- A full service group
- Financing of public transportation in Paris region
- Focus on Non-Fare revenues
Group structure

Design, construction, operations, maintenance in the Paris region and …
…Infrastructure management

Operations et maintenance (outside of the Paris region)

Engineering

- Passenger information
- Telecomunications
- Property management
- Commercialisation of stations
A wide ranging role in the Paris region

- Service level contract with the regional authority
- Infrastructure management
- Investment to upgrade a century old network
- Public interest (including the protection of our passengers and network)
Operations

Paris regional network

- 14 metro lines
- 2 suburban lines
- 7 tram lines
- 350 bus lines
Engineering

- Automation of lines 1 and 14
- Automation of line 4 in progress
- Simultaneous extensions of four metro lines
Maintenance

- A network that is over 100 years old
- Maintain infrastructure, rolling stock, stations and equipment without interrupting services
- 8.5 billion euros in investment from 2016 to 2020
RATP Group

- 60,000 employees
- More than 14 million of passengers per day
- 1.832 billion € invested in 2015 in Ile-de-France
- 43,700 employees - Ile-de-France area
- 302 million - net income in 2015
- 5.556 billion € in revenues in 2015 (+5.7%)
A company with a long history of success

- Strong growth: revenue has quadrupled since 2009, from €200M to €1200M and employees from 1.200 to 16.000

1949
Establishment of RATP

1997
Establishment of Systra, a subsidiary owned jointly by RATP and SNCF to handle engineering projects in urban and rail transport

2000
RATP is authorised to operate outside Paris and outside France

2002
RATP International becomes RATP Développement

2009
Establishment of the joint subsidiary RATP/Veolia Transport (VTRA) in Asia

2010
Opening of Gautrain in South Africa and winning of the call for tenders for the La Roche-sur-Yon bus network

2011
Integration of 16 subsidiaries into RATP Dev

2012 (10 YRS)
Conclusion of 3 major projects: Algiers metro and 3 Algerian trams, Casablanca

2013
6 international tenders won, 4 launching in record time, 4 operating contracts renewed, 3 European acquisitions

2014
3 international tenders won, 4 launching, 2 acquisitions in the United Kingdom

2015
3 international tenders won, 2 French tenders won, 4 launching, 2 acquisitions in the United Kingdom. 1 billion revenue achieved for RATP Dev.

2016
5 French tenders won, Tuscany bus tender won (4.4bn€ turnover/11years), launching of Washington D.C. tram, 2 acquisitions in sightseeing activities.
Operating in 15 countries
Florence, Italy: Delivering the highest quality of service
Riyadh, Saudi Arabia: Designing a bus network from scratch
Mon Car dans Ma Poche: real-time information for parents and schools
Algiers, Algeria: the IFF a top level rail training institute
• A full service group
• Financing of public transportation in Paris region
• Focus on Non-Fare revenues
Financing of Public Transportation in Paris Region

Annual budget (for operations): 8.993 billion Euros in 2014

Income

- Transport tax: 47.0%
- Ticket sales revenues: 30.4%
- Public subsidies: 19.8%
- Advertising/fines: 2.8%

Outcome

- RATP: 52%
- SNCF: 33%
- Optile: 11%
- Special operations: 4%
A full service group

Financing of public transportation in Paris region

Focus on Non-Fare revenues
Non-Fare revenues contribute to an economically balanced contract

Business lines:

- Advertising and retails
- Online advertising and mobile apps

RATP is responsible for deciding on and managing these activities
Non-Fare Revenues

- Non-Fare revenues are revenues obtained through the monetisation of RATP's audience.
- It involves creating value by capitalising on physical spaces and transport-based media.
- The development of an "online" flow monetisation model.
Non-Fare revenues management

- Managed by a dedicated Unit:
  - Advertising and Commercial Activities, responsible for signing contracts and managing contractual relations (legal, financial, operational)
  - Coordinates the project and operational aspects with technical departments
  - A strong involvement from internal departments is required to guarantee efficient processes
Non-Fare revenues per category
Non-Fare revenues per category

- Around €95 M per year (excluding mobile operators contracts)
  - Advertising: the core business: 75 M€
    - Included 1.4 M€ from Digital Display on ratpwebsite and mobile apps
  - Retail: 12 M€
  - Free Newspapers: 1 M€
    - A weekly Edition: A Nous Paris
    - A daily Edition: Direct Matin
Retail

- Managed by Promometro
- €20m, of which 40% comes from 4 major clients
  - Relay (press)
  - Bonne Journée (take-away sales)
  - Selecta (vending machines)
  - Photomaton
- 60% from "independent" retailers (many domestic and international brands including Starbucks, McDonalds and Marks and Spencer)
- Retail outlets operate in high-traffic areas and on direct passenger flow routes
Retail

- 16,100 sq. m on the RER of which 6,700 sq. m at La Défense

- 5,900 sq. m on the metro (+ bus 300 sq. m)

- 512 outlets in 100 stations (1/3 of the metro and RER network)

- 1,900 vending machines (including drinks vending machines on all platforms at all stations)

- 4 large transportation hubs featuring shops:
  - La Défense, Gare de Lyon, Opéra/Auber, Châtelet

Annual Income: €20m, of which 2/3 on the RER
Retail
The metro as a media

- Advertising billboards were born with the metropolitan
A pioneer network introduced in 2010:

- 400 screens in 100 stations and train stations
- Paris (inner ring)

2014:

- 600 screens: 70 and 55 inches
- Coverage network and Event areas
RATP Dev in Hong Kong

Hong Kong Tram

- Icon of Hong Kong since 1904
- Busiest tramline in the world (190,000 passengers per day)
- 163 tram fleets; 30 km; 120 stops
- Most Affordable transportation mean in Hong Kong
  - ...and yet a fully commercial business / zero subsidy
- New revenues stream
  - Advertising on tram fleets and stops – local and international advertising
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