



**Activity and
sustainability report 2008**

Table of contents

Profile: RATP key figures [page 1](#) / Message from the President [pages 2-3](#) / Key events [pages 4-5](#) / Board of Directors [pages 6-7](#) / Executive Committee [pages 8-9](#) / Organisational chart [pages 10-11](#) / Key figures from RATP's economic report [pages 12-13](#) / Company Plan – 22 priority programmes [pages 14-17](#)

1. Our customers [pages 18 to 35](#)

Anytime [pages 20-21](#) / More services [pages 22-23](#) / More frequently [pages 24-25](#) / More comfort [pages 26-27](#) / More welcoming [pages 28-29](#) / More information [pages 30-31](#) / Making people feel more welcome and supported [pages 32-33](#) / In a renovated and clean transport environment [pages 34-35](#)

2. Growing the company [pages 36 to 51](#)

A constructive approach with STIF [pages 38-39](#) / Meeting commitments that are more demanding than ever [pages 40-41](#) / Quality growth [pages 42-43](#) / A big project: the orbital metro [pages 44-45](#) / Global growth [pages 46-47](#) / Objective: €1 billion in revenues by 2013 [pages 48-51](#)

3. A high performance company [pages 52 to 67](#)

Greater efficiency [pages 54-55](#) / Productivity: a joint effort [pages 56-57](#) / A Company on the move [pages 58-59](#) / Optimised investments [pages 60-61](#) / A Company that attracts and hires people [pages 62-63](#) / A culture of responsibility [pages 64-65](#) / A social dialogue that is both living and constructive [pages 66-67](#)

4. Committed to the city [pages 68 to 77](#)

With enthusiasm [pages 70-71](#) / A more sustainable future [pages 72-73](#) / Partnerships: a rendez-vous with our values and know-how [pages 74-75](#) / Fondation RATP: "For more respect in the city" [pages 76-77](#)

Sustainability indicators [pages 78-84](#)

Financial summary [pages 85-88](#)

351
bus routes /

1
metro li

RATP key figures

€4.075
billion in
revenues /

€1.011
billion in
investment /
€1.428 billion planned for 2009

3,03
million
in 2008
100 million mo
the year before

4

es /

45,315

employees /

as of December 31, 2008

2

RER (regional
train) lines /

€125

million in net
earnings /

3

tramlines /

7

urneys

nan

€850

million in
EBITDA /

45,315 men and women united by strong values

A sense of public service /

For RATP as a whole, this means always attending to the continuity and adaptability of its transportation provision while ensuring that different areas receive equal treatment, regardless of their situation. For employees personally, this also means fighting discrimination and respecting secular principles.

Responsibility /

For every employee, this means sharing and applying the Company's civic values and sharing them with passengers. It also means contributing actively to urban sustainability.

Professionalism /

At RATP, this means fully controlling each business in a way that maximises safety and efficiency.

Respect /

This means working on a daily basis to transcend received wisdom, facilitate dialogue and achieve mutual understanding, to manage the diversity characterising staff members and customers alike. RATP's ultimate goal is to help people live together better – notably through rules improving their daily journeys.

Solidarity /

Externally, this means attending to people who are socially vulnerable. Internally, it means ensuring fair living conditions, recognising specific working situations and guaranteeing a level of social protection that is efficient yet reflects the specificities and levels of duress typifying each of the Company's professions.



Dear Sir, Dear Madam,

In 2008, RATP had to face unprecedented demand in its Île-de-France homeland, transporting a total of more than 3 billion passengers or 300,000 additional customers every working day. It is thanks to the involvement and professionalism of our 45,000 employees that we were able to meet the expectations of our fellow citizens, who want a public transportation system that is both modern and reliable. Working on behalf of our customers and indeed the Île-de-France region with its constituent counties, we have considerably increased our service provision, notably on bus routes and tramlines. 2009 will see more of the same.

Towards this end, our operations, maintenance and engineering teams have mobilised across all three of our networks. Keynote actions include the extension of metro line 13; the opening of our 299th and 300th metro stations; the pursuit of a proactive customer approach involving, for instance, a generalisation of the Navigo card; and the implementation of action plans improving operating conditions on the RER regional train network, where frequencies have increased.

We know that we can do more and better customer service will remain our priority in 2009. It is this focus that has inspired the changes made in different parts of our organisation, enhancing units' performance and efficiency within the framework of a social dialogue that is both living and constructive without ever compromising the principles of safety that are an integral part of our public service mission. However, increasing the attractiveness of our service has also caused problems, one being the growing saturation of our network. This loss of flexibility means that any problems arising during peak times can make things very difficult. For this reason, actions will be engaged in 2009 to enhance and increase the reliability of the real-time information that customers receive, so that they can move in a stress-free manner from one network to another. Whenever service delays occur, we will generalise staff member availability so that

Better customer service will
to enhance and increase the

they can provide direct and instantaneous information. This orientation will impact all of our customer contact employees, regardless of their function. Faced with the economic upheavals that our society is currently experiencing, RATP's duty is to be professional when in its dealings with fellow citizens while showing solidarity with their daily concerns. The State, which is RATP's sole shareholder, has decided to give us a role in France's national economic recovery plan. Everyone at RATP can be proud of this sign of trust. The Company is the Île-de-France region's leading industrial investor, with a 2008 budget of more than €1 billion being followed by plans for a 45% rise in 2009 – an unprecedented effort that will help us to accelerate the completion of a number of projects. In a similar vein, our procurement activities, which will surpass the €2 billion mark, help to sustain the activity of more than 5,500 companies. All in all, RATP plans to create 1,500 jobs, and the 3,000 recruitments we are making across all Île-de-France neighbourhoods will help to support the region's economic and social fabric, notably by supporting its diversity.

Our Company is market-oriented and has become increasingly efficient. As demonstrated by our results, in 2008 once again we were able to achieve the kinds of productivity gains that will provide us with the resources to modernise our infrastructure and transport environments and fund a significant proportion of the investments required to run a dynamic public service. The new contract that we signed with STIF (the organising authority) in early 2008 makes greater demands in terms of service frequencies, safety, passenger information, customer welcome and the availability of our facilities. A "bonus" system has been set up to reward RATP's efforts. On the other hand, what is still lacking today – given local inhabitants' needs, the attractiveness of the Île-de-France economy, the environmental imperative and an obvious lack of direct inter-suburban connections – is a new orbital infrastructure. Our employees and passengers are waiting for concrete plans to be drawn up

for a project whose necessity becomes increasingly apparent every day. At RATP, we know how things are done out in the field and what a transportation system operator can do to help. We have the requisite general contracting and engineering competencies for this kind of project and have restructured our organisation to be in a position to do it. Moreover, with automated metro line 14, which celebrated its 10th anniversary in 2008 and demonstrates its potential on a daily basis, we have accumulated a wealth of exemplary experience. Ours is a cumulative know-how that, when applied to all transportation modes (RER, metro, bus, and tram), is unique in world at this level. RATP is an integrated urban transportation group with global activities, including in Brazil, South Africa, Algeria, Italy, India and China. Our on-site teams and the talented colleagues who will be joining them in the near future all help to enrich a range of innovative solutions that are being developed in a variety of economic, social and cultural environments. Ultimately, Île-de-France passengers will be the first to benefit from this openness to the wider world. Our ambition in Île-de-France is also to innovate in terms of how we think of mobility. In partnership with other leading companies, our response to a call for tender organised by the City of Paris for its Autolib' car-hire scheme shows that we are capable of adapting to new urban practices. 2009 is RATP's 60th anniversary but also the year when the new European regulatory transportation scheme comes into effect. Together with our 45,000 employees, we will face these new challenges, thanks notably to our "Ambition 2012" Company Plan, and above all thanks to our living and constructive social dialogue. We will proactively seek opportunities and seize any that we find. In short, we will unite our forces and know-how to serve future generations. Carried forward by the strong commitment of all people, RATP is ready to greet 2009, which by all accounts will be a difficult year, with confidence, professionalism and determination.

Pierre Mongin
Chairman and Chief Executive Officer

remain our priority for 2009. Actions will be engaged
reliability of real-time information.

February / New four-year

contract with STIF

The agreement signed with STIF covering the period 2008-2011 focuses mainly on the quality of passenger service and makes greater demands in terms of service frequencies, safety, passenger information, customer welcome and the availability of facilities. The number of service quality indicators has almost doubled to ensure more detailed controls. The contract demands more of the Company but is also motivational since it gives us more responsibility. Its success will be grounded in the actions of all RATP employees.

February / A competition to reduce

bus consumption

On its bus network, RATP has launched an internal "eco-challenge" to reduce energy consumption and greenhouse gas emissions. This purpose of this operation is to reward those bus routes that perform best in terms of fuel savings. All of our bus depot teams (drivers and maintenance personnel) are mobilised to get energy use under control.

April / RATP Développement

in Trinidad and Tobago

RATP Développement, Bouygues Construction and Alstom, working together within the Trinitrain consortium, won a contract to design, build and operate two express train routes on Trinidad and Tobago's Trinity Island, with one line running in a North-South direction and the other East-West. RATP Développement will operate and maintain these lines for a period of fifteen years.



June / Renewal

of FFR partnership

RATP and the French Rugby Federation renewed for another four years the partnership that makes the Company official transporter for the Federation and supplier to the national team. This is a great opportunity for RATP to deploy its public transportation know-how while demonstrating its teams' commitment.

May / Completion of renovation

work at Opéra station

With its modern lighting, new tiling and signage system, Opéra station has been thoroughly renovated after a 15-month operation that was ultimately much more complicated and expensive than first expected, largely due to the impossibility of temporarily shutting down this large transfer station. The lessons derived from this project will be very useful for the upcoming rehabilitation of other large stations like République, where work started in January 2009, Nation (June 2009), Bastille (2010), Châtelet (2010) and ultimately Montparnasse-Bienvenue.



June / Two new stations

on metro line 13

The extension of metro line 13 became a reality on 14 June 2008 with two new stations opening at Asnières-Gennevilliers (Les Agnettes and Les Courtilles), raising to 300 the total number of metro stations. An action plan was implemented to minimise congestion on this line, and substantial investments were made to reduce intervals between trains from 100 to 95 seconds.



July / FlexCité chosen by Essonne

and Seine-et-Marne counties

FlexCité SA won two new contracts for transporting disabled persons, one in Seine-et-Marne county and the other in Essonne county. The two councils gave this 51% subsidiary of RATP Développement the task of setting up and running an on-demand public transportation service. These successes came on top of others already obtained in Val-de-Marne county, the southern section of Yvelines county and Seine-Saint-Denis county.

July / New protocol for a new kind of management

An agreement laid new foundations for a process that will affect more than 10,000 managers, supervisory staff members and senior technicians. Emphasis here will be on involvement, individual performance and exceptional results, while ensuring team cohesion. A single remuneration matrix was also introduced.

August / Gold and bronze for Steeve and Christophe Guénot in Beijing

On August 13, Steeve Guénot (Greco-Roman wrestling, 66 kg category) offered France its first gold medal of the Beijing Olympic Games. His success and that of his brother Christophe (bronze medallist in the 74 kg category) filled their 45,000 colleagues at RATP with great pride: *"Strength, calm and self-control: thank you Steeve and Christophe Guénot for showing what our Company is made of."* The communications actions greeting the two brothers' performances, together with a corporate sports sponsorship scheme entitled "RATP Top Athletes", were recognised when the Company was awarded a golden Top Com 2008 marketing prize.



October / metro line 14 celebrated its 10th anniversary

Called the underground system of the 21st century when it first opened in 1998, fully automated metro line 14 has rapidly become RATP's signature service, with 450,000 daily passengers and an exemplary frequency rate. The line has gone from strength to strength and its extensions, in 2003 towards Saint-Lazare in the west and in 2007 towards Olympiades in the east, has consolidated its identity as the heartbeat of Paris, even as it awaits further expansion.

October / RER line A, a new multistation surveillance centre

A new RER multistation surveillance centre has begun service at Val-d'Europe. This site will enhance overall operations, assisting station employees and improving facilities management, passenger information and the safety of premises and people. It offers a centralized management of 29 suburban stations on the Saint-Germain-en-Laye, Boissy-Saint-Léger and Marne-la-Vallée branches.

November / Interoperability on RER line B

The agreement that RATP signed on November 18, concerning the interoperability of RATP and SNCF drivers on RER line B should ensure greater fluidity by eliminating the need for drivers arriving at Gare du Nord station to change over. A single control room was also built at Denfert-Rochereau station.

December / Creation of the Engineering department

This new department, with nearly 1,000 staff members, unites under one roof a group of professionals who used to be spread among different sections. By so doing, it will help RATP to offer customers a complete service on many network modernisation and development projects, ranging from general contracting to mission assistance or project management.

December / Operations start on the MittelrheinBahn

On December 14, EurailCo, a joint venture belonging to RATP Développement and Transdev, inaugurated its new German regional rail link, the MittelrheinBahn line, which will follow the left bank of the Rhine river between Cologne, Koblenz and Mainz. This fifteen-year, nearly €550 million contract has plans to service 43 stations over a stretch of 185 km.



Board members
For the 2004-2009 term, as of December 31, 2008





State representatives

Daniel Canepa,
Île-de-France region Prefect
and Prefect for Paris
Hélène Eyssartier,
Assistant Director, Budget
Department
Christian de Fenoyl,
Ponts-et-Chaussées Engineer
Jean-Pierre Giblin,
Ponts-et-Chaussées Engineer
Pierre Graff,
Chairman and CEO, Paris Airports
Henri Lamotte,
Chief of Staff, Public Policy (DGTPE)
Pierre Mongin,
Chairman and CEO, RATP
Rémy Rioux,
Assistant Director, Head of
Participations (APE)
Claude Villain,
General Inspector, Finance
Administration

Elected officials from municipalities or groups of municipalities affected by the Company's activities

Denis Badré,
Senator-Mayor, Ville-d'Avray
Michel Herbillon,
Deputy Mayor, Maisons-Alfort

Representatives of different socioeconomic interest groups

Thierry Chambolle,
SUEZ Group
Yannick d'Escatha,
President, National Centre
for Space Studies
Claude Leroi,
President, Hauts-de-Seine Chamber
of Commerce

Representatives of public transportation users

Lucien Bouis,
National Union of Family
Associations (UNAF)
Yves Boutry,
National Federation of
Transportation User Associations
(FNAUT)

Persons chosen for their competency in transportation or travel policy

Emmanuel Duret,
Senior Advisor, State Auditing Office
Claude Martinand,
Vice-President, Environment and
Sustainability Council

Elected staff representatives

Elected on list supported by:
Jean-Pierre Charenton,
CFE-CGC
François Gillard,
CGT
Lionel Le Fessant,
FO
Francois-Xavier Manzano Mata,
CGT
Claude Marius,
UNSA list (SAT-GATC-UNSA-BUS)
Daniel Moreau,
CGT
Philippe Richaud,
CGT
Jean-Louis Ringuedé,
UNSA list (SAT-GATC-UNSA-BUS)
Gilbert Thibal,
CGT

Other board attendees

Sitting on the board
Daniel Boursaux,
Government Commissioner,
Director General for Infrastructure,
Transportation and Maritime Affairs
André Barilari,
General Inspector of Finance, Mission
Head for Economic and Financial
Control of Transportation

Board secretary
Emmanuel Pitron,
Special Advisor to the President

Board attendees
Jean-Marc Janaillac,
Managing Director, Group
Development
Alain Le Duc,
Chief Financial Officer
Philippe Martin,
Executive Vice-President, Transport
Environments, Services and Business
Development
Isabelle Ockrent,
Senior Vice-President,
Communications
Yves Ramette,
Executive Vice-President,
Transportation
Josette Théophile,
Executive Vice-President, Social Policy

Marc Grassullo,
Secretary, CRE (works council)

Commissions and committees

Two permanent commissions prepare Board deliberations:

- one is the Development and Technical and Technological Modernisation Commission, chaired by Jean-Pierre Giblin;
- the other is the Economic and Strategic Commission, chaired by Christian de Fenoyl, which monitors the RATP/STIF Contract and any amendments, along with the Company Business Plan.

A temporary commission

was created this year. Responsible for monitoring the 17 commitments made in October 2006 as part of President Mongin's orientations, it is chaired by Christian de Fenoyl and open to all Board members.

An Audit Committee, comprised of six Board members and chaired by Thierry Chambolle, is responsible for advising the Board, notably regarding Company and consolidated accounts, specifically with respect to the reliability of the information systems used for their preparation.





From left to right

Emmanuel Pitron
Special Advisor to the President
PUBLIC AFFAIRS AND SECURITY

Isabelle Ockrent
Senior Vice-President
COMMUNICATIONS

Yves Ramette
Executive Vice-President
TRANSPORTATION

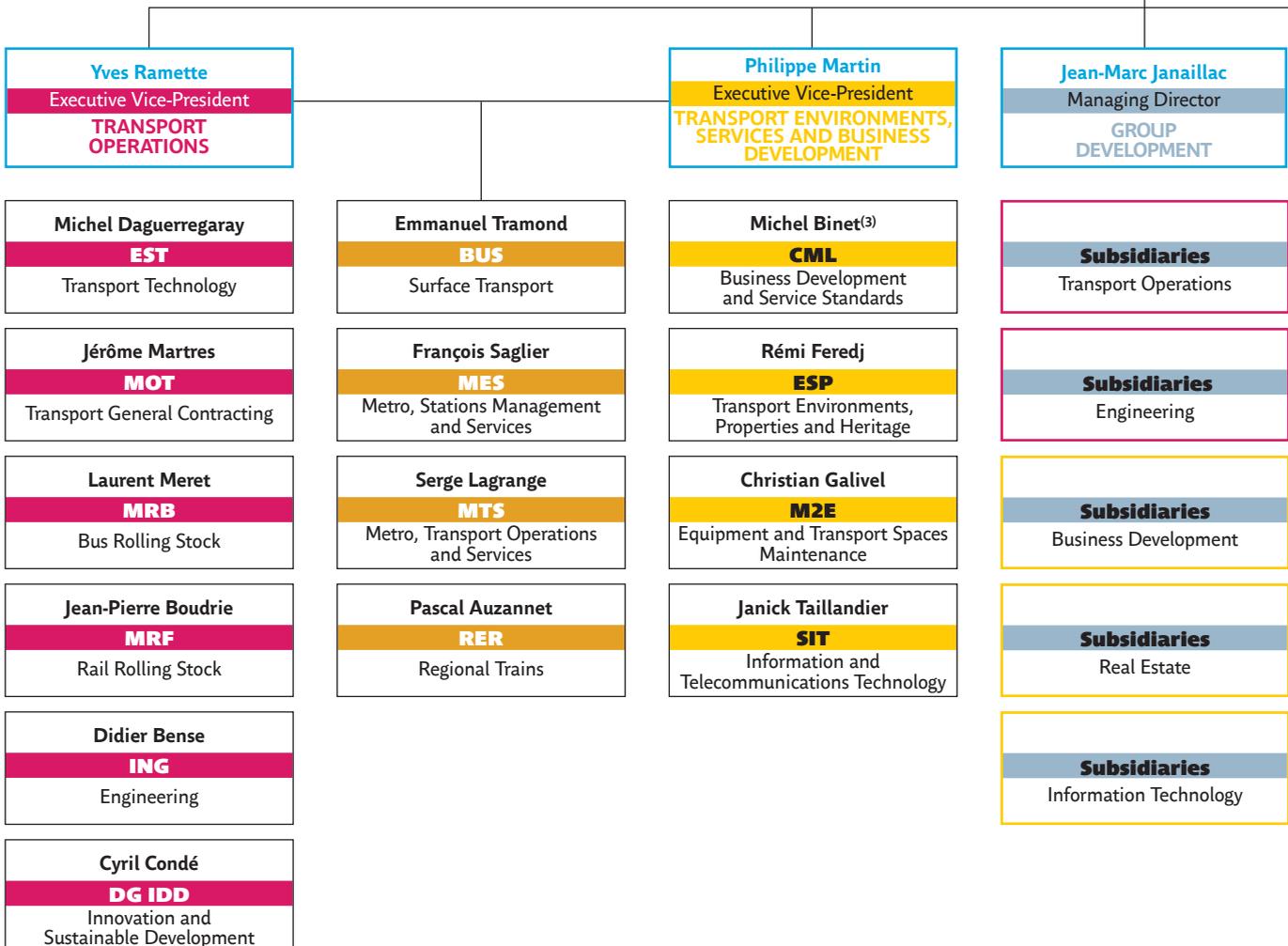
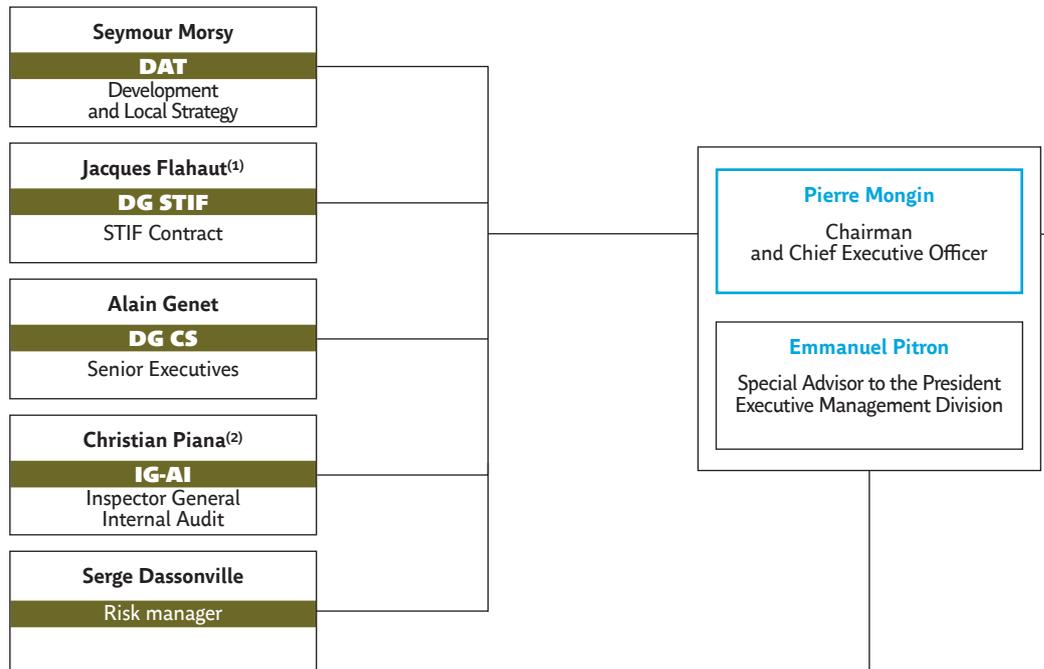
Philippe Martin
Executive Vice-President
TRANSPORT ENVIRONNEMENTS,
SERVICES AND BUSINESS
DEVELOPMENT

Pierre Mongin
Chairman and Chief Executive Officer

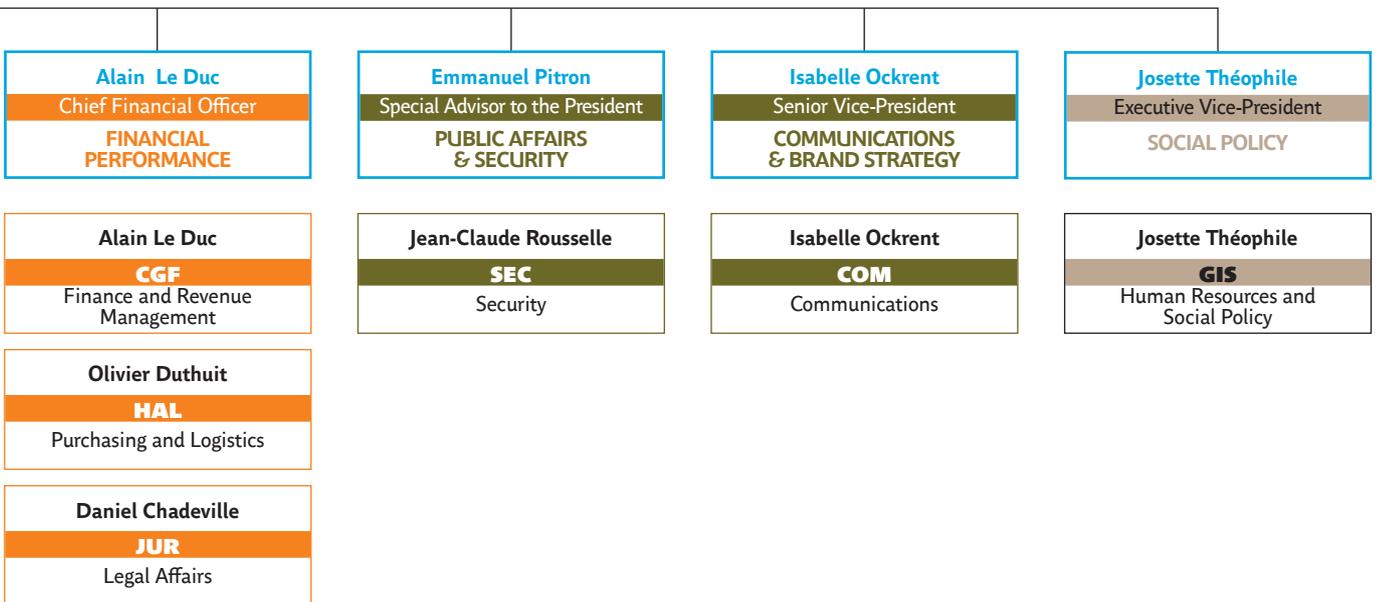
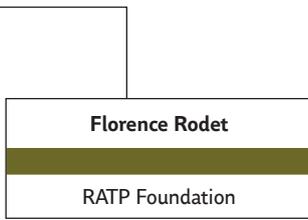
Jean-Marc Janailiac
Managing Director,
GROUP DEVELOPMENT

Josette Théophile
Executive Vice-President
SOCIAL POLICY

Alain Le Duc
Chief Financial Officer
FINANCIAL PERFORMANCE



(1) Replaced on March 9, 2009 by Michel Binet.
 (2) Replaced on April 1st, 2009 by Franck Avice.
 (3) Replaced on March 9, 2009 by Patricia Delon.



Color legend

- Innovation and customer services
- Growth strategy
- Financial Performance
- Cross company activities
- Human resources

Frame legend

- Transport and engineering
- Real estate development



Traffic

3,037 million passengers in 2008 (+5.9% or +3% after adjusting for effects of strikes in 2007) and equivalent to **300,000 extra journeys every day**

	2000	2001	2002	2003	2004	2005	2006	2007	2008
Journeys, in millions	2,604	2,633	2,666	2,611	2,774	2,811	2,861	2,870	3,037

524 million car-kilometres worth of services (+6.5% or +3.9% after adjusting for effects of strikes in 2007).

Output

In million car-kilometers	2000	2001	2002	2003	2004	2005	2006	2007	2008
	455	454	463	461	480	481	487	492	524

Note: 2008's economic results were better than expected due to efficiency gains, as stipulated in the Company Plan. RATP's productivity efforts helped it to save €48 million in 2008 (vs. €33 million in 2007).

Key figures

(In € millions)	2007*	2007/2006	2008	2008/2007
Revenues	3,895	+4.1%	4,075	+4.6%
– including STIF contract	3,619	–	3,772	+4.2%
– other revenues	276	–	302	+9.4%
Operating costs	3,095	+3%	3,215	+3.9%
EBITDA	800	+8.4%	859	+7%
EBITDA as % of revenues	20.5%	–	21.1%	–
Net earnings	84	+105%	125	+49%
Cash flow	625	+12.4%	691	+10.5%

* Pro forma.

Revenues

Revenues passed the

€4.075 billion

mark in 2009.

They included:

€1.942 billion

in gross passenger revenues (48% of total revenues). In traffic terms, the number of paying passengers was up 0.9% (excluding the general increase in public fares and the impact of social fare schemes). Note that this was below the objective of +1.9% specified in the STIF contract;

€1.831 billion

for funds received from STIF, largely in line with contract stipulations;

€302 million

in other revenues, mainly coming from ancillary activities (advertising, trade) and miscellaneous services.

EBITDA

EBITDA (the difference between revenues and operating costs) reached

€859 million

or €59 million more than in 2007. Interest charges reached

€215 million

Fiscal year 2008 generated

€691 million

in cash flow

Investments reached

€1.011 billion

+ 8%

Debt

Net debt reached **€4.485 billion** as of December 31, 2008 up **€191 million** on the year. This was due to:

+€70 million

for working capital and other long-term uses;

+€121 million

to fund investments not covered by cash flow or subsidies.

Changes in public funding

Public funding rose by €92 million in 2008 to

€1.83 billion

Factors explaining this variation included €56 million booked as “fixed contribution to investments”, which hit €755 million in 2008. The item was slightly down over the year (-€3.1 million).

Net earnings

The Company produced earnings of

€125 million

or nearly twice the budget amounted (€64 million).

This variation reflected both long and short-term factors:

- long-term factors (+€21 million) largely reflected extra productivity efforts that RATP agreed to make under the 2008-2012 Company Plan;
- short-term factors included the tax authorities reimbursement of a VAT overpayment that the Company had made on subsidies it received, along with variances in amortization charges.

RATP Board of Directors voted and validated a €450 million increase in 2009 investments

Following on from an announcement made on January 8, 2009 during Prime Minister François Fillon’s visit to RER line A workshops, RATP’s Board of Directors voted on February 6, 2009 to modify the Company’s fiscal year 2009 investment budget.

The total planned investment for the upcoming year is now €1.428 billion, up 43% over a 2008 budget of €998 million.

RATP also purchases nearly €2 billion in external services, sustaining more than 5,500 companies. This adds more than 1,500 jobs to the French economy. The sole objective remains improving service quality for passengers, however.

More investment is meant to achieve four goals:

- **more transportation capacity** in Île-de-France with better service across the whole of the region;
- **renovated transport environments** and greater accessibility for passengers;
- **accelerated modernisation** of RATP rolling stock to improve comfort levels on the metro and RER;
- **accelerated modernisation** to the environment, in line with decisions made at the Grenelle Environmental Summit.

Up to €300 million of this increased investment is already funded by the French State – which has offered RATP €150 million in capital – and by RATP itself.

The Île-de-France regional council will provide the remaining one-third of the programme, which mainly relates to the renewal of rolling stock on RER line A, the modernisation of the bus fleet and projects specified in the State-Region Planning Contract.

what about the future?

“Ambition 2012”,

the sign

of a company

on the move

The **“Ambition 2012: aimer la ville”** Company Plan was officially launched on February 4, 2008. Its implementation should propel the dynamics of change and help RATP to cope with the challenges that it is going to face in the future. 2008 was the first year of operation for a plan that defines RATP’s 22 priority programmes and offers a real **“roadmap for change”**. On average, about ten different departments from all across the Company collaborate on each of these plans. This collaborative cross-departmental approach reflects the degree of RATP’s corporate integration. Much progress has already been made in the plan’s implementation, since it is already being applied throughout the organisation and has lent itself to a number of action plans, each advancing at its own pace depending on the particular situation. 2009 will also witness a number of concrete new initiatives whose multilayered effects are specifically intended to benefit customers. The Company Plan is articulated around five axes.

1

Innovation and customer services: “Gain passengers and local officials’ support by showing our service and innovation capabilities.”

The “Adopt a service attitude” programme has made good progress, with the whole of the Company having implemented a number of shared benchmarks that are being adapted to RATP’s various departments and businesses via a collaborative participation approach that benefits from the involvement of representatives and managers from the professions affected. The programme, which already been implemented by 13,000 bus drivers, is expressed in benchmarks that have been divided into 12 points. It will also be adopted in 2009 by station employees maintaining daily contacts with customers. A prime example of this affinity for direct customer contact is the elimination of the Carte Orange ticket, which was replaced year-end 2008 by the Navigo card. Thanks to strategically positioned movable stands, our sales personnel is helping many customers to fill in the necessary forms, offering advice proactively to get the paperwork done more easily on the spot.

3

Economic and financial performance: “Building a durable high performance economic model that will provide us with the resources to realise our ambitions.”

In 2008, all RATP units worked to achieve a 2% annual gain in productivity, encapsulated in countless initiatives undertaken towards this end. Productivity gains in 2008 (1.6% in physical productivity, 1.9% in growth-related productivity) were higher on the whole than in 2007 (respectively 1.1% and 1.6%). Physical productivity gains rose from €33 million in 2007 to €48 million in 2008. Costs in passenger-kilometre terms fell more sharply this year than they had in 2007. So far, productivity gains have largely reflected the rise in traffic and transportation provisions. In the future, organisational actions will have a greater effect.

2

Growth strategy: “Be ranked among the top five in the world by getting everyone on board for our dynamic of conquest.”

This strategy specifically implies that RATP develop outside of Île-de-France. The target set for all subsidiaries is to achieve nearly €1 billion in revenues by 2013. For RATP Développement alone, the target is €780 million in revenues (versus ca. €150 million last year) – a sign of confidence in this subsidiary’s ability to copy with any challenges it faces. Exemplifying this ambition was the creation in early 2009 of a joint venture with Veolia Transport, the purpose being to expand our market position in Asia.

4

Integration and cross-departmental approaches: “Reinforcing our identity as an integrated company to offer customers a wider range of services.”

We also continued our programme of horizontal integration, as witnessed by the further growth of the Company and its subsidiaries (notably RATP Développement) in Île-de-France and abroad. Alongside of this, a number of vertical integration actions helped us to optimise our resources and know-how. For instance, the creation of a new engineering department has brought together teams that used to work in different structures and helped to turn RATP’s 1,000 strong engineering team into a real market powerhouse. The new structure has clarified the respective roles of engineering, maintenance and project management, after earlier reforms had already affected this latter group. Providing a more integrated and cross-departmental service also means better service for our customers. In 2008, RATP’s customer relations efforts were redefined in a “service benchmark” that was the same across all of our networks and for all of our customer contact personnel. With the first “Image” (new passenger information LCD screen) programme tests, early 2009 also saw a more generalised sharing of multi-modal information across all our networks.

5

Making use of human resources: “Motivating RATP’s men and women to drive the Company Plan.”

The Company will only be able to achieve its ambitious goals if employees are on board. 2008 was marked by two crucial agreements relating to the Company’s modernisation and the promotion of its operatives and managers’ work: the June 18 framework agreement on mobility and operatives’ career paths; and a second agreement signed a few weeks later concerning managerial staff members. This latter agreement stressed involvement, individual performance, extraordinary results but also the protection of team cohesion. These two advances illustrate the living and constructive social dialogue that RATP’s maintains with its social partners, as exemplified by the 59 agreements signed in 2008, versus only 29 in 2007.

Great ambitions

for 2009

Work will continue along these lines in 2009-2012, with a special focus on three axes:

1) better service for better customer relations;

2) productivity gains grounded in a strategy of sharing and reorganisation and the search for new synergies and individual performance within a framework of social dialogue; and

3) accelerated overseas expansion.

Concrete actions for 2009 include:

- the instantaneous provision of information and additional involvement by employees across all networks in case of traffic disturbances;
- a reliable SIEL (real-time passenger information system) for all networks;
- sustained investment, particularly within the framework of the French national economic recovery plan announced in early 2009;
- a top performance service benchmark system, to be used by all customer contact professionals;
- quality transport environments with new improvements expected in the management of flows, cleanliness and safety;
- ensuring that RATP responds to all calls for tender organised in the Île-de-France region;
- opening the Company to new private and public partners, as exemplified by the bid made on the City of Paris's call for tender concerning its Autolib' hire-car scheme;
- the launch of Orion, a management and reporting tool destined to be harmonised across all operational units.

In 2009 even more than in 2008, the Company will have to demonstrate its ability to challenge its organisations and methods. For our teams, this means questioning habits, asking the right questions and focusing on “good practices”, notably by drawing inspiration from anything better that people outside the organisation might be doing.

- 1 Put **customers** at the centre of the work organisation
- 2 Adopt a **service attitude**
- 3 Draft a **catalogue of group services**
- 4 **Reduce congestion** on the metro, RER and surface networks
- 5 **Enhance** the industrial apparatus through a sustainable policy
- 6 Define an information system **master plan**
- 7 Play a full role in the Île-de-France **orbital metro** project
- 8 **Triple** subsidiary revenues
- 9 Diversify and **modulate** the transport
- 10 **Build up engineering** capabilities – RATP's strike force – to serve the cause of sustainability
- 11 **Size** investments correctly

RATP's 22 priority programmes

- 12 Realise **2% in annual productivity** gains to gain room to manoeuvre
- 13 Turn the purchasing and sourcing functions into **performance tools**
- 14 Work together to **cut costs**
- 15 Deploy a multimodal **passenger information** system across all networks
- 16 **Improve risk management**
- 17 **Develop internal and managerial communications** to cope with all challenges
- 18 Build **career paths that suit** Company's development needs
- 19 **Adopt shared** benchmarks for local managerial competencies
- 20 Decrease **absenteeism** by one day per year
- 21 Renew the Company's **attractiveness**
- 22 Support change through **social dialogue**

Caring for the city...

... means maintaining a customer focus

In 2008, RATP dealt with an unprecedented total of three billion passengers (+4%), or 300,000 extra customers travelling every working day. There were many reasons for this, mainly the fact that an increased transportation provision generated a disproportionate rise in demand, reflecting the significant shift today away from automobiles and towards public transportation. In turn, this was the result of higher oil prices, restrictions on the use of passenger cars in city centres and what appears to be greater ecological awareness in the wake of the Grenelle Environmental Summit.

On the other hand, Île-de-France transportation networks have historically been built in a star-shaped pattern centring around Paris. The result is a clogging of the main arteries feeding RATP's network, with more and more lines becoming saturated during peak hours. RER line A and metro line 13 are two leading priorities for RATP, which is mobilising an array of tools to improve their operating conditions while awaiting much-needed investment.

3 billion

+4%

2008 passenger traffic

TVM

T2

... anyti

RER A

Line 13

me

More services

RATP's transportation provision, up 3.9% on 2007, has risen for three years in a row. With 300,000 extra passengers every day, traffic was also sharply higher (+4%), propelled by STIF's proactive policy of strengthening RATP's transportation provision and adapting fares to reflect people's economic circumstances. At the same time, with network operations already running at close to full capacity, this success has further reduced the Company's room to manoeuvre.

With the extension of line 13, the metro now runs all the way to the centre of Asnières and Gennevilliers, with Les Agnettes and Les Courtilles having become the network's 299th and 300th stations. Today, 81% of all Asnières residents (versus 57% previously) and 72% of all Gennevilliers residents (versus 33% beforehand) live less than 800 metres from a railway (metro, RER or suburban trains). This has meant a significant improvement in their daily lives, even before tramline T1 finally arrives at Les Courtilles station. In Paris itself, renovation work on metro line 5 and train turnaround operations at the Place-d'Italie terminus mean that an extra 78 departures can now be run daily. The interval between metro trains has fallen from 115 to 110 seconds during peak hours.

Enhanced service on RER line A's Cergy branch, with a train running every 10 minutes at off-peak times as opposed to every 20 minutes previously, means that traffic is denser on its central section (La Défense • Vincennes), where a train now runs every 3 minutes 30 at off-peak times versus 5 minutes previously.

Bus: 400 more drivers

The bus service is also improving, with a further 400 driver jobs being created in 2009. After being allocated 27 more drivers,

Paris routes 63 and 81 now operate at Mobilien frequency levels, translating into reinforced evening schedules all week long. Bus routes 89, 91 and 96 have also been enhanced.

In November, residential neighbourhood and industrial activity zones in the city of La Plaine-Saint-Denis benefited from the creation of route 239 and the expansion of routes 139 and 253. Routes 340 and 341, which were created at Clichy and Gennevilliers last October, have improved service levels in these communities and facilitated transfers to RER line C and metro line 4.

Metro lines 4 and 12 are up and running!

2008 was also marked by the launch of several major projects across Île-de-France. Work extending metro line 12 from Porte de la Chapelle to Mairie d'Aubervilliers started on June 25. The first new station, located at the Saint-Denis and Aubervilliers municipal borders, will open in 2012, for the greater satisfaction of the 15,000 passengers expected to use it on daily basis. A second project phase will see the completion of two other stations, Pont de Stains and Mairie d'Aubervilliers, the future terminus.

Work began on November 7, extending metro line 4 towards Mairie de Montrouge, where service is expected to start in mid-2012. Two other stations should then be able to serve the southern part of Montrouge, followed by Bagneux.

Junction of T2/T3 in 2009

The Hauts-de-Seine T2 tramline moved closer to Paris in 2008 and is scheduled to reach Porte de Versailles in 2009. This link will enable transfers with tramline T3 and metro lines 8 and 12. Tramline T2, which already carries 80,000 passengers daily, will improve connections to the northern and southern sections of the suburban municipality of Issy-les-Moulineaux, and to the southern section of Paris' 15th arrondissement.



With metro line 13 having been extended to Les Agnettes and Les Courtilles, the system now counts 300 stations.

Tram The T2 tramline moved closer to Paris and is scheduled to reach Porte de Versailles in 2009. This link will enable transfers with tramline T3 and metro lines 8 and 12. Tramline T2, which already carries 80,000 passengers daily, will improve connections to the northern and southern sections of Issy-les-Moulineaux and to the southern section of Paris' 15th arrondissement.

At the other end of this line, work on the La Défense to Bezons extension began in October. Two years of work over 4.2 kilometres of track will be crowned by the construction of seven new stations, which should be in service by year-end 2011. With other suburban projects like Saint-Denis • Garges-Sarcelles, Villejuif • Athis-Mons, Saint-Denis • Épinay-Villetaneuse and Châtillon • Vélizy • Viroflay, a total of nearly 80 extra kilometres of tramlines are scheduled for 2012. Alongside of this, RATP has continued to invest in its dedicated bus lane network, notably with the eastern extension of its TVM line and the creation of a new route in Val-de-Marne county. All in all, excluding rolling stock, costs a total of €256 million will be invested in 2009 to increase RATP's transportation provision.

Tramline T2's extension

to Porte de Versailles will improve service between Issy-les-Moulineaux and Paris's southern sections.



Extended and enhanced, metro line 13 remains a priority for everyone

Metro line 13's extension became a reality on June 14, 2008. 36,000 inhabitants now live less than 600 metres from a station and 20 minutes from the Saint-Lazare main train station. The net effect of this expansion is to re-balance services along the two branches of the line's northern section.

Extra services with a five-second shorter interval between trains

The arrival of these additional passengers has necessitated greater frequencies on a line that was, as often as not, already saturated. RATP has therefore implemented an action plan to ensure the extension's success and improve passengers' rush hour experience in this busy environment. The number of train departures has been increased and 40 extra train driver jobs created. Service is up by 7.3%, thanks to shorter intervals between trains, which have fallen from 100 to 95 seconds some major investments:

- **modernisation of signalling and automatic piloting systems** so they can cope with the new 95-second constraint;
- **automation of the Châtillon terminus train turnaround operations**, reducing the time required for this procedure. Platform edge doors were also installed to prevent people from going on the tracks;
- **establishment of a new control room** at Étienne Dolet to manage traffic more responsively and improve passenger information whenever there are service delays;
- **renovation of the MF77 rolling stock**, which will continue through 2011. Metro trains have become more spacious. This will increase passenger comfort while offering 3% extra capacity;
- **modernisation and expansion of maintenance workshop** dedicated to this line, in order to maximise the availability of rolling stock.

Waiting for platform edge doors and the Ouragan automated system...

The constant rise in passenger numbers means that it takes longer for passengers to get on and off trains. Once platform edge doors have been installed, these crowd movements will be eased in twelve stations from July 2010 onwards. In 2011, metro line 13 will see the long-awaited implementation of the Ouragan automatic network management system, which will help to reduce intervals between trains to 90 seconds.

The urgency of long-term solutions

All of these efforts may be for naught if traffic continues to increase. Over the long run, metro line 13 will have to be de-saturated. Two solutions are being studied. One involves extending line 14 with transfer possibilities to the two branches of line 13. The other depends on the orbital metro project around Paris, with its Saint-Denis • La Défense branch. Discussions in this area are ongoing.

commitment met

More frequently

Customers should expect regular daily services that are both punctual and reliable. In its new 2008-2011 contract with STIF, RATP has made some very detailed commitments along these lines. Staff members strive to respect frequency targets on a daily basis but this gets harder every year. Rising traffic means that the networks are saturated. In turn, this amplifies the effects of certain events that are apt to disturb operations, notably during peak use times. Despite many reasons to be satisfied with our performance in 2008, there are always new areas of concern and much work to do.

More metro

All metro lines, with the exception of number 13, met the service objectives stipulated in the STIF contract. Even line 13, whose central section is always saturated during rush hour, missed its objective by only 0.62 points, or twenty missed departures daily out of a total of 474. Lines 1 and 9, which are extremely busy, barely hit their targets. For line 1, the upcoming installation of a fully automatic driving system, a world first for a line currently in service, will provide greater operational flexibility while improving safety and service. All 14 metro lines hit their targets in terms of the amount of time that people spend on platforms waiting for trains.

Heavy investments in traffic management systems

To de-saturate its underground networks as much as possible, RATP invested heavily (€32 million) in 2008 to modernise its circulation management systems and centralised control rooms. The Ouragan programme system, for example, enables a

constant control of line speeds. By reducing intervals between trains, this guarantees passengers greater frequencies and safety, notably at peak times. Metro line 3 will be the first equipped with this system by year-end 2009, followed by lines 5 and 13 in 2011. The line 1 automation programme, which also includes the installation of Ouragan and ancillary technologies and systems, will be operational in early 2012.

More RER

For the Company's two RER lines, 2008 was disappointing even if 2009 is sure to show an improvement.

Service on RER line B was below the minimum target set by STIF, due to industrial action preceding the signature of a November 18 majority agreement on the interoperability of RATP and SNCF (French National Railways) drivers. This accord progressively eliminated the need to switch drivers at Gare du Nord station, and ordered the creation of a joint control room. By January 2009, 35% of all rush hour trains were already operating under a scheme where drivers no longer had to switch over. All in all, 700 employees from the two companies, including 600 drivers, will be affected by this change. RER line B will also undergo a major works programme to improve and enhance services on its northern section, with trains running on two dedicated tracks to increase punctuality. There will be no changes in station service or accessibility during this period. Frequencies and comfort levels will be improved with the arrival of modernised materials. All of these measures will help to improve fluidity on this RER line. Frequencies on RER line A did not reach expected levels. The frequency plan launched in April 2008 is progressively starting to produce its effects and the accelerated replacement of old materials by modern double decker trains has proved to be a useful solution.



Improving the regularity of services on RER line A is a priority for RATP. The bus network has exceeded the one billion passenger mark.

1 billion

bus passenger traffic

60%

PDU (Urban Travel Plan) lines output growth

More buses

There has been further growth in the number of bus users, which now exceeds the one billion mark. Most routes now run more buses, notably PDU (Urban Travel Plan) itineraries where output rose by 10% and frequency performance is generally well above STIF standards, both in Paris and its suburbs. Only 13 routes out of a total of 355 failed to hit their output targets: ten Paris PDU network routes that are often disturbed by public demonstrations; and three routes running near the northern extension work of tramline T2. The Company will have to remain vigilant in this area, since scheduled work projects may well cause further diversions and delays.



RER line A's multistation surveillance

centre will help RATP to manage its facilities and equipment optimally.

Action plan for RER line A

A victim of its own success, RER line A is one of the densest networks in the world, with traffic exceeding the one million passenger mark every other day (against only seven days where this was the case in 2003!). Actions taken in early 2008 to bolster service on the Cergy branch have raised traffic density even further on the line's central section, making it harder for RATP to use off-peak times to compensate for any delays and/or maintain rolling stock. In 2008, RATP decided an action plan to make these operations more reliable and strengthen their maintenance function.

Initial results

The frequencies plan increased the number of trains running hourly from 24 to 25, against an ultimate objective of 27. RATP has also come up with a second target for 2009: 95% of all passengers must arrive at destination on time (or with a delay of less than five minutes). Towards this end:

- **two reserve trains** are stationed at Nation and La Défense during rush hour;
- all employees are equipped with **digital radios** to accelerate the handling of any incidents and improve general information flows;
- **180 re-entry jobs** have been employed to channel passengers alighting from trains during rush hour;
- **maintenance activities** were reinforced through the creation of a new night team and an increase in the number of preventive infrastructure actions;
- **track investments** were up by €2.5 billion;
- **the new multistation surveillance centre** at Val-d'Europe, inaugurated on October 24, has improved the management of equipment and facilities.

Anticipated renewal of rolling stock

Thanks to the kind support received from STIF and the French State, provided under the aegis of France's national economic **recovery plan**, line A will benefit from increased transportation capacities, notably involving a generalisation of double decker trains. This substantial investment will help RATP to cope with the 20% rise in passenger numbers expected by 2020. It will also rationalise the Company's fleet, whose lack of homogeneity has become a burden for line operations, for instance, with three families of rolling stock currently running on that line.

More comfort

RATP has entered a period characterized by the intensive renewal of assets arriving at the end of their working life. This is an opportunity to respond to passengers' growing demand for information, comfort and safety – but also to enrich our equipment with new functionalities based on information and communications technologies.

€298 million were invested in 2008 to acquire modern metro trains and/or renovate old rolling stock. The deployment of new Citelis V buses, which are Euro 5 standard-compliant, has continued and they now run on around twenty routes. Regular customers of metro line 2 were able to discover the first MF01 models. Soon, once line 1 has been completely automated, passengers will also be able to enjoy the new MPO5 metro trains.

Better ventilation

Passengers often demand improved temperature control. The MI79 trains that run on RER line B are in the process of being renovated and will soon be fit with refrigerated ventilation – a big bonus during the hot summer months. The recently completed second phase of the Châtelet–Les Halles station ventilation and smoke extraction system's full-scale redevelopment will also satisfy this demand. On metro line 4, summertime temperatures in trains and stations will be much improved by the upcoming transfer from line 1 of MP89 trains that produce half as much heat as the current stock does.

Escalators: a promise kept

In 2008, RATP spent nearly €20 million maintaining escalators and lifts on its metro and RER networks. The vast action plan to repair 85% of escalator breakdowns in fewer than four hours (vs. 75% in 2006) helped the Company to meet its commitments. STIF's targets in this area were met on both the metro and RER networks. With preventive maintenance, extended working hours, more efficient sourcing of spare parts, continuous maintenance projects uninterrupted since October 1, 2008, fleet safety actions (braking tests, quality controls on escalator steps) and the Championnet workshops' assumption of responsibility for step repairs – escalators are now being treated as a transportation mode like any other. On the other hand, more work needs to be done to improve the availability of lifts on the RER network.

Making networks accessible to persons with reduced mobility

The Company is committed to making its networks more accessible to persons with reduced mobility and has engaged in several actions in this area, including work done on metro line 14. By early 2009, fifty of all sixty-five RER stations had been made accessible, with a further eight being scheduled for 2009. The final seven stations will require major redevelopment work but should be completed before 2011. All new metro stations will also be made accessible, including Les Agnettes and Les Courtilles, inaugurated in June 2008 as part of the line 13 extension. Bir-Hakeim and La Motte-Picquet–Grenelle stations, situated on metro line 6's open-air section, are also accessible now thanks to renovation work involving the installation of lifts. By late summer 2008, more than 2,300 buses out of a total fleet of 4,100 were equipped with

Accessibility The Company is committed to making its networks more accessible to persons with reduced mobility and has engaged in several actions in this area. By early 2009, fifty of all sixty-five RER stations had been made accessible, with a further eight being scheduled for 2009.

facilities for receiving passengers in wheel chairs. By year-end 2008, 67 bus routes were completely accessible, including 34 in Paris itself. Road redevelopment work is being carried out in conjunction with the City of Paris to ensure the accessibility of a total of 60 bus routes across the capital by year-end 2009.

Audio and visual information systems

RATP has continued its efforts to be more welcoming to sensorially-challenged passengers. The entire bus fleet is now equipped with a sound system that announces upcoming stops, although visual displays will continue to be deployed until year-end 2009. The SIEL real-time information panels have started to be fitted with an audio system that announces the waiting time. After tests on metro line 11, the system will be generalised to all lines in the near future. In addition, a number of new automatic vending machines featuring synthetic voice interfaces adapted for visually impaired customers were installed in mid-2008.



On top: Bir-Hakeim station has been renovated, with two glass walls designed by the artist Judy Ledgerwood and offered as part of a cultural exchange with the city of Chicago. Bottom left: the BRT prototype. Bottom right: the new Citelis bus.

Getting more from the MF01

The new MF01 (ex-MF2000) metro trains have started operations on line 2 for passengers' greater satisfaction. These trains offer several advantages, in addition to their new design and layout, wider seats and more comfortable spaces. For example, internal acoustics have been lowered to 66 decibels for trains running at 70 km/h. Refrigerated ventilation maximises the replenishment of air in summer and keeps temperatures a few degrees lower than they are outside. Spectrally enhanced lighting bathes the trains in an atmosphere of bright but soft luminosity. The MF01 has everything to appeal to all users, including drivers, who now enjoy more comfortable cabin spaces. Note that the trains' new video surveillance system also helps drivers to detect any anomalies in the passenger sections and whatever measures are required.

Return costs down by 30%

Operational managers also feel good about the MF01's energy efficiency, since 161 of the new trains can match the output of 170 of the older MF67s. Overall costs (purchasing, maintenance plus operations) have fallen by 30%. With an annual delivery rate of twenty trains through 2016, passengers on metro lines 5 and 9 will soon have the pleasure of travelling in MF01s, respectively from 2010 onwards and after 2012.

Targets specified in the 2008-2012 Plan:

- **90%** of all buses equipped for persons with reduced mobility;
- **100%** of all tramlines made accessible;
- **100%** of all RER stations made accessible from the street to the platform;
- **100%** of all buses equipped with audio and visual information systems (from 2009 onwards).

what about the future?

BRT (bus rapid transit) high performance buses

A contract was signed with Irisbus for the delivery of 120 to 170 articulated bendy buses, equipped with modern design and top-of-the-range technology.

SIEL

Navigo

... **more w**

Image

Ma RATP dans la poche

elcoming

More information

Public transportation users are very demanding in terms of the information they expect about waiting times, in normal conditions but especially in case of delays. Better passenger information is one of the main programmes specified in the Company Plan and also a key component of better quality service. Moreover, it is a specific target in the RATP/STIF contract. Unsurprisingly, the Company has bolstered the resources it devotes to this goal.

SIEL system generalisation and more reliability

Customers are very happy with the SIEL real-time information system, which provides indications on waiting times. Once SIEL has been deployed on metro lines 3bis and 7bis (scheduled for 2010), it will be operational across the whole of the metro and RER networks. Note additional plans to improve breakdown detection capabilities and to verify the accuracy of any waiting times being displayed.

As of September 30, 2008, around 10,700 bus stops across the surface network were equipped with SIEL, or twice as many as in the previous 18 months. This generalisation responded to a quasi-unanimous demand from passengers, revealed in a June 2008 survey calling for a *“more pleasant [journey]... less stress... waiting times that seem shorter”*. On the other hand, many passengers (30% for SIEL on the trams, 60% for SIEL on the buses) said in this survey that they have been unhappy with the system’s deficiencies whenever service is slow. Several actions have been engaged to make the system more reliable.

Deployment of SIEL version 2 on the RER

With the new version deployed by late summer 2008, passengers can continue to check screens for train schedules and locations in case of service interruptions. Now, if communications with the control room server break down, station employees are able to step in. The new version also accommodates full screen messages if need be.

On RER line B, 190 new panels indicating where the next train terminates and the stations where it will stop will progressively replace ones that were first installed twenty-five years ago. In addition to the stations being served, the new systems will display waiting times for next train, directions and train lengths (number of coaches).

Control rooms centred on customer information

Dedicated customer information employees in charge of everything happening within a particular zone are being stationed in centralised control rooms that will soon be installed on every RER and metro line. Ultimate responsibility for distributing information and messages concerning each zone will reside with the individual who has the greatest visibility over the whole of the sector. With respect to the bus network, traffic regulators are now aware of how important a role they play in giving passengers information on service delays, precisely at a time when they are very busy with other urgent tasks. Further actions have been engaged to maintain information relays to a higher standard and to improve the quality of the information being broadcast. The number of buses equipped with audio and visual information systems has almost doubled since summer 2007, with nearly two-thirds of the fleet (2,650 vehicles) being fully equipped by early 2009.

Enhancement of the “Ma RATP dans la poche” service

The “Ma RATP dans la poche” (My RATP in the pocket) wap application is increasingly popular among the “tweeter generation”. Real-time traffic information has been available on the metro system since year-end 2008, as it already was on the RER and tramway networks and on 90% of all bus routes.

Nothing can replace a human touch

Compared with the anonymity of electronic display boards, customers still appreciate and often prefer a human touch when seeking complementary information on things like waiting times or the organisation of replacement services and other alternatives. Whenever service is slow, getting employees to provide information both responsively and transparently is the best way of providing information to as many people as possible. This is an area where RATP’s strategy of interacting closely with customers finds its full meaning.

Metro line 13’s control room building.



what about the future?



From top to bottom, the Siel real time display panels on the bus, tramway and metro network.

2009: multimodal information with "Image"

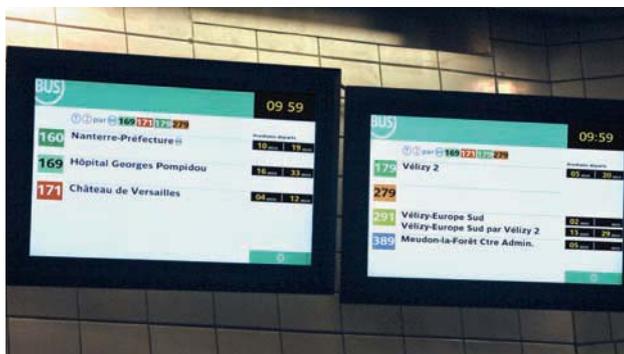
The deployment of multimodal passenger information across all networks, as determined in the Company Plan, started to materialize in January 2009. The new Image system, which has been in use at Pont de Sèvres station (metro line 9) on an experimental basis since January 16, enables passengers waiting at the station to check real-time departure schedules for seven transfer bus routes. Over time, the goal is to offer instantaneous, complete and continuous information about the underground and surface networks, helping people to move from one mode to another without any stress.

The Tetra radio network

Several communication networks co-exist at RATP. The bus and tramway each have their own analogue radio service, as do metro station employees, RER drivers, RER station employees and security staff members. Metro drivers and control room personnel have been communicating via a high frequency telephonic network since the 1960s. The Tetra project, once it has been fully deployed, will form a single network for all of the Company's radiophonic needs across all of its networks. Installation of the necessary underground infrastructure was completed in 2008 – a major step in a programme that has been running for several years now.

10,700
bus stops equipped as of September 30

+100%
in 18 months



Making people feel more welcome and supported

Another prime goal for RATP is to improve the quality of customer care. Regardless of their responsibilities and activity, all customer contact employees must be able to answer passengers' questions. The Company has formalised the foundations of a customer relationship management featuring a "service benchmark" that is articulated around three themes:

1) customer service; 2) making people feel safe and reassured; and 3) greater autonomy.

The first employees to define service attitude benchmarks for their profession were RATP's 13,000 bus drivers. As metro and RER station employees' work evolves in 2009, they will do the same thing. With the generalisation of automatic vending machines and the disappearance of the old Carte Orange ticket – replaced by the Navigo card – station staff members enjoy greater availability and are occasionally in a position now to come out from behind their desks and help inexperienced passengers or anyone with specific difficulties. Station staff will also be able to assist with a few simple maintenance operations or relay comments made by customers or staff members anywhere on the network.

A Company internal annual competition called "Service plus" awards prizes to the teams that make the most progress in three areas: ticket office service; information counter service; and station cleanliness.

The 30 sectors competing for this prize can track their performance month-by-month.

The new service relationship was sustained in 2008 by €15 million of investment in new information counters, commercial agencies, the generalisation of contactless ticketing facilities and overhaul of dedicated IT systems.

Navigo: an exemplary project

A prime example of this approach is the work being done to help people to migrate from the old magnetic Carte Orange ticket to the new Navigo card, with employees now starting to proactively help customers complete in just a few short minutes the formalities that the new travel card requires. Starting in autumn, nearly 4 million Île-de-France residents had a Navigo card (versus a 2012 target of 4 million). To shorten ticket queues, other sales channels are being developed. For instance, cards can be recharged at around 200 cash points run by banks like Crédit Mutuel and CIC. Employees have also started testing online recharging, a facility that will soon be experimented with by a panel of customers. La Banque Postale (France's Post Office Bank) is also going to help test facilities enabling infrequent passengers to access RATP's networks via contactless bank cards.

"Parlez-vous anglais?"

More and more non-French speaking customers use RATP's networks. An explanatory "Paris travel kit" has been specifically prepared for these tourists. Signs are being translated more systematically into foreign languages and sound systems now offer messages in English but also Spanish, Italian or German, on RER line A trains (which go to Disneyland Paris) but also on metro lines 3 and 14, as well as the new MF01 trains that will soon operate on metro line 2 or the renovated MF77s running on line 13 – without forgetting, in the not so distant future, RER line B, serving Paris-CDG and Paris-Orly airports.

Two other precious tools launched in 2008 to reinforce dialogue and interactions with passengers online were the **vous-et-la-ratp.net** and **lafabriqueratp.fr** websites. The former allows passengers to make suggestions, chat or communicate directly with RATP counterparts. The latter tests new products and services on a panel of 500 regular customers.

Travelling safely

Significant resources have also been deployed to ensure that passengers always feel safe. Increasing employees' availability is a step in this direction. RATP has exceeded its target of 6,500 video surveillance cameras across the rail network, with 6,900 units in service by year-end 2008 – by which time the bus and tram networks had already deployed 17,300 onboard cameras. By second quarter 2009, the security teams should be able to access the new Tetra digital shared information network that is in the process of being deployed. The Acropol network – the same as the French police use – will be up and running by second quarter 2009. Inaugurated in October, the Val-d'Europe multistation surveillance centre will be able to monitor, in real-time, the more than 4,200 pieces of equipments found in the 29 RER line A stations. An alarm will be given immediately at the slightest incident affecting video-surveillance cameras, escalators, lifts, intercoms, alarms or vending machines. An employee will then be able to view the location where the problem occurred, repairing a defective system remotely or dispatching a team if need be. The centre is connected to the new *Toscane* equipment status supervision and remote alert system that sends warnings to maintenance centres and teams. On one occasion in 2008, this supervision system helped to prevent underground metro ventilators from breaking down due to vibration-related phenomena. This ultramodern centre has improved the safety of transportation spaces and persons as well as the quality of passenger information. It frees station employees from having to constantly monitor their equipment and increases their general availability.

Respecting people's anonymity

RATP is very attached to the basic right to travel freely and anonymously.

The Navigo card being used on the Île-de-France public transportation networks has been adopted by the STIF transit authority and validated by the CNIL (Data Protection Agency). This system was specifically designed to prevent any material or technical reconstitution of the journeys that a person makes.

The basic principle here is that files must be protected by a hermetic firewall using a CNIL-approved architecture. In this respect and as confirmed by CNIL reports, the use of cards like the Navigo Découverte guarantees that all passengers can travel freely and anonymously. CNIL pursued a due diligence mission at RATP for nearly eight months (from September 2006 to June 2007), ensuring that the technology being implemented was fully compliant with existing legislation.

This system is based on two totally independent types of data: personal and commercial data derived from customer files, and travel data that only materialises when tickets are being validated or traffic statistics compiled. These two types of data are processed independently and in a non-compatible manner to prevent any possibility of tracing.

“Benchmark attitudes” for the bus network

RATP's 13,000 bus drivers were the first to have defined customer relationship attitudes benchmarks adapted to their profession and environment. The list below was compiled by work groups comprised of both employees and managers.

- 1/ **I will be** on time and respect any operational orders I receive.
- 2/ **I will respect** the dress code and keep a neat appearance.
- 3/ **I will make good use** of on-board tools and notify someone if problems arise.
- 4/ **I will act** in a way that ensures the safety of customers and third parties.
- 5/ **I will act** in a way that ensures customers' comfort.
- 6/ **I will recognise** every customer who comes on board with a look, gesture or word.
- 7/ **I will keep customers informed** using all appropriate tools, under all circumstances and always in a friendly and courteous manner.
- 8/ **I will explain** appropriate travelling rules and discretely request that people respect them as well.
- 9/ **I will remind** any customers who forget to validate their tickets to do so.
- 10/ **I will show people** that I am always present and available, on the bus itself but also in its immediate vicinity.
- 11/ **I will deal proactively** with customers who seem to have special needs and adjust the service provision to any delicate situations.
- 12/ **I will keep customers informed** as soon as possible in case of a problem to help them continue their journey.



In a renovated and clean transportation environment

Corridors and platforms play a major role in passengers' perception of the quality of the service offered by RATP, which spent €45 million (+20% over 2007) upgrading its passenger transportation spaces last year. A multiannual programme to renovate 273 stations continued throughout 2008, with only 75 stations remaining now. The passenger satisfaction index in these renovated stations has risen to 92%, 20 points higher than elsewhere. With its modern lighting, new tiling and modernised signage system, Opéra station has been thoroughly renovated over the past 15 months. The operation was especially difficult because it was impossible to close this major hub. The lessons derived will be very useful for the future rehabilitation of other large transfer stations like République (where work started in January 2009), Nation, Bastille, Châtelet and Montparnasse–Bienvenüe. In a similar vein, La Motte-Picquet–Grenelle and Bir-Hakeim stations benefited from work making their outside sections accessible following the installation of lifts and escalators, corridor widening operations and a redevelopment of their sub-viaduct spaces.

Local maintenance

The Company has also intensified the maintenance of spaces, equipment and infrastructure throughout its networks. This drive has had a major effect on passenger perceptions of RATP's service quality. Operatives now assume a direct responsibility for maintenance operations, both to increase responsiveness and facilities' availability. Dedicated small repair teams are now able to work without getting the heavy maintenance teams involved. Lighter structures are already operational on two metro lines.

Cleaner transport environments

All customer satisfaction surveys show that people are increasingly demanding in terms of metro and RER network transport environments' cleanliness. For RATP, this means 1.3 million m² of floor space to clean, along with 1,000 trains and 400 kilometres of tracks.

An Ifop survey from September 2008 showed that 72% of all passengers consider RATP's network to be relatively clean. A new contract signed in 2007 with four cleaning services incentivised by the outcomes of cleanliness controls has had a positive effect. 2008 results on the RER networks and trains and on the metro trains were well above STIF contract targets. Underperformance in the metro stations was caused by poor results during the first two quarters but things did improve in the latter half of the year. Action plans have helped to correct any black spots that were detected, with, for instance, 2,000 extra bins being added to the existing stock of 12,000.

Asking customers what they like

Against the backdrop of an Ifop survey showing that passengers are ready to become personally involved in keeping their transportation environment clean, in autumn 2008 RATP launched a vast communications campaign called "Cleanliness – what we can all do". This campaign was galvanised by the front-line actions of a total of 150 information counters and temporary stands stationed on each line to spur dialogue between staff members and customers, sometimes together with representatives from cleaning companies. This gave customers a chance to signal any problems that they noticed.



A communications campaign

has increased customer awareness of the need for cleanliness. New contract signed with four service providers. RATP is working harder than ever to maintain its spaces.

The Airparif agreement

To increase transparency, from January 2008 onwards RATP published online the results of air quality measurements taken at three of its stations. In addition, on July 4, 2008 the Company signed a partnership agreement with Airparif to increase knowledge about air quality in the rail transportation environments while raising awareness of public transportation's beneficial effects on external air quality.



Having shops in RATP's transport environments further underpins its role as a key actor in the life of the city.

More services

To encourage intermodality, RATP intends to support its passengers by making their journeys more fluid. One example of this strategy is its partnership with the Velib' bicycle-rental scheme. Other examples include the organisation of car pools or taxi reservation schemes. The Company wants to help customers manage their travel times better by offering a service that is relevant to their lives and enhances flexibility and opportunity.

Mobile, Internet

The deployment of GSM was almost completed in 2008 in the underground network. Attention is now being focused on ways of improving Internet access and multimedia contents.

Instantaneous information

In 2008, the Company also started to experiment with "mobile ticketing" processes that will help people to get information simply by positioning their mobile phones near an information relay station. The same technology might also be used to buy tickets. December also saw the installation at Charles de Gaulle-Étoile station of a new generation of LCD advertising panels broadcasting high definition videos.

A mini supermarket at Châtelet-Les Halles

Opening stations to neighbourhood services adapted to today's urban lifestyle remains an ongoing concern for the Company. In November 2008, a 210 m² Monop' supermarket was opened in the Châtelet-Les Halles RER transfer hall, similar to the one found at La Défense station. This was a major success for Promométo, the RATP subsidiary that designs, markets and runs retail outlets in transportation environments. This company manages several hundred shops and thousands of vending machines across the RATP network. It also has a presence in many local shopping centres, where it installs retail outlets, services and equipment. Lastly, it fulfils both a design and an operational function across a range of transportation networks.

Caring for the city...

... means growing the company

2008 was another year of strong growth in RATP's service provision, with traffic up by 3% (after adjusting for strikes in 2007) and the total provision up by 3.9%, reflecting STIF's proactive policy. Some of RATP's new commitments to service frequency, safety, passenger information, customer welcome and the availability of facilities also kicked off in 2008. Qualitative and quantitative targets contained in the multiannual 2008-2011 contract will be determined henceforth on a line-by-line basis, and no longer for each "sub-network" separately.

The number of quantified targets being tracked on an ongoing basis has doubled to 65. RATP is coping with the challenges it faces, as witnessed by the bonus it received in 2008. It remains that the networks' growing saturation at peak times makes the construction of an underground orbital system around Paris increasingly indispensable.

300,000

more passengers every
working day

3%

passenger traffic growth
adjusted for strikes

Proactive

Expertise

... a constructive approach
with ST

Responsible

proach
IF

Technology

Commitments that are more demanding than ever

2008 was the first year when RATP could test “de-consolidation”, one of the main novelties featured in the STIF contract. By so doing, it was able to assess volume and quality outcomes on its busiest networks and sub-networks on a line-by-line basis. These kinds of indicators are closer to passengers’ daily lives. They also increase the validity, thus the accuracy of service output measurements. What the contract has done is make the Company and its teams feel more responsible for their activities’ front-line effects.

1. Capacities up 4%

RATP has had to deal with an unprecedented passenger flow of 3.037 billion customers, or 300,000 more customers every working day. This represents a growth rate of 3%, after adjusting for days lost to industrial action in 2007. By itself, the bus network carried more than one billion passengers. These successes reward RATP teams’ efforts to improve service quality, along with STIF’s proactive policy of encouraging greater network use. The overall transportation provision was up 4%, leading to a 5% rise in output when defined in car-kilometre terms (a measurement that exceeded the 500 million mark for the first time ever). The decision to extend social fares has made the networks more attractive to more disadvantaged citizens. Around 630,000 persons now benefit from a “*Carte solidarité transport*” discount pass.

Contract principles

STIF defines the transportation provision in volume and quality terms for a given cost level of output. RATP agrees to these quantity and quality targets. A rewards mechanism, replete with a penalty/bonus incentives system, will then reflect its performance.

Benchmark service

The benchmark service is defined in transportation provision and quality terms RATP agrees on a theoretical annual transportation provision for each line on the:

- metro network (lines 1 to 14);
- RER network: (lines A and B);
- 3 tramlines (T1, T2, T3) and a dedicated lane bus route (TVM);
- 21 PDU (Urban Travel Plan) Paris bus routes;
- 51 PDU (Urban Travel Plan) suburban bus routes.

RATP agrees to a theoretical annual transportation provision on each of the sub-networks:

- Noctilien;
- Paris buses (other than the PDU routes);
- suburban buses (other than the PDU routes).

STIF defines service levels, theoretical running speeds, frequencies, stops, amplitude, intervals and schedules.

2. Revenues below target

Gross revenues from passenger travel (€1.942 billion in 2008, or +4.3%) only rose by 0.9%, excluding the general increase in public sector prices and the impact of social fares. This increase is below the ambitious 1.9% target set in RATP’s contract with STIF. The shortfall of €25 million is equally shared by RATP and STIF, as per contract terms.

Risk management

- Commercial risks (revenues from passenger travel) are shared by STIF and RATP;
- STIF assumes retail price risks;
- RATP assumes “industrial risks” like output volumes and cost.

3. Record output

Overall, RATP met its commitments in 2008. Output levels were very close to objectives, as witnessed by the relatively low penalties paid for nonperformance (€1.4 million versus €13.7 million potentially). These results can be improved upon, however, with the Company having decided that 2009 will be a year placed under the sign of service quality.

Output in 2008

- Commitment to yearly output calculated on a line-by-line or “sub-network” basis;
- Transportation provision expressed in passenger-kilometres;
- Tolerances determined for normal operational variability.

Where services were below these tolerance levels, the Company suffered a loss of remuneration that was proportional to the passenger-kilometres lost due to the nonperformance, albeit limited by a cap defined for each sub-network.



Contract principles	2008 results
Metro	
Transportation provision established on a line-by-line basis for the 14 metro lines, with a tolerance of 3.5%.	All lines met the minimum 96.5% performance commitment, except line 13, which scored 95.8%.
RER	
Transportation provision established on a line-by-line basis for lines A and B, with a tolerance of 2%.	RER line A met its minimum commitment. RER line B was well below its minimum: 96.7%.
T1, T2, T3 and TVM	
Transportation provision established on a route-by-route basis. PDU Bus (Paris and suburbs).	All four routes were within their tolerances.
Transportation provision established on a route-by-route basis, with a tolerance of 3.5%.	10 out of 21 Paris routes did not operate within their tolerances. 3 out of 51 routes on the suburban bus network did not hit their targets.
Noctilien	
Global commitment for the whole of the "sub-network".	Within tolerances.
Paris buses (excluding PDU)	Within tolerances.
Suburban buses (excluding PDU)	Within tolerances.

Metro

Metro network output rose by 5.6% in 2008, to 46.7 million commercial passenger-kilometres or 98.5% of the theoretical objective. All lines exceeded a minimum commitment set at 96.5% of their objective, the level below which penalties are assessed. The one exception was line 13, which only achieved 95.8%. There were also problems on lines 5 and 9, which are extremely busy. An enhanced transportation provision on these two lines in 2009 should lead to an improvement in operating conditions. Line 13, particularly saturated during peak use times, benefited from major efforts in 2008 (see page 23) but these were simply holding back the tide. The long-term uptrend in traffic and the line's northern extension increased the need for improvements that are expected to occur in 2010 (installation of platform edge doors) and 2011 (Ouragan programme). The effect will be to cut minimum intervals between trains to 90 seconds.

RER

The RER network did not perform as hoped, notably line B, where output only hit 96.7%, much lower than the minimum target of 98%. The majority agreement on driver interoperability that RATP signed with its trade unions on November 18, helped to improve things, defining the practical modalities and working conditions related to this interoperability and enabling RATP and SNCF drivers to cover all of line B without having to switch over at Gare du Nord station. Line A just reached its minimum objective of 98%, thanks to an action plan that, after a series of setbacks, helped to improve operating conditions during the latter half of the year. The anticipated replacement, from late 2010 onwards, of older trains by newer ones with greater capacities, will help to restore top-notch operating conditions.

Buses and tramways: very satisfactory

The 355 bus network routes faced an exceptional growth in demand, with output rising by 7.5%. Paris and suburban routes generally exceeded their targets. Given tolerances of 3 to 4%, only thirteen did not reach their minimum objective. Ten of these were Paris PDU (Urban Travel Plan) routes in neighbourhoods where traffic is often disturbed by street demonstrations. Three were PDU suburban routes often disturbed by State-Region contract projects. In 2009, around 20 new routes might be affected by plan projects. The three tramlines and TVM routes again exceeded all expectations in 2008, with output up by 13.2%. This clear sign of support from customers bodes well for the line extensions and creations envisaged under the 2008-2012 Plan.

Quality growth

A significant improvement in public transportation quality was a priority objective in the 2008-2011 Contract that RATP and STIF signed on February 21, 2008. This contract includes new stipulations regarding service frequencies, safety, passenger information, customer welcome and the availability of facilities. The number of service quality indicators has almost doubled to ensure more strenuous and demanding controls. In return, the annual envelope for service quality has also more or less doubled, reaching €25 million in the contract. Under its profit-sharing scheme, RATP can pay 60% of this amount back to its employees. RATP reached the contract objectives in only eight instances, all networks combined. Results were positive in terms of indicators like customer reception, the availability of facilities (escalator, lifts, ticket vending machines) and passenger information. The €10.8 million bonus paid for service quality in 2008 attests to the active involvement of different Company departments. More must be done to ensure that all indicators turn positive. Towards this end, action plans were drafted in 2008 to resolve any black spots.

Greater frequencies on the RER

Extra efforts are expected in particular to ensure increased frequencies on the RER, where the targets set were missed on both lines, leading to penalties being assessed. Frequencies deteriorated by one point on RER line A in 2008, with only 91.8% of all passengers arriving at their destination no more than five minutes late. The frequency

plan launched in April 2008 began to improve passenger service. For RER line B, where the situation was difficult even before the signing of the driver interoperability agreement, this reform should help things to improve. On the other hand, eight out of the fourteen metro lines exceeded the 99% upper target set for train waiting times, the idea being that passengers on platforms should wait for fewer than three minutes during peak times, six minutes during off-peak times and ten minutes late in the evening. These targets include increasingly congested routes like line 1, the network's busiest (725,000 passengers/day) as well as line 13 (550,000 passengers/day), both of which are clearly struggling. Line 4 (the second busiest with 665,000 passengers/day even before its extension to Montrouge) and line 3 (with 560,000 passengers/day) are also threatened sooner or later by the same phenomenon. The upcoming automation of line 1 will be a breath of fresh air.

Something to improve: lifts on the RER

Station cleanliness in the metro network improved over the year but has yet to hit targets. The action plan implemented in 2008 (see page 34) tried to remedy this shortcoming. The availability of lifts deteriorated across the metro system. The RER network also missed its targets (albeit barely), with compensation having to be paid for lines A and B.



One of RATP's quality commitments is to ensure that its facilities and equipments are fully available.

New indicators in 2009

2009 will see the arrival of additional quality indicators like service frequencies for each branch on RER line A (four branches) and B (three branches) along with three new indicators for the metro and RER networks; “*time needed to contact employees*”; “*time needed to restore service*” and “*time needed to get information*” on escalators and lifts. For buses, the quality of “*real time bus-stop information*” will be monitored now on all sub-networks except Noctilien, which will focus henceforth more on frequencies and on “*service from the bus driver*”. A new indicator will monitor metro output during peak times.

Indicators The 2008-2011 contract signed with STIF includes new stipulations regarding service frequencies, safety, passenger information, customer welcome and the availability of facilities. The number of service quality indicators has almost doubled to ensure more strenuous and demanding controls. In return, the annual envelope for service quality has also more or less doubled.



In 2009 there will be new indicators measuring information provided plus how much time is needed to restore service whenever equipment becomes unavailable.

what about the future?

Like 88% of Île-de-France respondents surveyed in a Sofres poll, RATP is eagerly waiting for a decision concerning the launch of a major infrastructure project that the Île-de-France truly needs: an orbital metro enabling suburb-to-suburb links around Paris. Asked by France's lawmakers and obliged by its own mission statement to ensure public service urban transportation across its home region in the best conditions, RATP faces operational difficulties caused by the daily growth in its networks' saturation.

2009 is likely to witness some major decisions regarding people's travel needs in Île-de-France. Irrespective of which infrastructure project the national and regional authorities ultimately choose, RATP's teams will be ready to go. After all, the desire to "*participate fully in Île-de-France orbital metro projects*" is one of the 22 priority programmes featured in the 2008-2012 Company Plan.

Reminder of RATP proposal from October 2006

The project that RATP, initially called "Métrophérique" and which the Region then adopted under the name of Arc Express, aims to:

1. combat congestion;
2. improve service to surrounding districts;
3. foster economic development.

In 2008, Christian Blanc, Secretary of State for the development of the Capital Region, was given the task of reflecting upon the Île-de-France region's attractiveness and economic development.

RATP is ready to guarantee the project's technical reliability

RATP's teams have all the resources required for this project. They possess front-line knowledge and the Company already knows what it has to do as a service operator. It also has general contracting and engineering competencies internally and in its subsidiaries. Xelis is already mobilised to carry out this project and Systra has been solicited on several occasions, attesting to global recognition of the RATP group's know-how.

Xelis at work

Xelis, which was born out of the subsidiarisation of some of the RATP engineering activities in 2006, has won two tender contracts for technical analysis of the Île-de-France Arc Express project. The purpose of these analyses is to study and compare different scenarios: routes, stations, interconnections, services on offer, transportation system, etc. These studies involve the:

Southeast Arc Express, covering a large part of Val-de-Marne county, an area predominantly shaped by the Seine river valley;

Northwest Arc Express. To the north of Hauts-de-Seine county and to the northwest of Seine-Saint-Denis county, the northwest zone is predominantly shaped by the Seine river and its Gennevilliers loop.

An optimal solution

An orbital underground service offers many advantages. Buried below the surface, it does not slice up the territories it crosses. It is the transportation mode that provides the best ratio between capital invested, on one hand, and number of passengers and running speeds, on the other. It guarantees commercial speeds that are sufficiently fast to compete with passenger vehicles. It can also be operated flexibly enough to mesh with traffic fluctuations. Lastly, an orbital would interconnect the radial lines that already structure the Île-de-France regional network (RER, metro line extensions and tram-lines).

Extending line 14?

Line 14's northern extension to Mairie-de-Saint-Ouen offers a credible north-south solution. The line can accommodate the extra traffic that expansion will generate – as long as it is reinforced, and if a new maintenance workshop is created to house the new metro cars. This solution would decongest line 13 without solving all network saturation problems.

RATP is ready Irrespective of which infrastructure project the authorities ultimately choose, RATP's teams will be ready to go. The desire to "participate fully in Île-de-France orbital metro projects" is one of the 22 priority programmes featured in the 2008-2012 Company Plan.



Metro line 14's extension to Mairie de Saint-Ouen is one of the solutions being studied to help decongest metro line 13.

Asia

Europe



... global g



South Africa

Brasil

Algeria

10 countries, 25 subsidiaries

RATP's ambition is to be one of the world's five leading urban public transportation providers. It intends to pursue its development in France and abroad, above and beyond the work that the RATP public sector Company does. In particular, it is going to rely on its subsidiary RATP Développement, pursuing a selective and proactive strategy that is both cross-departmental and profitable. This will help to promote and diversify RATP's experience and know-how while generating the resources it needs. 2008 was another year full of contracts and successes, culminating in January 2009 in an alliance with Veolia Transport in Asia, complementing a strategic alliance with Transdev in which RATP holds a 25% stake alongside Caisse des Dépôts et Consignations.

rowth

Objective: €1 billion in revenues by 2013

RATP's aims for its subsidiaries are to achieve revenues of nearly €1 billion in 2013 vs. €250 million in 2007. This strong increase implies a proactive development strategy for each subsidiary with additional bids on tender contracts plus new acquisitions and partnerships, ensuring all the while a sufficient return on investment to sustain group development. Revenues rose by 15% in 2008 to €285 million, after consolidating acquisitions made in 2007. This dynamic will be bolstered in 2009 by the start-up of operations on several overseas networks.

RATP Développement

RATP Développement now combines more than 20 subsidiaries in France and abroad specialising in transport network operations and ancillary services.

In France: new value-added contracts

In 2008, RATP Développement acquired Jacquemard and Cie, a family company and one of Eure County's main actors in passenger transportation, with 90 employees and €6 million in revenues. RATP Développement runs bus service operations in Annemasse, Chelles, Mantes-la-Jolie, Cergy-Pontoise, Saint-Quentin-en-Yvelines, plus Opentour tourism operations in Paris. In addition, in association with local partners, it has interests in the Mulhouse and Clermont-Ferrand tramway systems.

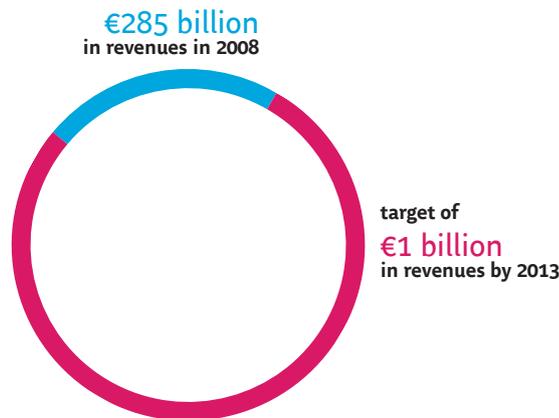
Specialised in the transportation of persons with reduced mobility in Île-de-France – and as a 51% subsidiary of RATP Développement (alongside Transdev and GIHP Île-de-France) – FlexCité won two tender contracts in 2008, one in Seine-et-Marne county (a state sector call for tender) and another in Essonne county (the delegation of a public service mandate). FlexCité was already present in Val-de-Marne county, the southern part of Yvelines county and Seine-Saint-Denis county.

Mobicité, another subsidiary specialised in local transport, has been responsible for the Rosny-sous-Bois inter-municipality transportation system since January 1, 2008. Mobicité already has a presence in Montreuil (Taco), Aix-en-Provence (Diabline) and Carcassonne.

RATP Développement has taken a 10% stake in Tourexcel, France's number one receptive tourism operator and a leader in excursions departing from Paris. Tourexcel organises tours notably through its brands Cityrama and Paris Vision. This operation will enable synergies between the two companies.



RATP Développement operates OpenTour's Paris service and through its Mobicité subsidiary, the Taco network in Montreuil.



At least 8%
return on capital invested.

Key figures across all subsidiaries

Telcité

Telcité, a 100% RATP subsidiary, extracts value from metro and RER spaces by using their tunnels to deploy one of Île-de-France's largest fibre optics networks. The firm, which has served about 50 customers since its creation in 1997, signed five new contracts in 2008. Customers included the Centre Georges-Pompidou; the Plateau de Saclay broadband network; BT France; la Financière Oceor; and Montreuil Prévoyance.

Its subsidiary Naxos, a wholesale operator of GSM, wifi and urban Internet kiosks, has signed a contract with GlobeCast to use its Wixos (wifi) platform for sending video files. Together with Naxos, Telcité earned revenues of €20 million in 2008 (+5%).

Outside Paris RATP Développement runs bus service operations in Annemasse, Chelles, Mantes-la-Jolie, Cergy-Pontoise, Saint-Quentin-en-Yvelines, plus Opentour tourism operations in Paris. In addition, in association with local partners, it has interests in the Mulhouse and Clermont-Ferrand tramway systems.



The Annemasse and Saint-Quentin-en-Yvelines bus networks operated by RATP Développement.

Trinidad and Tobago

The Trinitrain consortium in which RATP Développement is associated with Bouygues Construction and Alstom, was selected by Trinidad and Tobago to build, operate and maintain an express rail system on Trinity Island. The project includes the construction of two 105-km express train lines and service to ten stations. RATP Développement will be responsible for service operations and maintenance for period of fifteen years.

Italy

Operations on the Florence district tramway network will also start in autumn 2009 with the launch of line 1, followed by lines 2 and 3 in 2011. RATP Développement has also acquired a Tuscan region bus company. In Rome, it is a member of the consortium that is responsible for defining plans for future metro line D, which will be entirely automated.

Algeria

RATP Développement has continued to prepare the operational launch of Algiers metro line 1, planned for 2009.

Brazil

Shareholder in ViaQuatro (operator of the future metro line 4), RATP Développement was in charge in 2008 of supervising Latin America's first entirely automated line, São Paulo metro's future line 4, which should be inaugurated in 2010. 13 km long and serving 11 stations, it has been sized to transport around one million passengers.

South Africa

In South Africa, RATP Développement (alongside Bouygues and Bombardier) is a partner in the consortium chosen to build and operate the Johannesburg • Pretoria rapid link that will begin service in 2010. RATP Développement ran the Bombela Operating Company for fifteen years in partnership with South African companies Murray & Roberts and SPG.

Germany

Since year-end 2008, Eurailco, a joint venture (together with Transdev) specialising in local or regional rail transportation, has been responsible for operating the Mittelrheinbahn line serving the banks of the Rhine river between Cologne and Mainz.

Systra

Systra, for which RATP serves as legal co-shareholder alongside SNCF French National Railways, is an international leader in urban transportation and rail engineering with activities in Asia, the Middle East, North Africa and North Europe. In August 2008, the Le Havre district council hired Systra as general contractor for its first tramline, running over a distance of 13 km.

This line, with its 700-metre long tunnel, should enter service by second quarter 2012. In October 2008, Systra, working in India in association with Parsons Brinckerhoff, was chosen to take charge of the engineering and first phase general contracting of the Hyderabad metro, comprised of 71 km of tracks and 66 stations. The whole network will be built as a viaduct. Hyderabad is India's fourth metropolis, after Delhi, Bombay and Bangalore, to choose Systra for its metro programme.

Since late 2007, Systra has also been monitoring the construction of a second metro line in Sofia (Bulgaria) as part of a tender contract where it is associated with two Bulgarian engineering entities. Starting in 2012, this second line will run for 10 km underground and serve five stations. Vietnam has also hired Systra for its Hanoi metro project. The Company is responsible for engineering analyses, monitoring calls for tenders, supervising construction, manufacturing rolling stock and helping with service launches and operations.



Italy, Algeria, Brazil, South Africa, Germany, India – RATP exports its know-how across the world.

RATP's ambition is to be one of the world's five leading urban public transportation providers. It intends to pursue its development in France and abroad, above and beyond the work that the Company does. In particular, it is going to rely on its subsidiary RATP Développement, pursuing a selective and proactive strategy that will help to promote and diversify RATP's experience and know-how.

what about the future?

RATP Développement and Veolia Transport together in Asia

In January 2009, RATP Développement and Veolia Transport founded a 50/50 joint venture to increase their development potential across Asia. The JV hopes to become a leader in urban transportation in this part of the world, with a target of €500 million in revenues by 2013. Its activities will involve operating and maintaining urban and semi-urban passenger surface transportation systems.

Already €100 million in revenues

Veolia Transport is already present in China, South Korea and India via the Nanjing bus operating company, line 9 of the Seoul underground system (July 2009) and line 1 of the Mumbai metro (2010). The JV will benefit from these contracts and from the integration of Veolia Transport's existing companies, generating €100 million in revenues over a twelve-month period. Veolia Transport will preside over the Group for three years, with RATP fulfilling an executive role. The Asian market is particularly promising today. China already has 170 cities of more than one million inhabitants. In South Korea, where Veolia Transport won a contract to run the main metro line in Seoul, the nation's capital, many other cities are also looking to create new lines.

RATP's developmental advantages:

- globally recognised **technical competency**, with cutting-edge abilities in a number of technically complex and/or innovative areas like automated metros, operational help systems, ticketing, new transportation systems or modernisation of old networks;
- **human resources** in all areas, as witnessed by the way that Systra has been using RATP engineers for more than thirty years;
- **a constant concern that transportation should be integrated into the city**, exemplified by the development of an integrated multimodal network (premises design, passenger information, fares), projects that fit their urban environment, organisation and tools that are conducive to safety enhancements and an incorporation of urban ecology.

RATP's overseas development is grounded in its:

- **commercial and management know-how** in different cultural and institutional contexts and environments;
- **experience in acquiring companies** and commercial experience in winning contracts;
- **experience in operational partnerships** with local companies;
- **mobility schemes** for staff, notably managers, thus making RATP more attractive;
- **financial strength**, in terms of both revenues and earnings.

The (consolidated) breakdown in 2008 revenues managed by subsidiaries was:

Operations:	€125 million (+33%)
Engineering:	€120 million (+4%)
Promotion of transport environments:	€40 million (+5%)
TOTAL:	€285 million (+15%)



Caring for the city...

... means raising RATP's performance levels

Only a high performance company can guarantee higher quality service in the future. Annual productivity gains of 2% by the year 2012 will give RATP more room to manoeuvre. In 2008, the Company continued to adapt its organisation, sizing its investments appropriately, reinforcing the efficiency of its procurement and supply functions and making better use of existing resources. RATP's performance stemmed above all from the shared efforts of its men and women and from an

organisation that has been adapted to face new challenges. These changes will continue in a spirit of respect for the principles of social dialogue that have developed within the Company.

859 M€

EBITDA

+ 2%

annual productivity gains
targeted for 2008-2010



Maintenance

Engineering

Human resources

... greater



Know how

Purchasing

efficiency

Productivity – a joint effort

New European regulations on public service obligations apply after December 3, 2009. Clearly, they guarantee the stability of existing infrastructure operations like the ones that RATP manages today. But RATP will only be allowed to operate future infrastructures by showing that it is the best. The sole criterion for future selection will be overall performance and service quality. The Company will have to demonstrate its ability to produce quality services at a return cost that is competitive and in a way that distinguishes it from the competition. RATP, which up until recently had existed in a universe defined by certainty and laws, now faces a new reality, one where it will need the approval of its transport organising authorities. Achieving its cost-cutting targets as quickly as possible without undermining its safety obligations is an imperative for the Company's long-term survival and a necessary condition if it wants to continue on the path towards growth. This is highlighted by the 2008-2012 Company Plan's priority programme 12: "Realize 2% in annual productivity gains to gain room to manoeuvre." RATP worked even harder towards this goal in 2008 than the year before, as witnessed by its results and decision to restructure a number of operating methods.

Productivity in a context of growth

Spending-related productivity gains reached €48 million in 2008 or 70% above budget and 45% more than in 2007. €40 million stemmed from savings on labour costs, affecting a total of 730 positions. Despite these cost-cutting measures, total staff numbers rose, with the increased transportation provision translating into the creation of 900 new jobs. Savings of €8 million (out of a total of €580 million) were made on "materials and other external charges." Bus drivers also reduced

their consumption of fuel in 2008, with an action plan based on a more sober and efficient style of driving targeting an ambitious fuel reduction objective of 0.3 l/km.

The simplification of structures, optimisation and sharing of resources and modernisation of equipment and systems will help RATP to continue down this road in 2009.

Procurement-related savings

The ongoing rise in the investment budget is matched by a rise in external procurement. RATP spent €700 million on operations-relating purchasing and €800 on investment-related purchasing. "Turn the procurement and sourcing functions into a performance tool" is one of 22 priority programmes listed in the Company Plan. The end result is a reinforcement of the role of the purchasing function at RATP. Company buyers set price objectives, discuss cost overruns with general contractors and negotiate best prices. Minimising variances on specifications while defining an object's service expectations and deficiency indicators (along with acceptable risks for a given level of availability and probable longevity, depending on the function) – without undermining the safety guarantees that are a part of everything RATP does – these are all aspects of the rules guiding the Company's actions today. What is crucial in this new optimisation drive is the engineering and maintenance departments' joint pre-project work, as well as purchasing managers' involvement in the decision-making process.

Frontline teams, like the rail rolling stock maintenance group, are also expected to get involved and come up with ideas. One example is the way that eight teams from the Fontenay (metro line 1), Lucotte (T3), Massy (RER line B), Rueil (RER line A), Sucy (RER line A), Saint-Ouen and Issy (T2) workshops organised a "Participative Innovation Morning" offering innovative safety, productivity and cost-cutting proposals.



Different RATP departments (maintenance, operations, support activities) now have a stake in treating procurement and sourcing as a performance tool.

Shared productivity gains

Because performance derives from service quality and social dialogue, everyone should share the benefits. Some of RATP's productivity gains are distributed to its employees depending on the quality of the service they have provided and several other criteria (attendance, reduced consumption of diesel, quality of customer relationship).

More than expected

Spending-related productivity gains reached €48 million in 2008 or 70% above budget and 45% more than in 2007.

The simplification of structures, optimisation and sharing of resources and modernisation of equipment and systems will help RATP to continue down this road in 2009.



A company on the move

In addition to providing a multi-modal transportation service, RATP is also an integrated company. This empowers it not only in Île-de-France but also internationally. No other urban transportation company in the world with RATP's engineering and integrated maintenance capabilities can match it in terms of rigour or performance. However, to maximise the advantages derived from this situation, RATP now needs to build a truly cross-departmental internal organisation, one that reflects its multi-modal and integrated nature and will help it to satisfy all of its customers worldwide. This solution is vital if RATP wants to be able to control and cut costs throughout its equipments' working life. It will also help the Company to incorporate new technologies. Lastly, it is crucial in helping RATP to protect its know-how, the only way to ensure that it never becomes a prisoner of suppliers' proprietary solutions. A first step in this direction occurred in 2007 with the breakdown of competencies between general contracting and project management. The creation a few months later of two general contracting departments, one dedicated to rail transportation and the other to places and spaces, was second step. A third step occurred on December 1, 2008 with the foundation of a new engineering department combining previously dispersed assets.

Concentrated engineering

The new engineering department brings together engineering teams that used to be split between different corporate divisions. Its creation clarifies the respective roles of engineering, maintenance and general contracting.

With its nearly 1,000 employees, the new structure offers customers a complete service on many network modernisation and development projects, from project management to help with general contracting. It will also be able to develop similar strategic engineering capabilities abroad, in synergy with RATP's Xelis and Systra subsidiaries.

Mobilising the maintenance function

Maintenance has also evolved under the effect of shared resources, collaborative arrangements and restructuring operations. Optimising the function's logistics and overall performance reflects the Company's philosophy that "customer satisfaction guides output and output guides maintenance".

The Championnet site has continued to host new maintenance activities with the arrival of "heavy" maintenance and the transfer in early April 2008 of the Chanzy carpentry workshops. Mechanical and/or welded part manufacturing activities will also move to Championnet in 2009. The site has become an industrial hub for cross-departmental facilities and equipments maintenance work, serving several of the Company's maintenance departments. Teamwork is more integrated now, with everyone sharing the same aim of increasing rolling stock availability and service quality while maintaining a high level of safety and cutting costs. The optimisation of industrial infrastructure not only affects the legacy maintenance of rail and bus rolling stock but also fixed electronic equipment (ticket gates, SIEL, video, etc.) and on-board passenger information systems as well as the transmission of train-ground data, radio and CCTV.

This sharing occurs within the framework of two priority programmes: "Enhance the industrial apparatus through a sustainable legacy policy" and "Work together to cut costs." The stakes are high given that maintenance accounted for 9,700 jobs (22% of all staff members) and more than €843 million in spending (26% of all operating costs) in 2008.

9700

maintenance staff members



The common objective for all of RATP's maintenance teams is to increase the rolling stock's availability and provide quality service while continuing to maximise safety – all at a lower cost.

The Rhapsodie decisional aid tool

In January 2008, RATP's human resource professionals took ownership of a new HR information system. The tool ensures the administrative management of 45,000 RATP employees, ranging from recruitment to careers management, mobility, remuneration and training. Deployed among several hundred users, it uses a unique, renovated cross-departmental database. Replacing several dozen applications, it enables simulations to assess the feasibility of any changes. A supplementary module provides senior management with HR reporting tools and decisional assistance. Project delays and budgets have all been met with this system, which offers a 12% internal rate of return. Rhapsodie broadens the range of services that managers and staff members receive. Over time, it should enable the redeployment of 300 positions.

Optimised investments

Running a public service that is indispensable to the life of the city, RATP must ensure the safety of its network and operations, maintaining existing assets while striving to increase performance levels. The present era is truly a historical moment for RATP in terms of the modernisation of its networks, spaces, rolling stock and information systems.

Recognised technological expertise

Recognised for its technical expertise and operational mastery of complex systems, innovation offers RATP some of the responses it needs to the challenges that it faces. Metro line 14, which celebrated its tenth anniversary in 2008 with an enhanced transportation service, remains a global reference for automated lines. This is exemplified in the work done by RATP Développement teams in São Paulo building Latin America's first completely automated metro line, or by other group teams working on a similar project in Rome. Even in Île-de-France, RATP is taking on a new challenge with its unprecedented plans to automate metro line 1 without any interruptions in service. Nearly €32 million were invested in 2008 in a project involving the installation of an Ouragan automation system, an increase in safety and service levels and reduced costs.

The right size

Modernisation and high-tech solutions are no longer synonymous with inflation. Quite the contrary, today's development, acquisition and fleet management policies seek to improve returns on investment projects whose specificities are defined to achieve "the right size". RATP's maintenance teams work systematically alongside their engineering colleagues to define new projects. Indeed, in the Company Plan, this constitutes programme n° 11.

The new MF01 metro trains programme illustrates this approach. Firstly, an ambitious target of a 30% reduction in overall costs (acquisition, maintenance and operations), compared with rolling stock featuring comparable functionalities, has been met. The MF01's performance reduces the fleet of trains required to run metro lines 2, 5 and 9, given that 161 MF01 trains offer the same volume of service as the 170 MF67 trains that they will be replacing. A maximum speed has been set at 70 km/h (versus 100 km/h for the MF77), reflecting the current situation on the lines in question and enabling major cost savings. Energy consumption per car-kilometre is 30% lower.

2008 also saw the preparation of a bus call for tender scheduled for 2009. The new standard will contain a number of cost-cutting specifications. Analytical work done jointly with vehicle makers Irisbus, EvoBus, Scania and Man has helped to identify sources of savings compared with similarly defined vehicles. The project applies a new analytical approach to valuing the specific demands that RATP inserts into its bus contracts. Savings will be achieved without any negative impact on the quality of passenger service.



Joint technical studies with bus manufacturers have led to a change in specifications and lower costs.

€1.011 billion invested
+8%
in 2007

More renovated MF77 train cars are running on metro line 13.



Delay commitments included in the STIF Contract

The 2008-2012 Contract includes target system for tracking delays in ten major investment projects.

- RER rolling stock:
 - renovation of MI79 trains;
 - renovation of MS61 trains.
- Metro line 13 improvements:
 - renovation of MF77 trains;
 - installation of Ouragan system.
- Metro line 1 improvements:
 - acquisition of MP05 trains;
 - automation.
- Acquisition and renovation of metro rolling stock:
 - MF01 trains for lines 2 and 5.
- Bus network equipment:
 - harmonisation with accessibility norms;
 - bus vehicles equipped with antipollution systems;
 - deployment of SIEL on the final routes.

Investments

In 2008 and for the first time, investments rose above the €1 billion mark, totalling €1.011 billion or up €79 million on the year. Outlays mainly broke down as follows:

- **€210 million** for the increased transportation provision specified under the State Contract Plan for the Île-de-France region. This mainly involved metro lines 13 and 4, tramline T2, and associated rolling stock;
 - **€725 million** corresponding to internal needs (compared with a cash flow of €691 million). In particular, this involved network maintenance and the acquisition of rolling stock unrelated to the expansion in RATP's overall transportation provision (notably acquisitions of MF01 trains for metro lines 2 and 5);
 - **€16 million** for operations not covered by the STIF contract;
 - **€61 million** for non-programme operations.
- Available resources to fund this investment of €1.011 billion mainly involve:
- **€691 million** in cash flow;
 - **€193 million** in subsidies;
 - **€121 million** in increased borrowings.

In 2009 and within a framework defined in the French national economic recovery plan, RATP will invest a total of €1.428 billion, or 43% more than budgeted in 2008. A €450 million increase in investment, voted and validated by RATP's Board of Directors on February 6, 2009, will be partially funded by the State (adding a further €150 million to RATP's equity capital) and by RATP itself. The Île-de-France regional authorities will fund the remaining third of this programme.



A Company that attracts and hires people

Nearly 3,000 recruits in 2008, almost as many again expected in 2009 – despite extremely difficult economic conditions, RATP will have been one of Île-de-France's leading recruiters over this two-year period. From young persons without any diplomas to expert managers, the Company hires a wide range of people and processes a huge number of applications, fielding more than 60,000 CVs every year, two-thirds of which are submitted online. The pre-selection phase that culminates in an initial interview uses an anonymous CV system, with RATP being the first public sector company to apply this system in all departments, via its computerized internal processing of applications. This measure, which became operative on October 1, 2007, is yet another action to promote diversity.

In partnership with three Paris suburban district councils, there is a special effort to hire young persons and help them access the work world via internships or prequalifying training schemes.

Bus drivers

Bus drivers account for 13,000 of RATP's 45,000 employees. Their numbers have risen sharply due to STIF's transportation service expansion policy. RATP will still need around 2,000 new bus drivers in 2009 (including people hired under the aegis of a skills contract), about the same as in 2008. Applicants' only requirement is a B-level driving license, although a D-level is preferred. Tests and interviews first verify applicants' ability to drive buses in all condition, plus their aptitude to concentrate and adopt responsible and safe behaviour while internalising RATP values like service quality and respect for customers. The 250 skills contracts offered to young persons between the ages of 21

and 25 are a good way of entering RATP. Between 75% and 80% of all beneficiaries are able to parlay this first step into a successful career move with nearly 95% joining the Company.

Substantial need for maintenance staff

As an integrated transportation company, RATP's maintenance departments have a substantial need for operatives and technicians holding French vocational degrees (i.e. CAP, BEP, Bac pro or BTS) or the equivalent. Mechanics, electromechanics and electrotechnicians are all highly desirable professions that the Company needs to maintain and repair its rolling stock, infrastructure and spaces. Recruitment of information and communications system managers has also risen, given how crucial these technologies are in running modern public transportation networks. Nearly 1,000 dedicated maintenance positions have been identified for the period covered by the 2008-2012 Company Plan. Applicants are generally attracted to RATP due to the interesting careers it offers; because they enjoy customer relations; and due to the Company's image.

A need for beginning and experienced managers alike

RATP employs 35,000 operatives and nearly 10,000 managers and supervisors. These numbers reflect the Company's significant managerial needs. Besides from internal promotion, RATP also recruits people in this area solely based on their diplomas (two or three years of post-secondary education for supervisory staff members, five years at least for managers). RATP hires many recent engineering school graduates and offers them positions of responsibility within a very short period of time. University or business school graduates are also recruited, along with experienced managers with specific competencies in areas like IT, automated systems or finance.

In 2008, around 36% of all recruits (and 24% of all applicants) were female, as well as 32% of all supervisory staff members. This proportion, although deemed insufficient by the Company, is still much higher than the number of women working as operatives, where due to a lack of applications women only account for 15% of all staff numbers.



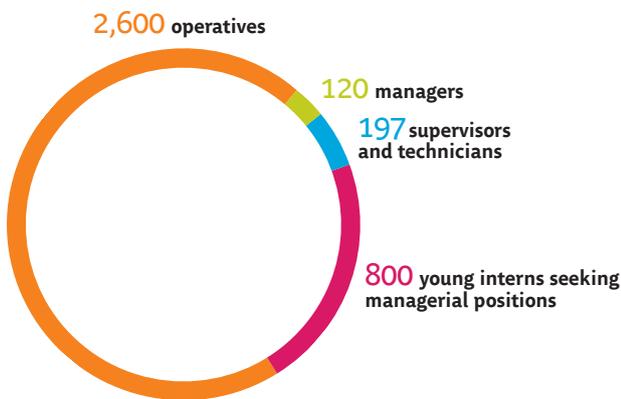
RATP employs 35,000 operatives and nearly 10,000 managers and supervisory staff members.

A high-tech company

Technician, supervisory and managerial applicants are all motivated by the diverse career paths that the Company offers; its strong technology; and the possibility of project work. Mobility is increasingly encouraged and has become one of the Company's priority programmes. International development is another magnet. Today, 10% of managers and 7% of supervisory staff members change function every year.

Overseas careers

RATP Développement's growth abroad (see pages 50-51) offers current and future RATP staff members a number of overseas perspectives. South Africa, Brazil, Algeria, Italy, Trinidad and Tobago – once upon a time, people working for RATP's Systra engineering subsidiary would have found these destinations exotic. This is no longer the case, and within a few short months, RATP Développement will be running several foreign networks that it has helped to build, with the Group now being expected to supply the experience and know-how that this kind of work requires. Knowledge of foreign languages has become a significant advantage for managerial applicants at RATP. In 2008-2009, the Company launched a specific recruitment action aimed at finding around a dozen experienced engineers seeking work abroad. After 18 months of training in RATP's operational and maintenance techniques, they will be sent overseas.



2008 recruitment figures

- 120 managers;
- 197 supervisors and technicians;
- 800 young interns seeking managerial positions;
- 2,600 operatives (mainly bus drivers/controllers but also 200 metro train drivers and 160 station employees);
- 250 skills contracts (12-month paid contracts, often with a job offer at the end);
- 440 employment support contracts (6-month fixed term contracts for persons helping out with platform work along the central sections of RER line A and metro line 13).



A culture of responsibility

Reinforcing its identity as an integrated company is the one of the five main axes in RATP's 2008-2012 Company Plan. This approach goes further than a cross-departmental focus, mobility or responsible management. Agreements signed in 2008 relating to operatives' career paths or to the managerial platform will enable further progress along these lines, through the implementation of "priority programmes" specified in the Company Plan: *"Build career paths that suit Company's development needs"* and *"Adopt shared benchmarks for local managerial competencies."*

Management platform

The platform agreement relating to the management of managerial staff members, signed on July 9, 2008 and operative from January 1, 2009 onwards, has renewed the basis for managing this category of employees. It directly affects more than 10,000 managers, supervisors and senior technicians – all in all, nearly one-quarter of all staff members.

The agreement confirms the driving role that management plays in RATP's change actions and development, a precondition for the Company Plan's implementation and success. The platform promotes involvement, individual performance and outstanding results while ensuring team cohesion. Towards this end, a single remuneration matrix was introduced, one from which segmentation and scales have been removed. The new matrix is comprised of four levels of ascending competency. Promotions will be more individualised and results-oriented from now on, compared with the old system, which stressed automatic promotions through seniority. The new matrix will enable managers to acknowledge individuals' achievements in terms of objectives and how successful the person's mobility has been within the

framework of a career path established in light of the Company's needs. In exchange for this, managers' obligations have been reinforced. They are now asked to carry out assessment interviews with all of their direct reports, guaranteeing the transparency of any decisions taken and keeping everyone motivated. The end result will be a customisation of every managerial relationship, by means of a contractualisation-based approach. Henceforth, all Company departments will have a similar way of defining career paths.

Real career paths

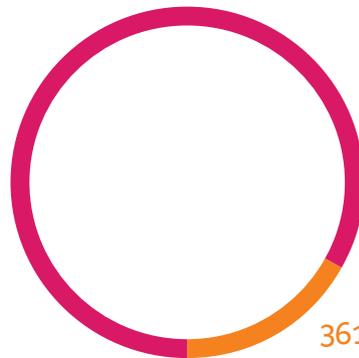
This management platform agreement resonates with another one signed just a few weeks earlier regarding operatives' career paths - which are meant to become richer and more varied, through the promotion of competencies and personal development, and by encouraging all motivated employees to embrace change. The operatives' agreement guarantees permanent access to information about the different professions that the Company offers, plus any relevant changes. A professional forum convening all departments will be organised once a year, with the first one scheduled for February 2009). Positions that people can attain through horizontal mobility will be listed on the jobs exchange, along with the job description and location.

Key issues for the Company

RATP is facing four main challenges in the field of human resource management, first and foremost being how to create real career paths. The Company must preserve and maintain its crucial competencies along with the expertise that is the source of its strength. This is the aim underlying its human resource master plan, which seeks to anticipate career moves and retirements in way that will guarantee the continuity of know-how and preserve RATP's "living memory" – at a time when 40% of current

staff members are expected to retire by 2016. The Company must also have the resources to benefit from growth opportunities expected in the Île-de-France region (at STIF's demand) but also elsewhere, given its ambitious target of a 300% increase in development revenues by 2012. Lastly, with employee motivation increasingly linked to career prospects, RATP must be able to attract the talented young graduates that it needs. 2008's two key agreements, plus the training agreement signed in April, should help in this respect.

1,800 managerial and supervisory staff members



361 operatives

8,2% mobility charter target

Shaking things up

- 1,800 managerial and supervisory staff members, or 16.2% of total personnel, engaged in some form of mobility action in 2008, either inside their department or outside of it, versus only 1,100 in 2005;
- 8.2% of these mobility actions occurred within a constructed career path framework, responding to targets set in the mobility charter (vs. 6.70% in 2005);
- 361 operatives engaged in a mobility action where they moved from one department to another in 2008, or a few more than the 350 who did this in 2007.

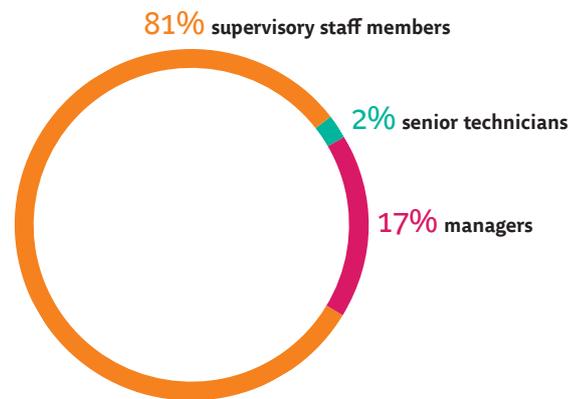


Agreements relating

to operatives' career paths and the new managerial platform place greater emphasis on a cross-departmental approach, mobility and responsible management.

7% of total wage bill devoted to training

The new protocol agreement on lifelong vocational training, signed with eight trade unions on April 10, 2008, has plans to devote nearly 7% of the total wage bill (amounting to €116 million) to training purposes. This is well above the legal minimum. The priority here is to adapt training to changes affecting the Company or people's professional aspirations (mobility, promotion, qualifications and career path). This step towards greater professionalization will increase the efficiency of RATP's training systems and processes and help it to meet the challenges laid out in the 2008-2012 Company Plan.



9% more job offers

Success for the jobs exchange

Managers exchange

- 9% more job offers in 2008;
- 177 employees engaged in a mobility action using the exchange (17% managers, 81% supervisory staff members and 2% senior technicians).

Operatives exchange

- now open to all operatives and no longer to maintenance staff members alone;
- 16% of all offers and 67 additional jobs created using this mechanism.

A social dialogue that is both living and constructive

If the rapid changes that RATP needs to make are to succeed, they must have employees' support. Both 2007 and 2008 witnessed accelerated change in the wake of the Company's modernisation programme. A major adaptation effort is required at this level, meaning that it is absolutely necessary for the Company to develop a social dialogue that is both living and constructive. The 59 agreements that RATP signed in 2008 (versus 29 in 2007) attest to a contractual policy that is truly alive at all levels.

2008 was marked by the signature of two agreements crucial to the Company's modernisation ambitions: the June 18 framework-agreement on mobility and operatives' career paths; and the July 9 agreement on the platform for managing managerial staff members. The outcomes of this latter agreement were similar to the new lifelong vocational training protocol signed with eight trade unions on April 10, 2008, containing plans to devote nearly 7% of the total wage bill to training. The protocol prioritised the adaptation of training mechanisms; changes in the Company's approach; and support for professional advancement (via mobility, promotion, qualifications and career paths).

An exemplary approach

In addition to the contents of the managerial platform agreement, the highly original method used to achieve this accord was also exemplary. For the first time ever, a piloting committee comprised of HR and other managers from across the Company was constituted to offer social partners a variety of propositions. A second novelty was senior managers' agreement to receive trade unions regularly, as the piloting committee advanced with its work, to share any thoughts. Also worth nothing was the adoption of a participative approach catering to 400 managerial staff members' varying expectations.

Interoperability on RER line B

A very significant majority agreement was signed last November 18 concerning the interoperability of SNCF and RATP drivers on RER line B. This agreement will increase traffic fluidity with the progressive elimination of any need to switch drivers at Gare du Nord station and the creation, at Denfert-Rochereau, of a single control room for line B. A total of 600 drivers from the two companies will be affected.

Help with childcare

A new childcare protocol, which all trade unions signed in 2008, will increase support for employee parents, adapting it to their needs and specifically to the atypical schedules that many have to work. Consideration is now being given to the situation of parents who have no child dependents (in the administrative sense of the term) but nevertheless incur childcare costs where they have child visitation rights. The basic nursery benefit has also been increased. The overall readjustment of childcare benefits was accompanied by a 5% increase in total allocations.

Help with housing

A new protocol agreement relating to RATP's housing and property ownership policies has led to the Company making financial contributions that exceed the legal obligations for employers in France to devote 0.45% of their total wage bill towards this end. The aim is to help at least 800 families on average every year over the duration of protocol (2008-2012). Contributions are to be defined in terms of priority criteria set for accessing social housing, while ensuring that people live reasonably close to their place of work. The agreement also provides additional funding for ownership grants in the Île-de-France's very peculiar property market, characterised by sharp price rises.



RATP and SNCF drivers

used to have to switch over at Gare du Nord station but this is no longer necessary following the signing of an interoperability agreement on 18 November 2008.



The protocol agreement

in favour of the recruitment of disabled persons should lead to 120 individuals being hired over the next four years.

Equality between men and women

The new protocol on gender equality at work, signed in June 2008, focuses on career development. RATP's senior management has agreed that even if a woman takes maternity or adoption leave, her career development should not be delayed.

Jobs for disabled workers

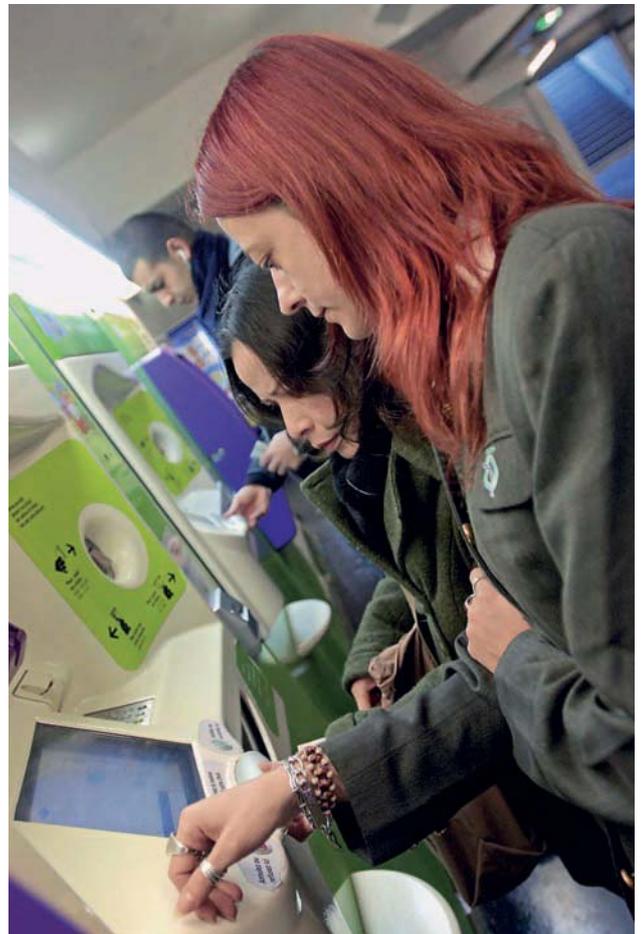
January 1, 2008 saw the application of a new protocol agreement in favour of disabled workers. This will lead to the recruitment of 120 persons over the next four years, an ambitious objective given that the two thirds of all positions offered by the Company are "aptitude-specific" due to nature of the activity. In 2008, this recruitment target was met and in actual fact surpassed for the first time ever.

Two major agreements 2008 was marked by the signature of two agreements crucial to the Company's modernisation ambitions: the framework-agreement

on mobility and operatives' career paths; and the agreement for managerial staff members. The outcomes of this latter agreement were similar to the new lifelong vocational training protocol, containing plans to devote nearly 7% of the total wage bill to training.

2008 witnessed the fewest social conflicts ever at RATP

Since January 1, 2008 and in application of a service continuity law operative since August 2007, all strike notices must be preceded by a statement of discord that can be produced only once a social alert has been issued. This social alert system is used regularly by RATP's trade unions, mainly in relation to issues like work organisation or working conditions. There were 59 strike notices in 2008, or almost three times fewer than the average over the previous five years. In January 2008, RATP devised a "predictability plan" to help deal with these issues and keep passengers informed of expected traffic flows. This system means that employees must declare their intention, no later than 48 hours before a strike has been declared, to participate in the action.



Caring for the city...

...means being committed to the city

Wanting to provide a quality passenger service and aware of the importance of motivational human resource policies, RATP also has duties towards the cities where it operates. Urban transportation provides the unifying connections that are indispensable to all city residents. The growing awareness that all development must be sustainable meshes perfectly with the solutions that RATP is proposing for today and inventing for tomorrow. All of these new demands are also felt at RATP, which took a series of concrete steps in 2008 to further reduce its environmental footprint. These measures are grounded in the values of respect and responsibility that the Company shares

with its partners – including the top-level athletes that it helped to send to the Beijing Olympic Games. They are also values that the RATP Foundation intends to promote, via its support for relevant non-profit organisations, through actions targeting greater civic-mindedness, more equal opportunities and more mutual assistance in the city.

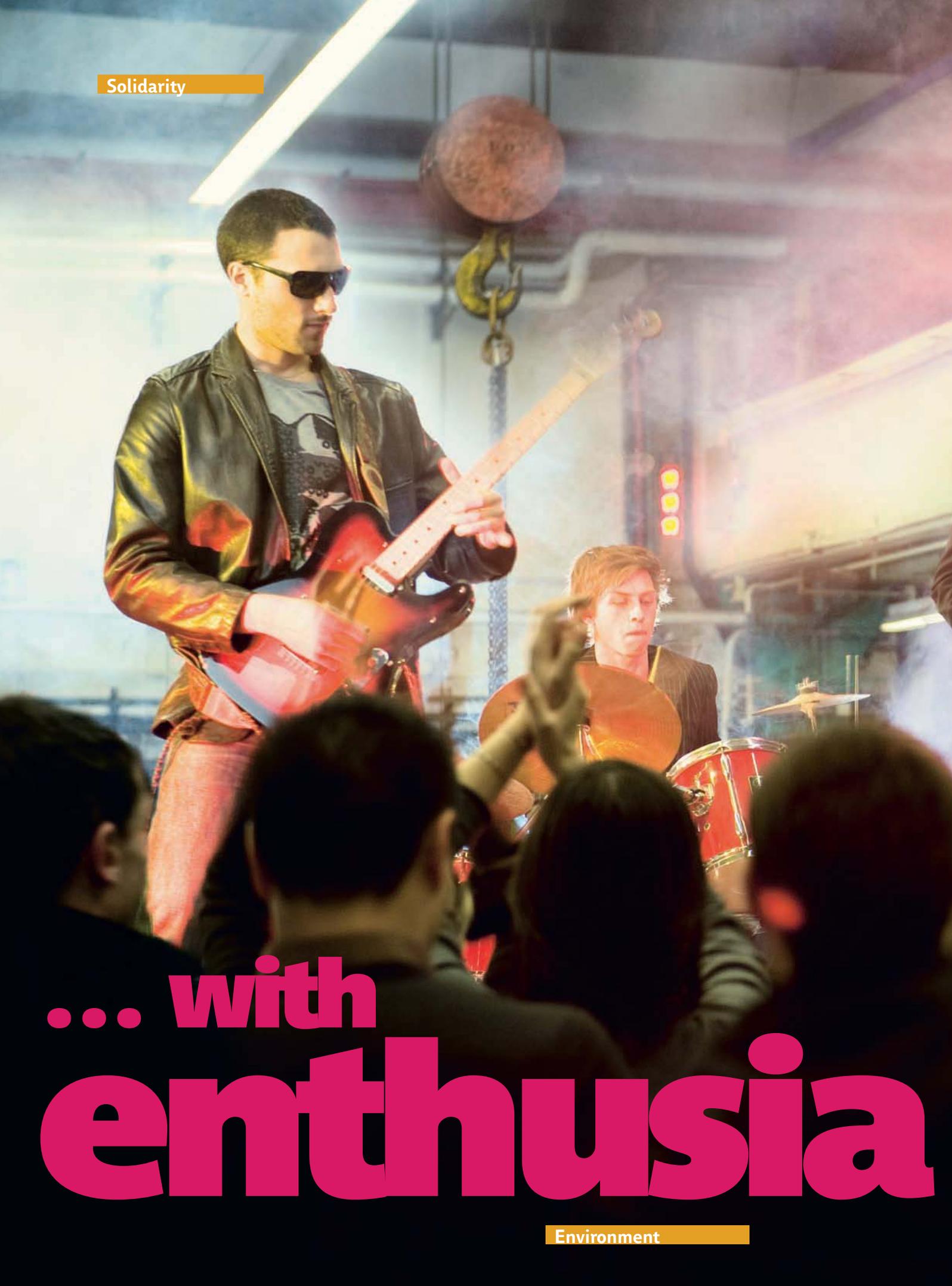
2.1 million

tonnes of CO₂ a year saved

30%

energy consumption saved with MF01 trains

Solidarity



... with
enthusia

Environment

Special events

Civic-mindedness

Urbanism

sm

A more sustainable future

By its very nature as an urban public transportation operator, RATP is a servant of sustainability. Its activity translates globally into an annual savings of the equivalent of 2.1 million tonnes of CO₂, or the average yearly emissions for a city of 150,000 inhabitants. The Company's environmental commitment has become increasingly manifest in its choice and practices, ranging from system design to network operations and even customer relations. A new innovation and sustainability delegation reporting directly to the President was set up in 2008 to monitor the implementation of policy in this area. The new MF01 trains now running on metro line 2 have been designed to recover two-thirds of all energy lost during braking operations, enabling a 30% savings in energy. This is crucial given that RATP's current energy consumption is equivalent to the output of one nuclear power station. On its surface networks, RATP has started to test buses that run on second-generation biofuels and is preparing to progressively introduce vehicles equipped with hybrid electric-thermic engines. 2008 hosted the Company's first ever "eco-challenge", rewarding the bus route that achieved the greatest reduction in fuel consumption. The winner was route 39, which was able to achieve savings of 4.2%. A "Good Practices" innovation prize, created to motivate RATP's maintenance teams, was awarded to Flandre bus depot for its actions on bus route 133.

Eco-designed buildings

RATP is committed since 2006 to ensuring that all innovation actions fit into its sustainability strategy. The different parameters defining this focus have been summarized in a guide on how environmental quality can be applied during project work. All new buildings are

now "eco-designed". This includes maintenance and storage sites like the workshops created at Bobigny and Châtillon as well as the newest stations. One example of RATP's cutting-edge approach is the Ladoumègue maintenance site that has been designed for the T3 extension and which aims to achieve an LCB (low consumption building) status. In 2008 RATP also organised a call for tender for the development of 80 hectares of roof space that can be used to capture solar energy on 12 of its Île-de-France sites. Lastly, in October the Company renewed its agreement with Ademe (France's Environment and Energy Control Agency) to develop and fine-tune a number of energy and environmental indicators. RATP has also engaged across its networks in a number of non-energy-related sustainability actions. 13% of the unpolluted infiltration water gathering on its underground network is now returned to nature instead of being poured into the city mains. An air quality surveillance strategy for the underground networks has been launched in several locations and the outcomes are being published online.

Together with customers

To augment the recycling of regular waste products, selective sorting bins are now available on metro line 14 and in several RER stations. Passengers have responded very favourably to an initial test at the Denfert-Rochereau hub. In a similar vein, RATP's administrative departments have been reviewing their practices and communication tools to analyse the impact on the environment. These initiatives have helped RATP to determine good practices for the documents it produces or the events it organises.

RATP at the Venice Biennale

Four of RATP's architectural projects were chosen for the 2008 Venice Biennale. Two buildings had already been completed: the Malakoff centralised control room on metro line 13; and the Thiais bus depot. Two others were in their planning stages: metro line 12's control room (in Paris's 15th arrondissement); and the Montrouge bus depot restructuring project. Altogether, these schemes illustrate this year's theme of "GeneroCity", which asks what "more" architecture can do for building users, thus for urban residents.

RATP's architectural projects

(here in Paris's 14th and 15th arrondissements) consolidate its role in the life of the city.



Lagny bus depot

Located in Paris's 20th arrondissement, the Lagny bus depot is due for some in-depth restructuring. The maintenance and storage workshops will be located underground but not hidden, whereas the newly vacated space above ground will host new housing, services, shops and green spaces. This is meant to be an audacious and innovative architectural project that will enhance the value of its surroundings as well. The project illustrates RATP's ability to play a full role in city life by participating in redevelopment actions and creating connections.

Innovations for tomorrow The Company's environmental commitment has become increasingly manifest in its choice and practices, ranging from system design to network operations and even customer relations. A new innovation and sustainability delegation reporting directly to the President was set up to monitor the implementation of policy in this area.



In addition to bus maintenance activities, the future Lagny bus depot site will also feature housing, shops, services and green spaces.

what about the future?

- 2009** - BRT (bus rapid transit) vehicle;
- 2009** - Hybrid bus tested on the Paris network;
- 2010** - 95% of all industrial sites certified ISO 14001;
- 2010** - 5% reduction in bus fuel consumption thanks to eco-driving schemes.

Partnerships: a rendez-vous with our values and know-how

Living at the heart of city, RATP pursues a sustained policy of partnerships in a wide variety of cultural, sporting and institutional domains. The choices made in this area must satisfy several criteria. They must fit RATP's values; help to promote its missions, employees and know-how; enrich passengers' experience; contribute to service quality; and be coherent with its brand and communications strategy. RATP and its employees are not only actors but also "co-organisers" in these processes.

RATP and sports partnerships

RATP's commitment to sports goes back to its foundation of US Metro in 1928, a structure whose rugby section later merged with Racing to form a professional club called Racing Metro 92. The 2008 Beijing Olympic and Paralympic Games, and the medals won by RATP employees, have made people both inside and outside of the Company aware of its "Top Athletes" programme. Since 1982, around a dozen top French athletes have joined RATP as part of a workforce entry scheme that is part of a framework agreement concluded with France's Ministry for Sports. Marketing professionals gathered at this year's Top Com ceremony awarded the "RATP Top Athletes" sports sponsoring strategy, comprised of exhibitions and websites dedicated to top athletes, targeted press tools and operations and an original campaign highlighting the medals that the brothers Steeve and Christophe Guénot won in Beijing.

These same values also lie at the heart of two major partnerships that RATP renewed with the French Federation of Rugby (FFR) in 2008. As FFR's official transporter and supplier of the French National Rugby team, RATP uses this involvement as a means of promoting both its expertise in group transportation and the engagement of its teams. Note, for instance, the organisation of Mercredis du rugby for young persons

coming from difficult Île-de-France neighbourhoods, invited to the Marcoussis French National Rugby Centre in the company of RATP security members.

These sessions serve a double purpose, since they are also an opportunity to diffuse the Company's aggression prevention message.

The partnership contract signed with the French Handball Federation and the women's national team reflects another of RATP's ambitions, to wit, greater feminisation. Despite all the work done in many areas in 2008, this remains a challenge for the Company. In October, RATP also hosted Europe's leading track and field athletes at the foot of the Eiffel Tower as part of its partnership with an event called "Europe and Sports".

Heritage, literature and music

The cultural partnerships developed by RATP highlight three different areas: heritage, literature, and music. The success of the visits that RATP organised during the 2008 Heritage Days confirmed once again the emotional connection between Île-de-France residents and the metro. Partnerships signed, for instance, with the Musée d'Orsay, Arab World Institute, Cité de l'architecture et du patrimoine (Architecture and Heritage Centre) and Fondation La Villette-Entreprises (corporate partnerships with the Science museum) are also destined to have lasting effects. With its newspapers (free or otherwise), novels, cartoons and poetry, the metro offers all sorts of reading opportunities. RATP took part in many of this year's great literary events, including "Lire en fête" (book festival), "Le Printemps des poètes" (poetry festival) and "Le Festival de la BD d'Angoulême" (International Comics festival of Angoulême). Similarly, the metro has long hosted a vibrant music scene, featuring musicians who tend to resemble other users inhabiting its spaces. All styles, age groups, genres and nationalities are represented in this musical universe. Since 1997, a structure called the "Espace Metro

Accords" has chosen and accredited applicants authorized to play in RATP's transportation spaces, organizing auditions, permits, and promoting particular musicians during festivals. By so doing, RATP is seeking to enrich its passengers' daily routines by offering moments of emotionality. Some of the musicians selected to play in 2008 later featured at the first Solidays anti-AIDS festival, where RATP is one of the founding partners. One event worthy of note was the return of the great Nigerian singer-guitarist Keziah Jones to places that had been very familiar to him in times past. His four surprise concerts in early September at Miromesnil, Olympiades, Montparnasse-Bienvenue and Auber stations were a great media success.

Supporting humanitarian and social associations – and for their actions – is self-evident for a civic-minded company like RATP. "Closer connections and mutual assistance," "more civic-mindedness" and "more equal opportunities" are three areas where RATP Foundation acts to generate "more respect in the city". RATP is also associated with Global Earth that has been founded in Paris to increase the general public's awareness of sustainability issues. The Company used this venue to display six panels that are part of an itinerant exhibition representing its efforts in the field of urban ecology, encapsulated in photographer Philippe Cazaban's work entitled "Perched on a tree branch – changing urban perspectives".

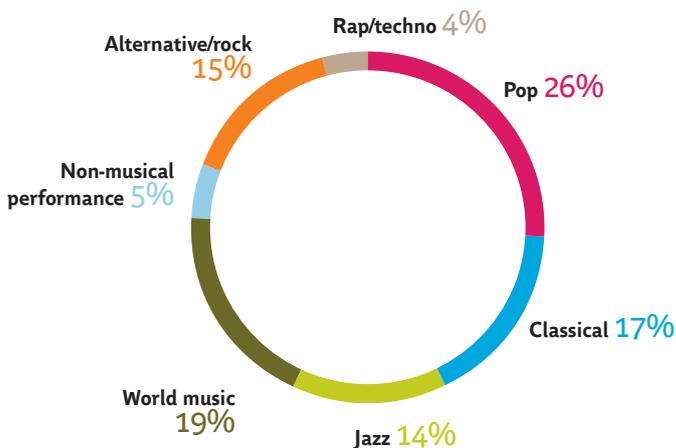
Desirable locations

The world of cinema has continued its affection for RATP, whose premises were used in 2008 for more than 40 feature films, plus three documentaries produced by France 3 TV in partnership with the Company. Moreover, other more industrial and relatively unusual RATP locations are also starting to host events to which they are not accustomed, including fashion shows, automobile launches and rock or classical music concerts. On October 4,

2008, for instance, people could choose between a John Galliano fashion show at the La Villette workshop or a new car launch opening the Automobile World fair held at the Choisy workshops. A few weeks later, this same workshop hosted a Channel W9 broadcast called “Station Music” featuring metro musicians like a TV talent show, with help from established artists like Zazie and Grégoire. Technically the event was a real achievement, with RATP ensuring free access to the workshop throughout the entire operation in case one of its maintenance teams suddenly needed to work on the network. On occasions like this, these locations all become excellent vehicles for promoting the RATP brand. They highlight the professionalism and readiness of the Company’s maintenance teams – key staff members with whom the public is generally unfamiliar but who work quietly in the wings on a daily basis to ensure network safety and passengers’ comfort.

Exemplary athletes

August 13 was a memorable day for RATP when security employee and top athlete Steeve Guénot helped France to win its first gold medal at the Beijing Olympic Games, in Greco-Roman wrestling’s 66 kg category. Steeve’s older brother Christophe, also an RATP security employee, followed by winning bronze in the same discipline, this time in the 74 kg category. Their joy was shared not only by all of their colleagues from the Security officers team (GPSR) group but also by the whole of the Company along with passengers. The good news was broadcast across the network sound system and on display boards. “Strength, calm and self-control: thank you Steeve and Christophe Guénot for showing what our Company is made of.” Once the Games finished, this message, signed by all RATP’s employees, became part of a poster and written media insert campaign that did not reflect the interests of its “sponsor” per se as much as it provided an opportunity to salute the determination, courage, respect for others, self-control in all circumstances and continuous work of two men who carry the values and qualities that everyone appreciates at RATP – a Company that is very proud of its top athletes (with eight competitors at the 2008 Games alone) and which over the past twenty-five years has worked hard to help them to pursue their career aspirations while remaining part of the work world.



A fantastic musical diversity



RATP’s workshops are fashionable. Example of the La Villette site, which hosted a John Galliano fashion show.

Fondation RATP:

“For more respect in the city”

Respect is a seminal value at RATP. It is also the link between a transportation company that lives at the heart of the city and its passenger-customers. “For more respect in the city” is therefore quite naturally the new positioning chosen by Fondation RATP and its signatories – in association with the other values (solidarity and responsibility) that the Company’s men and women share in the three areas where the Foundation has refocused its actions:

- more connections and mutual assistance;
- more civic-mindedness;
- more equality opportunities.

More connections and mutual assistance means encouraging exchanges by combating the isolation of vulnerable persons. More civic-mindedness means developing each and every individual’s sense of responsibility and duty towards other people and their environment. More equal opportunities mean encouraging education, learning, and social and workforce entry. It is supposed to offer everyone who so desires an opportunity to rediscover their track towards success. Working alongside frontline non-profit associations, the Foundation supported, encouraged and sustained a total of 48 projects in 2008 to help city residents live better together.

More connections and mutual assistance

The Foundation supports *Auboutdufil*, a complementary emergency organisation of people staffing telephone lines to offer extra assistance in critical situations. Specially trained volunteers stay in touch with vulnerable individuals on a regular basis, offering warm and friendly conversation. *Auboutdufil* targets all those who suffer from solitude on a daily basis and who might lose their life force to the extent that they no longer wish to live. Four principles govern these conversations: confidentiality, anonymity, the diverse nature of the volunteers on the phones, and a service that is free of charge. The Group fields about 1,000 calls a month.

More civic-mindedness

The Foundation also partnered the Michelet challenge, a sporting event for 500 young persons caught up in legal guardianship or delinquency prevention processes. Through its educational and civic dimensions and based on games-oriented socialisation and social inclusion mechanisms, the Michelet challenge reflects values that are dear to RATP and its Foundation.

More equal opportunities

The Foundation sponsored the Mama Bissa project, one of 12 finalists at the City Talents national competition. This 150-strong collective of women, coming from households with an African background and inhabiting the Val-Fourré neighbourhood in the suburban municipality of Mantes-la-Jolie, manufactures and sells typical ginger and hibiscus-based drinks to help members improve their economic circumstances. The Foundation has also decided to support the PlanNet Finance association from the municipality of Clichy–Montfermeil. This group wants to create 25 micro-companies locally over the course of the year through a programme entitled “Entrepreneurship in the suburbs” which has strong support from the Adam (Micro-Entrepreneurs Detection and Support Association) network. Another association receiving RATP’s help was APFEE (Association for More Equal Opportunities at School), which has created 45 reading and writing clubs in 13 of the Greater Paris regional municipalities that RATP serves. These clubs are veritable prevention tools in the fight against illiteracy and social exclusion. Primary school entrants identified by teachers as being “weak in reading” are offered a second chance before it is too late. They get 90 minutes of support four days a week in a club setting hosting no more than five children at any one time. The association also targets parents to teach them good habits enabling them to support children attending school.

The Foundation will also help RATP to support young persons who want to pursue further and/or higher education thanks to partnerships with universities for the academic year starting in September 2009. The Foundation’s financial support will be associated with RATP’s tutorial assistance.



RATP Foundation

supported 48 projects in 2008, including *Ateliers sans frontières* workshops, Mama Bissa neighbourhood co-operative and *Coup de pouce* reading and writing club.

Partnering “Ateliers sans frontières”

On October 17, Fadela Amara, French Secretary of State for Urban Policy, and Pierre Mongin, President of RATP and Fondation RATP, signed a partnership agreement with “Ateliers sans frontières”; an organisation that matches, within a specific solidarity project framework, the social re-inclusion of vulnerable individuals with a recycling of computer hardware. The Foundation has supported this organisation for several years now and agreed to be the main partner for its “Assoclic” project, which seeks to provide 200 Île-de-France non-profit associations with 1,000 computer systems re-engineered at RATP’s Bonneuil-sur-Marne workshop. The Foundation has been particularly interested in the aims of this project, with its dual social and environmental dimension in the Île-de-France region. Around 60% of the 250 persons working in the workshops have successfully re-entered the workforce, with half being offered open-ended contracts.

Three main actions

More connections and mutual assistance means encouraging exchanges by combating the isolation of vulnerable persons. More civic-mindedness means developing each and every individual’s sense of responsibility and duty towards other people and their environment. More equal opportunities mean encouraging education, learning, and social and workforce entry.

Fondation RATP means

- Committing alongside frontline non-profit organisations;
- More than 450 projects accomplished since the Foundation’s creation in 1995;
- 48 projects supported in 2008;
- A €2.5 million budget as part of a five-year programme.

what about the future?

Employees or pensioners seeking to act

The Foundation offers active employees or pensioners short, medium and long-term volunteer missions with its different partner associations. Useful information can be found on the Foundation’s website: www.fondation-ratp.fr

Sustainability indicators

Social indicators pages 80-81

Environmental indicators pages 82-83

Societal indicators page 84

Social indicators

Staff numbers as of December 31:	2007			2008		
	Total	Women	Men	Total	Women	Men
Managerial	3,843	29.1	70.9	3,852	29.6	70.4
Supervisory	7,529	23.0	77.0	7,680	23.1	76.9
Operatives	33,973	17.8	82.2	34,329	17.8	82.2
Total	45,345	19.6	80.4	45,861	19.7	80.3

Skills contracts	2007	2008
	285	310

Disabled employees	2007	2008
	1,029	1,097

Number of recruits	2007	%	2008	%
Non-contract or open-ended contract	2,880	87.5%	2,909	87.7%
Fixed-term contract	153	4.6%	137	4.1%
Skills contract	260	7.9%	271	8.2%
Total *	3,293	100%	3,317	100.0%
Including disabled employees	18	0.5%	58	1.7%

% depending on total numbers hired.
* Excluding CES/CAE and research students.

Skills contracts	2007	%	2008	%
Sat skills exam	212	95.9%	205	85.3%
Passed skills exam	193	91.0%	184	89.8%
Subsequently hired	184	95.3%	159	86.4%

% calculated for each one to two year session.

Disqualification and reclassification of employees	2007	2008
Employees declared definitively disqualified for their position	301	203
Including employees reclassified	2	4
Including employees requalified later	51	62

NB: Employees disqualified year N might requalify year N+1 (or later).

Part-time work	2007	2008
Numbers working on a part-time basis	2,029	1,785

Absenteeism	2007	2008
Sick leave, in numbers of days per employee	10.2	9.9
Absence due to industrial accidents/on way to work/vocational causes	1.8	1.7
Average number of days absent	12.0	11.6

Contract terminations	2007	2008
Number of contracts terminated (contract employees)	80	115
Dismissals (non-contract employees)	24	20
Resignations	244	254

Industrial accidents	2007	2008
Number of accidents where employee had to stop working	2,403	2,306
Frequency rate*	40.4	38.60
Degree of gravity**	1.47	1.41

* Tf = number of days lost x 10⁶ over number of hours worked.

** Tg = number of days lost to accidents x 10³ over number of hours worked.

Total wage bill	2007	2008
Personnel costs/revenues	0.57	0.56

Remuneration	2007	2008
Average net monthly remuneration per employee	2,361.00	2,392.09

Training	2007	2008
% of total wage bill devoted to training	6.90%	7.9%
Number of employees engaged in training action over course of the year	31,616	31,983

Social dialogue	2007	2008
Protocol agreements or amendments	29	59
Conflict prevention actions (Social alerts)	307	453
Percentage of social alerts followed by an industrial action (after issuance of a strike notice)	7%	10%
Strike notices	367	59
Service commitments		
• Trigger	80	5
• Commitments met	19	2
Rate of participation in industrial actions (number of days per employee)	2.29	0.18
Wildcat strikes (without notice)	22	11

Environmental indicators

Air	2007	2008
Weighted average of emissions for RATP buses (grams/km/bus)*		
CO	1.2	1.2
HC	0.6	0.5
NOx	20.9	20.2
Particles	0.1	0.06
Number of buses in operation	4,220	4,300
Fleet breakdown by type of driving system		
Percentage of fleet satisfying Euro 0, Euro 1 and Euro 2 standards	66%	60%
Percentage of fleet satisfying Euro 3 standard	26%	25%
Percentage of fleet satisfying Euro 4 standard (fit with DeNOx)	2%	3%
Percentage of fleet satisfying Euro 5 standards (fit with DeNOx) to EEV levels**	5%	11%
Percentage of diesel and diester fleet equipped with de-pollution systems	81%	87%

* Studies of pollutant levels on national scale have enabled a more precise mapping and calculation of the pollution caused by the bus fleet – whose renewal, based on the replacement of Euro 0 by Euro 4 and 5 driving systems, will also help to reduce pollution.

** EEV: “Enhanced Environmentally friendly Vehicle.”

Noise	2007	2008
Number of persons exposed to noise levels equal or above maximum values specified by directive 2002/49/CE		
RER		
• Lden* ≥ 73 dB(A) (Throughout the day)	695	695
• Ln* ≥ 65 dB(A) (Night)	271	271
Metro/Tramway		
• Lden* ≥ 73 dB(A)	64	64
• Ln* ≥ 65 dB(A) (Night)	62	62
Management of stakeholder complaints about rail noise and vibrations		
Number of complaints	219	247
Noise and vibrations dealt with at track level	102.5	127
Machined tracks (km treated over the course of the year)		
Tracks treated with antivibration systems (in cumulative km)	186	187

* Lden or Ln: Energy indicator expressing equivalent continuous acoustic pressure levels, using X weightings, for a specified reference interval (NF S31-110 standard);

** RER: 70.5 / Metro: 51.6 / Tram: 5.1.

Water	2007	2008
Total consumption (in 000s of m ³)	893	906
Industrial wastewater		
Percentage of effluent parameters analysed as complying with regulations	94%	90%
Discharge water		
Total volume of water gathering in network before being discharged (in m ³)	8,540,374	7,905,000

Waste	2007	2008
Number of sites involved in selective sorting	97	99
Percentage of dangerous and non-dangerous waste (excluding used ballast) in tonnes		
Dangerous waste	3,675	4,457
Non-dangerous waste	12,506	12,534
Total	16,243	16,991
Including reclaimed waste		
• Materials	8,103	9,263
• Energy	6,188	5,121

Energy	2007	2008
Total consumption (in Ktep)*	215	227
Energy consumption, bus traction (in gep/PKO)	7.3	7.2
Energy consumption, bus traction (in gep/passenger x km)	30.1	30.3
Energy consumption, rail traction (in gep/PKO)	1.7	1.6
Energy consumption, rail traction (in gep/passenger x km)	6.9	6.6
Greenhouse gas emissions from bus traction energy (in geq CO ₂ /passenger x km)	104	104
Greenhouse gas emissions from rail traction energy (in geq CO ₂ /passenger x km)	3.8	3.7

* Equivalence in electrical energy, as per European standards.

Environmental management and certification	2007	2008
Number of industrial sites engaged in ISO 14001 certification approaches	52	52
Number of industrial sites that have been certified	30	33

Societal indicators

Accessibility	2007	2008
Accessibility-related fare policies		
Number of young persons holding "Imagine'R" cards	762,249	783,972
Number of persons benefiting from "Carte solidarité transport" cards	552,918	599,168

Accessibility for persons with special needs	2007	2008
Number of RER stations accessible to people in wheelchairs	47	49
Number of buses accessible to people in wheelchairs	2,442	2,677
Number of UFR bus journeys	21,385	25,460
Number of UFR RER journeys		22,300

Prevention	2007	2008
Training in how to manage individual and collective risks (indicator expressed in hours)	66,963	59,179

Solidarity	2007	2008
Number of persons accommodated by aid missions targeting vulnerable individuals (Social Shelter and RATP Assistance)	42,978	22,729*

* 21,487 for Shelter and 1,242 for RATP Assistance.

Citizenship education	2007	2008
Number of partnerships with schools (secondary schools and sixth form colleges)	290	300
Number of employees volunteering for preventive actions targeting young persons over the course of the calendar year	550	410
Number of students concerned	53,583	41,000

Localism policies	2007	2008
Employees hired under "City Policy" neighbourhoods scheme (in % of all recruits)		
Paris	76%	70%
Seine-et-Marne	32%	34%
Yvelines	59%	51%
Essonne	68%	72%
Haut-de-Seine	70%	65%
Seine-Saint-Denis	94%	92%
Val-de-Marne	83%	82%
Val-d'Oise	72%	72%
Total		72%

Nota: Districts categorized under the City Policy scheme are generally communities that have signed a CUCS Urban Social Cohesion contract (ex-Urban Contract) or an ORU Urban Renovation Operation agreement. Usually, this involves neighbourhoods that have been classified as ZUS Sensitive Urban Zones. The present report covers communities that have signed a CUCS contract.

Financial Report 2008 - Key figures

The full financial report is available at ratp.fr or upon request with RATP's communications department.

Consolidated statements of income

at december 31, 2008

<i>(in thousands of euros)</i>	12/31/2008	12/31/2007
Revenue ⁽¹⁾	4,317,215	4,104,588
Other income from ordinary activities	72,366	45,740
Income from ordinary activities	4,389,581	4,150,328
Cost of sales	-237,775	-198,207
Other purchases and external charges	-619,894	-575,232
Taxes, duties and similar payments	-225,329	-216,360
Payroll and payroll-related costs	-2,371,572	-2,269,458
Depreciation and amortization	-513,900	-509,754
Provisions	-47,159	-24,160
Other income and operating expenses	-24,032	-47,534
Ordinary operating income	349,920	309,623
Other income and operating expenses	3,017	-3,012
Operating income	352,937	306,611
Financial income	220,796	110,467
Financial expense	-427,222	-302,578
Pre-tax income	146,511	114,500
Income from equity-accounted associates	2,444	5,671
Income tax	-5,927	-6,092
Consolidated net income	143,028	114,079
Net income, group share	141,347	112,143
Net income, minority interests	1,681	1,936

(1) To facilitate comparison, following the implementation of the new contractual agreement with the Île-de-France regional public transport authority (STIF), entered into in 2008, the flat-rate contribution received in 2007 was included in revenue at December 31, 2007 (see § Significant events of the period).

Consolidated balance sheets

at December 31, 2008

<i>(in thousands of euros)</i>	12/31/2008	12/31/2007
ASSETS		
Goodwill	50,978	45,739
Intangible assets	241,713	201,345
Property, plant and equipment	7,444,456	7,180,692
Investment property	267	799
Investments in equity-accounted associates	144,287	155,299
Available-for-sale financial assets	13,402	5,443
Derivative financial instruments	62,144	11,436
Other financial assets	84,599	86,016
Deferred tax assets	3,009	2,348
NON-CURRENT ASSETS	8,044,855	7,689,117
Inventories	145,397	132,255
Trade and other receivables	530,037	531,749
Tax receivables	759	515
Derivative financial instruments	10,015	8,380
Other financial assets	8,309	8,727
Cash and cash equivalents	294,451	381,552
TOTAL CURRENT ASSETS	988,968	1,063,178
TOTAL ASSETS	9,033,825	8,752,295

<i>(in thousands of euros)</i>	12/31/2008	12/31/2007
EQUITY AND LIABILITIES		
Capital stock	283,367	283,367
Reserve for assets made available to RATP	250,701	250,701
Retained earnings	1,396,476	1,368,155
Net result	141,347	112,143
EQUITY, GROUP SHARE	2,071,891	2,014,366
Minority interests	16,979	15,503
TOTAL EQUITY	2,088,870	2,029,869
Provisions for employee benefit	495,387	486,345
Other provisions	134,393	101,787
Loans and borrowings	3,852,250	3,316,820
Derivative financial instruments	35,894	27,462
Deferred tax liability	7,067	6,748
Other trade creditors	71,209	89,938
NON-CURRENT LIABILITIES	4,596,200	4,029,100
Other provisions	72,004	55,869
Short term loans and borrowings	1,115,349	1,448,994
Derivative financial instruments	15,448	11,532
Trade payables and related accounts	1,144,730	1,175,133
Income tax liabilities	1,224	1,798
CURRENT LIABILITIES	2,348,755	2,693,326
TOTAL EQUITY AND LIABILITIES	9,033,825	8,752,295

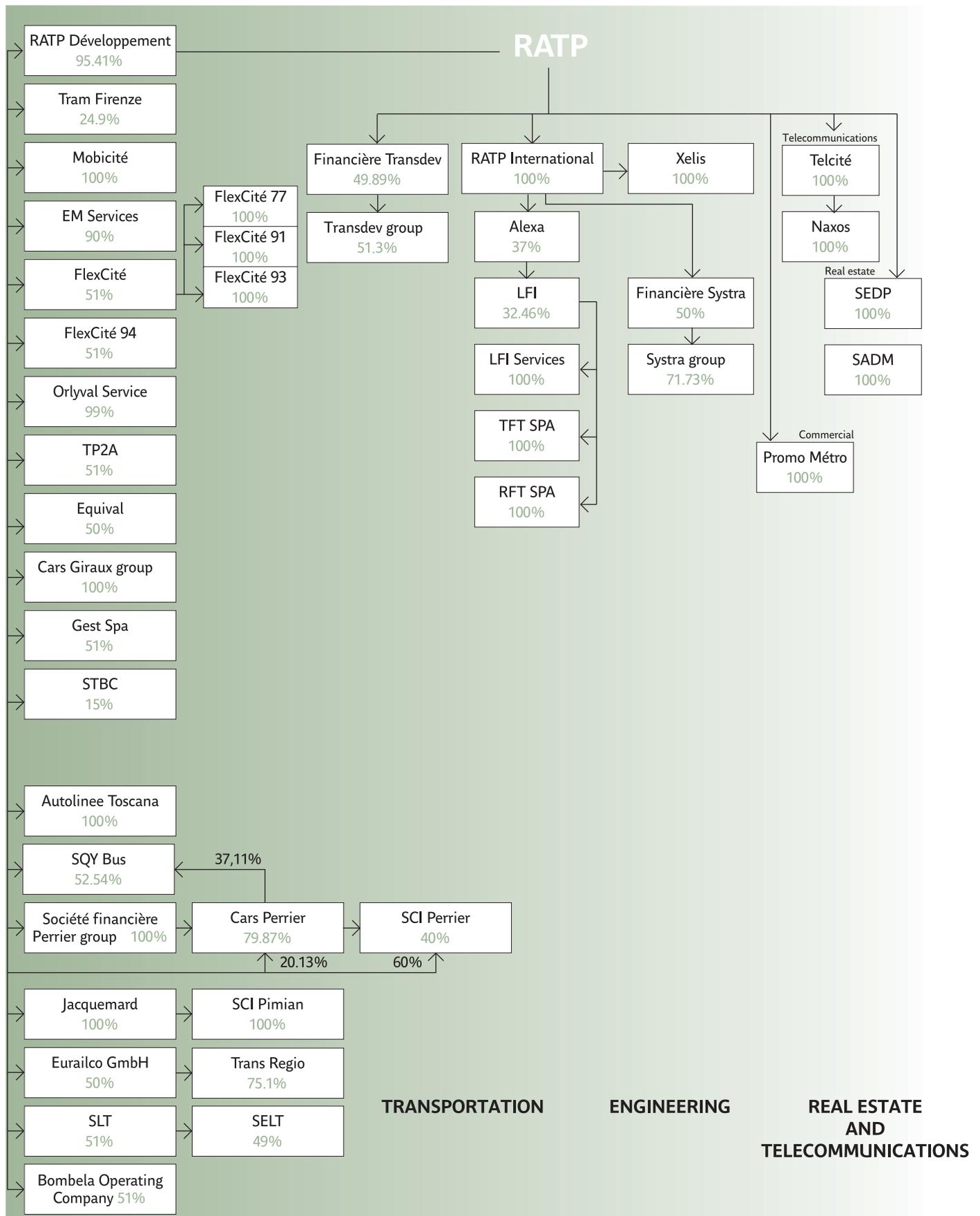
Consolidated statements of cash flows

at December 31, 2008

<i>(in thousands of euros)</i>	12/31/2008	12/31/2007
CONSOLIDATED NET INCOME	143,028	114,079
Net income from equity-accounted associates	-2,444	-5,672
Depreciation and amortization	560,684	525,419
Fair value gains and losses	-82,641	16,936
Gains and losses from asset disposals and dilution effects	-2,283	5,807
Other adjustments	-78	-367
Discounting	79,321	-23,233
Cash flow from operations after net financial expense and tax	695,587	632,969
Tax expense (income)	5,928	6,097
Change in WCR	-117,619	56,895
Income tax paid	-7 117	-6,096
Net cash provided by operating activities	576,780	689,865
Acquisition of long-term investments	409	-38,396
Purchase of property, plant and equipment	-1,028,690	-843,836
Capital increases of associates	-	-62,733
Change in WCR	73,986	-5,432
Investment grants (received)	196,732	167,880
Investment grants (receivable)	-19,063	-2,794
Proceeds from sale of property, plant and equipment and intangible assets	2,086	4,940
Proceeds from financial assets	-	150
Dividends received	9	3,607
Other net cash from investing activities	640	2,105
Net cash used in investing activities	- 773,891	- 774,509
Capital increase	-	-
Loan issuance	936,651	355,119
Issuance of commercial paper	329,936	400,318
Repayment of borrowings	-814,079	-211,358
Repayment of commercial paper	-400,318	-419,060
Change in accrued interest	12,782	834
Dividends paid to shareholders of the group	3,902	-
Dividends paid to minority shareholders	-1,269	-709
Other cash flow from financing activities	200	403
Cash flow from financing activities	67,805	125,547
Effect of changes in the exchange rate	115	-98
Effect of changes in accounting principles	-41	-
Net increase/decrease in cash and cash equivalents	- 129,233	40,805
Cash and cash equivalents at beginning of year	334,799	293,994
Cash and cash equivalents at year-end	205,566	334,799
Net decrease in cash and cash equivalents	- 129,233	- 40,805

Organisation chart

as of December 31, 2008



RATP

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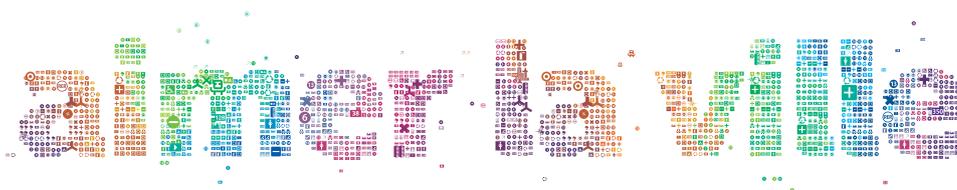
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