

2024 ACTIVITY AND SUSTAINABILITY REPORT



RATP
GROUP

Olympic and Paralympic Games Paris 2024

Efficient transport, successful Games!

The Olympic and Paralympic Games Paris 2024 were unanimously praised as a remarkable success, showcasing Paris and the Île-de-France region on the international stage. Transport services rose to the occasion, enabling athletes, officials, organisers, and visitors to fully enjoy the event. The landmark moment will leave a lasting and sustainable legacy for Île-de-France residents.

AN OUTSTANDING COMMITMENT

Being ready for the Olympic and Paralympic Games Paris 2024 meant that RATP Group had to complete the extensions to metro lines 11 and 14, and to tram line T3b in time — major projects made possible by unprecedented investment. These challenges were met thanks to the expertise and early commitment of the engineering teams that oversaw these projects, all of which were inaugurated early in the summer.

Over 100
specific transport
services

deployed on the metro and RER networks, and over 50 services on the tram network for the Paris 2024 Games

Another key challenge was providing a higher volume of transport services that would be capable of meeting the demands of such a large-scale event during the summer, a period when operations are typically scaled down. Once again, the goal was successfully achieved, with our staff deeply



↑ A shared moment of celebration in the metro during the Paris 2024 Games.

committed to welcoming, guiding, carrying, and ensuring the safety of millions of visitors. 1,800 helpers, all volunteer employees from across the company, reinforced station teams to assist and direct passengers. Behind the scenes, RATP maintenance teams also played a crucial role in

executing the ambitious transport plan: anticipating infrastructure maintenance and preventive maintenance works ahead of the Games, and reorganising schedules during the event by deploying maintenance systems as close as possible to the network's operations.



↑ A pool of helpers deployed for the event.

1 to 1.5 m
additional
daily passengers

on RATP networks during the Paris 2024 Games



↑ Enhanced signage near stations serving competition venues.



98%

core passenger satisfaction
on the quality of their interaction
with staff during
the Paris 2024 Games



↑ Numerous staff members were deployed on the network to guide passengers, many of whom arrived from outside the region.

A MAJOR LEGACY FOR MOBILITY
IN THE ÎLE-DE-FRANCE REGION

True to its promise, RATP Group commissioned three major extensions on the rail network, in time for the Paris 2024 Games: tram line T3b to the west of Paris in April 2024, metro line 14 to the north and south, as well as metro line 11 to the east, both by the end of June 2024. Beyond the success of the Paris Olympics, to which they contributed, these new infrastructures, which are part of the future Grand Paris network, represent a lasting transport legacy that will benefit residents of the Île-de-France region in the years to come.

THE 6 NEW STATIONS ON THE EASTERN PART OF METRO LINE 11 link a previously underserved area to the metro network. The extension doubles the distance of the line and equips it with latest-generation rolling stock.

THE EXTENSION TO METRO LINE 14 includes an additional station to the north, Saint-Denis - Pleyel, providing access to Stade de France, the new water sports centre, and the site that hosted the Olympic Village, which is currently being converted into a new residential area. There are also seven new stations to the south, connecting central Paris to Orly Airport – served by an RATP Dev-operated metro station – with the Gustave Roussy Institute in Villejuif on its route.

RATP Connect, the Group's telecoms subsidiary, also deployed 3G/4G/5G mobile coverage and fibre optic networks on these two extensions ahead of the Paris 2024 Games.

THE 7 NEW STATIONS EXTENDING TRAM LINE T3B TO PORTE DAUPHINE STATION enhance intermodal journeys in the western part of Paris, by providing connections to three metro lines (1, 2, and 3) and two RER lines (C and E).



Edgar Sée
Deputy Director for the Olympic and Paralympic Games Paris 2024, RATP Group

“ The preparation ahead of the Paris 2024 Games included the punctual completion of several large-scale railway projects. Never before have we inaugurated so many new infrastructures of such magnitude in the Île-de-France region. We brought certain remote areas closer, and facilitated access to new employment hubs, which provide Île-de-France residents with very tangible benefits. ”

An 80%

service increase on certain days on metro line 9, which notably serves the Parc des Princes and Roland Garros venues

CUSTOM TRANSPORT SOLUTIONS FOR 2,000 ATHLETES

150 shuttles were deployed by RATP Cap Île-de-France, providing customised service to carry athletes from various sport disciplines between the Olympic Village and competition venues.



↑ An MP14 train on the viaduct at Coteaux Beaclair metro line 11 station, Rosny-sous-Bois.

WHAT'S NEXT?

RATP has decided to maintain several initiatives that proved effective during the Paris 2024 Games: the pool of helpers that can be mobilised at any time, the tool that instantly transcribes text and speech in 17 languages on station staff members' tablets, as well as the "PC canalisation," a control room specially created for the event, in order to better manage passenger traffic. All these solutions can be reactivated during major events in the future. High-priority vehicles that helped reduce response times for explosive detection teams, thereby limiting the impact of unattended objects on the

network, will continue to operate. The number of canine units will double as well. Additionally, to reduce waiting times during peak periods, station staff will

continue mobile ticket sales, by approaching passengers to sell transport tickets, a much-welcome move during the Paris 2024 Games.

↓ An RATP Commitment Charter communication campaign.



19,000

staff members

were deployed daily during the Olympic Games, and over 21,000 during the Paralympic Games



2024: A year of success and progress"

Jean Castex,
Chairman
and Chief Executive Officer

The year 2024 will remain exceptional in many ways. The Paris 2024 Games were a major success, both in terms of transport service efficiency and quality of service for our passengers. To meet the challenge of hosting the Games, RATP Group was also required to commission the extensions to metro lines 11 and 14, as well as the extension to tram line T3b, on time - major projects that were the fruit of unprecedented investment. Mission accomplished! The success of these projects is the result of the dedication and commitment of each and every one of our employees, whom I sincerely thank.

In this context, our extensive plan to improve employee attendance has enabled us to meet the service level required under our service contract in the Île-de-France region, reducing absenteeism by over 8%. These achievements are encouraging as we transition to the new service contract, which will come with higher performance expectations and a record level of investment. Sustainability is at the heart of RATP's strategy, as reflected in our ambitious resource efficiency targets: a 10% reduction in our drinking water consumption by 2030 and a 15% reduction in total energy consumption by 2029. In line with this commitment,

2024 witnessed an acceleration in the energy transition of our bus fleet, which now includes over 2,300 electric and biomethane-powered buses. Today, 72% of our fleet consists of clean buses, up from 59% a year earlier. Furthermore, the overwhelming success of our third green bond issue, worth €500 million, highlights our growing commitment to ecological transition. As the profound transformation of public transport in the Île-de-France region takes shape, 2024 also marks our first successful bids in the opening of the bus network to competition, with our subsidiary RATP Cap Île-de-France securing two

of the first three contracts awarded. This highly symbolic achievement demonstrates the success of the transformation efforts we have undertaken in recent years to prepare for this milestone. Outside the Île-de-France region, additional victories underscore the Group's recognised expertise, notably in urban rail and automated metro systems, in which we are a global leader. SYTRAL Mobilités, the transport authority for the Lyon metropolitan area, has entrusted us with the management and operation of its entire network. Our strong growth is also reflected in our successful bids to operate networks

in Singapore, Riyadh, Casablanca, and North Carolina, and tenders that we have won in France, in Caen, Bayonne, Narbonne, Brive, Saintes, and Quimper. To maintain this momentum in 2025, our ability to engage and mobilise will be a key success factor. We are able to rely on the dedication of our employees, in a climate that is increasingly conducive to better working conditions and quality of life. This follows the recent signing of a major agreement to support work-life balance, while strengthening measures to prevent occupational risks. Many challenges lie ahead, but we have what it takes to overcome them!

RATP Group

The world's third-largest urban transport operator

Present in 16 countries across 5 continents, and providing over 4.1 billion daily journeys worldwide, RATP Group is a first-class player in urban mobility. Backed by its expertise in multimodal transport options, and a wide range of complementary skills, ranging from urban services (real estate, telecoms, logistics, new forms of mobility, energy, among others) to security, passenger information and ticketing solutions, as well as infrastructure management, the Group designs, implements, and ensures the daily operation of robust, efficient solutions, and innovative services for decarbonised mobility that drives a sustainable and more human-focused city.

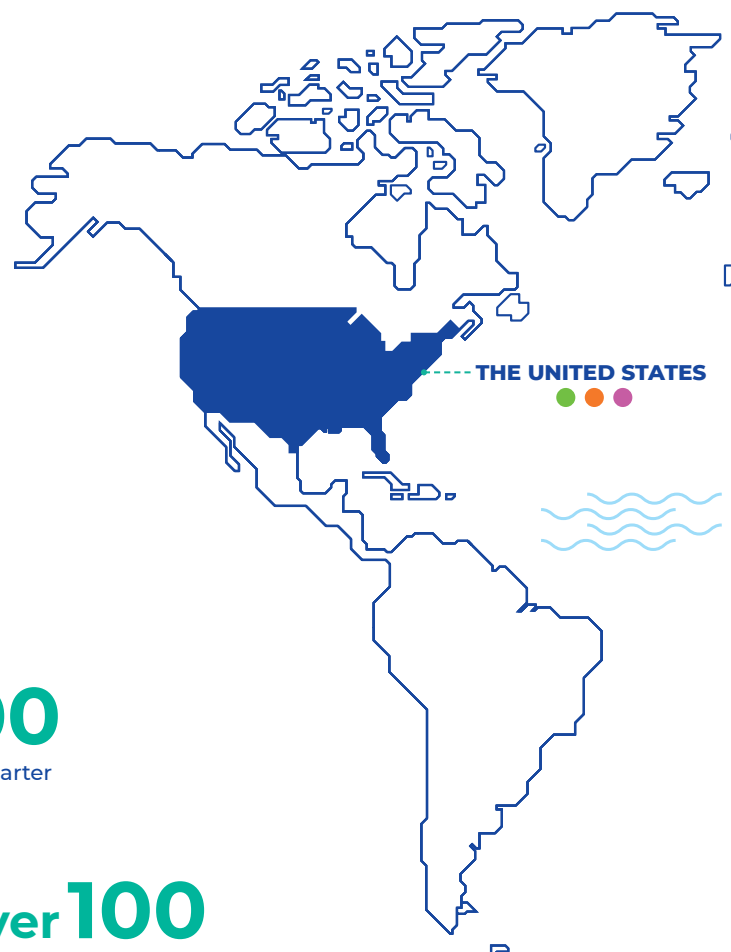
5 areas of expertise

- Mobility
- Urban services
- Infrastructure management
- Security
- Other services

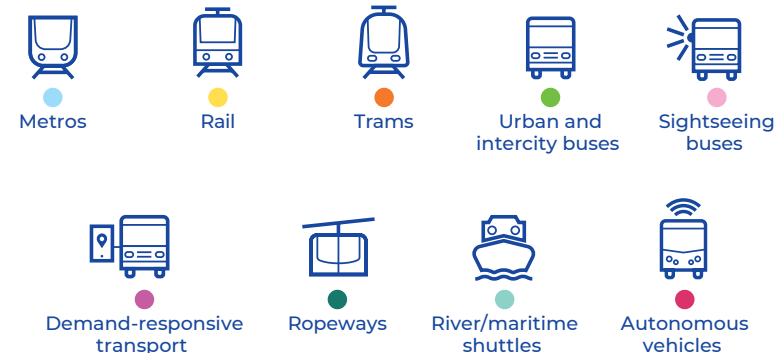
Over 73,500
employees with close to a quarter based internationally

4.1
billion journeys provided globally in 2024

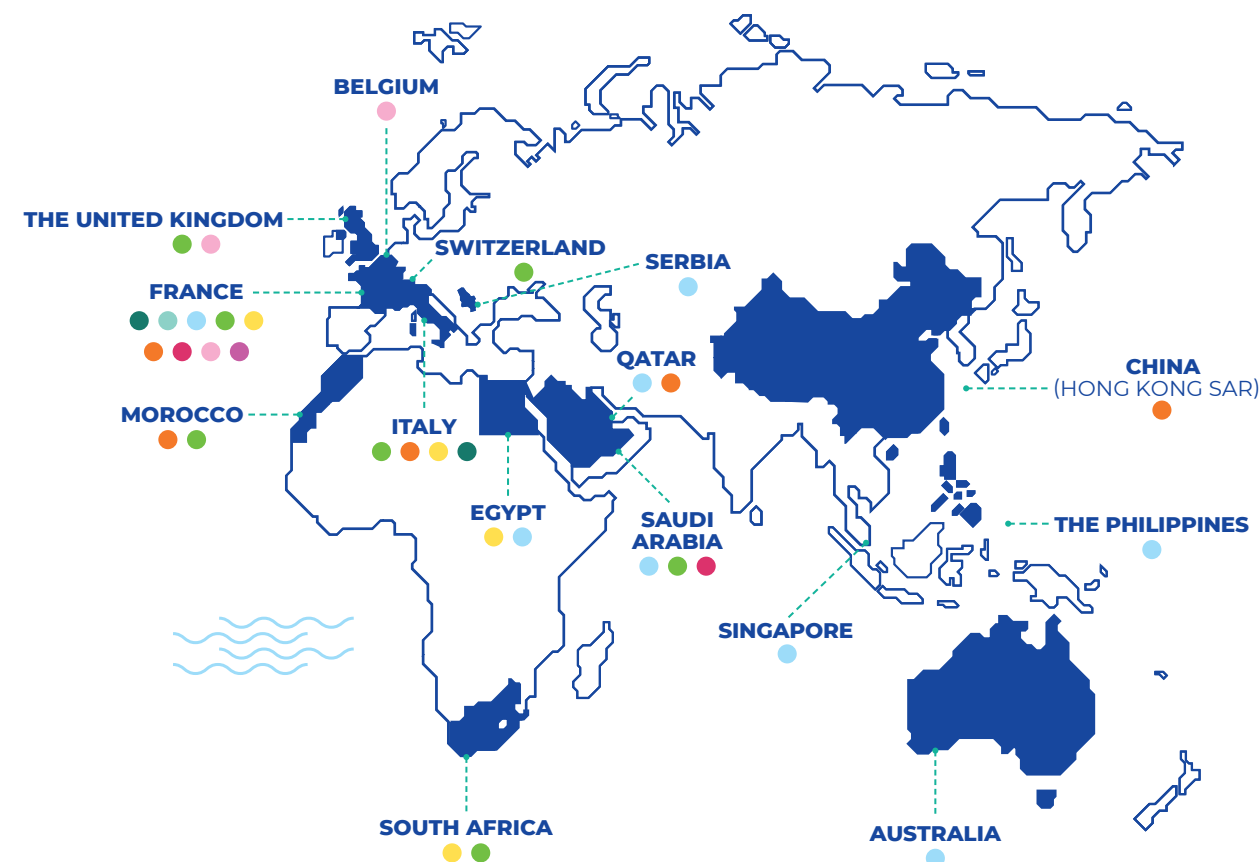
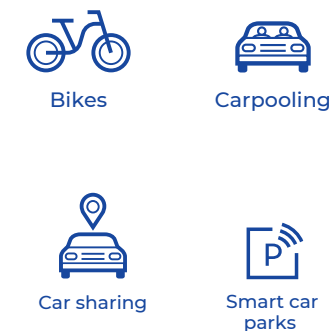
Over 100
ongoing service contracts worldwide



9 transport modes



4 modes operated in partnership



Value creation model

Our resources

Human

- Over 73,500 employees worldwide, with close to a quarter based internationally
- 2,000 engineers in the Île-de-France region
- Over 270 professions

Financial

- €7.14 billion in consolidated revenue
- €952 million in consolidated operating cash flow

Industrial and asset-based

- Close to 1,400 metro, RER, and tram trains, plus 4,800 buses in the Île-de-France region
- Over 1 million m² of passenger floor area in the Île-de-France region
- 91 industrial sites in the Île-de-France region
- 170,000 kilometres of optical fibre installed by RATP Connect in the Île-de-France region

Our driving purpose

Dedicating every day to better city living

Our stakeholders

EMPLOYEES AND SOCIAL PARTNER ORGANISATIONS

LOCAL TRANSPORT AUTHORITIES

LOCAL AND INSTITUTIONAL BODIES

TRANSPORT OPERATORS

SUPPLIERS AND SUBCONTRACTORS

PASSENGER ASSOCIATIONS AND OTHER ORGANISATIONS

Our areas of expertise

MOBILITY
URBAN SERVICES
INFRASTRUCTURE MANAGEMENT
SECURITY
OTHER SERVICES

Scopes

● RATP Group / ● RATP EPIC / ● EFPS / ● RATP, RATP Dev (EFPS), RATP Cap Île-de-France, RATP Solutions Ville

Our value creation

Providing a human-focused, high-quality, safe and accessible service

- 87% passenger satisfaction score (source: Île-de-France Mobilités perception survey)
- 22,000 frontline staff in direct contact with passengers
- 88% of bus routes in the Île-de-France region are fully accessible to people with disabilities (100% in Paris)

Fostering a strong corporate culture, attractiveness, and employee engagement

- Over 10,100 new hires
- 5.8% of wage bill volume reinvested in training
- 22% female representation in total workforce

Supporting local communities in addressing environmental and climate challenges

- 29% reduction in greenhouse gas emissions per passenger-km from 2019 (target: 43% lower by 2027)
- 72% of the Île-de-France bus fleet is hybrid, electric or natural gas-powered as of 31 December 2024
- Over three hectares of greenery planted on company-owned land since 2016

Leveraging expertise to drive growth in sustainable urban development

- 43% of revenue aligned with the EU taxonomy for climate change mitigation (92% eligible)
- 29% of investment expenditure aligned with the EU taxonomy for climate change mitigation (88% eligible)
- €1.96 billion in consolidated revenue from Group subsidiaries

Enhancing Group performance, both financial and extra-financial

- €2.5 billion invested by RATP in the Île-de-France region (including €2 billion as part of the four-year investment plan agreed with Île-de-France Mobilités)
- €167 million in consolidated recurring EBIT

The Executive Committee

The Executive Committee, chaired by Jean Castex, consists of nine members who have full responsibilities over one or several divisions, business units, or industrial service providers for which they are the operational and day-to-day representative.

ExCom members



Jean Castex
Chairman
and Chief Executive Officer

Sylvie Buglioni
Director, Technical
and Industrial Projects
Division; Director,
Digital and Innovation
Division



Hiba Farès
RATP Dev Chief
Executive Officer



Jean-Yves Leclercq
Group Director,
Strategy, Finance,
and Sustainable
Performance



Jimmy Brun
Spokesperson; Director,
Communications,
Commitment, and
Brand Strategy Division;
Director, Sales and
Marketing Division

Agnès Ogier
Director, RATP Rail
Services Business Unit



Jean Agulhon
Group Director,
Human Resources
Division

Emmanuelle Cortot-Boucher
Group Secretary General;
Director, General
Management Services
Division



Jean-Louis Houpert
Director, RATP
Infrastructures Business Unit

Extended ExCom members

Xavier Léty
Chairman, RATP
Cap Île-de-France



Patrice Lovisa
Chairman, RATP Cap
Île-de-France

ExCom secretary



Sylvain Durand
Cabinet director
to the Chairman and
Chief Executive Officer

The Board of Directors

The Board of Directors*, consisting of 15 members, is made up equally of representatives from the French government, employee representatives and qualified professionals representing socio-economic sectors, customers, and local authorities on which RATP Group's activities have an impact. The board primarily addresses the company's major strategic directions, whether economic, financial, or technological.

French government representatives

Jean Castex
RATP Group Chairman
and Chief Executive Officer

Sabine Deligne
Deputy Director, Budget Directorate,
Ministry of Public Accounts

Emmanuelle Gay
Regional and Interdepartmental
Director of Equipment and Planning
for the Île-de-France region

May Gicquel
Investment Director at the APE,
Ministry of Economy, Finance,
and Industrial and Digital Sovereignty

Marc Guillaume
Commissioner of the Île-de-France
region; Paris Commissioner

Experts in transport, mobility policies, or socio-economic sectors

Jean Bassères
Inspector General of Finance

Alice-Anne Médard
Chair of the Mobility
and Transport Section,
General Inspectorate
for the Environment and Sustainable
Development, Ministry of Ecological
Transition, Biodiversity, Forestry,
Marine and Fisheries

Karine Vernier
CEO France, InnoEnergy

Representatives of public transport users

Michel Babut
Vice-President, FNAUT (National
Federation of Transport User
Associations), Île-de-France

Elected officials from municipalities or groups of municipalities, stakeholders of RATP or its subsidiaries

Thomas Chevandier
Paris City Councillor
(Paris en Commun - Ecology for Paris);
Deputy Mayor of Paris,
responsible for public construction,
project monitoring and coordination
of works in public areas

Elected employee representatives

Mourad Chikh
(UNSA RATP Group list)

Abdelmalek El Hachemi
(FO RATP Group list)

Jean-Marc Judith
(FO RATP Group list)

Sébastien Melin
(CGT RATP list)

Fabien Renaud
(CFE-CGC RATP Group list)

Board members

Philippe Dupuis
Head of the Economic and Financial
Control Mission for Transport

Rodolphe Gintz
Director General of Infrastructure,
Transport, and the Sea, Ministry of
Transport, Government Commissioner

Board secretary
Emmanuelle Cortot-Boucher
Group Secretary General;
Director, General Management
Services Division

Attending the Board

Frédéric Sarrassat
Secretary of the Central Social
and Economic Committee

*As of 31 December 2024

Development

Significant milestones in the Île-de-France region, France, and worldwide

Lyon, Bayonne, Quimper, Caen, Singapore, Riyadh... In 2024, several additional transport authorities chose to entrust the management of their transport networks to RATP Group. These developments demonstrate the trust that local authorities place in our teams' ability to work together with them to create the mobility solutions that best fit their needs.



↑ Mairie de Saint-Ouen station on metro line 14.

Once again this year, the Group's teams have leveraged their expertise and demonstrated their proficiency in all aspects of public transport, ensuring the success of the projects entrusted to them in the Île-de-France region, across France, and internationally. From designing a future network, launching new tram or automated metro lines, extending or upgrading existing lines without disrupting passenger service, adapting infrastructure to accommodate new rolling stock, to restructuring bus networks to offer a more decarbonised service better suited to user needs, they are as efficient in each area.

A KEY PLAYER IN URBAN RAIL SYSTEMS

In 2024, the Grand Paris Express project reached a significant milestone: the Group commissioned the north and south extensions to metro line 14, the backbone of the future network. Completed on schedule ahead of the Paris 2024 Games – along with the extensions to metro line 11 and tram line T3b – these extensions were carried out without major disruption to passenger service, and came with a full upgrade of all operational systems on this pioneering automated metro line, which was inaugurated in 1998.

The Group has proven expertise across the entire value chain of automated metro systems (design, operation, maintenance, upgrading, extension, and others) and, more broadly, in urban rail systems (metro, rail lines, trams, and funiculars), which is implemented and deployed in many parts of the world. This is demonstrated by RATP Dev's successful commissioning of two fully automated metro lines in Riyadh, the launch of two new tram lines in Casablanca, and the renewal of RATP Dev's key role as upstream operator for the future automated metro in Belgrade.

In France, SYTRAL Mobilités, the transport authority for the greater Lyon area, chose RATP Dev to operate and maintain its four metro lines, all tram lines, both funicular lines, and Lyon's airport shuttle link.

On the other side of the world, Singapore selected SBS Transit in partnership with RATP Dev to operate the Jurong Region Line, the seventh metro line in the nation-city.



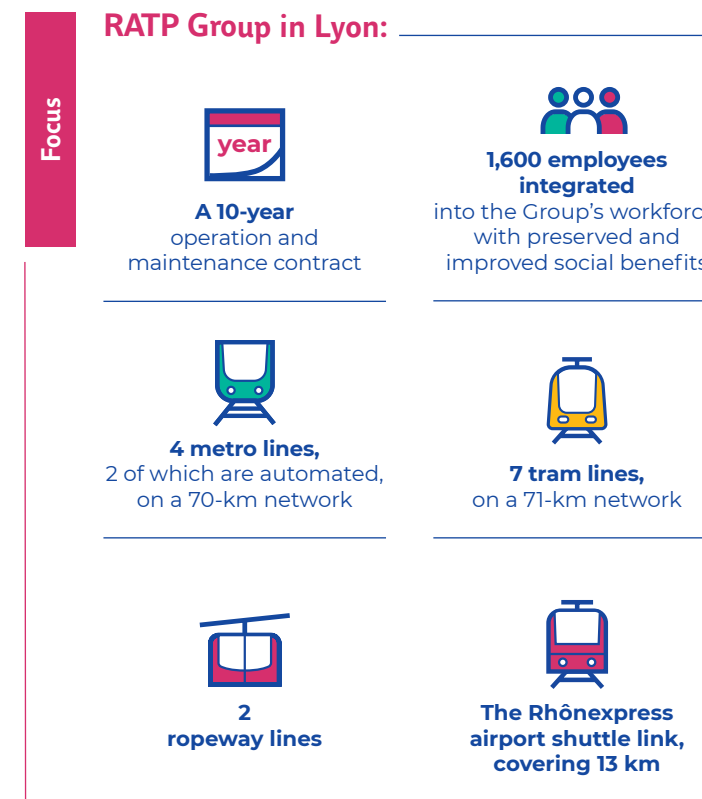
↑ Tram line in Lyon.

A major tram operator in the Île-de-France region

RATP Cap Île-de-France won the operation and maintenance of the tram line T12 (20.4 km connecting Massy to Évry-Courcouronnes), and tram line T13 (18.8 km, from Saint-Germain-en-Laye to Saint-Cyr). The subsidiary's success reinforces the Group's central role, as it now operates 11 out of the 13 tram lines in the Île-de-France region.



Arnaud Legrand
Arnaud Legrand, Director,
RATP Dev Lyon



“ In order to offer a tailored service, we have leveraged the Group's multiple areas of expertise, adapting them to Lyon's specific challenges. We aim to be a long-term partner, capable of managing the operation and maintenance of a large-scale urban rail network, through our numerous combined skills and areas of expertise in metro and tram systems. We also want to support our client in implementing their ambitious transport agenda, combining social and environmental interests. Our goal is to make RATP Dev Lyon a mission-driven company as of 2026! ”

MORE BUSES!

RATP Group has significantly strengthened its presence in the bus sector, notably in France, with several successful bids in 2024 that included the Basque Country, Caen, Bayonne, Narbonne, Brive, Saintes, and Quimper. Through our subsidiaries, we are establishing long-term trust-based relationships with local authorities and transport organisations. This builds on our expertise in the operation of bus networks, notably in densely populated areas, and our proficiency in all relevant skills in this highly

flexible and urban transport mode. As an example, Ardenne Métropole has renewed its trust in RATP Dev with a 7.5-year extension to our contract for the operation and maintenance of the TAC bus network, which the Group has been running since 2012. The target for 2031: 2.7 million annual passengers. In the United States, after a successful first venture in Winston Salem (North Carolina) in May 2024, RATP Dev was awarded the management of Visalia's transport system in California in September, marking its largest contract in the state.



↑ QUB network in Quimper.

48

This is the number of municipalities that make up the Brive agglomeration,

whose local authority has selected RATP Dev to operate and maintain its Libéo public transport network. The road map: build an extended transport offering that encourages residents to leave their cars at home. Notably, Brive wants bus routes to be increasingly connected to other transport modes, and improve access to employment hubs.

CAEN AND QUIMPER: DECARBONISATION AND ACCESSIBILITY

In July 2024, the Quimper Bretagne Occidentale community entrusted RATP Dev with the management of its QUB transport network: 20 bus routes, an electric shuttle service in the city centre, 34 school bus routes, services for people with reduced mobility (PRM), demand-responsive transport, and a bike rental service. In September 2024, the Caen La Mer urban community awarded RATP Dev the operation and maintenance of its Twisto mobility network: 3 tram lines, 72 bus routes, services for people with reduced mobility (PRM), demand-responsive transport, and soft mobility options.

SAINTES: MORE SOFT MOBILITY OPTIONS

In February 2024, RATP Dev won the contract to operate and maintain the BUSS network (buses, demand-responsive transport, soft mobility, and more) for Saintes Grandes Rives, l'Agglo (the local public transport authority). The goal is to improve overall service, and expand the supply of electric bike rentals, in order to encourage passengers to limit car usage.



↑ Bus Rapid Transit (BRT) route in Casablanca.

CASABLANCA: BUS RAPID TRANSIT

A long-standing partner of Casa Transport - Casablanca's transport authority - since 2012, RATP Dev now operates two new tram lines (T3 and T4) in Morocco's economic capital city, as well as two new bus rapid transit (BRT) routes.

20%

increase in expected production per kilometre by increasing services on the coastal section of the **Txik Txak network (bus and tram-bus) in the Basque Country region**, as part of the public service delegation awarded to RATP Dev

Opening of the Paris bus network to competition: RATP Cap Île-de-France scores early

At the end of 2024, Île-de-France Mobilités awarded the first three lots as part of the opening of the capital region's bus routes to competition: RATP Cap Île-de-France, the subsidiary responsible for developing the Group's operations in the Île-de-France area, was selected for the two lots covering highly dense areas in Paris' inner suburbs. The following lots will be awarded in 2025.

↓ Bus route 102 in the Île-de-France region.



Xavier Léty
Chairman, RATP Cap Île-de-France

“The first two lots awarded to RATP Cap Île-de-France, as part of the opening to competition, is a strong recognition of RATP Group's expertise in the operation and maintenance of transport networks in ultra-dense urban environments.”

Service excellence

An absolute prime focus

Passengers are at the heart of RATP Group's attention, with one stated ambition: to make their daily commutes easier, and improve access to the city through an efficient and reliable transport network. The Olympic and Paralympic Games Paris 2024 provided an opportunity to demonstrate our ability to carry and manage exceptionally large crowds under optimal conditions. Today, our commitment lives on.



↑ Staff are equipped with tablets to facilitate interactions with passengers.

RATP service builds on a strong human presence. 27,000 employees work daily on the complex and multimodal transport network of the Greater Paris region, to welcome, inform and ensure safe journeys. Behind the scenes, maintenance teams secure transport capacity by ensuring the availability of buses, metros, RER trains, trams, and infrastructure. This dedicated team

of men and women, using innovative technical systems, enables up to 11 million journeys on peak days.

AN INCREASINGLY FAVOURABLE OPINION OF SERVICE QUALITY

86.9% is the 2024 passenger satisfaction score in the Île-de-France

region, marking a one-point increase from 2023. This result is notably driven by greater satisfaction in interactions with staff, which has risen by over 7 points to 96.1%. Passenger information during service disruptions has improved by 1.5 points, while information under normal conditions remains stable at a high satisfaction rate of 92.3%.



↑ Staff available to assist passengers in the event of an incident (pictured here on metro line 14).

MODERN AND UNIVERSALLY ACCESSIBLE PASSENGER INFORMATION

Since 2024, RATP and Île-de-France Mobilités have deployed close to 500 new fully accessible information screens displaying real-time arrival times for the next two trains, along with live traffic updates. These were installed on the platforms of metro lines 1, 2, 5, 6, 8, 9, 10, 11, and 12 ahead of the Olympic and Paralympic Games Paris

2024. Installations will proceed on the remaining lines in 2025. The preparation ahead of Paris 2024 also accelerated the deployment of automated station name announcements on legacy train models that previously lacked this technology—an essential feature for all passengers, particularly those with visual impairments. The installation of speakers has already been completed on metro lines 3bis, 7bis, and 10, with a solution yet to be implemented on metro lines 7, 8, and 12.



Pauline Vanderquand
Founder of the UMay app,
to improve safety in stations

“One year after the opening of the first ‘Safe Place’ locations at Auber RER station, our partnership with RATP continues with close to 80 safe spaces now available in or near transport areas, in the metro and RER networks, as well as on the tram network. Victim support is a key aspect in combating gender-based and sexual violence, and it's by working together, both as retailers and service operators, that we'll continue to significantly reduce this phenomenon. RATP's support in this is essential.”

€1.3 m

in funding granted to RATP

by the European Commission in 2024 to co-finance two studies aimed at improving access and passenger flow management at Gare de l'Est and Gare Montparnasse stations, two particularly busy international multimodal hubs

INNOVATION IN PASSENGER INTERACTION

Frontline staff use the Trad.IV.IA automatic translation app, which was developed by RATP and installed on their work tablets. Powered by artificial intelligence, Trad.IV.IA provides instant translation in 17 languages, making communication easier with foreign-language visitors and individuals with hearing impairments. Widely praised by both tourists and staff during the Paris 2024 Games, this tool has now become part of everyday operations.

↓ Hôpital Bicêtre station on metro line 14.



PREPARING FOR THE ARRIVAL OF NEW ROLLING STOCK

Ahead of the deployment of the latest-generation rolling stock on metro line 10, ordered by Île-de-France Mobilités, RATP has been carrying out extensive infrastructure adaptation work (platforms, rail tracks, signalling, power supply, among others) for the past three years. At the end of 2025, new, modern and comfortable trains will progressively be deployed on the line. Seven other lines will follow by 2033. Similar upgrading and adaptation works have been carried out on tram line T1, the oldest tram line in the Île-de-France region, to accommodate brand-new tram vehicles capable of carrying 15% more passengers. Deployment of these trains started late 2024.



↑ Construction site at the new Bobigny-Pablo Picasso station on tram line T1.



Federico Tonetti
Executive Director of the Italy Business Unit, RATP Dev

“Passengers are at the heart of everything we do. Managing people’s public transport journeys is not just about driving a bus that takes you where you need to go: it’s about providing a safe, comfortable, and punctual journey, accurate real-time passenger information, and fast and easy payment systems.”

4 million

users have already adopted Tip Tap, the contactless payment system launched in March 2024 by RATP Dev on the 965 bus routes it operates in Tuscany. The system simplifies ticket and travel pass purchases and reduces environmental impact



↑ In 2024, RATP Dev celebrated three years of service in Tuscany.

Focus

100% accessibility for wheelchair users:

- On all Paris bus network routes
- On the extended metro line 14, with full unassisted mobility, as well as in the new stations on the extensions to metro lines 4 and 11
- In all RER A and B stations
- On all tram lines



100% of metro lines operated by RATP have received Cap'Handéo mobility services certification.

SIGN LANGUAGE IN THE METRO

RATP Dev Mobility Cairo, the operator of Cairo metro line 3 (Egypt), is upgrading its passenger information system. Since September 2024, the system offers sign language videos for hearing-impaired passengers. This is a world first for RATP Dev networks.

Using AI to monitor passenger congestion

Streamlining the flow of passengers through real-time measurement of train crowding: this is the purpose of an innovation project presented in 2024, which uses a tunnel-mounted camera that scans trains as they pass, and feeds data into an artificial intelligence algorithm that analyses the images and determines the level of occupancy. The first tests took place on metro line 14 at Châtelet station.

Serving the city

Contributing to sustainable cities and urban areas

In 2024, RATP Group continued its efforts to decarbonise the networks it operates, particularly in the Île-de-France region through its Bus2025 programme, as well as in other parts of the world. As a committed player, the Group also leverages its expertise in related fields for the benefit of cities and their residents, turning all its operations into opportunities to make the city more resilient.

BUILDING A LOW-CARBON BUS NETWORK

In 2015, the Group embarked on the Bus2025 project. The ambition of this programme, initiated in partnership with Île-de-France Mobilités, with the support of the European Commission and the Caisse des Dépôts et Consignations, is to convert the bus fleet operated by RATP in Île-de-France to electric and biomethane power by 2025, and to cut down related greenhouse gas emissions by 50%, which is equivalent to a reduction of 250,000 tonnes of CO₂ compared to 2015. This is an ambitious challenge and a major technological breakthrough requiring the adaptation of 25 bus depots, and upgrades to a 4,800-bus fleet, while maintaining full passenger service. The goal is now within reach: by the end of 2024, 8 bus depots have been converted to electricity, and 10 have been transformed to accommodate biomethane buses. As for rolling stock, the Île-de-France fleet now includes over 1,000 electric buses and 1,300 biomethane buses. Outside the Île-de-France region, projects are under way on several networks operated by RATP Dev, such as in Tuscany - where a fleet of 2,700 vehicles is operated - in which the acquisition of electric buses for the city of Florence has been announced. The same applies to the Txik Txak

network in the Basque Country area, where the aim is to reach a 100% electric bus network by 2032.

OPTIMISING REAL ESTATE ASSETS

The restructuring of maintenance centres, bus depots, and office sites in the Group's extensive real estate portfolio presents numerous opportunities to promote mixed-use developments in the city centre, blending industrial activities, housing, community facilities, and garden areas. This expertise is driven by RATP Solutions Ville, the

subsidiary responsible for urban services (real estate, housing, energy, telecommunications, logistics, and new mobility). In early 2024, RATP Habitat completed the Netter-Debergue real estate project, providing 91 homes, a nursery and a public garden. In the north-east of Paris, the ongoing electrification of the Belliard bus depot is providing an opportunity for a complete site overhaul through a mixed urban project that includes family housing, a co-living residence, social housing, workspaces, shops, a community centre, and even a rock-climbing facility.



Over 9,000
homes managed
by RATP Habitat
in the Île-de-France region



↑ Close to 285 housing units, 54% of which are dedicated to social housing, are set to be built by 2029, as part of the Ateliers Vaugirard project. They will be partially constructed above train and equipment maintenance centres (Paris, 15th arrondissement).

Recueil Social RATP: 30 years of commitment

Since 1994, members of the RATP social support service, all volunteers and specially trained, have worked in close contact with homeless people across the RATP network, directing them to day centres or emergency accommodation, 24 hours a day, 365 days a year.

338,500
hours of workforce
integration

carried out through dedicated clauses in service contracts

In 2024, renewal of the Afnor "Engagé RSE" label at the "Exemplary" level

Focus



9.7 million
cubic metres per year

This is the volume of mine water that is pumped and discharged from underground networks (drainage water).

RATP has committed to optimising their recovery as part of its water conservation plan



Nathalie Jarosz
Head of Water, Waste, Circular Economy, RATP Group waste, and the circular economy unit

“Water conservation is at the heart of RATP Group's CSR strategy. That's why we have chosen to be proactive in managing our water consumption. The recovery of mine water is a key avenue to significantly reduce our consumption of drinking water.”

A FOUNDATION TO SUPPORT PUBLIC INTEREST PROJECTS

In 2024, RATP Group Foundation and RATP Dev Mobility Cairo took part in "Bridges of Opportunities", a project led by Samusocial International, for the social inclusion of 450 Egyptian children and young adults living on the streets. Specifically, this involved financial support provided by the Foundation as well as direct assistance to these young people from employees of the subsidiary.

Caring for our staff

Fostering employer attractiveness and employee commitment

After large-scale and proactive recruitment in 2023 to meet the challenge of hosting the Olympic and Paralympic Games Paris 2024, RATP Group maintained the same momentum in 2024 by hiring close to 10,000 new employees worldwide, with a renewed focus on increasing the representation of women in the workforce and promoting work-study programmes. The Group's appeal is driven by a wide variety of roles, strong values of inclusion and diversity, and a strong commitment to serving sustainable cities and their residents.



AN AMBITIOUS RECRUITMENT PLAN

To meet the needs of its various entities and ensure a level of service that meets the expectations of both passengers and transport authorities, RATP has recruited more than 3,500 new employees, including 2,900 field staff and 600 managers in the Île-de-France region. In addition, over 1,000 work-study employees joined the Group, and more than 600 social inclusion contracts were signed, confirming RATP's position as a key socio-economic player in the region. The French and international subsidiaries have also welcomed over

4,800 new employees, most of whom are locals from the area in which they operate. Frontline staff, bus drivers, security agents, maintenance technicians, engineers in areas such as technology, digital and project management for major works — the wide variety of recruited profiles reflects the diversity of the Group — which offers more than 250 different job roles.

Carrying out this proactive recruitment plan was made possible by the Group's growing appeal, recognised for its public service values and its leading role in sustainable mobility, with

strong ambitions for decarbonisation. In 2024, 260,000 CVs were received — 46% more than in 2023, a year that had already set a record for applications.

A STRONG COMMITMENT TO WORKPLACE WELL-BEING

In 2024, the Group continued its commitment to fostering a fulfilling work experience through practical measures outlined in a "Quality of Work Life and Working Conditions" agreement, signed by the majority of representative trade unions. In this regard, preventing workplace accidents remains the Group's top priority, with the rollout of a novel coaching programme for all operational managers, the introduction of safety procedures and sharing "life-saving rules" across all levels of the organisation.



22%
gender diversity
across the entire workforce



↑ Metro line 14 centralised control room at Bercy station.

To support work-life balance, in addition to existing remote working options, the company has improved shift planning to better align with employees' needs and constraints. It has also introduced an innovative four-day work week for station staff, initially trialled on four pilot lines and extended to all lines at the start of 2025. To help employees live closer to their workplace, a new employee housing scheme offers a range of accommodation options tailored to individual circumstances, with an expanded selection.

90%
of employees

from the four pilot lines involved in the four-day work week trial report they are very satisfied with the scheme

1,100

families of employees
accommodated in Group housing
in 2024

Focus

EXOSKELETONS HELP REDUCE PHYSICAL STRAIN

500 maintenance staff working in RATP's RER and tram workshops have been supplied with 140 state-of-the-art exoskeletons to assist with their daily tasks, as part of an investment supported by Île-de-France Mobilités. These devices significantly reduce the physical strain of maintenance tasks. Such a large-scale deployment is a first in Europe.

Listening to our employees

In 2024, RATP Group prepared the deployment of its engagement survey, launched in January 2025. Its purpose: to give all Group employees the opportunity to voice their opinions on their motivation, their perception of quality of life at work, and their connection with the company.



Patrick Boureille
Maintenance operator, RATP

“60% of maintenance operations on trains are carried out with our arms raised. And when we work on door adjustments, interventions take several days. For almost two years now, I have been wearing the exoskeleton systematically. It really helps with my arms and neck. When I finish my shift, I have no pain. I come out feeling much less tired.”

Performance

Solid progress

2024 WAS AN EXCEPTIONAL YEAR FOR RATP GROUP, MARKED BY:

- The launch of three major line extensions (metro lines 11 and 14, and tram line T3b) on schedule in the spring.

- A significant recovery in production and service quality in the Île-de-France region, along with the successful mobilisation of the Group for the Paris 2024 Games.

- Key milestones achieved in the recovery of its subsidiaries' performance, including the sale of RATP Dev's London operations (end of February 2025), an agreement reached with the Tuscany region on rebalancing the bus operations contract, the commercial launch of the Riyadh metro, notable commercial successes (Lyon, Île-de-France, Singapore, and others), as well as a strong growth momentum both in France and abroad.

- Two strategic operations aimed at strengthening our subsidiaries and supporting their development (opening of Systra's capital, contribution of assets to RATP Habitat), significantly impacting our results.

The Group's results show a clear upward trend, driven by a strong growth of its activities (+10%) and improvements in operational performance at RATP EPIC and RATP Dev. EBIT increased by €73 million, reaching €167 million. Net profit attributable to the Group rose sharply (+€314 million, reaching €204 million), boosted by exceptional capital gains from the Systra (€77 million) and RATP Habitat (€229 million) operations.

Despite historically high investments at €2.7 billion, an increase of 5% compared to 2023, the evolution of debt remains under control,

at €5.7 billion, allowing for an improvement in solvency ratios: gearing (net debt/equity) decreased to 1.05x from 1.09x at the end of 2023, and the leverage ratio (net debt/EBITDA) dropped to 7.5x from 8.5x at the end of 2023.

INVESTMENTS



€2.664 bn
invested

by RATP Group in France and abroad - this includes

€2.503 bn
invested
in the Île-de-France region
(including €510 million on behalf of the Société des Grands Projets)

€1.449 bn
for network upgrading and infrastructure maintenance

€389 m
for the extension of metro and tram lines

€155 m
for passenger comfort through the upgrades of metro and RER stations, passenger information and improved accessibility

FINANCIAL INDICATORS



€7.14 bn
Consolidated revenue

27.4%
Share of subsidiaries in consolidated revenue

€167 m
Consolidated recurring EBIT

€403 m
EBIT

€204 m
Net profit attributable to the Group

TRAFFIC

In 2024, RATP EPIC provided 3.108 billion journeys (Mv), a 4.3% increase compared to 2023. This result reflects the continued recovery of ridership, which nonetheless remains 10% below its pre-Covid 19 benchmark level ⁽¹⁾. Driven by the launch of three extensions to metro and tram lines, and the hosting of the Olympic and Paralympic Games Paris 2024, this growth gradually slowed down in the last quarter, reflecting the persistent effects of changes in mobility habits due to remote work, and the use of sustainable transport modes. Metro ridership grew by 4.8%, reaching 1.479 billion journeys, which is 7% below the 2019 benchmark. The opening of the extensions to metro lines 11 and 14, along with strong tourism until the end of the

⁽¹⁾ Ridership benchmark: 2019 ridership, excluding December, which was impacted by strikes, and has been replaced by December 2018 ridership.

year, contributed to this growth. RER ridership reached 508 million journeys, a 4.1% increase compared to 2023. The gap compared to the benchmark narrowed to -2%, mainly on RER line A, boosted by stronger weekend ridership. Bus ridership rose by 3.8% to 798 million journeys, but the gap with the reference level remains significant at -22%, mainly due to road traffic issues in Paris stemming from the Paris 2024 Games, the development of rail services, and increased congestion due to new roadworks, notably in the suburbs. Tram ridership grew by 3.2%, reaching 321 million journeys, with a -4% gap compared to the 2019 benchmark, reflecting the strong dynamics of this mode on most lines, especially the extended tram lines T2 and T3b.



Jean-Yves Leclercq
Director of Strategy, Finance, and Sustainable Performance, RATP Group

Close to 10,000
new employees
joined the Group in 2024 worldwide

29%
reduction in greenhouse gas emissions
from energy consumption, compared to 2019

6%
reduction in water consumption
compared to 2023



4.1 billion
journeys provided
by the Group worldwide
in 2024

In the Île-de-France region
(RATP and RATP Cap-Île-de-France)

Metro
close to **1.5 billion**
journeys

RER
508 million
journeys

Bus
821 million
journeys

Tram
327 million
journeys

“ 2024 was marked by a significant recovery in RATP Group's results, reflecting the dynamic nature of the business, which grew by 10%, along with improved operational performance and service quality both in France and abroad. We are indeed seeing the first results of efforts made to restore transport services, reduce absenteeism, lower production costs and address economic imbalances in certain contracts—efforts we will continue to actively pursue in 2025.

The Group's net income also benefits from two exceptional strategic operations within our subsidiaries aimed at supporting their development.

The Group can rely on a solid financial structure: it achieved a historically high level of investments in 2024, at €2.7 billion, while keeping its debt under control, which stands at €5.7 billion, and improving its financial ratios. ”



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