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Corporate Report

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RATP Dev
Growing in Africa
with Africa...
Moving people

We provide world-class
transport systems and services.

**Every day. Everywhere.
For everyone .**

- **960 million
journeys**
annually across
our global networks.

- Nearly **1,300 km**
of urban rail connecting
cities worldwide.

- Over **30 new rail lines**
and extensions launched
in the past decade.



A leader in urban mobility

RATP Dev, the major shareholder in the Bombela Operating Company, the current operator and maintainer of the Gautrain, runs or helps to run transport networks across the world — including the Paris Metro

● RATP Group, the global leader in high-capacity urban rail and the world's third largest public transport operator, runs or helps to run transport networks across the world — including the Paris Metro.

The company is the major shareholder in the highly successful Gautrain project, a South African public-private partnership that has achieved significant acclaim and is recognised as a best practice case study for successful public-private collaboration.

Its activities specialise in designing, operating, maintaining and modernising public transit networks including metros, commuter rail, tramways and buses — thanks to its more than 2,000 experts in more than 270 professions.

Globally, it is responsible for 29 metro lines — 14 which are fully automated — 39 tramway lines, 8 railway lines, 14,000 buses and coaches, some of them part of bus rapid transit (BRT) services, and including 3,300 low-carbon vehicles — as well as paratransit operations, autonomous vehicles and mobility projects, ropeways and funiculars, waterborne networks and sightseeing operations.

The company's expertise was built on the ultra-dense, constantly modernised Paris network where it manages 10-million trips a day for the Metro



The Paris Metro during the 2024 Olympics Games



The Paris Metro

lines in Paris and surrounding areas. In 1998, RATP Group was commissioned to develop the world's first high-capacity automated Metro line. Between 2012 and 2024, it commissioned more than 154 new stations and more than 102km of tramway and Metro lines in Paris. It has also two of the busiest and oldest lines in Paris, with no major service interruption during the process. The group is responsible for commissioning rolling stock, including ensuring the technical specifications and integrating new rolling stock. More than half of the Paris Metro's rolling stock, which includes 1,400 trams, trains and metros under management by the group, is in the process of being replaced.

For more than 125 years, RATP Group's experts have managed complex projects and improved passenger experiences, integrating service delivery with engineering and construction services. During its existence it has commissioned and extended more than 50 rail and tramway lines.

The group's success is reflected in its financial results. In the first six months of 2024, revenue growth was 10% higher year on year, with a €75m increase in net profit

The company has also participated in large-scale sport and cultural events, providing responsive transport. It was a key stakeholder in the 2024 Paris Olympic & Paralympic Games, the first Games to be 100% accessible via public transport. A custom transport plan efficiently served more than 20 Olympic venues with enhanced services while key metro and commuter rail lines were adapted to accommodate disabled passengers. Rapid-response crisis teams ensured issues including suspicious packages were resolved within 13 minutes.

About 2,700 volunteers from the group assisted visitors on the network while 500 new digital display panels were installed in more than 200 Paris Metro stations. These screens include enhanced accessibility features for visually and hearing-impaired passengers, contributing to a more inclusive Metro system.

In total, Paris hosted 10-million people at the Olympics and 3-million people at the Paralympics. Despite this high number, the Paris Metro maintained its high service performance for the duration of the Games, achieving over 100% service levels, even during peak times.

RATP has since shared its expertise with Los Angeles, the

venue for the 2028 Olympics.

RATP Group employs more than 73,500 people, with its international subsidiary, RATP Dev, accounting for 25,000 of them, including 500 in South Africa.

Today RATP Dev is involved in the four largest public transport projects in the world — in Paris, Riyadh (the world's largest public transport infrastructure project to date), Singapore (as the first and only foreign operator) and Sydney (Australia's pioneering metro network).

RATP Dev was recently awarded a 10-year contract to operate the metros, tramways, airport rail link and funiculars in the Lyon metropolitan area. In addition to being responsible for operations, RATP Dev is also responsible for maintaining the rolling stock, infrastructure and security of the network. The company has been tasked with supporting the network's planned upgrades over the next few years, which includes automating, modernising and extending lines, as well as launching new tramway lines.

The group's success is reflected in its financial results. In the first six months of 2024, the business grew revenue more than 10% higher compared to the same period in 2023, with a €75M increase in net profit at-

tributable to the group and a significant improvement in operating income.

RATP Dev serves more than 100 cities in 16 countries across five continents, providing custom-made solutions that address specific challenges in terms of the environment, social inclusion, growth or attractiveness. Among these countries are two in the Middle East (Saudi Arabia and Qatar) and three in Africa: Egypt, Morocco and South Africa.

Pierre Cicion, vice-president, Middle East and Africa at RATP Dev, says: "We've specialised in the entire value chain from transport planning and network design to system design, procurement, construction, commissioning, operations and maintenance, asset management and extensions and upgrades. The company's expertise ranges from passenger experience and safety and security to effective management of retail and data management. Its innovative urban services meet the transport and mobility needs of modern and sustainable cities the world over."

What sets RATP Dev apart, Cicion says, is the company's

ability to provide seamless door-to-door passenger experience and journey planning, while delivering on the more technical aspects of operating performance and management of complex modernisation projects. "We integrate the passenger's journey with a multi-modal network to attract riders and bolster public transport usage. Convenience, reliability and safety are at the heart of our offering."

Egypt

In Egypt, RATP Dev operates and maintains the 41.2km Line 3 that serves 34 stations in Cairo's metro rail and connects diverse communities including the world's densest neighbourhood. Opened in 2012, the line carries about 600,000 passengers a day and is an important link between the eastern and western parts of the city. RATP Dev has delivered three extensions to Line 3 in two years, and overseen a 20% ridership increase year on year.

A fourth extension of the line is scheduled for 2026 to serve the Cairo International Airport.

In 2022, the company was commissioned to operate and



An LRT train in Egypt

RATP Dev Mobility Cairo

maintain the first railway line connecting Cairo and Egypt's New Administrative Capital, 70km east of Cairo, outside the Second Greater Cairo Ring Road in a largely undeveloped area halfway to the seaport city of Suez. The 70km railway line includes 12 stations and currently serves around 24,000 passengers per day – a sixfold increase in ridership over the past two years.

A sign of the success of these lines is the recent visit of Presidents Abdel Fattah El-Sisi and Emmanuel Macron, who toured the Adly Mansour interchange – a moment that underscores both the strength of Franco-Egyptian cooperation and the central role of Line 3 and the LRT commuter line in advancing sustainable mobility in Cairo.

"We have been working closely with our client, Egypt's National Authority for Tunnels (NAT), to successfully deliver constant improvements," says Cicion. "We have developed an outcome-focused, pragmatic,

tried-and-tested four-step approach to increase ridership and enhance customer services. The first step is around information and providing passengers with information such as access to maps, timetables and fare ranges. Real-time alerts enable passengers to plan their journeys more efficiently and effectively. Cognisant that information must be accessible to everyone, including people with physical or mental disabilities, we have also included additional visual elements such as icons, colours for direction and even information in sign language."

The second step is to educate residents about the benefits of public transport and provide guidance on how to use the service. "Educating consumers has paid off in Cairo where the number of schoolchildren and students using the Metro has increased 40% in less than two years," says Cicion.

The third step is to recruit new users, which requires guaranteeing the quality of the

Rocking innovation in Casablanca

● In 2018, RATP Dev opened its first innovation laboratory, Digital Hub Maroc, also known as Casaroc, in Casablanca, Morocco.

Casaroc combines local presence with strong technological expertise to create relevant and effective solutions that meet the evolving needs of passengers and cities. The hub is part of Urbanopolis, RATP Group's network of innovation labs dedicated to creating innovative, sustainable and user-centric mobility solutions.

Its mission is to pioneer and experiment with new services and technologies that can be implemented across the group's global network. By addressing local needs with a

global perspective, Casaroc ensures that its solutions are practical and effective.

The hub works with start-ups, academic institutions and technology partners to co-create solutions.

"By combining local knowledge with global best practices, Casaroc helps RATP Dev create solutions that are not only innovative but also practical and scalable, allowing the business to remain at the forefront of emerging trends," says Pierre Cicion, vice-president Middle East and Africa for RATP Dev.

"Casaroc can quickly prototype new concepts from any RATP Dev subsidiary using start-up

methodologies. This flexibility allows for rapid testing and iteration, ensuring that innovative solutions are both practical and scalable.

"To date we have prototyped two mobile applications with this approach: 'walk in peace', which promotes solidarity and safety in public transport; and 'green ways', which enables passengers to earn points they can redeem to support environmental actions."

Casaroc is now involved in two innovation projects – one is the use of 3D printing to create spare parts on demand, which will reduce down-time and main-

tenance costs. "We're very excited about this project because, ultimately, it will minimise the need for large inventories and allow for the rapid prototyping and customisation of parts, ensuring that the specific needs of each transport system are met. The project is being tested in Casablanca and is already showing promising results in cost savings and operational efficiency," says Cicion.

The second project is an anti-collision system for trams, which involves integrating AI to detect potential collision risks in real time, warning tram drivers of imminent dangers. "Safety is a top priority for Casaroc. This technology will enhance the safety of passengers and pedestrians, particularly in busy urban environments." ✕



Pierre Cicion

RATP Dev photo library



Trams in Casablanca

service on a daily basis, communicating the advantages of public transport, making stations and trains attractive and appealing with first- and last-mile solutions and even events and exhibitions," he says.

All stations offer free Wi-Fi and commercial outlets. On weekdays, an onboard library has been introduced in partnership with an association fighting illiteracy.

RATP Dev has also introduced cultural projects in stations. These take passengers on a journey through the history of the country and its neighbourhoods, with specific designs decorating the stations. The stations host cultural events, providing access to culture for commuters who may not typically go to museums, exhibitions, galleries or concerts.

"Each time a cultural project is deployed in a Cairo station, the ridership during that period is twice as high as in other months, indicating that it has a direct impact on passenger numbers," says Cicion.

The final step is about constantly enhancing the service

and passenger experience. "To grow ridership, a public transport network must be able to adapt to the evolving needs of residents. In Cairo, we have three measures in place to help improve and evolve services."

Every year, a "satisfaction" survey is conducted among passengers, and every quarter the business organises focus groups with passengers to identify improvements that can be made.

"These three measures help us better understand the needs and expectations of both users and non-users to ensure that as many people as possible are satisfied," says Cicion.

As a result of these efforts, customer satisfaction in the Metro system in just two years in Cairo stands at 95%.

RATP Dev understands that customer satisfaction extends beyond the station and rail experience and includes first- and last-mile solutions. In Cairo, the company has signed commercial partnerships with two companies: an electric scooter rental business that targets young people and stu-

dents outside stations serving universities, and ride hailing service Bolt for those who want a car ride. "As part of these commercial partnership, both companies offer Cairo Metro users additional discounts," says Cicion.

The company also has a contract with a local mobile operator to deploy free Wi-Fi in all stations and on all trains.

"Our research shows free Wi-Fi is the expectation of public transport passengers," he says.

A partnership with Bolt provides a last-mile solution in the form of cars at stations.

RATP Dev employs more than 2,000 staff in Egypt, most of whom are Egyptian.

The company encourages the employment of women in jobs previously reserved for men in Egypt, including as Metro drivers, engineers and depot managers. "In total, 12% of our Egyptian employees are women," says Cicion.

Morocco

In Morocco, RATP Dev helped launch and has been operating, maintaining, developing and servicing the Casablanca tramway network since 2012, with new lines opened in 2019 and 2024. The company operates four tramway lines in a net-

work of 109 stations. The 204 trams carried 51-million passengers in 2023 and 68.4-million passengers in 2024.

In March 2024 it launched Casabusway, which includes two lines with a total distance of 24.5km, servicing 42 stations. The vehicles have dedicated lanes and priority over other traffic. The high-frequency BRT fleet (a bus runs every 5½ minutes) comprises 40 21m-long, low-floor articulated buses, each with a capacity of 168 people, 58 seats and the rest standing. Between March and December 2024, the BRT transported 9.7-million passengers. Users aged 35 and over reported 100% satisfaction with the service.

RATP Dev has more than 1,000 employees in Morocco, the vast majority of whom are Moroccans. A local training centre trains, develops and upskills local employees.

In a country where security is a priority, the company boasts 98% customer satisfaction with onboard security.

In 2017, the company's contract was renewed for 10+2 years, which means RATP Dev will be involved in preparing Morocco to co-host the FIFA World Cup in 2030. ✕

Subsidiary on the fast track

A key component of the success of Bombela Operating Company is the global exposure and expertise provided by majority shareholder RATP Dev

● Bombela Operating Company, a subsidiary of RATP Dev, operates and maintains the Gautrain, an integrated public transport system in Gauteng which aims to promote the long-term sustainable economic growth of the province.

The Gautrain, which opened to the public in 2010, is one of the largest public-private partnership transportation infrastructure projects in Africa. It was formed by the Gauteng Provincial Government who appointed the Bombela Concession Company to design, build, and operate the Gautrain. The concessionaire appointed Bombela Operating Company to operate and maintain the Gautrain, and since its inception, the Gautrain project has successfully completed ap-

proximately 192.8 million passenger trips. It is estimated that R46 billion total GDP impact has been added to the provincial economy, making an estimated R1.7 billion annual contributions to the province's economy.

The high-speed Gautrain, which runs at 160km per hour, is fully integrated into a network of buses and midibuses that seamlessly integrate with the Gautrain railway solution. Bombela Operating Company manages the dispatch of all buses within the network and has extended services to ensure that customers who are not frequent rail users of the Gautrain can use the Gautrain's bus and midibus services.

Nthabiseng Kubheka, CEO of Bombela Operating Com-

pany and the local country director of RATP Dev, says the company has extensive knowledge and expertise relating to the operation, maintenance and service of multimodal, integrated public transport networks.

"As an industry-leading transport operator, Bombela Operating Company facilitates access to efficient, safe, reliable and comfortable services for



thousands of commuters each day," Kubheka says.

From the outset, safety and security have been priorities. Security cameras are operational in each station and on the trains while security guards patrol all the stations and parking areas. Only passengers who have electronic tickets can gain access to the Gautrain stations and parking areas.

"We have a non-negotiable approach to safety and security standards," says Kubheka.

In addition to managing and maintaining the 80km rail network, Bombela Operating Company is also responsible for managing all 10 stations on the network. Maintenance of the 24 trains operating on the network is subcontracted to Alstom's Bombela Maintenance Company.

Maintenance

"The network's infrastructure and assets undergo regu-

lar, high-level maintenance and in the event of any disruptions, relevant teams actively work to address these challenges to ensure continued reliability and service excellence," says Kubheka.

"We are very proud of the fact that disruptions are less than 4% year on year, with over 95% service availability, bearing testament to the consistent standards we set ourselves and our subcontractors. Our commitment to operational excellence sees us consistently exceeding expectations," she says.

She adds that the business has the specialised expertise to operate and maintain effective and efficient transportation systems such as the Gautrain with solutions that are responsive to the needs of South African communities.

"Efficient and fully integrated public transport service networks are the future of sus-

This relationship provides a significant competitive advantage

Nthabiseng Kubheka

tainable, equitable and uncongested mobility in cities," says Kubheka. "In South Africa, we have the benefit of 15 years of experience of what works and what does not work and of areas for improvement. During the past decade and a half we have amassed significant experience and expertise and I am very proud that we continue to lead the way in setting and maintaining consistently high standards for public transportation."

Recognition

In 2017, Bombela Operating Company won the African Transport Operator of the Year Award at Africa Rail, an annual event bringing together the

major players in Africa's transportation sector.

In 2024, the company was recognised as the 2024 Train Operator of the Year at the inaugural Rail Industry Awards, co-ordinated by the Railway Safety Regulator.

"We're very proud of these accolades as they reflect our commitment to innovating for more sustainable and smart cities by designing, operating and maintaining transport networks that serve the wellbeing of our passengers and their communities. Our success is also reflected in the 95% availability and punctuality across all Gautrain services," says Kubheka.

Though positive recognition is always welcome, Kubheka says the business does not rest on its laurels. "We are constantly working to improve our performance. We benchmark our local offering with global best practices and I'm proud

Breaking barriers in a male-dominated space

RATP Dev Mobility Cairo is one of the few Egyptian firms that recruits women, and Woroud Ahmed is loving her job as a maintenance engineer

● Woroud Ahmed, 30, is a maintenance engineer at RATP Dev Mobility Cairo. RATP Dev's Egyptian subsidiary manages the operation and maintenance of Cairo's Metro Line 3 and its light rail transit, an electric train line linking the Adly Mansour station to the New Administrative Capital, via the industrial city of the Tenth of Ramadan.

Ahmed works in the maintenance department linked to civil and fire protection, where she is responsible for maintenance related to fire protection.

Coming from a family of engineers and with a passion for mathematics, Ahmed always knew she wanted to be-

come an engineer. During her studies, she focused on physics and mechanics. She specialised in mechatronics, a discipline that combines mechanics, electronics and information technology to design intelligent systems.

After starting out working for an Egyptian construction company, she joined RATP Dev almost two years ago. "My friends and family were initially a little concerned to hear I was entering the male-dominated railway sector," she says.

Her department is made up of about 20 engineers and technicians. It is headed by a woman, Walaa Hammad, the first female manager in the Egyptian subsidiary and the former head of the largest depot in the Middle East. "Walaa is a real role model for me," says Ahmed.

Describing her responsibilities, Ahmed says she altern-

ates between the office and the field, where she carries out random inspections to ensure compliance and functionality. "Our fire protection maintenance is meticulously programmed and planned. It requires rigorous control to ensure that the equipment is working properly."

She is passionate about her work and says what she enjoys most is thinking through and finding solutions to maintenance problems, and passing on her knowledge. "Training younger and less experienced people is very rewarding," she says.

RATP Dev Mobility Cairo is one of the few companies in Egypt to recruit women in a sector traditionally dominated by men. Every department includes women employees, holding a variety of positions from metro drivers to station managers.

When it comes to mobility, women face unique

challenges in Cairo, says Ahmed. "The biggest problem is the density of the population and the fact that it's difficult to find available seats in women-only cars on the metro or trains, especially at rush hour."

The Cairo Metro has two women-only cars in the middle of each train which are reserved for women who don't want to ride with men. The women-only carriages were introduced in 2007 to help women avoid harassment.

"Public transport is safer than, for example, taxis, as it is closely monitored from a security perspective," says Ahmed.

RATP Dev Mobility Cairo is aware of the challenges women face when it comes to mobility. It works continuously to improve the capacity and safety of public transport, including offering more options and reducing

congestion in women-only carriages. ✕





We provide world-class
transport systems and services.
**Every day. Everywhere.
For everyone.**



CAIRO (EGYPT)

Ridership on metro Green Line 3
quadrupled since 2021

Ridership **multiplied by 3**
in one year on the Capital Train

CASABLANCA (MOROCCO)

2 new tram lines
and **2 Bus Rapid Transit lines**
launched in 2024.

78 million journeys,
with tram ridership up 35%
and bus ridership up 30%.

RIYADH (SAUDI ARABIA)

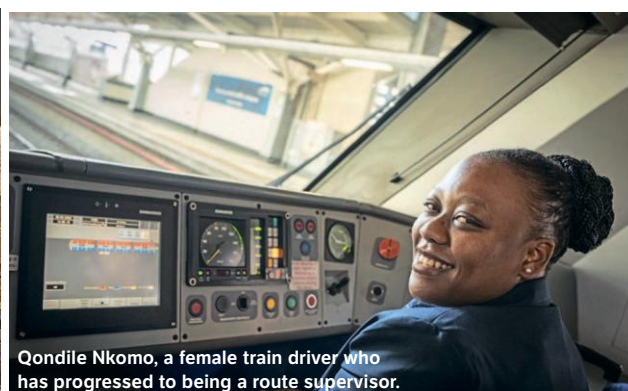
2 automated metro lines and **80 bus lines**
operated as part of the world's largest
transportation infrastructure project.

1,300 staff mobilized,
69% Saudis, 36% women.





Bombela Operating Company employees during a corporate social responsibility drive at the New Jerusalem Children Home



Qondile Nkomo, a female train driver who has progressed to being a route supervisor.

to reveal that the Gautrain's performance is on a par with – and in some cases even exceeds – that of international networks."

A key component of the success of Bombela Operating Company is the global exposure and expertise provided by majority shareholder RATP Dev, she says. "Through RATP Dev, we are exposed to global best practice, the latest innovations in integrated public transport systems and extensive expertise in all areas of the group. This relationship provides a significant competitive advantage."

RATP Dev prioritises diversity, equity and inclusion in all the markets in which it operates, including South Africa, and tailor-makes its strategy based on the unique requirements of each market. In South Africa, which has a historic imbalance in its workforce,

Bombela Operating Com-

pany employs more than 500 local people, 26% of whom are younger than 35, 3% of whom are people living with disabilities and 53% of whom are women.

"The company enjoys very low attrition levels, which means that we have been able to retain critical and scarce skills. When employment opportunities arise we prioritise women and the youth wherever possible. Women are not limited in terms of the potential jobs they can apply for – we employ women as train drivers and engineers and in other traditionally male-dominated roles," Kubheka says.

"We are committed to developing our employees, as we view them as critical to achieving our vision for the organisation. As a result, we have invested significant effort and resources into creating an inspiring environment that attracts, develops and retains

talent."

Skills development

In addition to internal training programmes to develop skills, employees are, as part of the learnership programme, able to pursue either NQF 3 or NQF 4 qualifications in generic management through accredited learning and development institutions. They are also offered financial support for further tertiary studies. Kubheka says this is part of an effort to foster a learning-orientated organisation by developing employees, boosting their personal capabilities and contributing to the overall success of the business.

Externally, it runs a bursary programme for students to pursue tertiary education at institutions of higher learning with funding that covers tuition fees, accommodation, prescribed books and meal allowances. "Since 2022, we have

funded 20 students, making it possible for them to pursue qualifications in commerce, humanities and sciences," says Kubheka.

Corporate social responsibility

The business has a partnership with the Sizani mentorship programme, which sees employees act as mentors to high school pupils from Alexandra, providing them with career guidance, advice and support to help them successfully complete their matric year.

Bombela Operating Company also supports the Ponelepe drop-in centre in Alexandra, which provides daily care to 150 children between the ages of five and 16. The company provides the centre with groceries. It also supports New Jerusalem Children's Home in Midrand, which cares for orphaned, abandoned and traumatised children. **x**

Solutions that meet today's needs

An efficient, safe and predictable service is a key component of successful and sustainable modern cities

● An effective public transport system is a foundational pillar of a successful and sustainable modern city.

"At RATP Dev we understand the invaluable environmental, social and collective value of public transport. We also understand that in order for public transport to be the first choice of passengers, we need to provide an efficient, safe and predictable service," says RATP Dev CEO Hiba Farès.

While the company built its expertise in Paris on a century-

old dense network undergoing constant modernisation, RATP Dev experts today are involved in the entire value chain, from design to maintenance to the management of complex projects, the passenger experience, energy efficiency and flow management for major events.

"This extensive global experience and expertise allow us to deliver the best in public transport to cities around the world including in France, Australia, South Africa and the US, ensuring that every solution is local and be-spoke," says Farès.

Innovation is a

foundational pillar for RATP Dev. "We believe in business-driven innovation that is relevant for our clients. We constantly monitor the evolving expectations of our clients as well as the major trends in our sector and related industries, giving priority to smart, everyday innovations that are tried and tested – and replicable so that all our subsidiaries and their clients can benefit," she says.

The business believes in collective intelligence and collaboration, and employees across all operations and departments are encouraged to propose ideas and invent solutions, says Farès.

RATP Dev is aware that public transport must make sense for the planet, for communities, for regions and for everyday life, and is committed to social and environmental responsibility. "We have a vision to contribute to sustainable cities, equitably shared between all forms of mobility, resource-efficient, inclusive, dynamic and connected to their territories."

She says RATP Dev's corporate social responsibility strategy has three priorities: to support clients and operations in their environmental, social and societal ambitions; to ensure strict regulatory compliance of its networks; and to minimise the environmental impact of each of its networks as an exemplary employer which supports local communities. **x**



Hiba Farès



RATP Dev Mobility Cairo

Committed to doing more

A manifesto to address the environmental crisis and social challenges

● RATP Dev's corporate social responsibility (CSR) strategy is encapsulated in a manifesto, which tells the story of the

company's collective commitment to a real, positive and sustainable impact in all its activities globally. Its strategy aims to ensure that cities have breathable air and are resource efficient, equitably shared, inclusive, supportive, dynamic,

welcoming and connected to their surrounding areas.

Hiba Farès, CEO of RATP Dev, says the company's CSR manifesto is a concerted and collective effort to go above and beyond. "We are committed to doing more, and doing it better, for the communities in which we operate, because the environmental crisis and the social challenges we all face as global citizens demand it. Our CSR strategy is structured, coherent, pragmatic and action-orientated, and aligned with the RATP Group's purpose to 'dedicate every day to better city living'," she says.

The company's priorities when it comes to its CSR policy are to accelerate its ecological transition by ensuring a clean

bus fleet, reducing its energy consumption, diversifying its energy mix, improving its eco-design and recovering waste. In terms of its social function, the business aims to act against social exclusion, hiring local staff in the region where it operates, promoting social dialogue, diversity and career progression and involving itself in collective interest projects.

RATP Dev's rail operations are designed to be energy efficient, with reduced greenhouse gas emissions compared with road transport. Its electric trains are a significant part of a sustainable transportation network as they produce zero emissions at the point of use and play a crucial role in reducing the transportation sector's carbon footprint. This is particularly beneficial for improving air quality in the various stations and in urban environments. ✕

A modern vision for rail

Improving transportation can drive economic recovery and long-term growth

● RATP Dev, have reaffirmed their commitment to South Africa and redefined their vision for local partnerships.

"We made a decision to align ourselves more actively with South Africa's priorities in urban rail by reimagining our role as a strategic and value-adding partner, acknowledging the value of bringing in fresh thinking and effective problem-solving," says Nthabiseng Kubheka, CEO of Bombela Operating Company and country director of RATP Dev in South Africa.

She says the company has enlisted the participation of seasoned local investors as well as global partners, all of whom have a stellar track record of supporting socioeconomic development across key sectors of the economy.

"South Africa is very differ-

ent from 15 years ago when we began operating the country's first rapid rail system. Our new partners provide unrivalled experience and in-depth understanding of both South Africa and the global landscape," says Kubheka.

"The Gautrain is a best-practice case study for public-private partnerships, and we hope to maintain the current record of excellence while delivering on new projects with the aim of positively impacting communities and enabling more South Africans to become active contributors in growing the economy."

The new consortium, Sihamba Sonke Mobility – which includes Alstom, local engineering projects leader Gibb-Crede, African Infrastructure Investment Managers (AIIM), AWCA Investment Holdings (AIH) and Mtseng Investment Holdings Group – collectively has more than 300 years' experience in delivering on mega-invest-

ment projects across key sectors of the economy in Africa and globally.

Original equipment manufacturer Alstom brings 175 years of manufacturing and service experience in rolling stock and rail systems, including design, innovation and project management in 70 countries. Alstom is a long-term partner for rail transport solutions in South Africa, manufacturing and maintaining components and trains for the Passenger Rail Agency of South Africa and Transnet as well as maintaining the Gautrain's rail assets.

Gibb-Crede has nearly seven decades of experience leveraging its South African roots, deep local presence and understanding of Africa to deliver infrastructure planning and design on world-class mega-projects, primarily in water, mining, power, property and transport.

AIIM has more than two

decades of experience of investing in the African infrastructure sector with a track record extending across eight African infrastructure funds. As part of this new consortium, AIIM will invest a significant allocation from its R25.8bn Ideas infrastructure equity fund in South Africa's com-



Nthabiseng Kubheka

RATP Dev photo library

muter rail sector, building on the fund's well-established track record in the energy sector.

AIH is an investment company consisting primarily of black women with a depth of financial skills.

Women-led Motseng has more than 26 years' experience of driving diversified investments with ventures and operations in the industrial, infrastructure and property sectors, including strategic investments in a portfolio of unlisted companies.

"This consortium provides a strong foundation to build on for a future that positions South Africa among the best global leaders in delivering integrated urban public transport systems and delivering on UN sustainable development goals 8, 10 and 11, which relate to decent work and economic growth, reduced inequalities and mak-

ing cities and human settlements inclusive, safe, resilient and sustainable," says Kubheka.

Vuyo Ntoi, joint MD of AIIM, says the consortium aims to modernise South Africa's critical rail and logistics infrastructure to help drive both an economic recovery and long-term growth.

"South Africa's rail sector is at a crossroads. Our focus in



Vuyo Ntoi,
joint MD
of AIIM

RATP Dev photo library

this space is not just about improving transportation but also about unlocking the economic potential of industries vital to South Africa's recovery. RATP Group and Alstom have been instrumental in the success of the Gautrain project, bringing decades of expertise in rolling stock, signalling systems and operations.

"Together with Motseng, AIH and Gibb-Crede, we believe AIIM is positioning South Africa to modernise its passenger rail infrastructure," says Ntoi.

He says the partnership is about more than technology transfers, but rather about re-shaping the everyday experience of urban commuters in South Africa. The consortium's vision is to bring world-class efficiency to passenger rail, enhancing transport capacity and, ultimately, the quality of life for millions of South Africans.

The collaboration with international leaders and local stakeholders underscores the potential for public-private partnerships to solve large-scale infrastructure challenges, Ntoi says.

South Africa's rail infrastructure has long been a bottleneck for economic growth, plagued by underinvestment, inefficiencies and ageing systems. Transnet's data reveals that only 20% of the country's bulk goods are transported by rail, compared with 70% a few decades ago. These inefficiencies have driven up the cost of doing business, particularly for industries dependent on the export of bulk goods.

"Enhancing rail capacity and alleviating bottlenecks has the potential to be a core enabler of national growth and to significantly boost South Africa's competitiveness in global markets," says Ntoi. ✕

Partnerships key to success

RATP Dev's strong commitment to developing its African workforce boosts job creation and transfers valuable skills to local workers

● Local partnerships and collaboration with other mobility players have long been key to RATP Dev's ability to successfully deliver public transport solutions around the world.

"By partnering with local companies, we support local businesses and job creation, helping to ensure socio-economic inclusion," says Pierre Cicion, vice-president of the Middle East and Africa. "In addition, we very intentionally employ and upskill local employees. Our strategy is to only import scarce skills that are not available locally and, even then, we upskill the local workforce as quickly as possible. As a result, the majority of our employees in any given country are locals."

Through these partnerships, he explains, local companies benefit from the expertise and knowledge of an experienced international group, including the transfer of valuable skills. Simultaneously, RATP Dev gains valuable insights from the local company's understanding of the on-site regulatory environment and cultural nuances.

"We are dedicated to fostering a culture of continuous learning for our local employees in every country in which we operate," explains Cicion. "This commitment ensures they are equipped with the latest knowledge and skills in technological advancements, enabling them to, for instance, proactively manage predictive maintenance and drive operational excellence."

The company's commitment to developing its African workforce has resulted in a highly skilled and knowledgeable team. This is demonstrated by the frequent deploy-

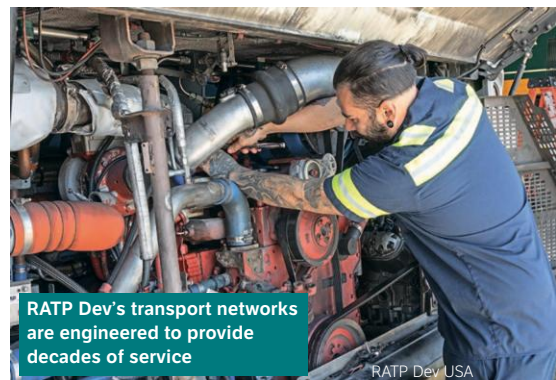
ment of experts from its African operations, particularly Egypt, to support RATP Dev projects in other regions.

Cicion says RATP Dev's approach is deeply customer-centric. "We invest considerable time and effort in understanding the unique cultural context and specific public transportation needs of each country.

By carefully considering global best practices, we develop tailored solutions that effectively meet the specific requirements of each market, ensuring a seamless and positive experience for all passengers."

He adds that RATP Dev's core business lies in the planning and implementation of effective and sustainable public transportation solutions with a long-term vision.

"Our transport networks are engineered to provide decades of service, often spanning



RATP Dev's transport networks are engineered to provide decades of service

RATP Dev USA

up to 40 years. To ensure the enduring success of these networks, meticulous planning and careful design considerations are paramount. Once the network is operational, we invest significant effort into growing rider numbers and upgrading the network to better meet passenger needs." ✕

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Cover image: RATP Dev
Mobility Cairo

We provide world-class
transport systems and services.
Every day. Everywhere.
For everyone.

- In 2024,
2,000 drivers
were recruited globally
- **17%** of the workforce are **women**,
with **28%** in leadership roles
- **2,000 skilled engineers**
and **270 professions**
across various disciplines



At RATP Dev, we understand the invaluable environmental, social and collective value of public transport.

To make it the natural choice for cities and passengers alike, **we build, deliver and commit to the best in public transport every day, everywhere, for everyone.**

