Mézières. Against this backdrop, the Group also took measures to preserve the jobs generated by its business. As such, RATP Travel Retail exempted retailers on its network from paying a licence fee from mid-March to the end of August.

CONTINUITY OF PUBLIC TRANSPORT SERVICE

Maintaining transport services means allowing economic activity to continue, notably when it comes to carrying essential workers who keep society running. While the crisis confirmed this vital role played by public transport, it also tested the robustness of the processes. The challenge was met. In the Île-de-France region, at the height of the March-April lockdown, the service offering was reduced to 30% over a limited time range, while ridership stood at an estimated 5% of its normal levels. After the lockdown, the teams "reactivated" the network within only fifteen days, with new sanitary standards and while complying with social distancing measures – a first for a network of this size. The offering returned to 75% of its normal level from 11 May, and between 80% and 100% by the end of May. In November, during the second lockdown, RATP Group's teams, who had already adapted to curfew measures, had to adjust their service once again due to a 55% drop in ridership. On the other networks operated by the Group in France and abroad, faced with a drastic drop in ridership, the teams also strived to adjust the service according to the evolution of the health situation and the health measures implemented by local authorities.



#MOBILISATION

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INNOVATION ON ALL FRONTS

Within a few weeks, RATP adapted its industrial cleaning processes. With the support of Île-de-France Mobilités, it doubled its budget and increased its amount of dedicated teams by 30%. For its 4,700 buses and 1,300 metro, RER and tram trains, it implemented disinfection by **nebulisation**. Everywhere, the Group rolled out innovations adapted to the new situation: holographic stop buttons on buses operated by RATP Dev; ticket purchasing and validation on mobile phones; trialling LoadTracker, a solution that provides real-time predictions of bus occupancy rates at a desired stop; integrating crowdsourcing features into the RATP app, so that passengers themselves can report a cleanliness issue or provide information on ridership along their journey.



MAJOR PROJECTS CONTINUE IN THE ÎLE-DE-FRANCE REGION

Despite delays caused by the first lockdown, which led to a complete halt to works, the Group maintained most of the works scheduled in the Île-de-France region, thanks to the **fully mobilised** engineering teams. As a symbol of this ability to keep its commitments despite the situation, the extension of metro line 14 to the north was successfully commissioned in December, thereby meeting high expectations. The upgrading works on RER line A track and ballast are underway, as is the automation of metro line 4.



Track and ballast renewal works on RER line A in August 2020.

LESS CO₂, LESS NOISE, ENHANCED QUALITY OF LIFE

In the Île-de-France region, the Bus2025 plan⁽¹⁾ aims to provide the network with a fleet of **100% clean buses** – electric, bioNGV-powered or hybrid – by 2025, which translates to an 80% reduction in greenhouse gas emissions from the RATP-operated fleet. This major industrial challenge continued in 2020. By the end of the year, almost one third of the fleet was made up of clean buses. Four bus depots had been converted, eight were in the works phase, and conversion projects were underway at all other sites. In London, RATP Dev has embarked on a similar approach. With almost a quarter of its fleet converted to electricity, RATP Dev London will become the leader in electric bus mobility in the British capital by early 2022.

(1) The European Commission awarded a €23 million grant for the purchase of electric buses and the conversion of bus depots to electricity (Lagny, Corentin, Pleyel, Lilas and Lebrun) and biogas energy (Massy, Bussy, Thiais and Nanterre), by 2025. This funding allows the European body to support Île-de-France Mobilités and RATP in their efforts to achieve energy transition through the Bus2025 programme.

TRANSFORMING THE ROUTINE OF RER LINE A PASSENGERS

With over 1.4 million journeys per day, RER line A is one of the busiest urban transport lines in the world. With **94% regularity in 2020**, it has gained 10 points in five years. This high performance is the outcome of a joint programme launched in 2017 in conjunction with Île-de-France Mobilités and SNCF, which hinged on the following achievements: new trains; deployment of automated driving; reinforced, seamless operational management; a new timetable; initially upgrading Vincennes and Nogent-sur-Marne stations, and currently Auber station; renovation of track and ballast; and, progress made on passenger information displays with the roll out of next-generation screens.

#UPGRADING



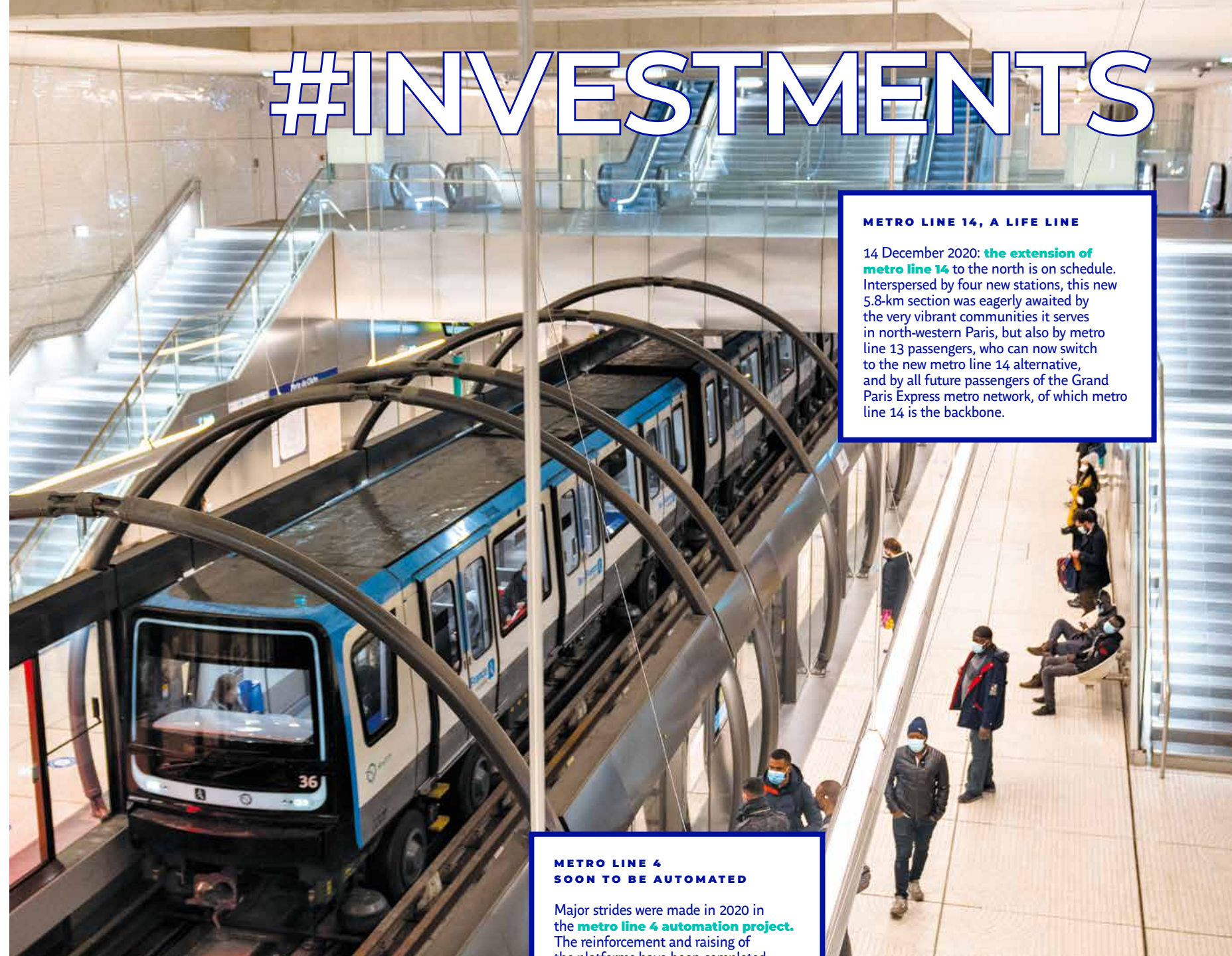


INVESTING IN THE FUTURE

With €2.2 billion – including €1.8 billion under the contract with Île-de-France Mobilités and about €400 million on behalf of Société du Grand Paris – the Group maintained a strong level of investment in 2020 to **keep pace with changes in the capital and the surrounding area**. Thanks to the collective efforts of operators, buyers, legal staff and safety coordinators, the Group was able to continue major core programmes. A number of projects have reached decisive stages: progress has been made regarding the stations' civil engineering and the tunnel boring machines for the extension of metro line 14 to the south towards Orly, complex stages of the civil engineering works on metro line 11 and the extension of metro line 12, renovation of Auber station, and the conversion of bus depots as part of the energy transition process.



#INVESTMENTS



METRO LINE 14, A LIFE LINE

14 December 2020: **the extension of metro line 14** to the north is on schedule. Interspersed by four new stations, this new 5.8-km section was eagerly awaited by the very vibrant communities it serves in north-western Paris, but also by metro line 13 passengers, who can now switch to the new metro line 14 alternative, and by all future passengers of the Grand Paris Express metro network, of which metro line 14 is the backbone.

METRO LINE 4 SOON TO BE AUTOMATED

Major strides were made in 2020 in the **metro line 4 automation project**. The reinforcement and raising of the platforms have been completed, as well as the installation of platform doors at the 27 stations. The new centralised command station in Porte de Clignancourt has been in operation since May 2020: one of the various essential stages leading up to the launch of the first trials of automated shuttles.



SERVICE COMMITMENTS

As service quality is the key to a **successful passenger experience**, RATP reasserted its position as a major service brand by publishing its Commitments Charter in early 2021. Its content? Nine concrete and quantified commitments made to customers in the Ile-de-France region. In addition, it has affirmed a continuous improvement approach to the issues affecting them: smooth journeys, cleanliness and comfort, quality of information, safety, new mobility solutions, physical or remote presence, welcome and support, useful and pleasant services, and sustainable transport.

PUSHING BACK BOUNDARIES WITH MON CLIENT & MOI (MY CUSTOMER & ME)

The roll out of the **Mon Client & Moi** customer relationship improvement programme continued in 2020. The number of internal “ambassadors” of the programme, who are known as “Transformers”, jumped from 35 in 2019 to 125 in 2020. 100% of managers of the tram and metro stations and services networks are now part of the programme.

Saying “À demain”⁽¹⁾ every day

Service attitude, authentic interactions, boldness: in 2020, RATP created a new brand signature for itself. The “À demain” campaign is about authenticity and speaking to each customer in a warm and direct way. It is a reminder of the unique role that RATP has played as a daily transport operator since its inception, and of its commitment to consistently do better, day after day, for the benefit of the passengers who use its network. ▶

(1) See you tomorrow.



#SERVICES



MOBILITY AS A SERVICE

Capable of aggregating the entire transport offer of a region and making it available to passengers in a single application, **MaaS** is at the very heart of mobility evolution. Following the deployment of applications in several regional cities, and mobility as an experience (MaaS) trials in the Île-de-France region, the Group has taken a new step forward with the acquisition of Mappy. Mappy's teams' expertise complements and reinforces that of the RATP Smart Systems subsidiary, with a common ambition: by 2022 to offer a unique platform, a true daily companion for passengers and transport authorities alike.

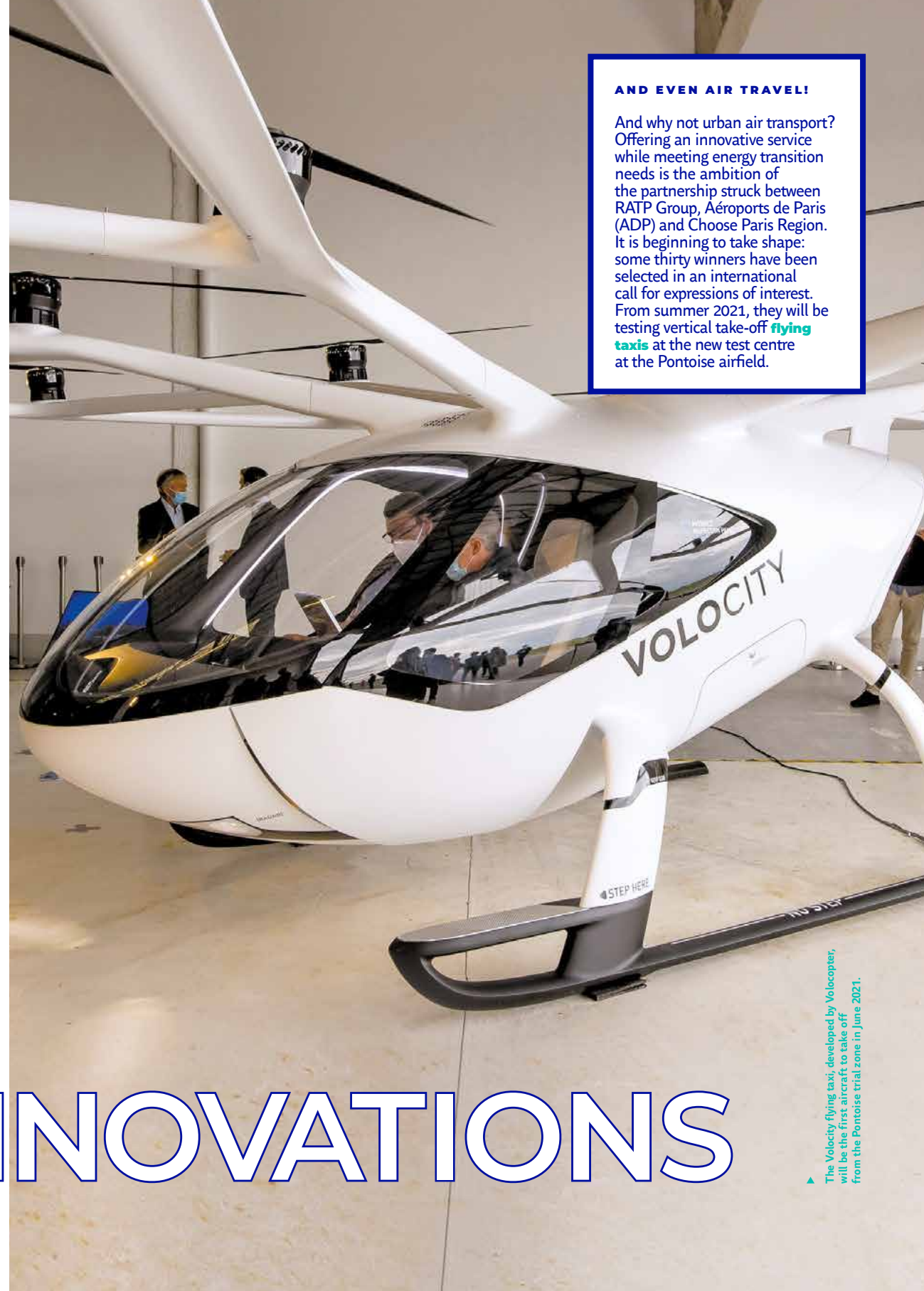


OPEN, OR IOT FOR BETTER RESOURCE MANAGEMENT

RATP Group has set itself ambitious environmental goals: a 20% reduction in the energy consumption of its network and real estate assets by 2025 and better control of its water consumption. In the Île-de-France region, and in conjunction with Suez Group and the Region itself, it is testing OPEN, a management tool that consolidates water and energy consumption data (electricity, heat and cold) for 115 sites and 369 RATP stations. The aim of this cross-functional digital platform is to **reduce and optimise resource consumption**.



#INNOVATIONS



AND EVEN AIR TRAVEL!

And why not urban air transport? Offering an innovative service while meeting energy transition needs is the ambition of the partnership struck between RATP Group, Aéroports de Paris (ADP) and Choose Paris Region. It is beginning to take shape: some thirty winners have been selected in an international call for expressions of interest. From summer 2021, they will be testing vertical take-off **flying taxis** at the new test centre at the Pontoise airfield.

The Volocopter flying taxi, developed by Volocopter, will be the first aircraft to take off from the Pontoise trial zone in June 2021.

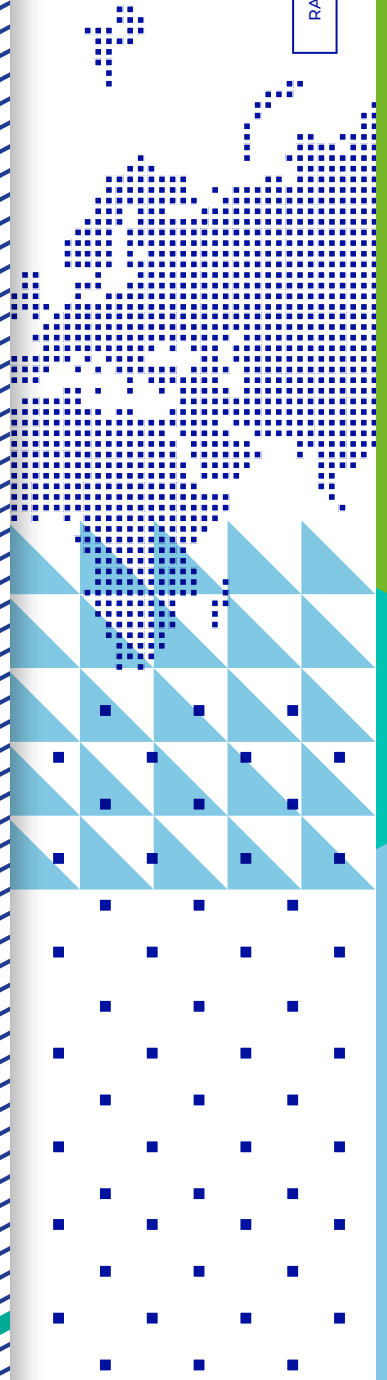
COMMITTED TOGETHER

FOR THE SUSTAINABLE GROWTH OF CITIES AND REGIONS



We are exploring new regions, with a focus on the future of cities and a drive for dynamic development. Working in conjunction with first-rate partners, we deploy our knowledge throughout the world, providing the most relevant solutions and offering everyone a better quality of life in cities that are inclusive and sustainable.

03



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AN EXPERT IN MOBILITY

Conquering new territories

Through its subsidiary RATP Dev, the Group won and renewed a number of significant international contracts in 2020. With a presence in 13 countries, RATP Dev supports urban mobility based on a long-term approach: in 2020, the subsidiary celebrated ten years operating the Florence tram (Italy) and the Gautrain (South Africa). It also serves as a laboratory for innovation and testing. Building on these assets, it has embarked on a targeted conquest strategy. Positioned in France on the Optile network calls for tenders, the subsidiary also formed the Régionéo joint venture with Getlink in 2020 to establish itself on the regional passenger rail transport market. Lastly, it upholds the Group's leadership – in France and abroad – in automated metro systems and its know-how in the design, operation and maintenance of efficient public transport networks. As part of its efforts to open up its historic network to competition, the Group created a new subsidiary in early 2021. RATP CAP Île-de-France aims to respond to calls for tenders for urban and suburban transport in the Île-de-France region, notably on the bus network currently operated by RATP. As such, it will bring together the best of RATP's integrated know-how, with the agility and mastery of urban issues that the Group has successfully established in France and abroad.

London's leading electric bus company

In 2020, RATP Dev London won new contracts and continued the electrification of its bus routes to become the leading electric fleet operator in London by 2022, operating 15 routes and having converted 5 depots. In 2020, bus route 94 became the first 100% electric double-decker bus line in the British capital.

For a state-of-the-art metro in Cairo

RATP Dev Mobility Cairo has been chosen to operate and maintain line 3 of the Cairo metro. Its aim is to deliver cutting-edge service to Cairo inhabitants and to invest in talent, with at least 90% local recruitment. In early 2021, the subsidiary also won a contract to operate and maintain the 10th of Ramadan – New Administrative Capital electric train (LRT).

A trusted partner in the United States

Six contracts (bus, DRT⁽¹⁾, TPRM⁽²⁾) were won or renewed in California, Utah, South and North Carolina, Kentucky and Maryland between March and July 2020, asserting the Group's firm presence in the United States.

(1) Demand-responsive transport.

(2) Transport for people with reduced mobility.





Partnering with the best to deliver excellence

In order to provide solutions tailored to the needs of the regions in France and abroad, RATP Group joins forces with players who are leaders in their fields and whose skills complement its core business. Ranging from innovation partnerships, collaborations with start-ups or joint ventures with local players, these strategic alliances take many forms. They all have the same objective: to offer high-quality solutions, with the highest levels of innovation, operational performance and quality of service.

Pre-eminent partners for the Grand Paris Express

To respond to the calls for tenders for the future metro lines 16 and 17 of the Grand Paris Express, one of the largest urban mobility projects in Europe,



SOLUTIONS VILLE by RATP Group

An expert offer for urban services

The growing complexity of urban projects requires a wide range of technical and technological skills: real estate, energy, connectivity, urban logistics, new forms of mobility, etc. To help cities respond to these issues in an integrated manner, the Group created RATP Solutions Ville in early 2021. This new entity brings together and coordinates the urban expertise of its subsidiaries under the banner of a single offering.

Wide-ranging expertise

RATP Real Estate and RATP Habitat are already recognised players in the field of inclusive urban transformation, with a significant housing portfolio and experience working on complex programmes that combine urban planning and industry at the heart of the city. RATP Connect is a key player in fibre optics, a key resource for connected cities. Finally, with RATP Capital Innovation, the Group has positioned itself amongst new forms of mobility through targeted equity investments.

Commercial dynamics

RATP Solutions Ville also serves as a foundation for building high-quality partnerships around urban issues that do not fall directly within the Group's core competencies, such as energy. With the launch of the Solutions Ville by RATP Group offer, the Group is asserting its status as a trusted partner of regions and cities in regard to urban mobility, as well as affirming its ability to create value within cities. This commercial conquest dynamic constitutes a new growth driver, complementary to the mobility operator business.

RATP Group has formed a dedicated consortium, under the leadership of its subsidiary RATP Dev. What about its partners? RATP has partnered with the Singaporean transport company ComfortDelGro Transit, one of the world's largest land transport companies and a leader in smart urban mobility, as well as with Alstom, a leading industrial player, notably in the field of rail systems and rolling stock.

Logistics innovation with Sogaris

In 2020, the Group signed a strategic partnership with Sogaris, a specialist in urban logistics. What is the goal? It is to develop mobility centres for goods and people at the heart of Grand Paris (Greater Paris region), which offer local services that meet the emerging needs of inhabitants and regions: parking for private or professional vehicles, areas dedicated to urban retail activities, mobility solutions (electric charging stations, car sharing, self-service, etc.).

TO CULTIVATE OUR UNIQUENESS

COMMITTED TOGETHER

04

Reaffirming our DNA, questioning the role we want to play in society, revealing what distinguishes us now and in the future. Building our driving purpose can only be done collectively. To this effect, throughout this highly atypical year – which highlighted more than ever the meaningful role of our business lines – we engaged our employees, customers and partners in a joint exercise to draft a text that is a reflection of who we are.



CULTURE

COMMITTED TOGETHER

UNIQUE

Reaffirming our role to play in society, and in the future. We will be done collectively, highly atypical yet meaningful role for our employees. We will exercise to draft a



JANUARY

WHAT IS THE AIM OF A DRIVING PURPOSE?

What are RATP Group's core values? What is its contribution to society? What are the prospects for the company in a competitive world? What is the role of each of its 63,000 employees? Such are the questions that the driving purpose must address. At a time when the Group has embarked on a profound transformation to meet the challenge brought on by the end of the monopoly and the opening up to competition, and at a time when the French Pacte law is encouraging companies to define their role in society, the Group has chosen a large-scale collective approach to reaffirm what makes it unique and to reveal its driving purpose.



MARCH TO SEPTEMBER

CO-BUILDING WORKSHOPS

What are we most proud of? What unites us? What does public service mean today? Between March and September 2020, 200 employees representing the Group's business lines and subsidiaries participated in 13 workshops, either physically or remotely. Throughout the process, a "driving purpose committee" made up of the Group's senior managers discussed the same issues and consolidated progress.



SEPTEMBER - ALL ABOARD

After a first stage of workshops bringing together panels made up of employees, the internal consultation was extended: between mid-September and mid-October, a dedicated collaborative platform was launched to allow each employee to contribute. In one month, it registered nearly 7,000 participants, and 140,000 ideas!



NOVEMBER TO EARLY 2021 - AGREEING ON THE FUNDAMENTALS

As the weeks went by, a broad consensus emerged around eight fundamental points. The Group's long history, its public service mission and its high-performance level, its expertise and capacity for innovation, its role as a partner in the development of cities, its international presence, its capacity to converge wide-ranging expertise and to make human values a central focus, and its contribution to environmental issues: everyone can identify with these characteristics, which paint the portrait of a unique Group. End of the co-building phase. On to the principles of action that will guide the way we do things and make decisions, company wide. These commitments, which were also developed in a collaborative manner, cover issues that are essential to RATP Group, such as helping accelerate cities' ecological transition, developing employees' potential, being inclusive towards everyone and making regions more dynamic.



OCTOBER - DISCUSSIONS WITHIN THE ECOSYSTEM

Concurrent to the internal consultation, the Group set up an advisory board consisting of representatives from its ecosystem: elected officials, specialists and representatives from large companies that have successfully implemented their own driving purpose process. It also solicited the views of consumer associations, making it possible to enhance the brainstorming process with the views of passenger representatives regarding the company's societal contribution.



**“We dedicate every day
to better city living”**

With over a century of experience and unique expertise, RATP Group dedicates every day to better city living. As a trusted partner of tomorrow's cities, both in France and abroad, we provide them with our highly-efficient, innovative mobility and urban planning services, making them more sustainable, more inclusive and more pleasant to live in. This is our role in serving the common interest.

THIS IS OUR DRIVING PURPOSE.

FOR SUSTAINABLE COMMITTED TOGETHER AND POSITIVE PERFORMANCE

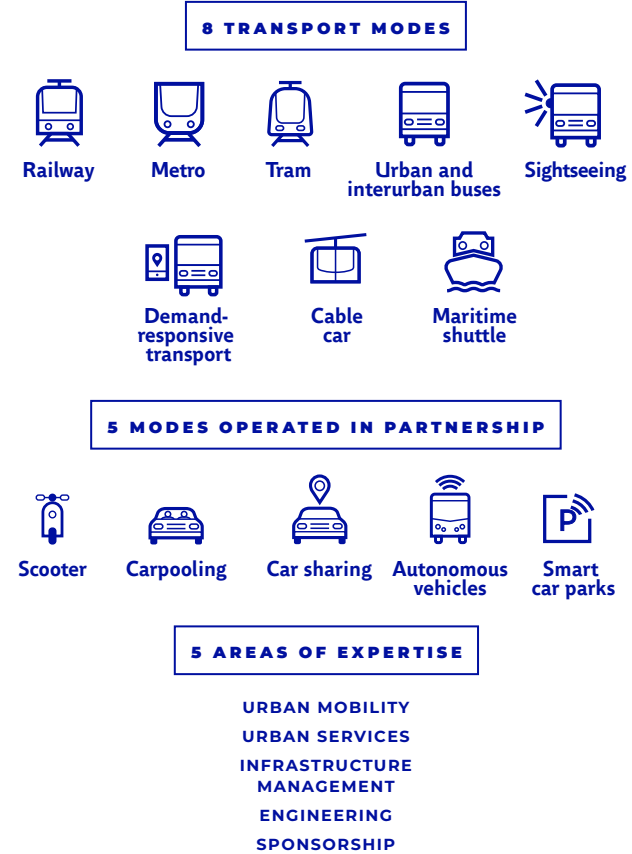
Our ambitions and performance are characteristic of a committed, responsible leader in mobility and urban transformation. Offer and service quality, innovation, international development, energy transition: each of our advances serves a better future, a collective project, for the benefit of our employees, our customers and all our stakeholders, as embodied by our driving purpose: we dedicate every day to better city living.

05



A FORWARD LOOKING GROUP

Today, RATP Group is the fourth-largest urban transport operator in the world. As an integrated Group, it manages the entire transport chain and relies on this expertise and its capacity for innovation to meet mobility needs in every region. As a long-standing player in urban transport and a pioneer in automated systems, it is at the forefront of new shared, smart and autonomous mobility solutions. As a responsible Group, it joined the United Nations Global Compact in 2003, communicating on progress as per the GC Advanced COPs since 2018, in addition to contributing to the UN Sustainable Development Goals. Its commitment is to work with cities and regions for a sustainable, inclusive and low-carbon future.



New stages of transformation

To respond to changes in usage, technology and the market, the Group has been rolling out its 2025 Challenges transformation plan since 2017. The underlying ambition is to be a world leader in connected and urban mobility, as well as the trusted partner of smart cities. Operational excellence to benefit customers, innovation and digital transformation, financial performance and an ambitious HR policy are at the heart of this plan, which hinges on the dedication of all employees.

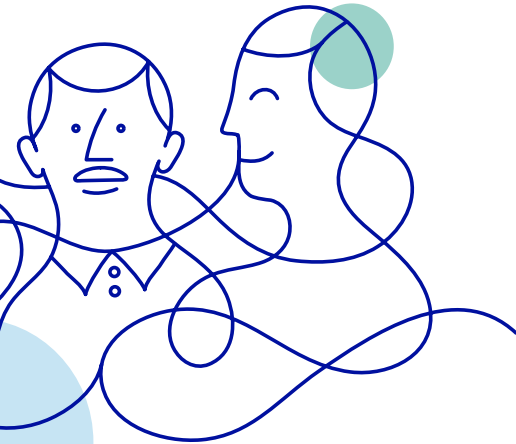
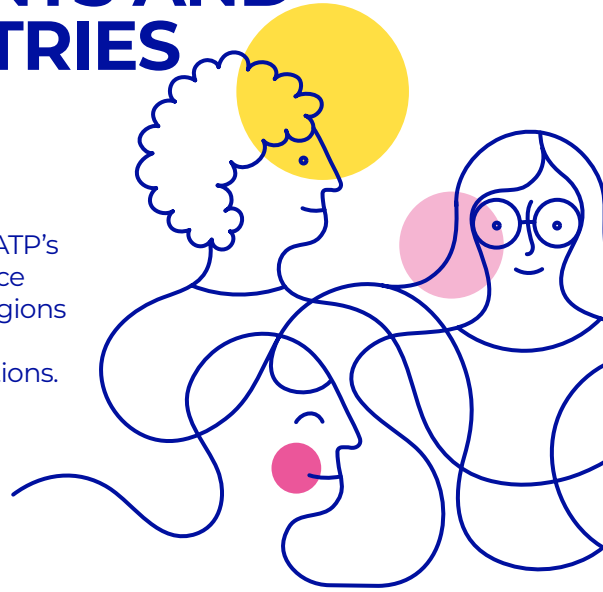
In 2020, the Group continued to prepare for the new competitive environment through the transformation of RATP Infrastructures and the industrial integration of surface network operation and maintenance. It also created a Safety business unit. Indeed, the French framework law on mobility has recognised the RATP internal safety department for this expertise, over which it will have monopoly on the Grand Paris Express lines in the future. Lastly, two subsidiaries were created in early 2021: RATP Solutions Ville, dedicated to developing new services for cities and local authorities, and RATP CAP Île-de-France, to meet the challenges of opening up the Île-de-France transport system to competition.

Our ambitions of a committed, re transformation. international de of our advances ser for the benefit of all our stakeholder we dedicat



URBAN MOBILITY ON 4 CONTINENTS AND IN 13 COUNTRIES

The RATP Dev subsidiary takes the Group's expertise beyond RATP's historic catchment area. In France and abroad, it supports cities, regions and transport authorities with innovative and sustainable solutions.



Over 470
cities around the world trust RATP Group

Targeted ambitions in France

In France, the Group intends to seize opportunities in a fast-growing market, which is its natural territory for development. It has positioned itself on the Optile network's calls for tenders for buses in the inner and outer suburbs of Paris, but also on the regional rail market through the creation of a RATP Dev-Getlink joint venture, Régionéo.

106
local subsidiaries

No. 1
Global leader in automated metros



LONDON

RATP Dev London is the market leader in the electrification of London's buses: 20% of the fleet it operates will be electric by early 2022.

CASABLANCA

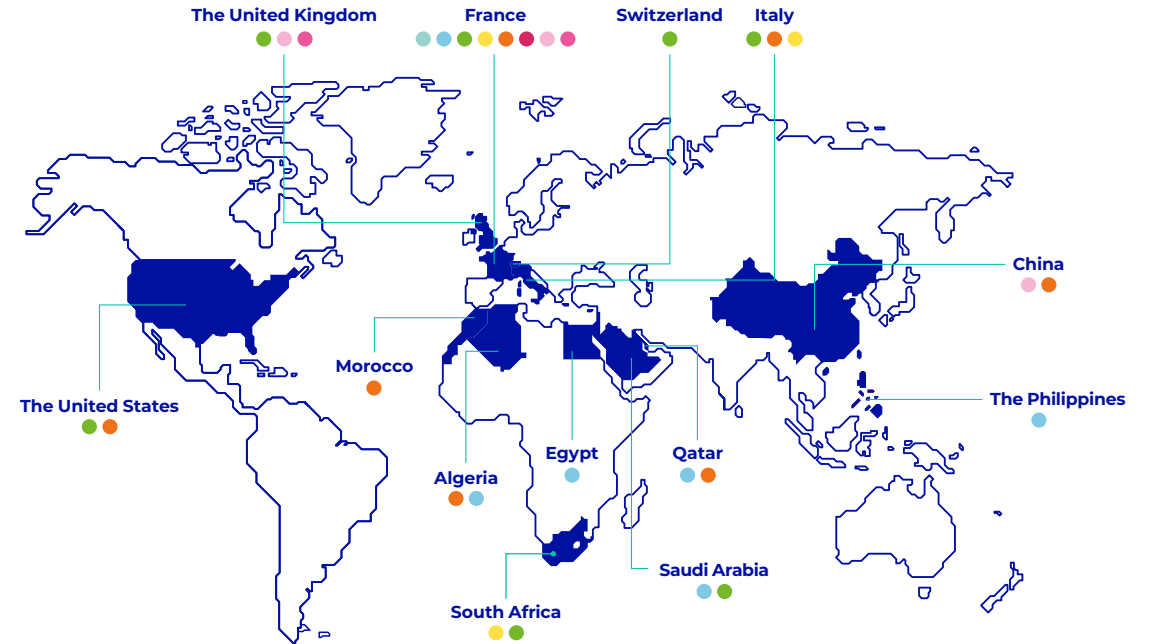
RATP Dev began operating the first line of the Casablanca tram in Morocco in 2012. The contract signed in 2017 for the renewal of line 1 and the commissioning of line 2 – opened in 2019 – also includes the commissioning, operation and maintenance of tram lines 3 and 4, and of two bus rapid transit (BRT) lines.

ANGERS

RATP Dev has been managing the Irigo network in the Angers Loire Métropole urban area since 1 July 2019.

CAIRO

Two achievements for RATP Dev: the Cairo L3 contract, for the operation and maintenance of line 3 of the Cairo metro, won in autumn 2020, followed in early 2021 by the contract for the 10th of Ramadan – New Administrative Capital electric train (LRT).



- Railway
- Metro
- Tram
- Urban and interurban buses
- Sightseeing
- Demand-responsive transport
- Cable car
- Maritime shuttle

DOHA

As part of RKH Qatarat, a joint company formed with Keolis and Hamad Group, RATP Dev is involved in the arrangement, operation and maintenance of the future multi-modal transport network of the Qatari capital.

RIYADH

Riyadh will soon have its own automated metro. The operation and maintenance of lines 1 and 2 of the future network have been entrusted to Capital Metro Company, the joint venture between RATP Dev and Saudi Public Transport Company (SAPTCO). RATP Dev and SAPTCO will also soon be operating the country's first ever premium bus network in the Saudi capital.

2020, A YEAR OF CHALLENGES AND MOBILISATION

A massive investment plan in Île-de-France region alongside Île-de-France Mobilités and Société du Grand Paris

€2.2 billion

invested in the Île-de-France region

€1.024 billion

for network and infrastructure upgrades

€1.011 billion

invested in metro and tram line extensions⁽¹⁾

€169 million

to upgrade stations and passenger information systems

(1) Of which nearly €400 million in investments made on behalf of Société du Grand Paris (metro line 14 extension to the south).

Concrete and measurable commitments

4,700

new employees in 2020, including more than **3,500** for the parent company

€184 million

devoted to cleaning, disinfection of the network and sanitary facilities, i.e. a doubled budget, **+38%** of staff dedicated to cleaning the network

During this unprecedented year, the Group continued to recruit massively by digitising part of its processes, to bring in apprentices, and to train its employees by combining in-person and distance learning formats, particularly for essential certification and qualification training. In line with its human resources policy, it has also continued its commitment to inclusion and gender diversity, as part of a social dialogue, also adapted to the situation.

2 accessibility labels

10 metro lines (1, 2, 5, 6, 7-7bis, 9, 10, 11, 12, 14), RER lines A and B, 2 bus routes and the customer service department have been awarded the S3A label (Welcoming, accompanying and accessibility symbol); metro lines 1 and 13, RER line A and tram line T8 have been awarded the Cap'Handéo mobility services label

95 points out of 100

Gender equality index

1.55 million

training hours for employees

More than 750

work-study contracts

Almost 260,000

beneficiaries of the Foundation's actions

Almost 1/3

of hybrid, electric, or bio NGV-powered buses in the fleet operated by RATP

2.4 hectares

of greenery planted on RATP's real estate

€5.523 billion

Group consolidated revenue

22%

Contribution of subsidiaries to consolidated revenue

€99 million

Operating profit

-€134 million

Net income Group share

€858 million

Operational cash flow

1.20x

Net debt to equity ratio (gearing)

The impact of the health measures and the social conflict in January 2020 led to a historic 43% drop in passenger traffic in the Île-de-France region in 2020. The networks operated by RATP Dev in France and abroad also recorded a sharp drop in traffic.

Due to the unprecedented situation, the Group's consolidated revenue came to €5.523 billion for the year, down -3.2% compared to 2019. The Epic's business decreased by -€43 million (-1%). And although the subsidiaries' revenue fell by 10.2%, the underlying dynamic remained good, at +€44 million excluding the currency effect, driven by RATP Dev's commercial gains in France and the United States and by the increase in contracts in the Middle East.

The Group's rallied efforts have also made it possible to limit the effects of the health crisis: with more than €200 million in savings made by the Epic, RATP has been able to offset all of the additional costs related to the crisis. Additionally, RATP Dev, with more than €110 million in savings on its operating expenses, has been able to offset more than two thirds of its revenue losses. Finally, despite the difficulties associated with the spring 2020 lockdown, RATP has continued its ambitious investment programme to serve Île-de-France passengers, with the support of Île-de-France Mobilités, for a historically high amount of €2.2 billion in 2020 that includes nearly €400 million for the Société du Grand Paris account.

1,901 million

journeys⁽¹⁾ in Île-de-France⁽²⁾

-43%



Metro

753 million

-50%



RER

264 million

-47%



Bus⁽³⁾ (Epic's area)

671 million

-33%



Tram

212 million

-35%



OrlyVal

0.7 million

-72%

(1) In raw data. (2) Including delegated lines to AOP, STL and OrlyVal. (3) Including delegated lines to AOP and SLT.

OUR MODEL FOR CREATING VALUE

Our resources

HUMAN
Over 63,000 employees⁽¹⁾,
81% in France
 and **19%** abroad
264 trades

FINANCIAL
€5,523 million
 in consolidated turnover
€858 million
 in consolidated cash flow
A €30 million fund
 (RATP Capital Innovation)
 for investing in start-ups
 developing new services
 and new forms of mobility

INDUSTRIAL
14 metro lines,
8 tram lines, **2 RER lines**,
 and **341 bus routes**
 in Île-de-France
32% hybrid, electric,
 or **NGV-powered buses**
 in the Île-de-France
 region fleet

KNOWLEDGE AND SKILLS
1.55 million hours
 of training provided per year
5.0% of the total payroll
 is dedicated to employee
 training

ENERGY
3,078 GWh of energy
 consumed

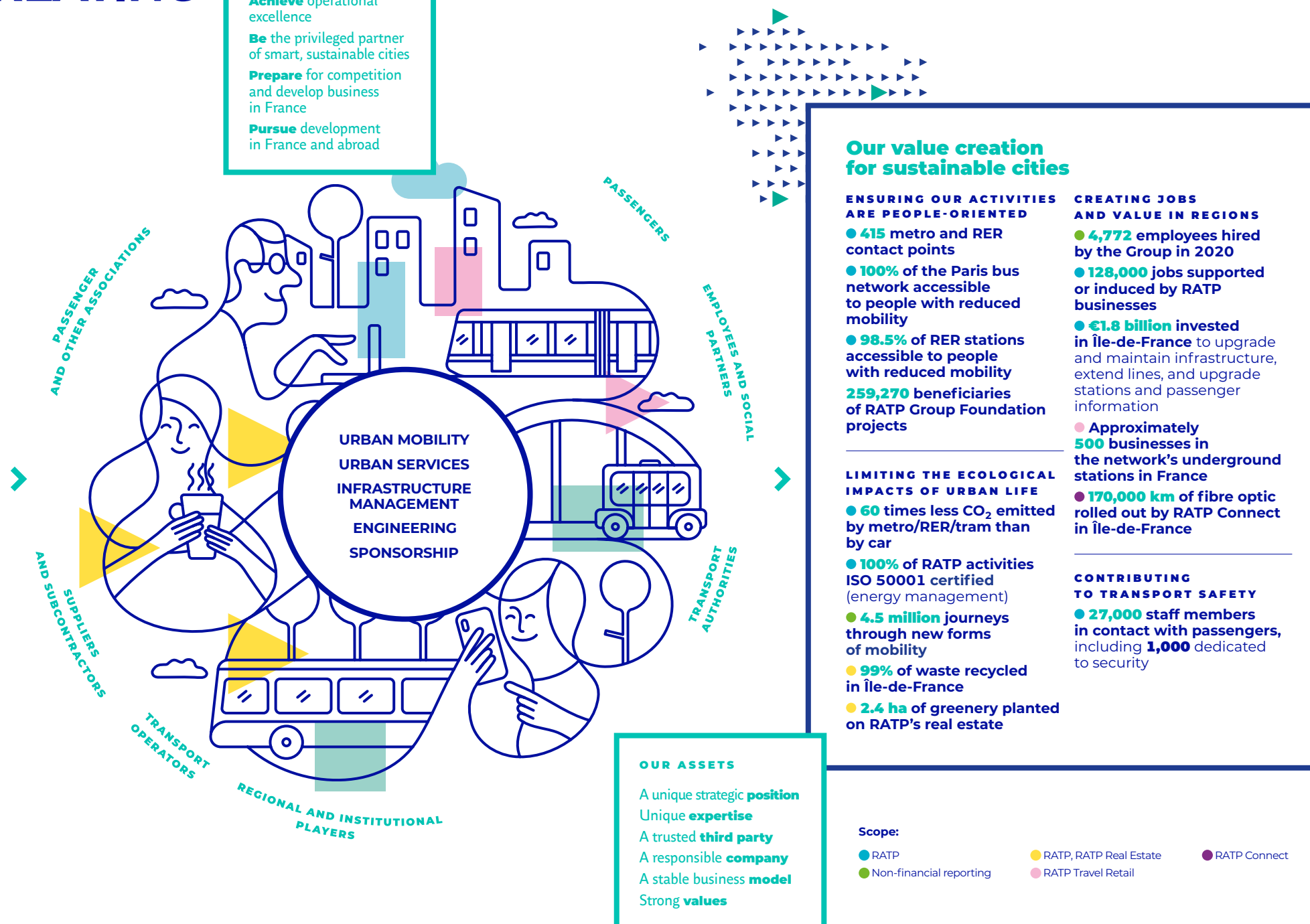
(1) Based on the average number of employees in companies owned by the Group.

OUR STRATEGIC PRIORITIES

- Achieve** operational excellence
- Be** the privileged partner of smart, sustainable cities
- Prepare** for competition and develop business in France
- Pursue** development in France and abroad

Our driving purpose:

we dedicate every day to better city living.



Our value creation for sustainable cities

ENSURING OUR ACTIVITIES ARE PEOPLE-ORIENTED

- **415** metro and RER contact points
- **100%** of the Paris bus network accessible to people with reduced mobility
- **98.5%** of RER stations accessible to people with reduced mobility
- **259,270** beneficiaries of RATP Group Foundation projects

LIMITING THE ECOLOGICAL IMPACTS OF URBAN LIFE

- **60** times less CO₂ emitted by metro/RER/tram than by car
- **100%** of RATP activities ISO 50001 certified (energy management)
- **4.5 million** journeys through new forms of mobility
- **99%** of waste recycled in Île-de-France
- **2.4 ha** of greenery planted on RATP's real estate

CREATING JOBS AND VALUE IN REGIONS

- **4,772** employees hired by the Group in 2020
- **128,000** jobs supported or induced by RATP businesses
- **€1.8 billion** invested in Île-de-France to upgrade and maintain infrastructure, extend lines, and upgrade stations and passenger information
- **Approximately 500** businesses in the network's underground stations in France
- **170,000 km** of fibre optic rolled out by RATP Connect in Île-de-France

CONTRIBUTING TO TRANSPORT SAFETY

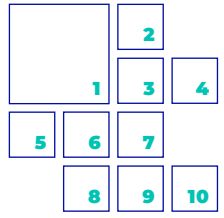
- **27,000** staff members in contact with passengers, including **1,000** dedicated to security

OUR ASSETS

- A unique strategic **position**
- Unique **expertise**
- A trusted **third party**
- A responsible **company**
- A stable business **model**
- Strong **values**

Scope:

- RATP
- Non-financial reporting
- RATP, RATP Real Estate
- RATP Travel Retail
- RATP Connect



THE EXECUTIVE BOARD

Chaired by Catherine Guillouard, the Group Executive Board has ten members, five women and five men. All of them have full oversight over one or more departments of the parent company or of the Group entities for which they are responsible.

- 1.**
CATHERINE GUILLOUARD
RATP Group Chairwoman and Chief Executive Officer
- 2.**
JEAN AGULHON
Deputy Chief Executive Officer, Group Director of Human Resources
- 3.**
LAURENCE BATLLE
RATP Dev Chief Executive Officer
- 4.**
PHILIPPE MARTIN
Deputy Chief Executive Officer, Transport Operations and Maintenance
- 5.**
MARIE-CLAUDE DUPUIS
Director, Strategy, Innovation and Development
- 6.**
HIBA FARÈS
Director, Customer Experience, Marketing and Service
- 7.**
CHRISTIAN GALIVEL
Deputy Chief Executive Officer, Projects, Engineering, and Investments
- 8.**
JÉRÔME HARNOIS
Director, Crisis, Safety and Institutional Affairs
- 9.**
ANAÏS LANÇON
Director, Group Communications, Commitment and Brand Strategy
- 10.**
JEAN-YVES LECLERCQ
Chief Financial Officer

THE BOARD OF DIRECTORS⁽¹⁾

The Board of Directors is made up of equal numbers of representatives of the State, employee representatives and qualified individuals representing socio-economic interest groups, customers and the municipalities affected by RATP's activities. The Board notably deals with the company's major strategic focuses, whether economic, financial or technological.

REPRESENTATIVES FROM THE FRENCH STATE

MICHEL CADOT⁽²⁾

Prefect of the Île-de-France region and Prefect of Paris

CORINNE FAU

Member of the Executive Board of Enedis and Head of Finance, Purchasing and Insurance

NICOLAS FERRAND

Chief Executive Officer of Société de livraison des ouvrages olympiques

EMMANUELLE GAY

Regional and Interdepartmental Head of Equipment and Development in Île-de-France

SUZANNE KUCHAREKOVA-MILKO

Secretary General of the Agence des participations de l'État, Ministry of the Economy and Finances

LAURENT PICHARD

Deputy Director of the Budget Directorate, Ministry of Public Action and Accounts

PIERRE-ALAIN ROCHE

Chairman of the Mobility and Transport Section of the General Council for the Environment and Sustainable Development

AUGUSTIN DE ROMANET

Chairman and Chief Executive Officer of ADP Group

DIDIER TRUTT

Independent Director, Chairman and Chief Executive Officer of Imprimerie nationale (IN Groupe)

PERSONS FROM SOCIO-ECONOMIC INTEREST GROUPS

MICHÈLE BELLON

Former Chairwoman of ERDF, Chairwoman of the RATP Audit Committee

CATHERINE GUILLOUARD

RATP Group Chairwoman and Chief Executive Officer

MAGALI JOESSEL

Director of the investment fund Sociétés de projets industriels, member of the Mid & Large Cap division of Bpifrance

REPRESENTATIVES OF PUBLIC TRANSPORT CUSTOMERS

MICHEL BABUT

Representative of Fédération nationale des associations d'usagers des transports

STÉPHANE BERNARDELLI

Member of Union nationale des associations familiales

PERSONS SELECTED FOR THEIR INDIVIDUAL EXPERTISE IN THE FIELD OF TRANSPORT AND MOBILITY

BRUNO ANGLÉS

Chairman, Crédit Suisse France and Belgium

PATRICE RAULIN

Former Chairman of Société Lyon-Turin Ferroviaire, Société française du tunnel routier du Fréjus, École nationale des travaux publics de l'État, the Supervisory Board of Société des aéroports de Lyon, and Chairman of the Commission on Technical and Technological Modernisation and Transport

ELECTED STAFF REPRESENTATIVES

FATMA BENBOUZANE

Elected from the list submitted by Rassemblement

MOHAMED BOUZOURÈNE

Elected from the list submitted by UNSA

LAURENCE DE WILDE-GHIKH

Elected from the list submitted by UNSA

ABDELMALEK EL HACHEMI

Elected from the list submitted by Rassemblement

CLAIRE JEUNET-MANCY

Elected from the list submitted by CFE-CGC

AROLE LAMASSE

Elected from the list submitted by UNSA

GAËLLE PEDRAZA

Elected from the list submitted by CGT

GILLES ROUÉ

Elected from the list submitted by CGT

HERVÉ TECHER

Elected from the list submitted by SUD

PERSONS SERVING ON THE BOARD

PHILIPPE DUPUIS

Head of the Transport Economic and Financial Control Mission

MARC PAPINUTTI

Government Commissioner, Director General of Infrastructure, Transport and the Sea, Ministry of Ecological Transition and Solidarity

SECRETARY OF THE BOARD OF DIRECTORS

PAUL TIRVAUDEY

BOARD ATTENDEES

FRÉDÉRIC SARRASSAT

Secretary of the Social and Economic Committee

MEMBERS OF THE EXECUTIVE BOARD

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(1) At 31 December 2020.

(2) Replaced by Mr Marc Guillaume by decree dated 20 January 2021.

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