



Press Kit

4 Continents

56,000 Agents

12 Countries

5th World public transport operator

The new scale of the RATP Group

RATP Group has developed unique experience and expertise in designing, project managing, operating, maintaining and modernising all forms of public transport in towns and cities, suburbs, between cities and on a regional scale. Our experience covers metros, buses, tramways, coaches and regional trains. RATP Group makes the most of its know-how both in France and internationally to provide solutions tailored to local situations. The Group boasts some forty subsidiaries in fields as varied as engineering (Systra), operations and maintenance (RATP Dev), mobility

assistance services (Ixxi), telecommunications (Telcité) and real estate (SEDP, Logis Transports).

RATP Group has a clear ambition : to consolidate its position as one of the world's top five public transport service providers.

The Group has been offering services since 2002 to maintain and operate urban networks outside the greater Paris area. The group's expansion outside its historic region will make it possible for RATP Group to ensure development and maintain a high level of competitiveness along with the quality of its know-how.

RATP Group key figures

€4.57 billion

in consolidated
turnover in 2010

€1.262 billion

invested in 2010

56,000
employees
in 2011

No. 1
urban operator
in France

No. 5
global public
transport service
provider

40
subsidiaries in France
and internationally

12 million
people carried every day

News for 3 March 2011 :

RATP Group and its subsidiary RATP Dev take a new step forward

The merger between Veolia Transport and Transdev prompted the RATP to withdraw from the its shareholding in the capital of Transdev in return for a transfer of assets equal to the value of its equity investment (25.66%). Sixteen Transdev-Veolia companies and 6500 staff members joined RATP Group through its subsidiary RATP Dev, which focuses on managing transport network operations in France and internationally.

The integration was a strategic one for RATP Group, which is establishing a direct presence in Switzerland and the United Kingdom and is also bolstering its presence in Italy, where it has become the country's No. 1 foreign urban transport operator. RATP Group is also consolidating its presence in France with operations acquired in new regions to offer their authorities responsible for transport, a new and credible alternative.

New outlook for RATP Dev and its subsidiaries

The size and activity of RATP Dev will more than triple as a result of the integration. The workforce will amount to 9,500, of whom 60% are outside France. Consolidated turnover should amount to €680 million, two-thirds of which from international business.

In Italy all Transdev operations are being transferred to RATP Dev. This means the Transdev Italia holding company and its equity stakes in public/private sector companies such as AMT, the operator of the network in Genoa, and Dolomiti Bus, which operates an urban and interurban transport network for the Province of Belluno, Venice). These companies amount to 2,700 staff and 970 vehicles. These teams will be joining RATP Dev operations in Tuscany, Modena and Florence.

In the United Kingdom RATP Dev has made a very significant entrance into the transport market by integrating two highly successful companies, London United (which operates 62 bus routes in London) and Bournemouth Transport, the No. 1 operator in Bournemouth, Dorset, and which includes the well respected Yellow Buses. The UK operation in total amounts over 3,000 staff and 1,000 vehicles.

In Switzerland operations from Veolia Transport in Geneva and Avenches have been integrated and will be creating synergies with the neighbouring network of Annemasse, which is already operated by the Group. Companies joining RATP Group have 120 staff and over 100 vehicles.

In France RATP Dev is extending its regional presence into four urban networks, Bourges, Moulins, Vienne and Vierzon and its interurban transport operations in three coherent regions, Centre-Auvergne, Champagne an Haute-Savoie. The process involves over 900 employees and over 830 vehicles.



Focus on RATP Dev

RATP Dev was established in 2002 as the RATP Group subsidiary focusing on developing and managing operation and maintenance activities for transport networks in France (in Île-de-France outside the

historic scope of the RATP) and internationally. RATP Dev taps into the expertise of RATP Group to offer transport solutions closely tailored to the needs of local authorities.

RATP Dev key figures

9,500
staff members

€680 million
turnover forecast
for 2011

Present in
12 countries

Serving
**30 towns and
departments**
in France

40 operating
subsidiaries specialising in :

- Urban transport
- Transport on request
- Sightseeing services
- Transport for the people with impaired mobility
- Peri-urban and inter-urban services
- School buses
- Cross-frontier buses

Recent iconic achievements

RATP Dev expansion has accelerated in the last few years with :

- **New management contracts signed :** bus and trolleybus networks in Modena (Italy), urban transport in Roche-sur-Yon (France), a new cross-frontier link with Geneva (Switzerland).
- **Several facilities entering into commercial service :** the first line of the tramway network in Florence (Italy), the automatic metro in São Paulo (Brazil) and the Gautrain regional rail link in South Africa



• **Acquisitions in the USA :**

Fullington Bus Company, the No. 4 private urban transport company operating in 15 States and Mc Donald Transit Associates , an inter-urban transport operator in Pennsylvania.



Seoul- Line 9



Fullington Bus (USA)

• **The success of VTRA** (a joint venture between RATP Group and Veolia Transport to operate transport networks in Asia) : exploitation of the tramway in Hong Kong, of bus networks in Nanjing and Macao (China), of the No. 9 metro line in Seoul (South Korea) and soon of the new No. 1 metro line in Mumbai (India).

Defined development strategy

The RATP Dev development is based on a country strategy, a mobilisation in large-scales projects and a partnership policy.

• **Country strategy**

RATP Dev is paying special attention to several regions :

- France (outside the historic region for the RATP)
- Italy, where it is now the country's No. 1 foreign urban operator
- United Kingdom, thanks to a promising presence arising from the integration of two high-potential companies
- USA with an ambition to succeed in every mode of public transport.

• **Mobilisation in large-scale projects**

RATP Dev is skilfully using its know-how as an integrator and operator to become the service provider operating new transport infrastructure on every continent. RATP Dev is accordingly taking part in structured projects (public/private partnerships, BOT, DBOM, etc.), for example in Algiers (metro), Florence (tramway), Johannesburg (regional trains), São Paulo (automatic metro), Rome (automatic metro), etc.



Florence

- **Partnership policy**

RATP Dev is teaming up with complementary partners to accelerate development in specific regions, for example in Asia with VTRA (Veolia Transport RATP Asia), a jointly owned subsidiary with Veolia Transport, which is

active in China, South Korea and India. A strategic partnership has also been signed in Saudi Arabia with SAPTCO to operate future tramway and metro networks in the kingdom.

Ambitious objectives

RATP Dev is aiming at turnover of €1 billion by 2013 and sharply rising results thanks to the successful integration of our new teams and new synergies. Our growth strategy is in

line with the 2008-2012 business plan for RATP Group, which intends to consolidate its position as one of the top five public transport companies in the world.

Simple and effective organisation

RATP Dev governance and organisation have been enhanced to support expansion:

- **A Supervisory Board** chaired by Pierre Mongin, chairman and chief executive of the RATP
- **A Executive Board** consisting of Jean-Marc Janaillac, RATP Group development managing director and chairman of the Executive board and Thierry Ossent, managing director
- **A functional and geographic organisation** to ensure a high level of proximity with organisations tasked with transportation and to assign the best skills for their projects :
 - A France Business Unit covering both French and Swiss markets

- A Northern Europe Business Unit with responsibility for operations and development in the United Kingdom, Ireland, Netherlands, Norway, Sweden, Finland and Denmark
- An International Business Unit tasked with operations and development in the USA, Italy, Algeria, Morocco, South Africa, Brazil and Asia.

A development division is also tasked with development in all countries and regions not assigned to a given business unit. A technical and innovation division has among its responsibilities the task of defining and steering offers, innovation and marketing for products and services along with technical assistance for subsidiaries.

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