

RATP Group 2020 results:**An unprecedented mobilisation for RATP Group over a year marked by the health crisis***Highlights of the financial year*

- **Passenger traffic in the Île-de-France region was historically down 43%** with 1,901 million journeys, due to the impact of the health measures in response to the pandemic (lockdowns and curfews among others) and to the industrial action in January 2020. Traffic drastically dropped on the networks operated by RATP Dev both in France and abroad.
- **Activities were slowed down by successive crises (strikes, Covid-19).** The health crisis' impact on turnover amounted to -€414 million. The Group's consolidated turnover reached €5,523 million, down 3,2% compared to 2019.
- **An unprecedented mobilisation for the Group in order to reduce the impact of the crisis:** the Covid-19 crisis strongly affected the 2020 results, with an impact of -€352m on operating income (EBIT), -€356m on the Group share of net income, and +€338m in consolidated net debt. The cost-cutting plans initiated by the Group entities allowed to cushion the impact on the results, with:
 - An operating income (EBIT) of €99m, or 1.8 % of turnover, compared to 5.6 % at the end of 2019;
 - The Group share of recurring net income fell by €134m, or -2.4 % of turnover, compared to 2.3 % in 2019;
 - Net debt of €5,544m at the end of 2020, up 7% compared to 2019, due to the combined impact of the pandemic and the strikes in winter 2019/2020.
- Despite the difficulties linked to the spring 2020 lockdown, RATP remained strongly mobilised to pursue its ambitious investment programme in the Île-de-France region, with the support of Île-de-France Mobilités: **investment in the Île-de-France region reached a historical high with €2.2 billion in 2020** (including investments made on behalf of the SGP), **representing growth of 3.4% compared to 2019.** Over the period of the 2016-2020 operating contract, RATP has invested €8.4 billion, which is the entirety of the investment plan contracted with IDFM. Overall, RATP Group's consolidated gross investments continued to grow, increasing by €36m (+1.9%) compared to 2019, reaching €1.889bn.
- **The Group pursued its transformation and reached several major milestones**, such as the transformation and integration of the Surface network and Infrastructure Manager, the Mappy acquisition and the acceleration of the MaaS programme.
- **RATP Group continued to work on its development**, with the signing of contracts to operate the Cairo metro (line 3) and the Tuscany bus network. It also created the RATP Solutions Ville business unit, bringing together its expertise in real estate, connectivity, energy and urban logistics.
- **Finally, the Group has created a new subsidiary, RATP Cap Île-de-France**, to respond to future calls for tenders in the Île-de-France region.

RATP Group's Board of Directors, which convened on 12 March 2021 chaired by Chairwoman and Chief Executive Officer Catherine Guillaud, examined and approved RATP Group's consolidated financial statements and the EPIC's (state-owned industrial and commercial enterprise) corporate financial statements, as of 31 December 2020.

On this occasion, Catherine Guillaud stated the following: "The unprecedented health crisis we are currently experiencing has weighed heavily on the 2020 Group results, with a negative impact of -€414m on turnover and -€356m on the Group's share in net income, leading to a Group share in net profits of -€134m.

However, I would also like to highlight the unfailing mobilisation of RATP Group's employees in 2020, which enabled us to ensure the continuity of a public service that is essential to the country's proper functioning and to resolutely pursue the major development and modernisation projects for the Île-de-France transport network, notably with the commissioning in December 2020 of the metro line 14 extension to Mairie de Saint-Ouen.

In this difficult period, we have also made steady progress in preparing RATP Group for the opening of its historic market to competition and accelerated our development, with the signing of major contracts in Tuscany and Egypt and the launch of new activities at the service of cities. The great resilience that the company has shown in this difficult period makes me confident in our ability to meet the major challenges that lie ahead: the opening up to competition in the Île-de-France region, our development in France and abroad, the major conversion of our industrial assets (Bus 2025, new workshops and new rail rolling stock) and the continuation of our major metro and tram line extension projects for the benefit of Île-de-France residents."

Trends in RATP Group's key performance indicators

<i>In millions of € In IFRS standards</i>	31/12/2019	31/12/2020	Variation
Turnover	5,704	5,523	-3.2%
Recurring operating income (EBIT)	319	99	-69%
Group share of net income	131	-134	-202%
Consolidated investments	1,853	1,889	+1.9%
Investments in the Île-de-France region*	2,131	2,204	+3.4%
Cash flow	1,014	858	-15%
Net debt	5,182	5,544	+7%

*Investments carried out by the RATP EPIC + investments carried out by the EPIC on behalf of the Société du Grand Paris.

The economic and health crises had a strong impact on the Group's results

- In 2020, the Group's consolidated turnover reached €5.523bn, down €181m (-3,2 %) compared to 2019.
 - The net impact of the health crisis on the EPIC's turnover was -€259m. The -€900m shortfall in passenger revenue was absorbed to the tune of €751m, mainly through the contractual revenue risk-sharing mechanism with IDFM. The lockdowns also had a significant impact on secondary revenues (advertising, shops, Orlyval, fines, etc.), amounting to -€103m;

- **Subsidiaries' turnover was down by €138m (-10.2%), including a -€27m currency effect.** The change is mainly due to the impact of the Covid-19 crisis (-€155m), which conceals a good underlying dynamic (+€44m excluding the currency effect), driven by the full-year effect of the contracts won in France and the United States and the increase in contracts in the Middle East (Riyadh, Cairo), which more than offset the impact of the deconsolidations (Austin, Algiers metro).
- **Despite the savings plans implemented in all of the Group's entities to limit the impact of the health crisis as much as possible (over €300m saved), the Group's results deteriorated in 2020:**
 - **The operating profit (EBIT) stands at €99m, down €220m compared to 2019 (-69%):**
 - **The EPIC's EBIT, reaching €181m, was down €108m,** mainly due to the impact of the health crisis (-€251m), partly offset by the net effect of the strikes in December 2019 and January 2020 (+€99m), by the continued productivity effort and by the implementation of a savings plan that contained the increase in expenses compared with the initial budget. Overall, the EPIC saved over €200 million compared with the initial budget, enabling RATP to absorb all the additional costs associated with the health crisis;
 - **the subsidiaries' contribution to the consolidated EBIT fell by €112 million, therefore amounting to €82 million.** The pandemic had a negative impact of -€102m on the subsidiaries' operating income, of which -€58m was due to the direct effects of the crisis on operations and other non-recurring factors (asset depreciation, restructuring costs, notably in the United Kingdom) and -€45m due to goodwill impairment in the sightseeing business, which was severely impacted by the fall in tourism. Overall, RATP Dev achieved savings of over €110m on its operating expenses, which partly offset the loss of revenue.
 - **The Group's share of net income amounted to -€134m,** a decrease of -€265m compared to 2019. **The EPIC's net income** was close to breakeven (-€21m), compared to €143m in 2019. The net result of the **subsidiaries** was -€113m, compared to -€12m in 2019.
 - **Consolidated net debt is up 7% (+€362m), to €5.544bn,** mainly due to the major impacts of the health crisis (€338m) and the strike regarding the pension reform (€120m over 2020). The change relative to 2019 is explained by the deterioration in cash flow, down €156m therefore amounting to €858m, combined with the continued investment effort at a sustained rate (€974m of net investment using subsidies), an unfavourable change in working capital (refunds to subscribers following the strike, local CVAE tax refunds to Île-de-France Mobilités) and a one-off increase in subsidy receivables.
 - **The net debt/equity ratio (gearing) thus stands at 1.20x,** compared with 1.07x at the end of 2019. Excluding the impact of the industrial action regarding the pension reform and the Covid-19 epidemic, gearing would have reached 1.08x at the end of 2020, ahead of the Challenges 2025 plan objectives for 2020 (1.1x).
 - **Despite the impact of the health crisis, RATP Group's financial fundamentals remain solid.** This is evidenced by the ratings assigned by the Moody's (Aa2 with negative outlook) and FitchRatings (AA with negative outlook) agencies and the success of its bond issues between March and August 2020 (€174 million with a 5-year maturity, €480 million with a 30-year maturity and, for the first time, €200 million with a 60-year maturity), under very favourable financial conditions.

1. 2020 was marked by a major challenge for the Group: to restore customers' trust in public transport

The health measures implemented to fight against the spread of the Covid-19 pandemic had a major impact on passenger traffic in the Île-de-France region, which fell by -43%, with 1,901 million journeys in 2020.

The first lockdown had the strongest impact, with a -73% decrease in traffic compared to the 2nd quarter of 2019. Traffic improved in June, before falling again in October due to the curfew, and to the second lockdown (-35% in October and -59% in November):

- The rail network was the most impacted (**-50% on the metro network and -47% on the RER network compared to 2019**), with almost nonexistent traffic during the first lockdown and a slower recovery over the summer.
- The surface network recorded a more limited decrease (**-33% on the bus network and -35% on the tram network compared to 2019**), due to a positive modal shift during the January industrial action and a more favourable perception of the network during the health crisis.

2. An unprecedented collective mobilisation to ensure staff members and passengers' peace of mind while working and travelling.

The Group's policy regarding maintenance, cleaning and disinfection was a priority this year, more than ever. The budget dedicated to cleanliness and disinfection on the network and health protection equipment (masks) was almost doubled in 2020 (from €97m in 2019 to €184m) and the teams dedicated to cleanliness on the network grew by +38% (from 1,300 to 1,800 staff members).

Due to the health crisis, the Group quickly deployed a wide-reaching plan in the spring of 2020, aiming to ensure optimal protection of its customers during their journeys, and to provide safe working conditions for its staff members: enforced cleanliness and disinfection on all its vehicles, with the deployment of a disinfection procedure using fogging techniques (spraying virucidal disinfectant) in passenger spaces and professional sites, distribution of health protection kits to staff members, application of stickers to spur the respect of barrier measures, installation of hand sanitizer dispensers in stations, along other actions.

In order to ensure the continuity of our public service mission during this highly restrictive situation, we offered new alternative services to passengers to regulate flows and limit physical contact: electronic transport tickets (with the SMS Ticketing service for buses) and deployment of passenger crowd-sourcing on the RATP app to report on crowding on the lines.

3. A sustained investment dynamic, to the benefit of the Île-de-France residents

- Despite the crisis, RATP continued and amplified its investment efforts and carried out an unprecedented number of upgrading, extension and maintenance works on the network.
- **RATP Group's consolidated 2020 investments reached a total of €1,898m, with €1,805m from the RATP EPIC** in the Île-de-France region, as part of its contract with Île-de-France Mobilités. Along with the €399m invested on behalf of the Société du Grand Paris, **RATP's investments in the Île-de-France region reached €2.2bn in 2020, up 3.4% compared to 2019.**
- **Major investments were carried out for:**
 - **network and infrastructure upgrading (€1,024m):** MI2N (RER line A) and MI84 (RER line B) trains upgrading works, metro rolling stock renewal (MF19 programme), continuation of RER line A tracks renewal works (RVB), metro line 4 automation, metro line 6 upgrading, bus depots' conversion to electricity and NGV, purchase of 166 electric buses, among others.

- Metro and tram lines extension (€1,011m): commissioning of the extension of metro line 14 to Mairie de St Ouen in December, extension of tram line T1 to Asnières and tram line T3B to Porte Dauphine, continuation of the extensions of metro lines 4, 11 and 12, extension of metro line 14 to the south on behalf of the Société du Grand Paris, among others.
- **Station and passenger information upgrading (€169m) to improve service quality:** station renovations (Auber, Vincennes and Charles de Gaulle - Étoile stations), creation of additional entrances, improved Passenger Information with information screens on metro line 4's platform doors, new information screens on metro line 14, creation of the passenger crowding crowd-sourcing feature on the RATP app, launch of a cleanliness trial using QR codes on metro lines 2 and 14, rolling out of new service information screens on RER line A (SYSPAD), finalisation of the 3G/4G coverage at stations, continuation of the Symphonie project to supervise station equipment, among other projects.

4. A good subsidiary and shareholdings development dynamic in France and abroad

RATP Dev kept up its development dynamic. It is now present in 14 countries, with 4 regional development offices.

RATP Dev demonstrated unprecedented mobilisation during the crisis, and reached many development milestones in France and abroad:

- **Ongoing development in France:**
 - Awarding of the **Quimperlé** network and of the contract for the **Mantois area network** as part of the opening up to competition of Optile;
 - Creation of the **Régionéo subsidiary with Getlink** for the development of regional rail: preparation for the upcoming calls for tenders in the Grand Est and Hauts-de-France regions;
 - **Grand Paris Express:** creation of a partnership with Singapore company ComfortDelGro Transit and Alstom to respond to calls for tenders for metro lines 16, 17 (ongoing) and 15 (upcoming).
- **Major successes abroad:**
 - Signing of a contract for the operation and maintenance of the entire fleet of bus of the **Tuscany region** in Italy for 11 years (approximately 3,000 buses), which will come into effect once the Italian Council of State gives the green light;
 - Signing of the "Cairo L3" contract in September 2020 for the operation and maintenance of **Cairo** metro line 3 (15km at the moment, 40km including planned extensions);
 - Continued electrification of **London** buses (goal of 20% by the end of 2021).
- **Various innovations deployed:**
 - The **Holostop** technology (a world-first, with the installation of holographic stop buttons in some Île-de-France region buses);
 - The **Load Tracker** (innovative solution predicting bus loads in real time, trialled in the Île-de-France region);
 - The **Fraud Tracker** (innovative tool to combat fraud, winner of the Netexplo Change 2020 prize);
 - Launch of an autonomous shuttle trial at Archamps.

The health crisis had a limited impact on RATP Smart Systems' development, which continued at a sustained pace (+40%), notably with the ramp-up of the MaaS programme and the acquisition of Mappy.

Systra, which is held at 43.4% by RATP Group jointly with SNCF, is an engineering and consulting group and the global leader in transport infrastructure design, with 70% of its activities carried out abroad. Systra reported commendable commercial successes in 2020, with €726m in order intake in 2020, despite the health crisis, notably with the continuation of the HS2 Project in the United Kingdom and the Riyadh metro project, and the winning of new contracts (East line of the Montréal metro, high-speed line in Thailand). Its activities resisted well against the pandemic, despite works slowing down on site, and thanks to the generalisation of teleworking for design activities.

5. *The Group accelerated its innovation programmes during the crisis, with a focus on developing new forms of autonomous, clean and shared mobility.*

The company structured its innovation plan around a dozen technological clusters like Big Data, the Internet of Things (IOT) and artificial intelligence, among other things.

In 2020, RATP Group progressed on the following topics:

- Programme Véhicules Autonomes: autonomous bus programme, extension of trials for autonomous shuttles, development of smart infrastructure with Paris2Connect, urban air mobility programme with Aéroports de Paris and Choose Paris Region.
- Clean mobility: 12 bus depots were converted or are in the process of being converted to biogas or electricity, out of a goal of 25 depots by 2025, air quality improvement programme in underground stations with industrial partners and startups.
- MaaS: integration of Mappy in RATP Smart Systems to accelerate the development of MaaS.

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