

GROUPE



ENSURING LONG TERM INVESTMENT FOR **URBAN TRANSPORT**

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A UNIQUE MODEL



A public institution
“closely supervised by the
French Parliament”



A specific governance
model
which ensures it autonomy
and independence



A long-term investor
serving France’s
public interest
and economic development
(art L.518-2 of the French financial and
monetary code)

A ROBUST GROUP



Over €360bn

Assets under Management

i.e. approx. 18x the broadband
investment plan
for France

2016

Consolidated
income

€1.78bn

+ 30% in consolidated
income

Consolidated
equity

€34.2bn

+ €2.6bn in equity

A STRATEGY AND BUSINESS LINES SERVING 4 KEY TRANSITIONS

Accompanying public bodies, local governments and economic stakeholders throughout the major changes our country is undergoing:



TERRITORIAL TRANSITION



ECOLOGICAL AND ENERGY
TRANSITION



DIGITAL TRANSITION



DEMOGRAPHIC AND SOCIAL
TRANSITION

INVESTING IN INFRASTRUCTURE AND TERRITORIES

OUR INVESTMENT PRINCIPLES

- Prioritise investments with a significant social and environmental impact
- Adopt a differentiated approach based on territorial strategies
- Ensure the long-term profitability of projects financed
- Carry out investments in partnership with local authorities and private investors
- Primary focus on greenfield infrastructure projects



€671m
equity invested
in France
(in 2016)



>100 projects
financed (in 2016)



423
semi-public
companies
(SEMs)
in our portfolio

9 AREAS OF INTERVENTION

- | | | |
|--|--|---|
| <ul style="list-style-type: none">▪ Transport, sustainable mobility▪ Energy▪ Digital▪ Culture, leisure and tourism▪ Ecology, environment | <ul style="list-style-type: none">▪ Land development and real estate▪ Health, medical-social, silver economy▪ Education, training▪ Supporting business creation | <p>Dedicated investment platforms</p> <ul style="list-style-type: none">▪ France Développement Tourisme: €400m▪ NovESS: €60m |
|--|--|---|

A DIVERSIFIED INFRASTRUCTURE PORTFOLIO

Transportation

Rail

- LISEA - Tours-Bordeaux HSL
- Panoramique des Dômes
- La Mogère HSL station – Montpellier

Tramway

- Rhônexpress (Lyon airport-city link)
- Reims

Ports

- Calais and Boulogne-sur-Mer
- Port Réunion (grain terminal)

Toll / toll-free roads and bridges

- A88 toll road
- Millau viaduct
- L2 toll-free ring in Marseille
- Toll-free ring in Tarbes

Airports

- Aéroports de Lyon (Saint-Exupéry, Bron)
- Aéroport de Tahiti

Energy

- GRTgaz – French natural gas transportation network
- RGDS – natural gas distribution in Strasbourg

Digital

- CIBAIR – open internet access for French air force bases

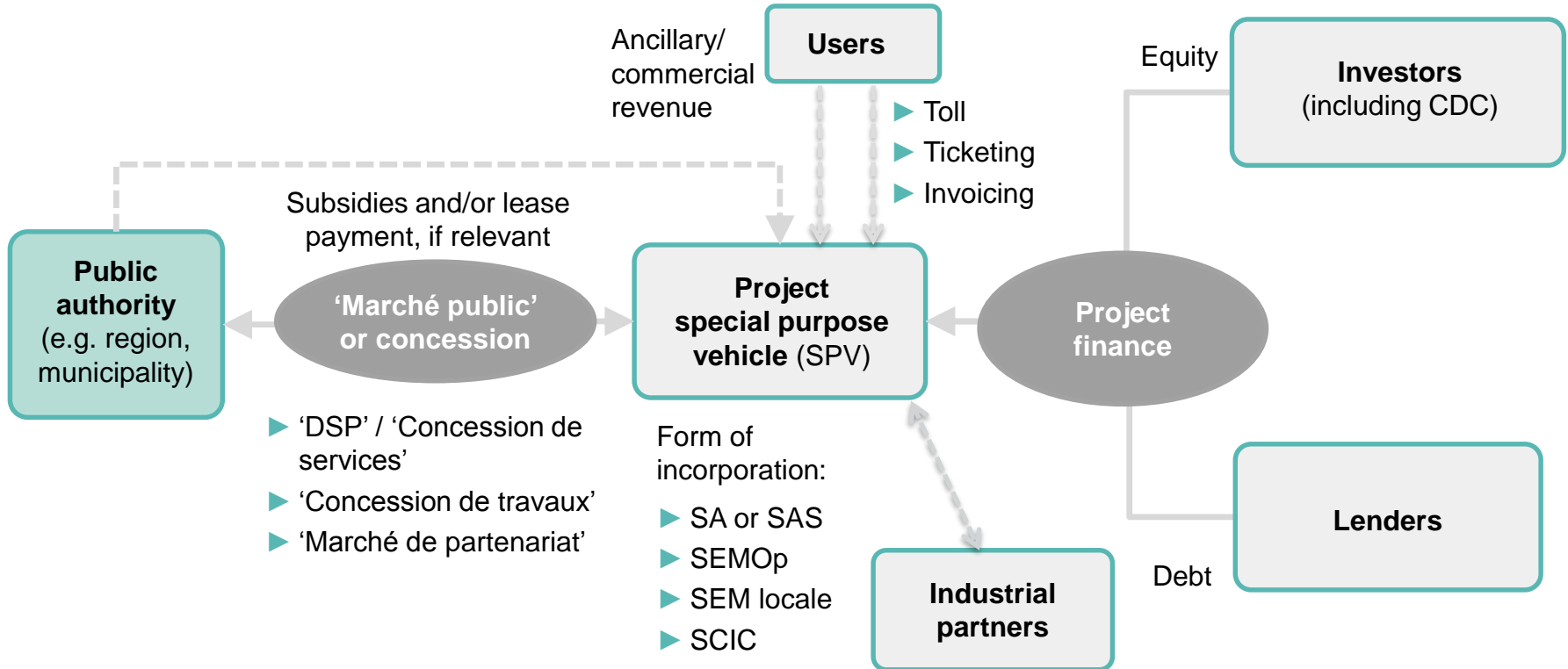
Government

- « Balard Hexagon » - Paris

Sport / entertainment

- Allianz Riviera – Nice
- Orange Vélodrome – Marseille

KEY COMPONENTS OF A PUBLIC SECTOR INFRASTRUCTURE PROJECT



URBAN TRANSPORT INVESTMENT TO DATE + KEY ONGOING PROJECTS

Urban transport infrastructure concessions

- ▶ **Reims:** tram + bus networks
- ▶ **Lyon:** « Rhônexpress » city-airport tram link
- ▶ **Clermont-Ferrand:** « Panoramique des dômes » rack-railway link
- ▶ **Paris:** « CDG Express » city-airport link (rail infrastructure concession)
ongoing project pending closing



« Green rolling stock and related innovative services » call for projects

- ▶ Open from 29 January to 28 April 2017
- ▶ 3 domains:
 - **Electric bus**
 - **Captive fleets**
 - **Innovative services based on « green » rolling stocks**
- ▶ 25 answers received, among which 12 out of top 100 urban areas in France



« Green rolling stock » rental solutions

- ▶ **NEoT Green Mobility:** JV created with EDF, Mitsubishi Corp., Forsee Power et NEoT Capital to provide turnkey solutions for electric mobility (ex. electric bus and/or its battery packs)
- ▶ **Locatraction :** First solution in France for long term rental of touristic electric power road trains



Locatraction

URBAN TRANSPORT INVESTMENT TO DATE + KEY ONGOING PROJECTS

Innovative urban mobility services

- **Clem'**: electric car-sharing and carpooling services focusing on commuting trips
- **Cityscoot** : electric scoot sharing service (Paris, Nice to come)
- **Cityzen Mobility** : on-demand transport for senior citizens
- **Oxipio** : remote storage for city-center shops + last mile logistics relying on green vehicles (Lille, Lyon, Grenoble and Annecy)
- **Totem.mobi** : Renault Twizy based car-sharing service (Marseille)
- **Hype** : hydrogen-powered taxi service (Paris)
- **Automobilité** : electric car sharing service for senior citizen residence



 CityZen Mobility



Examples of other innovative players

- Dynamic car-pooling service for commuting trips based on on-street infrastructure
- Cooperative car-sharing service network
- Self-service bicycle operator



URBAN TRANSPORT INFRASTRUCTURE AND ROLLING STOCK: CHALLENGES AND TRENDS

Key challenges for investment in 'heavy' urban transport infrastructure

- ▶ Overall pressure on local authorities investment budgets
- ▶ Revenue challenge:
 - Investment subsidies, tax proceeds or user payments?
 - Typical user payment ratio below 50% in France
 - Free-of-charge public transportation 'mirage'
 - Difficulty to raise fee for urban transport pass as network expands
 - Political interference on tariff structure and indexation
- ▶ Reluctance from local authorities to implement concession / PFI schemes, hence preventing access to a large part of financing instruments available (including EFSI or EIB loans)
- ▶ Growing competition between traditional 'heavy' urban transport modes and 'lighter' user-centric innovative services (e.g. Uber, Bla Bla Lines)
- ▶ Climate / air pollution impact from urban road traffic, including traditional diesel buses

Possible solutions for PTAs / local authorities

- ▶ Secure financing upfront (incl. access to EFSI, EIB, NPBI's tools) and maximize on-time, on-budget project delivery through **concession / PFI schemes for heavy infrastructure projects**
- ▶ Create further investment capacity for urban transportation infrastructure (tram / light rail / metro / bus rapid transit) by **assigning local tax proceeds to a SPV** (following Société du Grand Paris and CDG Express models)
- ▶ Leverage **third party investment** in refueling / charging infrastructure, e-bus batteries, etc. to reduce upfront capital expenditure when migrating bus fleets to 'greener' energy (natural gas, electric or possibly H₂ buses)
- ▶ Structuring **innovative mobility services as a complement to tram / metro / BRT** through (i) attractive regulation (free parking, traffic restrictions) and (ii) call for private-initiative projects
- ▶ Creating a user-centric, seamless payment, unique ID **urban mobility portal** (typically smartphone app) to integrate public transportation real-time traffic information + innovative mobility services available locally

APPENDIX

INNOVATIVE SERVICES SEGMENTATION

Demand segments	Car sharing	Car pooling	On-demand transportation
Hyper-center	<ul style="list-style-type: none"> • Cityscoot • Totem.mobi • Citiz • Green On • <i>Autolib'</i> 		<ul style="list-style-type: none"> • Hype • <i>Taxis</i> • <i>VTC (Uber, Chauffeur Privé)</i>
Suburban	<ul style="list-style-type: none"> • Clem' • Citiz • Totem.mobi 	<ul style="list-style-type: none"> • Covoit-ici • Fleetme • Bla bla lines 	<ul style="list-style-type: none"> • <i>Taxis</i>
Senior citizens	<ul style="list-style-type: none"> • Automobilité 		<ul style="list-style-type: none"> • Cityzen Mobility
Low-cost	<ul style="list-style-type: none"> • Totem.mobi 		<ul style="list-style-type: none"> • <i>ODT concessions</i>
Business	<ul style="list-style-type: none"> • Clem' 		<ul style="list-style-type: none"> • <i>Taxis</i> • <i>VTC (Uber, Chauffeur Privé)</i>
Long-distance trips	<ul style="list-style-type: none"> • <i>Traditional car rental companies (limited « green » vehicles offering)</i> 	<ul style="list-style-type: none"> • <i>Bla bla car</i> 	

Key:

- **CDC investment**
- Innovative players (exemples)
- *Traditional / well-deployed players (exemples)*

FOCUS ON CAR SHARING: A MIX OF SOLUTIONS TO EXPAND DEMAND

Example of
an innovative player



green on
solutions de mobilité durable

Offer segments

- Self-service bicycle operator (including e-bikes)

Key advantages

- Gentle mobility
- Low cost
- Average speed in city-center

CDC investments



Cityscoot
la liberté sans bornes

- Electric scoots
- Self-service mode
- Zero-emission power
- Low cost (no charging infrastructure)
- Best average speed in city-center



TOTEM[®]
.mobi

- Renault Twizy based
- Zero-emission power
- « 4 wheels, 2 seats and 1 roof »
- Low cost
- Access to suburban areas



Clem
Ecomobilité partagée

- Car sharing and car pooling service based on electric urban cars
- Focus on suburban / commuting trips