



PAVING THE WAY

Meeting
passengers' new
expectations

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Expectations are changing, and so are our networks!

Around the world, passengers are increasingly expecting more from their transport networks. They of course want services to be on time, clean and comfortable, but they also want them to be more practical and responsible. And they themselves want greater peace of mind.

Our changing lifestyles, climate change, the increase in the types of mobility services available and the proliferation of digital technologies are all redefining our day-to-day travel habits, encouraging transport operators to adapt their services to better suit passengers.

RATP Dev listens to passengers, adapting and reinventing its transport solutions to create experiences that are more in line with these new expectations.

Working in partnership with transport authorities, we deploy custom solutions that are adapted to the specific features of each region.

We firmly believe that our role as a transport operator goes beyond simply getting people from point A to point B. That is why we work with stakeholders across towns and cities to integrate new services that facilitate the lives of passengers.

Our aim is to constantly improve the passenger experience to win people over while enhancing their quality of life and bolstering the appeal of public transport.

Let's pave the way together!

70%

of the global population will live in towns and cities by 2050 – some 6.8 billion people.

Source: Better Urban Mobility, International Association of Public Transport (UITP), 2021.

60 to 70%

increase in urban transport by 2050 as a result of urban growth.

Source: Better Urban Mobility, International Association of Public Transport (UITP), 2021.

73%

of people want to change their mobility habits in order to cut their carbon emissions.

Source: Digital Auto Report 2021, PwC.

Expressing oneself and feeling heard

LISTENING MECHANISMS TO BETTER UNDERSTAND NEW EXPECTATIONS



A diverse range of passengers use our network. Everybody expresses their own aspirations based on their background, their journey or simply their mood. All of them want the same thing – to be heard, understood and supported.

At RATP Dev, we place passengers at the core of everything we do. They are what drive us, and their expectations guide the design of our offers and services.

To provide passengers with pragmatic and customised solutions, we use a variety of means to obtain a complete overview of how they feel:

Better understand passengers:

With our Welcome programme, we have implemented a special methodology. We are aware of the changes that society is undergoing and we regularly undertake studies and conduct surveys to keep abreast of these changes. To help us better understand passenger journeys, we use our DataMobility solutions to cross-reference and leverage huge quantities of data. We regularly conduct design-thinking participatory workshops, involving passengers in the design of our services and infrastructure.

Customise client relationships:

To stay informed, passengers can use our websites and mobile apps, the information that we share (such as targeted campaigns, info traffic alerts, loyalty programmes) or speak to employees onsite. We also encourage passengers to share their feedback and quickly reply

to their requests. Through our Voice of the Customer initiative, we can factor in feedback from complaints, information requests and social networks. We are then able to implement initiatives accordingly so that we are constantly improving the passenger experience.

Measure customer satisfaction:

We carefully gauge customer satisfaction so we can continue to meet quality of service and passenger expectations. We do this through tools such as the Mystery traveller survey, NPS and overall satisfaction score.

We have a network of ambassadors and an extensive customer culture, enabling us to capitalise on the best practices in place and roll them out more widely.

Welcome – a programme geared towards passenger satisfaction

Deployed across 42 networks in 12 different countries, we use the Welcome programme to glean a better understanding of our passengers, improve their experience on our networks and create relationships with them based on trust. The Welcome programme is structured into three phases and uses two customer relations tools.



Tools for optimising the relationship we have with our passengers:

- CRM (Customer Relationship Management) solution: manage customer relationships through customised marketing campaigns and by sending info traffic alerts over digital channels.
- CCM (Customer Contact Management) solution: centralise customer complaints and improve the efficiency with which they are handled.



Constantly listening to customers

We have several measures in place to ensure that we keep abreast of passenger aspirations. Through Meet my manager, passengers can attend special meetings with our onsite staff and managers. In France, Orlyval Service has developed Auscultare – a tablet-based customer satisfaction survey which staff can use to get customer feedback directly. And Vienne Mobilités' L'va solution gathers information about needs and expectations from a group of ambassadors who represent regular passengers.

AND FOR TOMORROW'S

Use digital tech to humanise relations

Virtual reality, avatars, the metaverse; paradoxically, the virtual technologies of the future can humanise the passenger experience. The digital spaces that people use are increasingly close to physical ones. We are constantly on the lookout for new intuitive technologies to help us design the passenger experience of the future. To infinity and beyond!

Getting around easily

A FLUID AND INTUITIVE PASSENGER EXPERIENCE INTEGRATING ALL MOBILITY SERVICES

Given the increase in the number of mobility services, passengers want to be guided quickly and simply, step-by-step, right up to the last kilometre. They also want to be able to transition from one mode of transport to another smoothly.

Providing our customers with a fluid route is an evident goal and obligation for RATP Dev. That's the whole reason we are positioning ourselves as a Mobility-as-a Service (MaaS) provider. We provide passengers with digital tools that enable them to choose the best personalised options. Thanks to our Explore platform, they have access to a comprehensive multimodal offering using only a single app or website.

But our MaaS approach is also evidenced in our physical infrastructure. Stations and exchange hubs – which in

addition to serving as zones for transitioning between different modes of transport have become multiservice spaces – have been purposely configured to create smoother journeys. A great deal of effort has gone into timetabling and providing clear signage. Passengers are harmoniously guided throughout their journey, saving them time and giving them peace of mind.

When they travel, passengers want customised, reliable and up-to-date information – whether they are on the platform, in transit, or on a mobile app or social network.

At RATP Dev, we know just how important it is to have the right information at the right time. This information must never be invasive, and it must be tailored for each channel and each passenger's profile. With our CITiO Crowding API, passengers can find out how crowded a bus or train is so they can adapt their itinerary

accordingly. If there are disruptions on the network, our teams can use the Notify digital tool to quickly send alerts over all digital channels.

In a constant drive to make the whole experience more straightforward, passengers want to be able to purchase and validate their tickets easily.

To make the whole travel experience easier across the board, we have designed simpler digital ticketing solutions. Passengers can purchase tickets online at our eBoutiques. And with our M-Ticketing solutions, they can purchase and validate their tickets directly on their smartphone, using a mobile app or just via text message. Another solution, open payment, enables contactless debit card payments. Providing options is at the heart of the services we offer so we can adapt to the preferences of all passengers – whether they want to pay online or onsite.



Explore digitalises the passenger journey

In a bid for seamless and intuitive passenger routes, RATP Dev has created the Explore solution. With this digital platform, we can deploy websites and mobile apps incorporating all the features and functions that passengers want. Explore can be tailored to each region and options can be activated based on requirements.



x2

members of Gen Z (12- to 25-year-olds) use mobility apps (like public transport and car shares), twice as much as members of Gen X (46- to 56-year-olds).

Source: Mobility study, Movin'On, 2021.



The Rennes bus station forms part of a multimodal hub

As the gateway to Brittany, this station has been completely transformed since the end of 2018 and is now a multimodal hub. The architectural design was rethought and a new dynamic passenger information system was introduced. In only five months, the station was completely restructured, making it easier for 7,000 daily passengers to undertake their journeys, and for 86,000 annual bus trips to be enjoyed in optimal conditions.

AND FOR TOMORROW?

The end is nigh for the personal car

There will be solutions for comparing various current, emerging and future modes of transport. There will also be solutions simplifying guidance and providing access to tickets that combine several modes of transport. The aim is to provide passengers with a mobility offering that is so comprehensive and appealing that they will want to avoid using their own car.

Combining practicality and pleasure

PRACTICAL LOCAL SERVICES ON NETWORKS DESIGNED AS LIVING SPACES

In urban areas undergoing major changes, inhabitants want a better quality of life, including when they are on the move. They want their journeys to be full-fledged experiences where they can take full advantage of the time they spend on public transport.

To make this possible, we encourage everyday shopping locations along transport networks, and we include local services, such as parcel pick-up points, as well as retail outlets for fun purchases, food services and leisure activities. Similarly, Wi-Fi services on our networks enable passengers to always remain connected so that they are free to work, chat or have fun. On Line 3 of the Cairo

metro, passengers can relax by playing games that we have developed.

In addition to optimising their time, passengers want to enjoy a pleasant travel experience, enhanced by “positive surprises” along their route. And why shouldn’t they also get to enjoy a rich social bonding experience?

We believe in networks that are an extension of the city’s identity and its culture. To this end, our role is to transform these spaces that used to be purely functional into places where people actually live, brimming with a diverse range of events and things to do. Distances are also shortening in city transport systems, resulting in a more appealing travel experience.

Passengers can spend their time listening to concerts, reading

poems, discovering works of art or enjoying coverage of sports, cultural and societal events – all of which encourage people to share and be friendly with one another. Travelling or waiting for a bus or train now has an added dimension, as the time is now useful or entertaining – a fully-formed experience, full of depth.

Attractive, surprising, soothing... by designing the role of public transport in society in this way, we give it more soul.



The walls of the Cairo metro illustrate Egyptian history and culture

On Line 3 of the Cairo metro, RATP Dev has created spectacular installations. The Abbasia and Bab El Shaaria stations, for example, have been transformed and now offer passengers the opportunity to travel through the rich and fascinating history of Egypt. The mural frescoes recount the history and hint at a promising future. The way in which this cultural and artistic heritage is brought to life is a source of pride that is highly appreciated by passengers. At the Heliopolis station, passengers were treated to an event where they were able to watch the live creation of a triptych, painted by famous Egyptian artists.

89%
of people polled find their journey more pleasant, shorter and more inspiring when an event is being staged

Source: RATP study, 2021.

RATP Travel Retail enhances life for passengers

Passengers have a wide range of choices for practical or impulse purchases: they can enjoy fast food or snacks on the move, browse leisure and culture shops, stroll around decorative objects and go shopping for clothes or gifts. For more than 45 years, RATP Travel Retail has been putting stores and services inside stations, investing transport infrastructure with a touch of appeal.

30,000 m²
of sales area managed by RATP Travel Retail in France



AND FOR TOMORROW?

Public transport – making life easier in the “15-minute city”

In the “15-minute city”, people are able to access all essential services within a 15-minute travel time from their home. That includes work, personal care, shopping, school and leisure activities. Public transport infrastructure is a key component in this concept – transport spaces need to also host services and become full-fledged living spaces.

Adopting a responsible form of mobility

SOLUTIONS THAT ARE MORE SUSTAINABLE, INCLUSIVE AND SAFER



Increasingly aware of environmental issues, passengers want mobility solutions that improve air quality and help tackle climate change.

In keeping with the Group's driving purpose, "We dedicate every day to better city living", RATP Dev goes beyond its traditional role of transport operator and is a partner to sustainable towns and cities. We advocate for green modes of transport that are comfortable and rid urban spaces of noise and polluting emissions.

Everybody wants to be able to get about easily – young people, older people, able-bodied people or people with reduced mobility – whether they live in urban or rural areas, and no matter how familiar they are with digital technology.

RATP Dev is strongly committed to ensuring that everybody has access to mobility services. We are absolutely certain that what constitutes a need for some people is a comfort for everybody. That's why, in a bid to render transport universally accessible, we are trying to identify obstacles to people's mobility and are implementing solutions to eliminate them, thus improving the experience for all passengers. To meet more specific needs and ensure effective coverage of the region, we are adapting our networks and offering on-demand transport and services for people with reduced mobility. We are also co-developing facilities for people with disabilities in partnership with associations and aligning our services with the requirements of certification labels such as S3A and Cap'Handéo. For example, passengers can get a voice guidance service by scanning a QR code with NaviLens. Or they can have obstacles located when they are planning their journeys and get voice support with the Ezymob app.

Passengers' natural and ongoing need to travel safely has been further strengthened by the pandemic.

To promote solidarity and prevent people from feeling unsafe on public transport, we have designed the WIP (Walk in Peace) app. People can use it to find another pedestrian to travel with or alert a patrol if needed. And to meet the need for higher hygiene standards, we deploy solutions to bolster cleaning operations and have developed contactless routes.

Safer and more accessible, our networks give everybody serenity on a daily basis.



Greenways: travel, collect, contribute

RATP Dev has developed Greenways – a fun application designed to encourage passengers to step up their commitment to protecting the environment.

Passengers scan QR codes on vehicles using the app to collect Greenpoints. They can then use their Greenpoints to contribute to collective piggy banks that support environmental initiatives. Once full, the collective piggy banks trigger the environmental initiative that is being supported (such as cleaning a beach or planting trees).

59%

of people in France think that developing public transport is a way of protecting the environment and 45% believe that it contributes to quality of life.

Source: Mobility watchdog, 2021, Union des Transports Publics et Ferroviaires (Public and Rail Transport Union).

"Osons le bus": encouraging vulnerable people to take the bus

Through mobility workshops, RATP Dev can increase accessibility for people with specific needs, such as children, older people, people with reduced mobility or job seekers, by supporting them with information and raising their awareness of how to use the Boulogne-sur-Mer public transport network.

More than 46%

of people aged 60 and over will have a disability by 2030.

Source: Better Urban Mobility, International Association of Public Transport (UITP), 2021.

9

out of 10 people have access problems when travelling at some point in their lives.

Source: Results of the APF France handicap - Ifop consultation.



Protect passengers with the Holostop solution

RATP Dev wanted to provide its travellers with added protection during the pandemic. Using the contactless Holostop button developed by our partner MZ Technologie, passengers can indicate that they want to get off without having to touch any potentially contaminated surfaces. All they have to do is move their finger over the virtual button for their request to be registered. The unit emits a short sound and briefly changes colour, indicating that their request has been acknowledged. Successfully tested in Brest and Saint-Quentin-en-Yvelines in France, this solution has now been introduced across other RATP Dev networks.

AND FOR TOMORROW'S

Efficiency and sustainability – two concepts to leverage

By 2050, the world population is set to reach 9.7 billion, with 6 billion people living in urban environments. One direct consequence of this will be increased mobility demands. In addition to a sustainable transport offering that is suited to everybody, factoring environmental impacts into all decision-making will be essential if we are to use energy more efficiently and reduce our CO₂ emissions.

They have benefited!

+65
employees use the platform, spread over 23,000 km across Tuscany

8,000
customer requests handled during the first month of operation



UNIFIED CUSTOMER RELATIONSHIP MANAGEMENT FOR THE TUSCANY REGION

In November 2021, RATP Dev took over management of all the urban and intercity transport services in Tuscany, which had been managed by 14 different operators up until that point. In less than six months, a unique organisational structure for managing customer relations was introduced, focused on our CCM (Customer Contact Management) solution. Management at the Florence head office now oversees and monitors customer service department staff based in Tuscany with an easy-to-use platform. And as far as passengers are concerned, they have a single point of contact and can be sure of high-quality relationships with staff, regardless of location or contact method.

“Thanks to the platform, we have been able to identify the difficulties that passengers have purchasing tickets in certain areas and have found solutions for increasing the numbers of sales outlets. We have also introduced a more effective and more targeted communications system.”

— Jasmine Andreass, Customer Care Coordinator, Autolinee Toscane

+50,000
monthly app openings on average

Over 80%
increase in monthly revenue during launch year (ticket sales more than doubled)

“With our MaaS solution that involves both physical resources and digital technologies, we are meeting passenger requirements and encouraging sustainable mobility. The application provides passengers with complete information across the region, including info about cross-border lines. User numbers and sales of e-tickets are constantly increasing.”

— Céline Goulet, Head of Marketing & Communications, TAC Mobilités



A COMPREHENSIVE MAAS SOLUTION FOR TAC MOBILITÉS IN ANNEMASSE

RATP Dev launched its MaaS solution combining digital technologies and physical solutions for TAC Mobilités, a cross-border network operating in France and Switzerland. The solution covers the Annemasse and Geneva urban area and is based on two features. The first is a mobile app based on our Explore platform (for calculating multimodal itineraries, providing real-time info, geopositioning, purchasing and validating tickets, checking the availability of shared vehicles and more). The second relates to the *Maison de la Mobilité et du Tourisme* (mobility and tourism centre), and functions as an information and resources hub managed by eco-mobility advisers who provide overviews of activities and travel solutions.

“The Tram No.18 is an exceptional mobile and timeless location, at the crossroads between heritage, traditional craftsmanship and luxury. Highly sought-after by both passengers and companies, the launch of such a premium tramway offering has proven extremely successful right from its launch.”

— Nixon Cheung, Sales and Brand Manager, Hong Kong Tramways



INITIATIVES TO PROMOTE CULTURE IN HONG KONG

RATP Dev instigated partnerships to showcase Hong Kong's contemporary arts and culture as part of a programme known as TramArt.

While it was ongoing, passengers found that their tramways, known locally as Ding Dings, had been transformed into mobile works of art. They were able to enjoy theatrical performances on the tram, as well as pop-up art studios and reading clubs for children. For the past two years, an operational premium tram named Tram No.18 also gave passengers the option to eat, host workshops or hold a meeting.

200,000
daily passengers

+2,000
media articles about the Tram No.18

THE WAY



RED BUSES GO GREEN IN LONDON

RATP Dev Transit London is one of the biggest bus operators in London and carries nearly 207 million passengers per year. RATP Dev has pledged to support the Mayor of London's ambitious plan to have a fleet of zero-emissions buses by 2034. With more than 28% of its fleet going completely electric between now and the start of 2023, RATP Dev will have the largest share of electric buses on the London market. A fully electric fleet will be in service by 2030.

“We are delighted to be working with the RATP group on providing the City of London with more environmentally friendly buses. They help improve air quality and provide our customers with a better passenger experience.”

— Leon Daniels, former director of Transport for London

28%
of the fleet is fully electric

16
bus routes and 6 depots converted

YOUR FUTURE. OUR DESTINATION.

We are where you are
and where you want to go.

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