PORTFOLIO OF EXPERTISE



Going beyond transport with services for the city

RATP GROUP

Editorial

p. 04 A unique position as an integrator for sustainable cities

01

p. 06 Unlocking the potential of cities' resources

p. 07 When infrastructure becomes a source of energy

p. 10 Water resource management: promising opportunities

02

p. 12 Promoting a sustainable, diverse, and liveable city

p. 12 A sustainable city, ready for the future

p. 13 A city that brings different uses together

p. 15 A more connected city, bringing people closer together

p. 17 Co-developing innovative solutions: a proven approach

03

p. 18 Making the most of cities' assets

p. 19 Sovereign connectivity beneath the city

p. 20 New possibilities for industrial spaces

p. 22 Shops that enhance the city experience

Understanding every dimension of the city: the expertise of a leading operator

Operating transport networks at the heart of major metropolitan areas, in some of the densest urban environments, has always been at the core of RATP's mission. Over the decades, this experience has given the Group an in-depth understanding of the many dimensions of the city, from its underground spaces and land assets to its energy networks, neighbourhoods, and the people who live in them.

As a leading, innovative, and pioneering operator, RATP Group knows how to turn urban constraints into practical solutions. Heat generated in its tunnels becomes an energy resource; industrial sites are transformed into new parts of the city; underground networks provide local authorities with secure and sovereign connectivity solutions.

This expertise and RATP Group's ability to act as an integrator have been built up through close engagement with local areas and are rooted in a long-term perspective and a commitment to the public interest. Today, they make the Group a trusted partner for local authorities. Whether through consortia, joint ventures, equal partnerships, or minority stakes, we know how to develop collective solutions to the challenges shaping the city of tomorrow: moving people, decarbonising, providing homes, and improving connectivity, while maintaining balanced and socially diverse communities.

A unique position as an integrator for sustainable cities



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

RATP Group's urban services are a natural extension of our core business and our purpose: working every day to improve the quality of urban life and make cities more sustainable, inclusive, and enjoyable places to live.

For over a century, RATP Group has designed, built, operated, and maintained infrastructure across some of Île-de-France's most densely populated areas. This unique physical presence has enabled us to develop expertise that few other organisations can claim. We know how to operate in constrained underground environments, deliver major projects and build long-term relationships with local authorities and their residents. We initially developed this expertise for our own needs, driven by operational necessity. Today, we are putting it to work for other urban stakeholders.

Our approach is unique and distinctive because of the complementary expertise we bring together across the Group's different entities and subsidiaries. Through them, we provide local areas with an in-depth understanding of underground networks, flows, and associated technical constraints, together with property expertise and the ability to integrate industrial activities, infrastructure, housing, offices, and retail on a single site. At the same time, we aim to reduce the environmental footprint of all these activities, promote more efficient use of resources, contribute to the decarbonisation of cities, and strengthen the social value of our projects at local level.

To orchestrate our urban solutions, we establish the necessary industrial partnerships and connect the Group with start-up and innovation ecosystems that bring additional expertise and ideas to our proposals. Few organisations are capable of bringing together such a wide range of disciplines within a single urban project.

This integrator capability, spanning transport, energy, telecommunications, digital technology, and property, underpins our ambition to be a leading partner for sustainable cities, supporting the ecological transition, territorial cohesion, and quality of urban life. As cities undergo transformation on an unprecedented scale, they need partners who can address multiple challenges that are interconnected: rising demand, tighter budgets, and limited land. By maximising what infrastructure can offer beyond transport, we work with cities to create new urban value.



1. Fibre optics and connectivity
2. Data centre
3. Pumped groundwater
4. Waste heat recovery
5. Coworking space
6. Childcare facility
7. Housing
8. Public realm works
9. Electric vehicle charging
10. Mobility hub
11. Retail units

01 Unlocking the potential of cities' resources

From beneath the streets and inside tunnels to rooftops and ventilation shafts, the city generates abundant resources that remain largely untapped. Drawing on its expertise in networks and underground infrastructure, RATP Group is developing the capabilities needed to harness these resources and put them to productive use. This marks an ecological, economic, and strategic turning point.

In today's cities, resources are becoming increasingly scarce. Land is scarce, energy prices are rising, drinking water is a precious resource, and climate pressures are driving the need for greater efficiency. Yet beneath our feet, deep within the metropolitan environment, resources already exist.
Generated by the city's everyday activities, these resources often go to waste because the expertise, systems, or infrastructure needed to harness them are not yet in place. The ecological transition is changing the way we think about their value and potential.
RATP Group occupies a unique position in addressing this challenge. As the operator in Île-de-France of Europe's densest metro network, with 245 kilometres of mainly underground lines, and the manager of an infrastructure portfolio unlike any other in France, RATP combines technical mastery of networks with an extensive physical presence throughout the urban fabric. This combination of expertise in flows, knowledge of the underground environment, and the ability to operate in constrained and highly regulated settings enables the Group to go beyond its primary transport mission and develop more sustainable ways of managing the city's resources.



When infrastructure becomes a source of energy

Cities generate energy without even realising it – or rather, without yet knowing how to harness it. RATP Solutions Ville has been acting on this principle for several years, putting the Group's assets to work in support of the energy transition.
One example is cooling. The Fraîcheur de Paris network, which supplies cooling energy for office buildings and public facilities across the capital, is operated by a consortium that brings together Engie and RATP Solutions Ville. Expanding this network requires identifying unused underground sites where cooling plants can be installed, avoiding the need to find above-ground sites in a city where every square metre is at a premium. Following the installation of an initial unit within Auber RER station, RATP's detailed knowledge of its underground property portfolio will help identify additional underground sites over the coming years, supporting the continued development of this urban service.
In December 2025, the Dalkia–Eiffage–RATP Solutions Ville consortium was awarded the concession for the Greater Paris district heating network, the largest in France and one of the largest in the world. With 534 kilometres of steam and hot-water pipes running beneath the streets of Paris and neighbouring municipalities, the network supplies the equivalent of 450,000 homes, or almost one million people. For RATP Solutions Ville, this contract represents a significant milestone. It establishes the Group as a key player in metropolitan energy infrastructure management, alongside its long-standing role as a transport network operator.

Expert viewpoint



Valère Pelletier
Chief Executive Officer,
RATP Solutions Ville

"Orchestrating the complexity of an urban project"

Our ambition to offer innovative urban services to local authorities draws on our ability to manage technical, contractual, and financial complexity simultaneously. These concessions can run for several decades and involve particularly sophisticated legal and financial arrangements, multiple partners that need to work together, and a public service commitment that allows no room for failure. This expertise cannot be developed overnight. It is underpinned by expertise built up over the long term through the Group's experience of delivering major infrastructure projects in dense urban environments.
Our approach is also structured around a clear ambition. Each opportunity is identified, assessed from a technical perspective, and tested on a small scale before potentially being commercialised or replicated more widely.
It is a real-world, large-scale laboratory approach.



In Paris, a photovoltaic installation covering almost 2,000 m² occupies part of the Belliard bus depot, generating renewable energy locally.

RATP is also seeking to recover waste heat generated by its activities, particularly within the metro network. Every time a train brakes, an engine runs, or a passenger travels, heat is released into the tunnels. Until now, this energy has been released into the atmosphere without ever being put to use. Yet its environmental potential is considerable. Rather than being produced specifically as an energy source, this heat is a by-product of metro operations – themselves already highly energy-efficient, with low energy use per passenger-kilometre and electricity that is largely low-carbon.
Of the 326 ventilation shafts operated by RATP in Paris, some could provide between 100 and 150 kW of thermal capacity, with each shaft potentially providing enough heat for around 35 to 50 homes. Turning this potential into a solution that can be deployed at scale, however, means overcoming major technical challenges: ensuring that smoke extraction performance and therefore safety are not compromised; installing heat exchangers within very confined spaces; and ensuring that they can be properly maintained. This is the purpose of the demonstrator currently being deployed in Pantin, which will supply heat to a RATP Habitat residential building. This full-scale experiment is the first step towards a solution that, if successful, could be deployed on a larger scale.

Expert viewpoint



Rémy Foret
Director of Innovation, Digital, and Sustainable Development, RATP Infrastructures

“Unlocking the value of resources through in-depth infrastructure expertise”

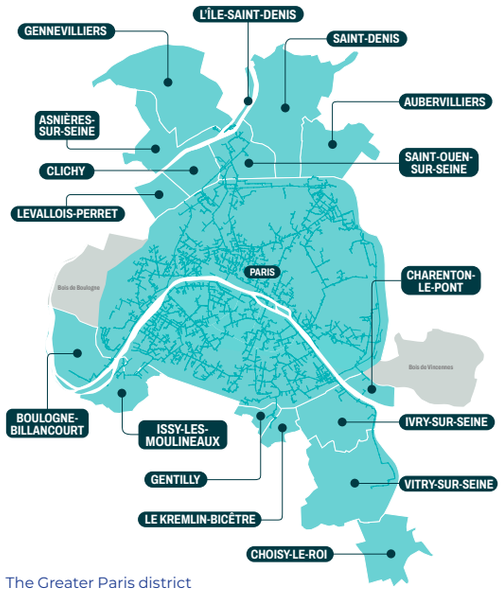
When we have a station roof available, we look at installing solar panels on it. When our tunnels generate heat, we look at how we can recover it. When groundwater accumulates in our underground spaces, we explore ways of reusing it. The principle is always the same: maximising the use of our assets beyond their primary function.
This responsible approach draws on our in-depth knowledge and expertise in infrastructure – its technical constraints, regulatory uses, limitations, and more. On this basis, RATP Group can assess each resource, determine how it can be accessed, and make it usable, helping local authorities address environmental and economic challenges while improving the quality of urban life.

Working alongside us



Carine Petit
Mayor of Paris’s 14th arrondissement and Chair of the Board, SEMOP Énergies du Grand Paris

From 1 January 2027, Énergies du Grand Paris will operate, upgrade and develop the Greater Paris district heating network, a major metropolitan infrastructure serving 17 surrounding municipalities, including Paris. This represents a historic handover from the teams at Compagnie Parisienne de Chauffage Urbain (CPCU), which have operated the network since 1927, for almost a century!
Our aim is to ensure continuity of this public service for its approximately 6,000 existing subscribers, while drawing on the expertise of CPCU employees and supporting the network’s transformation. We also want to introduce a new model of shared governance within the SEMOP, strengthening cooperation with municipalities, partners, and local stakeholders.



The Greater Paris district heating network supplies heat to one million residents, including 225,000 outside of Paris.



FOCUS

Thermo-sur-Seine: transformation on a major scale

The Dalkia–Eiffage–RATP Solutions Ville consortium will take over operation of the Paris district heating network on 1 January 2027 through a SEMOP (a French public-private company established for a single project). The consortium will hold 51%, alongside the City of Paris (34%) and Banque des Territoires (15%). The concession goes far beyond managing the existing network. It includes an extensive transformation and modernisation programme backed by €3.4 billion of investment over 25 years. Its central objective is to decarbonise the network’s energy mix, around half of which currently relies on gas. The ambition is to increase the share of renewable and recovered energy from 50% to 76% by 2034. By 2050, the ambition is to reach 100% renewable and recovered energy, in line with the City of Paris Climate Plan. Overall, the modernised network will avoid nearly 10 million tonnes of CO_2e emissions over the lifetime of the concession compared with the use of fossil fuels.

Thermo-sur-Seine will play a key role in meeting the Greater Paris district heating network’s decarbonisation targets. The project includes the construction of a steam generation plant at Vitry-sur-Seine and a river logistics platform at Ris-Orangis. Once operational, the new plant will enable the closure of two gas-fired facilities in Vitry and Ivry, halving carbon monoxide emissions, reducing nitrogen oxide emissions fourfold, and cutting particulate emissions by 20%.

The contract also provides for significant expansion of the network: from 534 to 750 kilometres of pipelines (+40%) and from 6,330 to 9,100 subscribers (+43%), with 40% of new connections located in areas not currently served. It also includes a strong social commitment: lower heating tariffs from 2027 for almost 70% of users.

Expert viewpoint



Éric Jolivet
Project Development Manager,
RATP Solutions Ville

“Rising to a major technical challenge”

Recovering residual heat released through metro ventilation shafts to heat homes sounds simple. Putting it into practice is considerably more complex. The main challenge lies in reconciling multiple constraints. It is essential to ensure that the smoke extraction performance of the ventilation shafts is not compromised, as this is their primary and non-negotiable function. Equally important is finding heat exchangers that can be installed in extremely confined spaces, while ensuring that the solution does not conflict with the operational requirements of internal stakeholders, from fire safety to infrastructure maintenance. Without an in-depth understanding of both railway infrastructure and energy conversion systems, this would not have been feasible. Putting our ability to reconcile all these requirements into practice is one of the major challenges of the demonstrator installed in Pantin, which is due to enter service in autumn 2026.

Water resource management: promising opportunities

Water is an equally strategic issue at a time when reducing water consumption has become a major priority for cities.
Every year, almost 10 million cubic metres of water are collected across RATP’s underground network through nearly 300 pumping stations, much of it from groundwater seepage and rising groundwater levels. Around 75% of this non-potable water is currently pumped into the city’s sewers.
The Group is therefore exploring ways to make better use of this resource. Within RATP’s own operations, for example, this water is used to clean rolling stock and supply toilet facilities *(see opposite)*. At Balard, drainage water is already fed into the City of Paris non-potable water network, and a new injection point is currently under consideration. RATP is also working with local authorities in the inner suburbs to explore how this water could be reused for street cleaning and maintaining green spaces.



Metro ventilation grilles on Rue de Bercy, Paris.

In the longer term, managing these underground water flows could become an urban service in its own right, offered by the Group to local stakeholders seeking to reduce their reliance on drinking water for non-food uses, such as maintaining public spaces.
As with waste heat recovery, RATP Infrastructures’ expertise is crucial. Its teams understand the volumes, flow rates, extraction points, and technical constraints involved.
Working alongside them with a long-term strategic perspective, the Group’s CSR and Innovation departments facilitate and accelerate project deployment in partnership with local areas, helping to address the priorities set out in RATP’s CSR policy.

Expert viewpoint



Pierre-Étienne Paquel
Lead for the Innoville
Strategic Innovation Programme

“Innovation as a driver of urban resilience”

With Innoville, RATP has established an innovation programme that supports its commitment to improving the quality of urban life. Through the programme, the Group is strengthening its environmental responsibility and consolidating its value-creation strategy by drawing on its infrastructure and transport networks to deliver projects that help make cities more resilient to climate change while promoting smarter management of urban resources.
Another defining feature of the programme is the way it draws on synergies created by the complementary expertise of the Group’s different businesses, on the one hand, and its industrial ecosystem, on the other. These trials, involving drainage water, are one example of how this innovation-driven approach can create wider benefits.



Sections of the grassed T3 tramway tracks in Paris are irrigated using drainage water.

Drainage water: an urban service undergoing advanced trials

RATP is already making practical use of drainage water collected within its infrastructure for several activities: watering grassed sections of the T3 tram line (around 10,000 m³ per year), washing metro line 8 trains and supplying toilet facilities at RATP headquarters. Externally, trials are under way or planned, notably in Paris’s 15th arrondissement for sewer cleaning and in Bobigny, where water supply points will be installed for urban uses such as cleaning and watering.

To make the entire process as safe and robust as possible, RATP launched two major initiatives in 2025: an internal testing protocol developed with Occupational Health, and a research programme carried out with Cerema* and Leesu** at École Nationale des Ponts et Chaussées to improve understanding of the factors determining the chemical, bacteriological, and viral quality of this water.

* Centre for Studies and Expertise on Risks, the Environment, Mobility, and Urban Planning.
** Water, Environment, and Urban Systems Laboratory.

02 Promoting a sustainable, diverse, and liveable city

RATP Group has built up distinctive property and urban development expertise over the decades. By bringing together transport, housing, facilities, and public spaces on its industrial sites, the Group is reimagining how the city is used, helping to make it more sustainable and diverse, while improving quality of life for its residents.



Redevelopment of the Belgrand–Saint-Fargeau maintenance site in Paris's 20th arrondissement.

RATP Group owns a highly distinctive property portfolio. Built up over more than a century as the Île-de-France transport network has expanded, it extends across the entire region, always in dense urban environments, often in strategic locations, and sometimes on sites with a rich industrial heritage.
The value of this portfolio lies not only in its development potential, but also in its location, its connections to the transport network, and the wealth of its technical and urban infrastructure.

A sustainable city, ready for the future

This unique position underpins a clear ambition: to ensure that every development contributes to the major transitions shaping today's cities. Through the Group's Sustainable Property Roadmap we monitor the environmental ambitions of our projects and are implementing a comprehensive programme to adapt our property portfolio, covering almost one hundred sites that will gradually be upgraded to meet current regulatory and climate requirements.
This is a long-term undertaking, spanning 20 to 30 years, and is being carried out systematically, site by site: greening roofs and façades, increasing ground permeability, recovering rainwater, installing solar panels, and optimising energy consumption. The benefits extend beyond RATP itself. Greening the roof of a bus depot, for example, directly helps reduce the urban heat island effect for local residents. Photovoltaic panels installed on sites also generate some of the energy required for their operation. These tangible, measurable benefits are fully aligned with the expectations of our partner cities.

A city that brings different uses together

When RATP develops a site, the aim is always to anchor the property project in its local context. The objective is to create new urban spaces that meet residents' needs, reconnect neighbourhoods, and bring together uses that might once have seemed incompatible.



Housing units, a nursery, and shared gardens have been built above bus storage and maintenance workshops in Paris's 14th arrondissement.

FOCUS

Infrastructure embedded in the city

In Paris, several sites illustrate RATP's ability to bring transport infrastructure and urban life together in the very heart of the city.

Among them, the Porte d'Orléans bus depot in the 14th arrondissement, on the historic Jourdan–Corentin–Issoire site, has become a genuine part of the city. More than 600 homes – student, social, and private housing – a nursery, and 7,300 m² of green roofs have been built across the two-hectare site, while the modernised bus depot, now converted to electric operation, remains fully operational.

In the 15th arrondissement, the Vaugirard Workshops tell a similar story. This active 2.3-hectare maintenance site, in operation since 1910, continues to perform its technical functions for metro line 12 while opening up to the surrounding city. It now includes 400 homes, half of them social housing, a nursery, shops, and an extensive green roof, while new streets have opened up what was previously an inaccessible site.



Nineteen housing units were built above La Dhuys metro station in Seine-Saint-Denis as part of the extension of line 11.

Expert viewpoint



Claire Goudineau
Managing Director, RATP Habitat

"Supporting the development of cities and local areas through housing"

At RATP Habitat, when we build and refurbish our housing portfolio to provide homes for the people who keep the city running every day – particularly RATP employees close to their workplace – we improve the quality of public services, support the attractiveness of local areas, and facilitate people's housing journeys. We also preserve social diversity and support the environmental transition by developing low-impact, sustainable, and well-integrated housing, and by refurbishing existing homes. This is the vision we champion at RATP Habitat, RATP Group's committed social-housing provider.

This distinctive approach sets RATP apart from most property developers. Almost all the sites developed by RATP are home to industrial activities that must be maintained, including during construction, and must ultimately coexist with other urban uses. Building above operational infrastructure, ensuring fire safety, and minimising noise and vibration while maintaining uninterrupted public transport services: managing this complexity lies at the heart of the Group's expertise as an urban integrator.
The resulting developments are systematically mixed-use. Social housing, intermediate housing, open-market home ownership, or affordable home ownership through a "bail réel solidaire*", nurseries, gardens with natural soil, local shops, and public facilities: each development combines several uses to meet different needs.
The social dimension is also central to this approach. Providing affordable housing close to an RATP operational centre enables employees – bus drivers, maintenance technicians, and station staff, many of whom work outside standard hours – to live close to their workplace. It also contributes to the collective effort to provide more housing in a region facing a structural shortage. For the neighbourhoods concerned, it also means gaining green spaces, facilities, shops, and services that were previously lacking.

* Bail réel solidaire : long-term affordable home ownership lease under which the land remains owned by a land trust.



A more connected city, bringing people closer together

Urban integration does not take place solely at the level of individual buildings or neighbourhoods. It also concerns how people use and move around the city. RATP therefore goes beyond transforming its sites: it explores and develops new mobility services that complement public transport and meet the practical needs of people using the city.
The AP-HP Cœur Paris project is a direct example of this approach *(see next page)*. Its active-mobility hub will enable people using the site and local residents to travel safely by bicycle and to park, hire, or have their bikes serviced nearby. The service is being developed with support from RATP Capital Innovation's start-up ecosystem.
This approach to mobility innovation also led RATP Capital Innovation to acquire a stake in Electra, the French specialist in ultra-fast electric vehicle charging, in 2022. This investment was accompanied by an initial trial in the heart of Paris, with the installation of a charging point at Place de la Nation. This provided an opportunity to test the capital's very first ultra-fast on-street charging station over several weeks.

KEY FIGURES HOUSING FOR EVERYONE

9,500
HOUSING UNITS MANAGED ACROSS ÎLE-DE-FRANCE, IN 156 RESIDENTIAL DEVELOPMENTS

45%
OF HOUSING ALLOCATIONS MADE TO RATP EMPLOYEES AND THEIR FAMILIES

A DIVERSIFIED PORTFOLIO
Family social housing, residences for students and young professionals, intermediate rental housing (RATP Habitat Intermédiaire), and affordable home ownership through "bail réel solidaire*" (RATP Habitat Accession).

* Bail réel solidaire : long-term affordable home ownership lease under which the land remains owned by a land trust.

CONTINUED ACTIVE DEVELOPMENT
- Paris: agreement signed in 2025 to provide an additional **1,500 homes** by 2034.
- Val-de-Marne: agreement signed with Sadev 94 in June 2025 to provide **1,000 social homes** by 2035.
- Fontenay-sous-Bois: agreement signed in July 2025 to provide **500 homes** by 2030.

A word from the mayor



Jean-Philippe Gautrais
Mayor of Fontenay-sous-Bois

Through a partnership to build 500 homes in our local area, the municipality of Fontenay-sous-Bois, RATP, and SPL Marne au Bois are providing a tangible response to the housing crisis affecting the Paris region. By bringing people's homes closer to their workplaces, the project reduces necessary travel, eases pressure on our infrastructure, and fully supports the environmental ambitions shared by the city and RATP, while also addressing the mobility needs of RATP employees at the heart of a major transport hub and a rapidly developing neighbourhood.
It demonstrates that cooperation between local authorities and major public operators can deliver sustainable solutions that benefit everyone.



FOCUS

AP-HP Cœur Paris: a new role as an integrator

The Cœur Paris project marks a milestone in the Group's property development history. RATP Solutions Ville is working on land it does not own, acting as an integrator and co-developer for a major public-sector organisation. On the site of the former Assistance Publique–Hôpitaux de Paris headquarters, opposite the Hôtel de Ville in Paris's 4th arrondissement, an ambitious development will take shape, bringing together offices, social housing, shops, landscaped green spaces, and an active-mobility hub dedicated to cycling, developed with support from the RATP Capital Innovation ecosystem. The consortium, selected as the successful bidder in mid-2022, brings together RATP Solutions Ville, BNP Paribas Real Estate, and Apsys. RATP's distinctive position lies precisely in its ability, as an urban stakeholder, to bring together organisations with very different priorities and identify a common interest in delivering a major development programme.

KEY FIGURES

PARIS'S **first** "MISSION-LED BUILDING"

80-year BUILDING LEASE

27,000 M² OF FLOOR SPACE

71 SOCIAL HOUSING UNITS FOR RATP HABITAT

TOTAL INVESTMENT: **€450 million**

EXPECTED COMPLETION: **LATE 2028**

Working alongside us



François Agache
Managing Director,
Development and
Operations, Apsys

Some places carry a special responsibility.
Cœur Paris is one of them. Facing the Seine,
at the heart of an exceptional part of Paris's heritage,
this project called for a response worthy of its location
and history. Together with BNP Paribas Real Estate
and RATP Solutions Ville, we share the same ambition:
to combine respect for history, environmental excellence,
and new uses to bring this landmark site back to life
and create the capital's first "mission-led building".
This vision has been made possible by the strength
of our consortium, the complementary nature
of our expertise, and the trust built between our teams.
Beyond a property development, Cœur Paris embodies
a conviction: that the city can be more diverse,
more vibrant, and more human.

A second, more permanent station was subsequently installed on an RATP Habitat site in Paris's 18th arrondissement. Open to all users – whether residents of the development, local residents, taxi and private-hire drivers, or visitors – the service enables them to recharge their vehicles in around 15 minutes.
RATP is also exploring less conventional areas of mobility to address specific operational needs. As part of the Paris district heating network *(see p. 9)*, for example, the Group is developing a low-carbon supply solution using barges on the Seine to deliver biomass to major heat-generation plants.

Co-developing innovative solutions: a proven approach

To develop its urban solutions, RATP follows a structured methodology: identifying resources or needs, assessing each opportunity from a technical perspective, testing on a small scale, learning from the results, deploying solutions, and, of course, bringing together the right partners to combine expertise and take innovation further.
Through this approach, RATP combines the perspective of a developer seeking to optimise the value of a site with that of a long-term property owner working collaboratively with cities. This approach is reflected in structured agreements involving long-term commitments, shared governance, and common objectives. RATP therefore favours tailored solutions, developed on a case-by-case basis according to the needs and specific characteristics of each local authority. The Group's expertise, built up over decades in Île-de-France, is an asset in helping local areas achieve better urban integration of their transport infrastructure.

Expert viewpoint



Brice Jannin
Development Manager,
RATP Solutions Ville

"Bringing electric mobility to scale in cities"

In 2026, we took our partnership with Electra to a new level by creating a joint venture that will deliver our future projects. Through this joint venture, our ambition is to support the development of electric mobility across Île-de-France by meeting the growing needs of users in dense urban areas. From 2027, around ten ultra-fast charging stations will therefore be progressively rolled out across Paris and the inner suburbs. Through these projects, we are providing a tangible response to the challenge of decarbonising local areas by offering a turnkey charging solution based on reliable, scalable infrastructure and technology.



An Electra ultra-fast charging point installed at an RATP Habitat residential site in Paris.

03

Making the most of cities' assets

RATP Group derives value from its infrastructure beyond transport. Fibre-optic networks, electrical substations, high-footfall spaces, and land assets all offer opportunities for additional uses. For each of these assets, the Group develops complementary uses by drawing on its broad range of expertise and capacity for innovation. In doing so, it creates high-quality urban services for local authorities and their residents.



Altarea Commerce and RATP Travel Retail won the tender launched by Société des Grands Projets to develop and operate 136 retail units across 45 Grand Paris Express stations.



Digital infrastructure facility housing fibre-optic equipment at Saint-Denis–Pleyel station on line 14.

An asset is never limited to its original function, and RATP Group has made this principle an area of expertise in its own right. A metro tunnel can become the digital backbone of a local area by housing a fibre-optic network. A century-old electrical substation can accommodate offices or events while continuing to supply power to a metro line. An underground space designed for passenger flows can accommodate a local shop or even become a base for an organisation promoting digital inclusion.
This ability to reinvent assets and give them new uses draws on a diverse range of complementary expertise brought together within the Group: telecommunications, commercial property, travel retail, facilities management, and more. Each area of expertise unlocks a different part of the Group's portfolio to create new urban solutions for local areas.

Sovereign connectivity beneath the city

RATP began developing its own fibre-optic expertise in the 1980s to meet its internal needs as a transport operator, including signalling, operational communications, and infrastructure monitoring.

Connect Grand Paris

An integrated network and data hosting solution

A subsidiary of RATP Connect (75%) and Caisse des Dépôts (25%), Connect Grand Paris is responsible for the rollout and operation of Société des Grands Projets' new digital network alongside the Grand Paris Express. Complementing RATP's historic network, its distinctive feature is its ability to provide both fibre connectivity and local hosting capacity within stations themselves.

Each station therefore becomes a digital point of presence. Mobile infrastructure operators can host their equipment there; businesses and local authorities can access their own data directly and securely without using the public internet; and surrounding communities gain a local alternative to international *hyperscalers**. Coverage will expand progressively as Grand Paris Express lines and stations open, through to 2031.

* Large international providers of internet access and cloud services, including the major global technology companies (GAFAM).

KEY FIGURES

65
GRAND PARIS EXPRESS STATIONS CONNECTED

150
HOSTING FACILITIES COVERING 6,000 M²

2,000
COMMERCIALLY AVAILABLE RACKS CONNECTED TO THE NETWORK

200
KM OF NEW LINES CONNECTED BY FIBRE



The Urban Station Bastille event venue was created within an iconic example of 20th-century industrial architecture: an electrical substation that continues to supply several metro lines in Paris.

This expertise led to the creation of Telcité in 1997, which became RATP Connect in 2018, and was gradually extended to other uses. Today, RATP Connect operates the largest dark-fibre network in Île-de-France, with 170,000 kilometres deployed underground and 2,700 kilometres in the railway environment, serving more than 300 customers, including telecoms operators, businesses, healthcare and educational institutions, and local authorities.

The added value of this service lies in its unique nature: a fibre network deployed alongside metro and RER lines, which is protected, redundant, and backed by a long-established operator. This sovereignty is particularly attractive to local authorities and public institutions, as illustrated by the contract awarded by AP-HP to secure links between hospitals and the contract covering Renater, France's national education and research network.

With the Grand Paris Express, this expertise is moving to a new scale. Connect Grand Paris is extending the historic network along 200 kilometres of new lines while adding a new component: local hosting. In each of the 65 new stations, technical rooms will serve as local data centres, as close as possible to users. This sovereign, local edge-hosting service is particularly well suited to local authorities' requirements for proximity and security.

New possibilities for industrial spaces

Since 2019, RATP Real Estate has been giving a new dimension to RATP Group's industrial and property portfolio by transforming selected operational spaces into workplaces and event spaces. Under the Urban Station brand, two complementary types of site are offered: flexible spaces, including coworking spaces and private offices, and spaces designed for events, seminars, and meetings, capable of accommodating from ten to several hundred people. This approach also incorporates strong CSR commitments in both refurbishment and operation: bio-based materials, reuse of materials and furniture, waste sorting, sustainable menus, accessibility, active-mobility solutions, partnerships with employment-integration organisations, and the use of local suppliers.

The substation on Rue de la Cerisaie in Bastille is a good example of this evolution in the use of our property portfolio. Built in 1910, its basement continues to supply electricity to Paris metro lines 1, 5, 7, and 8, while its upper floors, long used for battery storage, have been transformed into a business centre and event space for up to 200 people, with a dining area and a rooftop offering panoramic views. The refurbishment had to be carried out while the rectifier substation remained fully operational throughout the works and in compliance with the requirements of the Architectes des Bâtiments de France (ABF), as the site is listed as a historic monument. The new use was also designed to be reversible, allowing the building to return to a purely industrial use if necessary. The same principle guides Urban Station sites at Auteuil, Île de la Cité, and Maison de la RATP, near Gare de Lyon.



Urban Station

A complete range of flexible workspaces and event spaces

- **Workspaces (private offices, coworking, and entire buildings)** with a broad range of services including hospitality management, concierge services, gyms, relaxation areas, modular furniture, and parking for bicycles and scooters.
- **Event spaces (meeting rooms, auditoriums, and flexible spaces)** fully equipped with catering, technical logistics, modular furniture, reception services, signage, technical production, and dedicated support.

IN FIGURES

MORE THAN
10
SITES OPEN

110,000
M² MANAGED SPACES ACCOMMODATING BETWEEN
10 and 350
PEOPLE

OVER
1,000
EVENTS AND MEETINGS HELD IN 2025,
WELCOMING **50,000 PARTICIPANTS**

ISO 20121 CERTIFICATION
FOR SUSTAINABLE EVENT MANAGEMENT

Shops that enhance the city experience

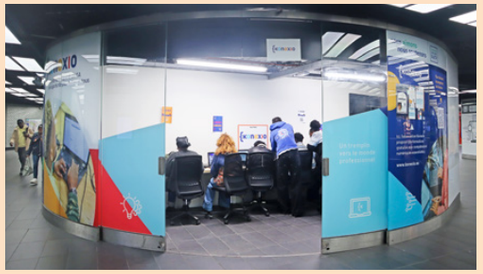
The Group also maximises the use of its assets through its retail offering, which helps revitalise local areas and bring the neighbourhoods in which it operates to life. RATP Travel Retail is now an expert in retail in high-footfall underground environments, drawing on more than 45 years of experience, with over 400 shops covering 22,000 m² in stations and other high-footfall areas. The retail offer at each site is based on a detailed analysis of the local area, taking into account population density, existing facilities, and local businesses, to ensure that it meets the actual needs of passengers, local areas, and their residents. RATP Travel Retail's expertise also extends beyond Île-de-France. For more than ten years, it has operated retail outlets across the Lyon metropolitan area's public transport network on behalf of Sytral Mobilités.

This expertise also led to the Group being selected, alongside Altarea Commerce, to operate the retail network in the first 45 Grand Paris Express stations. Through their joint company Constellation, owned 70% by Altarea and 30% by RATP Travel Retail, the two partners will develop 12,500 m² of retail space comprising 136 shops, including a new convenience retail concept developed by Carrefour Group in each station, under a 12-year concession. Beyond the station itself, the aim is to consider local retail at neighbourhood level. Each new Grand Paris Express station will contribute to the vitality of the local area in which it is located.

Konexio: digital inclusion at the heart of Europe's leading mobility hub

In March 2026, the RATP Group Foundation and RATP Travel Retail opened a permanent Konexio training facility at Châtelet–Les Halles station. Selected through a public-interest call for projects launched in 2025, the organisation provides free training in essential digital skills to people facing economic or social disadvantage, supporting social inclusion and access to employment.

To support this mission, RATP provides premises free of charge at the heart of Europe's leading mobility hub, through which several hundred thousand passengers travel every day, giving vulnerable groups excellent visibility and accessibility. The initiative demonstrates that commercial space at the heart of a major passenger flow can also serve a social purpose.



Expert viewpoint



Patricia Delon
Chairwoman and
Chief Executive Officer,
RATP Travel Retail

"Making everyday life easier and more enjoyable"

Living and working habits have changed in recent years, along with the way people travel and shop. We take these changing needs into account, working with brands and independent retailers to develop local shops and services that fit naturally into people's journeys and offer an increasingly personalised, modern, and enjoyable experience. Our ambition is simple: to make everyday life easier and more enjoyable for passengers and everyone who uses the city. With the Constellation consortium, we will bring this vision to the Grand Paris Express, creating attractive, useful, and responsible retail and turning stations into service hubs rooted in their neighbourhoods.

Publication director: Jimmy Brun. · **Editorial production supervisors:** Clément Bocognani, Sandrine Courtois, Agnès Desmarest-Coulon, Anne Jacquinot. · **English translation provided by the RATP Group Language Services Unit:** Paul Ponessa-Luzié. **Editor:** Émilie Gouffier. · **Design and production:** ICI BARBÈS · ISSN 3077-3687 · **Photo credits:** cover, Cyrus Cornut/RATP · Page 4, (portrait) Pierre Charlier · Page 5, (illustration) Dai Gondo/Vo Talents Agency · Page 6, Gaspard Duval· Page 7, (portrait) Stéphane Dussauby/RATP · Page 8, La Fabrique à Perspectives, (portrait) Gilbert Lasne/RATP · Page 9, (portrait) Marie Hamel, (illustration) Lonsdale Design · Page 10, (portrait) DR, Xavier Chibout/RATP · Page 11, Yann Stofer, (portrait) Stéphane Dussauby/RATP · Page 12, (illustration) Felix-Illustra-RATP · Page 13, Bruno Marguerite/RATP · Page 14, Franck Badaire and Thomas Guyenet, (portrait) Mahana Prod, Xavier Chibout/RATP · Page 15, (portrait) Matthieu REGNIER · Page 16, GAMMA/Dominique Perrault architecture/H2O Architectes /MBL Architectes/NDB, (portrait) Corentin Fohlen Agence Oblique · Page 17, (portrait) Stéphane Dussauby, Xavier Chibout/RATP · Page 18, Kreaction/Altarea · Page 19, Stéphane Dussauby/RATP · Page 20, Laurent Remazeilles · Page 21, Laurent Remazeilles · Page 22 (portrait) Hamdi Chref/RATP, DR.

Printed in France by Groupe des Imprimeries Morault on extra white Splendorgel paper (FSC Mix). November 2026.

IMPRIM'VERT®

RATP GROUP

54, quai de la Rapée
75012 Paris · France
ratpgroup.com

@RATPgroup

RATPgroup