



CONSORCIO
TRANSPORTES
MADRID

veinticinco años
1986-2011

Annual report
2011



Annual report 2011





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Jose Manuel Pradillo Pombo
Managing Director

In 2011, the Consorcio Regional de Transportes de Madrid (CRTM), the sole public transport authority in the Region of Madrid, continued its coordination and organisation of the transport system and forged ahead with its strategies to maximise operational efficiency, optimise existing resources and match transport services to new mobility characteristics. All of this was done with the aim of maintaining our acclaimed quality levels.

The descending trend in demand which started in 2008 came to halt in 2011, reaching the figure of 1,495.7 million travellers. This is a slight increase of 0.87% compared to the previous year and occurred in all modes of transport. The figure for annual mobility on public transport is an average of 230.5 journeys per inhabitant per year, making the Region of Madrid a national benchmark in terms of public transport use.

These events have favoured the demand figures. When comparing these results with those of the previous year certain facts must be taken into account, especially the lack of interruptions in the services over this last year as well as the celebration, in the month of August 2011, of the World Youth day, which have favoured the results of the demand.

In relation to infrastructure, the main actions carried out in 2011 were the inauguration of the extensions of the Madrid Metro network: 4 new stations on Line 2 up to Las Rosas and 1 new station on Line 9 up to Mirasierra. These works have increased the length of the network by 5.86km.

Planning for the future also continues: this includes projects to develop new railway infrastructures, new interchanges and intermodal areas; and surveys aimed at maintaining a detailed knowledge of the transport system and its adaptation to the future mobility needs of citizens within the context of the economic crisis.

The ongoing renewal of the rolling stock and bus fleet has continued with the incorporation of 84 new trains on the Metro, 186 EMT urban buses and 452 suburban buses, all of which are accessible to passengers with reduced mobility.

New technologies were another major area of activity for the CRTM in 2011: the launch of the Suburban Road-based Transport Modernisation Plan in the Madrid Community, approved by Law 5/2009; and the development of the Integrated Public Transport Management Centre (CITRAM), which will coordinate responses to incidents in the different networks and collect real-time information related to users, when it is completed in the near future.

2011 saw the 25th Anniversary of the inauguration of the Consorcio Regional de Transportes de Madrid (CRTM) and the celebration took place on the 1st of March. It has involved many activities throughout the year, the most important of which concerned the promotion and improvement of the image of the CRTM, but also included conferences, exhibitions, etc.

Madrid continues to be a world leader in terms of public transport, as demonstrated by the 28 delegations from around the globe who have visited us over the past year.

The joint efforts of the public administrations, operators, unions, customers' representatives — in other words, all the agents that contribute to Madrid's transport system — were awarded a number of prizes in 2011, providing us with an additional stimulus to keep up, and in certain areas even step up, the intensity of our work.

The pages that follow offer detailed information about the fruits reaped from our labour in 2011, a year in which we devoted particular attention to improving the consortium's image among the people of Madrid, who rate their transport system as one of the best in the world.

Because "connecting People" and providing the most efficient responses to their diverse mobility needs are our guiding principles and enable us to contribute to the social, environmental and economic sustainability of our region.



1

THE ORGANISATION

1.1 The Institutional And
Operating Framework

1.2 Transport Operators



1 THE ORGANISATION

The Consorcio Regional de Transportes de Madrid (CRTM) is the Public Transport Authority of the Region of Madrid.

Created under Law 5/1985 of the 16th of May, passed by the Madrid Assembly, the CRTM is an Independent Agency of the Madrid Regional Government. It is responsible for providing and managing all public passenger transport services attached to the Madrid Regional Government and to all the municipal councils in the region.

Within this scope of authority, its principal functions and objectives are as follows:

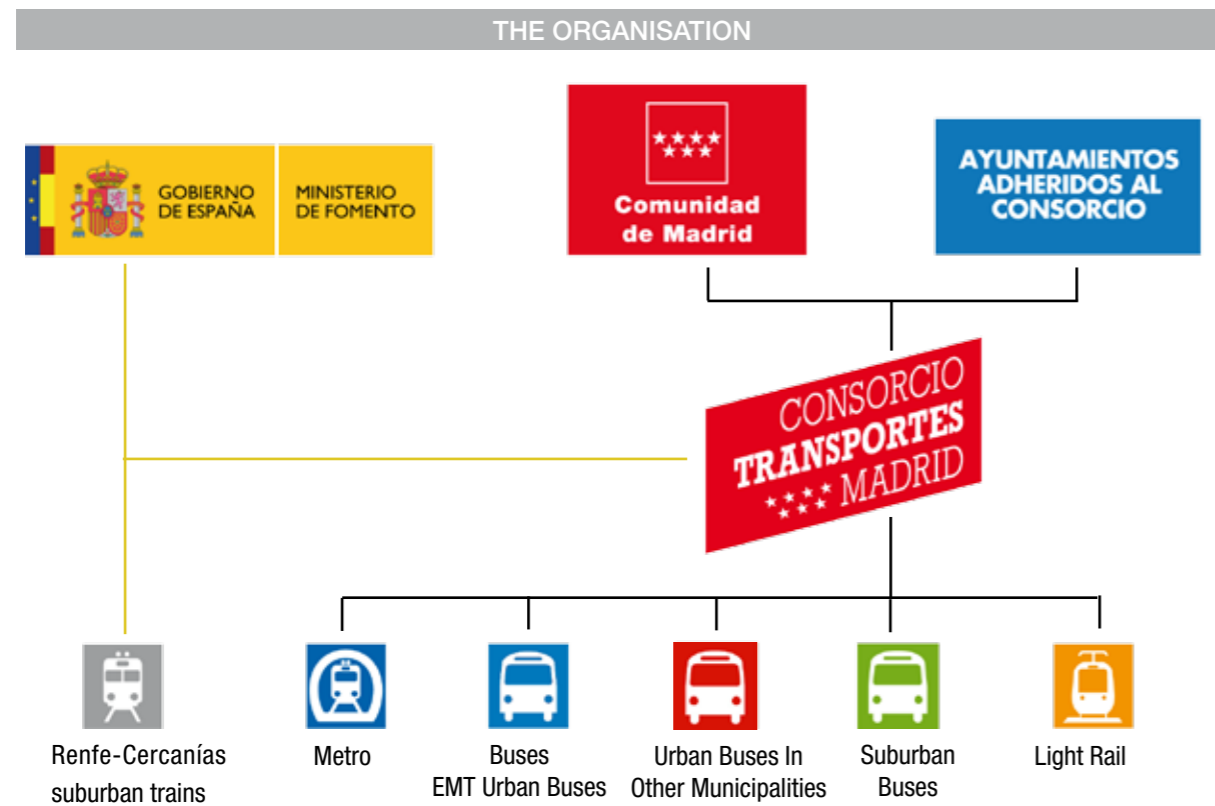
- Planning public transport infrastructures, with a particular emphasis on the migration to modal integration.
- Creating an integrated fare system for all transport modes.
- Establishing a stable financing framework.
- Planning services and coordinating the operating programmes of all transport modes.
- Controlling and monitoring the financial management of the different operators.
- Creating a global image for the public transport system by creating a closer relationship with the users.

The CRTM began its operations in March 1986, which means that 2011 marked the 25th anniversary of its activities.

1.1 The Institutional And Operating Framework

The CRTM is made up of a group of public administrations which have transferred their authority to the consortium for the joint management of public transport. This means that the companies responsible for operating public transport services are not directly integrated into the CRTM, but are dependent on the same through the adherence of the government bodies responsible for the services they provide.

Consequently, the Spanish railway network Renfe belongs to the Ministry of Public Works and therefore falls outside the consortium's direct jurisdiction, but the Central Government, which helps finance the network, is represented on the CRTM Board of Directors.






The CRTM is governed by a Board of Directors, which acts either directly or through an Executive Committee. The composition of these bodies in 2011 was as follows:

BOARD OF DIRECTORS AS OF THE 31ST DECEMBER 2011		
Job Title	Name and Surnames	Representing
Chairman	Antonio Beteta Barrera (until the 24th of December)	Madrid Regional Council
Vice-chairman	Juan Bravo Ribera	Madrid City Council
Members	Francisco de Borja Carabante Muntada	Madrid Regional Council
	Federico Jiménez de Parga	Madrid Regional Council
	Raimundo Herráiz Romero	Madrid Regional Government
	Elena Collado Martínez	Madrid Regional Government
	Pedro Calvo Poch	Madrid City Council
	Antonio de Guindos Jurado	Madrid City Council
	José Ángel Rivero Menéndez	Madrid City Council
	Ana María Botella Serrano	Madrid City Council
	José Luis Fernández-Quejo del Pozo	Associated Councils
	Francisco Javier Fernández Abad	Associated Councils
	Eugenio Morales Tomillo	Associated Councils
	Mª Angeles Martínez Herrando	Central Government
	Alfonso Sánchez Marcos	Central Government
	Manuel Fernández Albano	CC.OO. (Trade Union)
	Antonio Oviedo García	U.G.T. (Trade Union)
	Francisco Javier Carbajo de la Fuente	Business associations
	Juan Carlos Herranz Arranz	Business associations
	Gustavo Samayoa Estrada	Consumer associations
Non-member secretary	Joaquín Nieto Fernández	





EXECUTIVE COMMITTEE AS OF THE 31ST OF DECEMBER 2011	
Job Title	Name and Surnames
Chairman	Antonio Beteta Barrera
Member	Ana María Botella Serrano
Member	Juan Bravo Ribera
Member secretary	Francisco de Borja Carabante Muntada

The operating framework is illustrated in the diagrams below:

ROAD-BASED PASSENGER TRANSPORT

	Empresa Municipal de Transport of Madrid (EMT), S.A.	A public company owned by Madrid City Council.
	Suburban Bus Companies	21 private companies which were awarded 31 contracts for the management of public services.
	Urban Bus Companies	In 12 municipalities urban services are provided either directly or via a concession.

RAIL-BASED PASSENGER TRANSPORT

	Metro de Madrid, S.A.	A public company owned by Madrid City Council (75%) and the Madrid Regional Government (25%).
	Renfe- Cercanías	A public company owned by the Central Government.
	Private metro operators	2 concessions: extensions of Line 8 (Barajas-Airport T4) and Line 9 (Puerta de Arganda-Arganda del Rey), operated by TFM.
	Operadores privados de Metro ligero y Tranvía	3 public works concessions for the construction and operation of Light Rail Lines ML1, ML2 and ML3 and the Parla Tramway.

OPERATORS OF MODAL INTERCHANGE STATIONS



5 public works concessions for the construction of the following interchanges:

- The Avenida de América Transport Interchange
- The Plaza de Castilla Transport Interchange
- The Plaza Elíptica Transport Interchange
- The Moncloa Transport Interchange
- The Príncipe Pío Transport Interchange

1.2 Transport Operators

The different transport services are provided by legally constituted, independently-run public and private companies.

The two main regional and municipal operators, Metro de Madrid and Empresa Municipal de Transportes de Madrid (EMT), are each governed by an annual agreement based on the approval of a break-even fare per passenger and the commitment to a series of quality service standards.

The third major public operator in the region, Renfe, has an agreement with the CRTM governing the use of multi-modal tickets and the revenue derived from them.

The municipalities of Pedrezuela, El Molar and Fuenlabrada manage their urban transport services directly (in Fuenlabrada they are provided by the town's own public transport company) and so they receive compensation from the CRTM on a monthly basis for journeys made with multi-modal tickets.

The indirect management of road-based public transport services is





carried out by the various private operators which have been given the corresponding administrative contracts for the management of public services, in accordance with Law 16/1987 of the 30th of July, concerning Terrestrial Transport.

In addition, Law 5/2009 of the 20th of October, concerning Road-based Transport and Mobility Management, passed by the Madrid Assembly, constitutes a third regulation for the regional transport system. It was under the terms of this law that in December 2009 the concessionaires of public road passenger transport, governed by the CRTM, applied for the validation of their concession contracts.

This led to the creation of a single financial system for all the concessionaires, based on the operation of services at their own risk and liability, and to the introduction of a system of rewards and penalties in accordance with the objectives of the CRTM Quality Plan for all new concession contracts.

Rail-based public transport services and those associated with the modal complementarity and interconnection offered at transport interchanges requiring the construction of infrastructures are provided by private companies that have been awarded the corresponding public works contracts.

Therefore, once the period of the concession is over, the infrastructure created by the concessionaires returns to the Public Administration.

The concessions are granted by the CRTM, but in the case of those that require the construction of railway infrastructure (with the exception of the Parla Tramway) the awarding body was Madrid Transport Infrastructures (MINTRA), a defunct public organisation now belonging to the Transport and Infrastructure Ministry of the Madrid Regional Government. The latter is now responsible for maintaining and managing regionally owned railway infrastructures, including the Pinto-San Martín de la Vega suburban branch line currently operated by Renfe-Cercanías, which has been granted use of the infrastructure.

The concessionaires of the transport interchanges carried out the construction works in accordance with CRTM approved projects and acquired the right to run the public works to recover their investment and receive the economic benefits detailed in the conditions which applied to the contract and which are as follows:

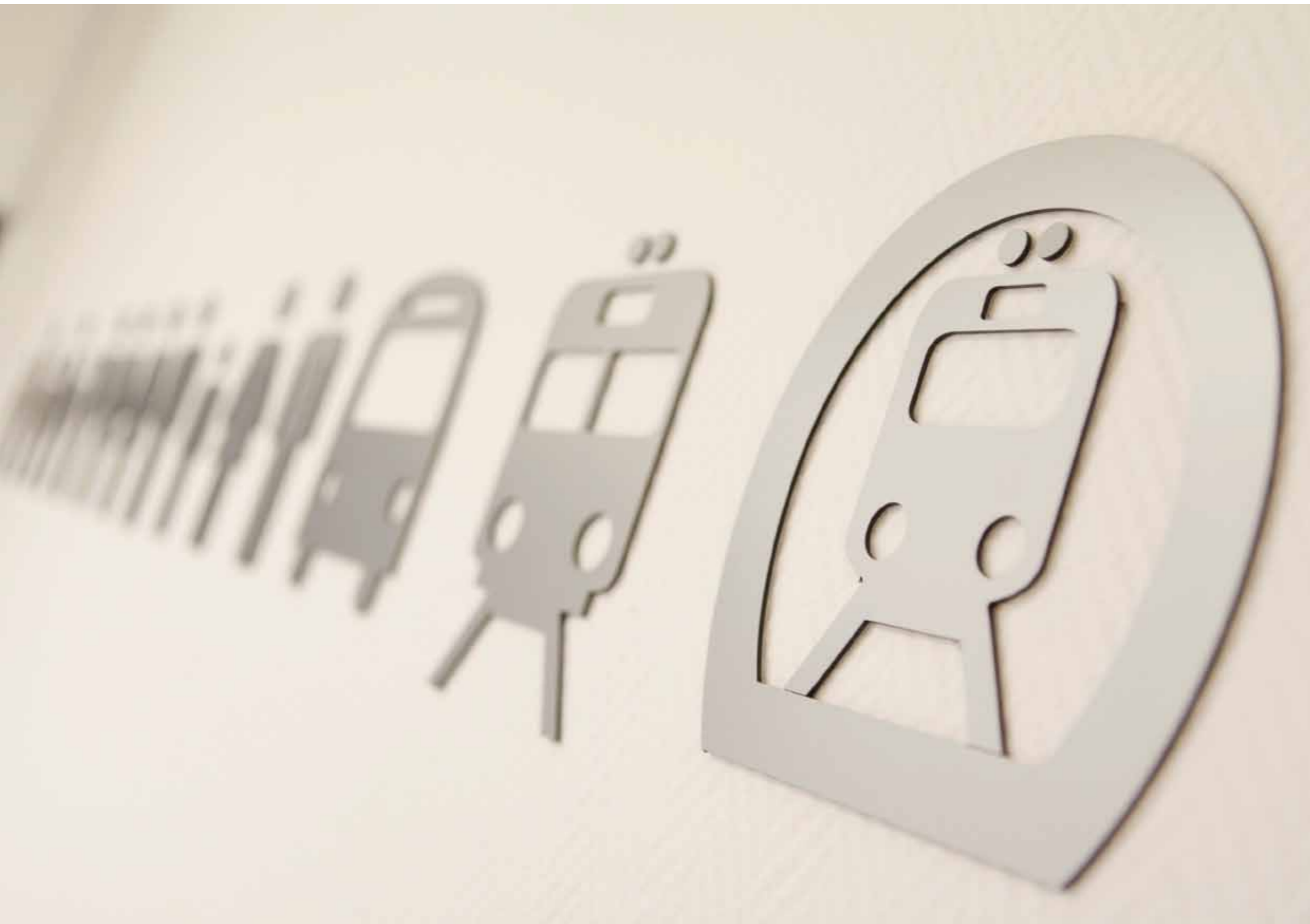
- The payment of a tax for each bus which is not owned by the CRTM and which accesses the Interchange facilities.
- The payment of a tax per passenger on the regular lines owned by the CRTM.



- Rent from the commercial premises and income deriving from advertising or any other use, authorised by the CRTM, which produces financial revenue.

The CRTM pays the concessionaires of the light rail and the Barajas Airport T4 section of Line 8 the agreed technical fare, based on real passenger demand. The deficit between the break-even fare and the monies collected by the Parla Tramway is divided in half and covered by the CRTM and Parla Town Council.

Finally, as the concessionaire for the Puerta de Arganda-Arganda del Rey section of Metro Line 9, the Madrid Railway Transport operator (TFM) receives compensation for passengers who use the Travel Card. This compensation is calculated according to the fare established in the contract and is updated in line with the CPI, as indeed are all other passenger fares received directly by the operator. The contract also includes a complementary sum per passenger carried, up to a specific level of demand.



2

TRANSPORT SUPPLY

- 2.1. Services Provided
- 2.2 The Fare System
- 2.3. The infrastructure network
- 2.4. Intelligent Transport Systems
- 2.5. User Information
- 2.6. Accessibility



2 TRANSPORT SUPPLY

The public transport system in the Region of Madrid comprises a set of interrelated elements which are coordinated by the Consorcio Regional de Transportes de Madrid (CRTM). These elements are divided into various different groups (described below), in each of which the CRTM plays a central role by defining policies, programmes and lines of action.

Firstly the characteristics of the provided service in each of the modes are defined and summarised. Then the fare system for 2011 is described along with the network of infrastructures on which Madrid's public transport system runs: the modal interchange stations, the infrastructure of bus stops, intelligent transport systems and the information systems. Lastly, the accessibility conditions of the network and rolling stock/fleet of buses are described.

2.1. Services Provided

The provision of services in 2011 for the entire Madrid public transport system was lower than that in 2010, although the differences are not greatly significant.







The following table presents the key facts and figures regarding services provided in 2011. The report divides the overall system into its six modes, thus facilitating its analysis and comprehension.

It should be noted that the 'Length/Network' only considers the actual lines in the network and does not include duplicated sections used by various routes, whereas 'Length/Line or Route' is the sum of the lengths of all the lines or routes. Similarly, 'Stations or Stops/Network' counts every station or stop as one, whereas 'Stations or Stops/Route or Line'



represents the sum of all the stations or stops on all routes or lines.

Finally, in terms of railways, 'Length' refers to double track length, whereas for buses it refers to the both the outgoing and return journeys of the routes.

THE PUBLIC TRANSPORT SYSTEM OF THE REGION OF MADRID IN 2011							
Modes of Transport	No. of Lines	Length/ network (km)	Length/ lines (km)	No. of stations or stops/network	No. of stations or stops/line or route	No. of vehicles (carriages/buses)	Vehicles/km (millions)
 Metro	12 + Ramal	287,0	287,0	238	291	2.303	201,1
 Urban Buses in Madrid City EMT*	216	1,549.6	3,945.4	4,600	11,013	2,104	96.0
 Urban Buses in other Municipalities	129	706.0	1,992.0	3,242	4,468	301	21.4
 Suburban Buses	349	3,365.3	20,369.7	6,851	17,603	1,777	171.6
 Light Rail	4	35.5	35.5	56	57	44	13.6
 Suburban Rail	10	399.4	793.5	94	169	1,058	141.5

* Includes Route 500 operated by Autobuses Prisei S.L.

Metro

Metro de Madrid is the public entity that operates the metro network. Although most of the network is part of Fare Zone A, the municipality of Madrid, a few sections fall outside this zone, in another 11 municipalities. This means that there are internal journeys limited exclusively to these sections outside Zone A and combined journeys between Zone A and the other zones.

There are four metro sections outside Zone A: MetroSur (comprising the Joaquín Vilumbrales station on Line 10 and Line 12, in zones B1 and B2); MetroNorte (Line 10 between the La Granja and Hospital Infanta Sofía stations, in Zone B1); MetroEste (the section of Line 7 between the Barrio del Puerto and Hospital del Henares stations, in Zone B1); and the TFM or the section of Line 9 between the Puerta de Arganda and Arganda del Rey stations, which crosses zones B1, B2 and B3. This section is operated by Metro de Madrid under the terms of an agreement with the concessionaire Transportes Ferroviarios de Madrid, S.A. [Madrid Railway Transport] (TFM).

As of the 31st of December 2011, the metro network comprised 12 lines plus the branch line between the Ópera and Príncipe Pío stations, a total length of 287.01 km and 238 stations/network.

2011 saw both the completion of the extension of Line 2 to Las Rosas, which supposed the incorporation of four new stations, and the inauguration of the new Mirasierra station on Line 9. These works created a 5.86km increase in the network size and thus completed the 2007-2011 Metro Expansion Plan.

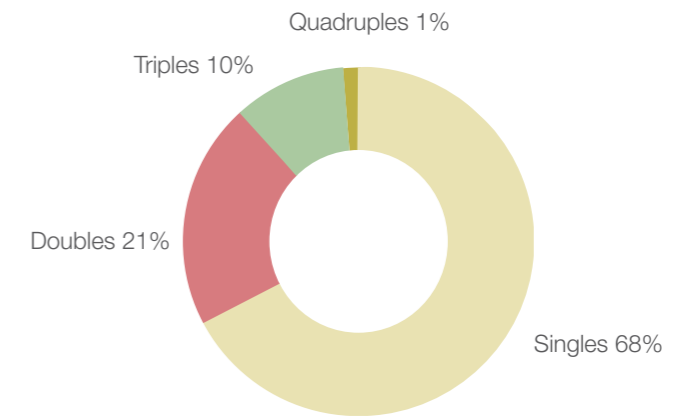
STRUCTURE OF THE METRO NETWORK			
Year	Length (km)	Stations/network	Stations/line
2002	198,01	158	206
2003	245.82	188	237
2004	245.82	188	237
2005	245.82	188	237
2006	252.10	194	243
2007	277.94	230	283
2008	278.71	232	285
2009	278.71	232	285
2010	281.15	233	286
2011	287.01	238	291



Of these 238 stations, 41 are multiple, meaning that they allow passengers to change from one line to another, and the remaining 197 are singles as they have just one line. Therefore, if every multiple station is counted once every time a line passes through it, the total number of stations per line is 291. 21% of these are double, 10% are triple and 1% are quadruple (Avenida de America).

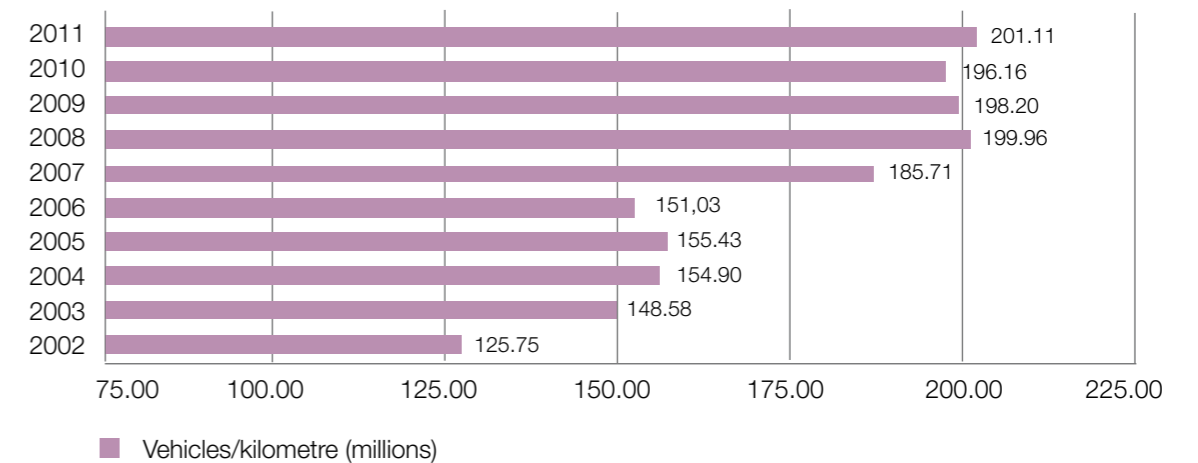
STATIONS: LINE AND TYPE					
Line	Stations/line				Total
	Singles	Doubles	Triples	Quadruples	
Branch line	0	0	2	0	2
1	24	6	3	0	33
2	10	6	4	0	20
3	11	4	3	0	18
4	14	5	3	1	23
5	21	8	3	0	32
6	14	8	5	1	28
7	17	5	0	1	23
Metro Este	7	1	0	0	8
8	5	2	1	0	8
9	16	5	1	1	23
TFM	5	1	0	0	6
10	10	6	5	0	21
Metro Norte	10	1	0	0	11
11	6	1	0	0	7
12	27	1	0	0	28
Total	197	60	30	4	291

DISTRIBUTION OF METRO STATIONS BY TYPE



Production in 2011, valued in millions of vehicles/kilometre, increased by 2.5% compared to the previous year, reaching a total of 201.1. This was a consequence of the growth of the network due to the extensions of Lines 2 and 9.

ANNUAL EVOLUTION OF SUPPLY (millions of vehicles/kilometre)



Similarly, during peak times on weekdays, when 311 trains were in operation, the average interval between services was 4.1 minutes. Meanwhile, the average speed of trains increased in 2011 to 30.02 km/h.

SERVICES PER LINE AT PEAK TIME ON A WEEKDAY
(NOVEMBER 2011)

Line	Trains	Carriages/train	Speed of Operation (km/h)	Time of Journey (min)	Interval (min)
1	37	6	21,28	123,36	3,28
2	19	4	24.13	66.71	3.45
3	26	6	23.85	67.52	2.57
4	27	4	21.48	80.04	2.92
5	31	6	22.87	118.14	3.67
6 (direction 1)	19	6	24.48	57.66	3.05
6 (direction 2)	14	6	25.07	56.25	3.97
7	19	6	28.33	81.02	4.23
Metro Este	6	3	35.40	29.86	5.00
8	11	4	43.36	42.92	3.91
9	22	6	26.58	86.11	3.88
TFM	8	3	55.25	41.34	5.92
10	32	6	30.65	92.10	2.89
Metro Norte	11	3	38.59	47.57	4.34
11	5	4	26.59	31.00	5.51
12 (direction 1)	11	3	40.38	60.39	5.47
12 (direction 2)	11	3	40.18	60.70	5.46
Branch line	2	4	11.85	9.93	5.06



The rolling stock in 2011 was formed of 2,303 carriages which is a decrease of 2.8% compared with the previous year. Worthy of note is the removal of 150 carriages of the 5000 series and the incorporation of 84 new carriages. These comprise 64 carriages from the 8000 series and 20 from the 3000 series.

Lastly, it is worth indicating that the number of auxiliary facilities increased, most notably the number of lifts and escalators to facilitate mobility and improve accessibility in stations, partly due to the new network expansions.

ROLLING STOCK

Year	Type of vehicle							Total
	Series 2000	Series 3000	Series 5000	Series 6000	Series 7000	Series 8000	Series 9000	
2002	718	-	352	110	66	111	-	1,357
2003	718	-	352	123	180	141	-	1,514
2004	718	-	352	123	216	141	-	1,550
2005	728	-	352	123	222	141	-	1,566
2006	736	140	352	129	222	148	96	1,823
2007	736	368	352	132	222	155	192	2,157
2008	736	432	352	132	222	155	246	2,275
2009	736	432	352	132	222	155	252	2,281
2010	724	456	352	132	222	225	258	2,369
2011	724	476	202	132	222	289	258	2,303



AUXILIARY FACILITIES

Year	Escalators turnstiles	Lifts	Vending machines	Mechanical
2002	1,009	159	513	956
2003	1,240	254	696	1,484
2004	1,240	255	695	1,481
2005	1,240	261	700	1,495
2006	1,331	317	938	1,624
2007	1,600	436	1,421	2,430
2008	1,614	468	1,462	2,503
2009	1,634	492	1,449	2,552
2010	1,650	499	1,453	2,609
2011	1,694	519	1,536	2,649

With regards to the works carried out in 2011, worthy of note is the establishment of a Line Renovation Plan to attain greater levels of safety and comfort, and the remodelling and improvement of 11 stations, including Ópera, Sol, San Bernardo and Pueblo Nuevo.



Urban Buses In Madrid (EMT)

On 31 December 2011 the EMT bus network was composed of 215 routes of which 177 are daytime routes and 38 are night bus routes. In addition to these routes, there is Route 500 which is run by Autobuses Prisei S.L. and provides an urban service in Madrid. However, only the figures for EMT routes are shown in the tables below. riores se consideran únicamente los resultados específicos de las líneas de EMT.

Similarly, it is worth indicating that the night-time routes are divided into two groups: 1) the Búhos (Owls) network, which has 24 routes running every day, plus two more routes which run on weekend nights and on nights before holidays. 2) the Metrobúhos Network, formed of 12 lines which only run on weekend nights and on the nights before holidays.

ANNUAL EVOLUTION OF EMT ROUTES

Year	Daytime routes						Night-time routes			
	Standard	Airport Express	Work	Univ.	S.S.*	Total	Búhos	MetB.	Total	Total
2002	148	1	0	8	5	162	26	0	26	188
2003	148	1	0	8	5	162	26	0	26	188
2004	152	1	0	8	7	168	26	0	26	194
2005	154	0	0	8	6	168	26	0	26	194
2006	157	0	0	8	6	171	26	12	38	209
2007	155	0	3	7	5	170	26	12	38	208
2008	159	0	3	7	5	174	26	12	38	212
2009	162	0	6	7	2	177	26	12	38	215
2010	161	1	6	7	2	177	26	12	38	215
2011	161	1	6	7	2	177	26	12	38	215

* Special Services which only operate on weekends and which run to the Sur and Carabanchel Cemeteries.

ANNUAL EVOLUTION OF EMT SERVICES

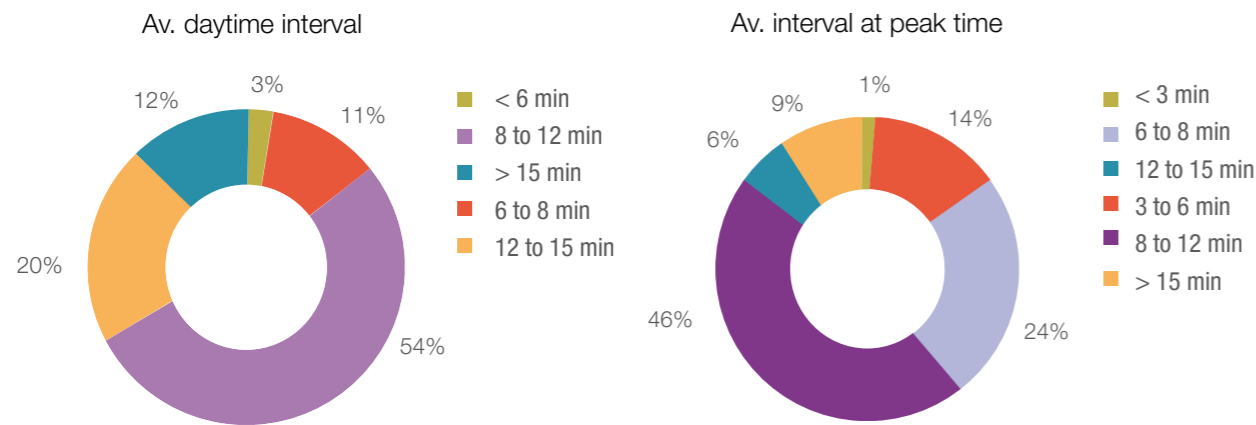
Year	Buses	Buses/km (millions)	Hours/bus (millions)	Journeys/bus (millions)	Speed (km/h)
2002	1,900	96.15	6.86	12.03	14.02
2003	1,958	96.74	6.88	12.01	14.06
2004	1,958	96.78	6.94	11.99	13.95
2005	1,994	97.53	6.99	12.06	13.94
2006	2,022	99.93	7.23	12.29	13.83
2007	2,033	97.10	7.07	11.71	13.71
2008	2,060	95.54	7.00	11.54	13.65
2009	2,092	100.41	7.38	12.02	13.60
2010	2,100	100.02	7.42	12.00	13.49
2011	2,095	95.45	7.11	11.29	13.43

The total number of kilometres covered in 2011 was 95.45 million, down by only 4.6% in relation to the figure for 2010. Similarly, the hours/bus and journeys/bus figures were lower than the previous year. The average speed of the EMT network has continued the downward trend of the last decade and, in 2011, it was 13.43 km/h, 0.44% lower than that registered in 2010. The network has 94.5 km of bus lanes, 35 of which have dividers designed by the Madrid City Council, and another 8.4 km in separated, dedicated bus lanes.

Due to the heterogeneity of the network, the intervals between buses vary from one route to another, although the average daytime interval is between 8 and 12 minutes on the majority of routes and only exceeds 15 minutes on 12.4% of routes. Intervals between buses are shorter during peak times, with 39% of routes offering intervals of less than 8 minutes.

ANNUAL EVOLUTION OF THE DAYTIME NETWORK						
Year	No. of Routes	Length/routes (km)	Stops/route	Avg. Length of route (km)	Avg. no. of stops/route	Avg. Length between stops (m)
2002	162	2,552	7,560	15,75	47	338
2003	162	2,562	7,662	15.81	47	334
2004	168	2,667	7,870	15.88	47	339
2005	168	2,662	7,880	15.84	47	338
2006	171	2,764	8,621	16.16	50	321
2007	170	2,830	8,737	16.65	51	324
2008	174	2,882	8,940	16.56	51	322
2009	177	2,911	9,045	16.45	51	322
2010	177	2,985	9,079	16.86	51	329
2011	177	2,972	9,037	16.79	51	329

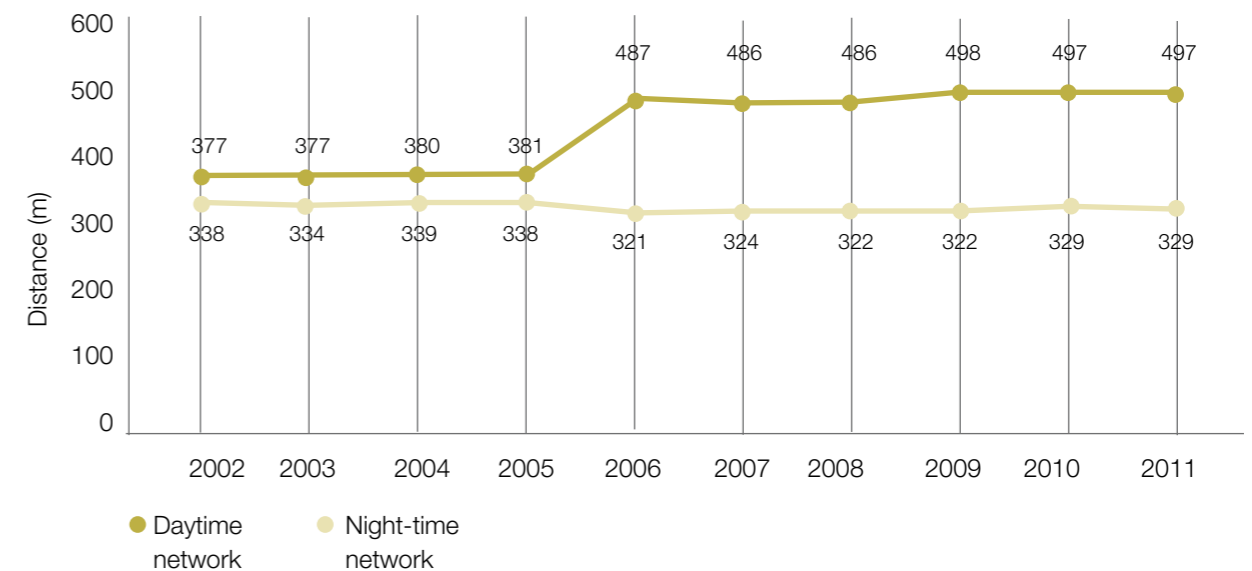
DISTRIBUTION OF EMT ROUTES BY INTERVAL



The length/route of the daytime network, this being the sum of the return journey length of each route, remained the same in 2011, while the average length of the routes is 16.79 km. The number of stops/route is 9,037, which gives an average value of 51 stops per route.

The average length between stops has remained the same as the previous year - around 329 and 497 metres for the daytime and night-time networks, respectively.

EVOLUTION OF THE DISTANCE BETWEEN STOPS



In 2011 the EMT fleet comprised 2,095 vehicles with an average age of 6.04 years, all of which have a low floor and access ramp for the disabled. Of these 2,095 vehicles, 651 run on compressed natural gas, 20 are electric and 5 use bioethanol. All the remaining vehicles use biodiesel, a mix composed of 20% less diesel content than the older diesel fuel vehicles.

ANNUAL EVOLUTION OF THE FLEET								
Year	Type of vehicle						Total	Age average
	Diesel	Biodiesel	CNG	Bioethanol	Hydrogen	Electric		
2002	1.790	0	110	0	0	0	1,900	4,2
2003	1,829	0	125	0	4	0	1,958	4.7
2004	1,800	0	155	0	3	0	1,958	4.9
2005	1,814	6	165	6	3	0	1,994	5.2
2006	1,603	209	202	5	3	0	2,022	5.4
2007	787	882	351	5	0	8	2,033	5.7
2008	794	860	381	5	0	20	2,060	5.7
2009	0	1,656	411	5	0	20	2,092	5.6
2010	0	1,610	465	5	0	20	2,100	6.1
2011	0	1,419	651	5	0	20	2,095	6.0

In 2011 the CRTM conducted 3 important actions across the EMT network aimed at improving accessibility to certain areas in the city.

- The extension of Route 53 to the Vicente Muzas Healthcare Centre improved accessibility for residents of the San Juan Bautista district.
- The movement of the terminus of Route 70 to the new Plaza de Alsacia Intermodal Area facilitated a direct connection with Line 2 of the Metro and Express Route E2.
- Route 80 was incorporated into the Routes to Work network and renamed T62.

WORKS IN THE EMT NETWORK					
Year of. Establish.	New special	Modificat. routes	Extension.	Routes discon	Total
2006	16	8	4	0	28
2007	3	12	8	2	25
2008	4	7	5	0	16
2009	3	14	12	0	29
2010	1	6	4	1	12
2011	0	1	2	0	3



Urban Buses In Other Municipalities.

The urban services provided in the different municipalities fall into three broad categories:

- Municipalities with a fully developed urban network which operates most of the urban journeys (the suburban network complementing the urban network).
- Municipalities with an urban network as well as the urban services provided by the suburban network (urban networks with a limited scope).
- Municipalities where the urban service operates through the suburban bus network.

Consequently, the actual supply of urban transport services is much greater than that reflected in the municipal urban networks alone.

The specific network of urban routes in Zones B and C covers 38 municipalities, although there is only an independent urban service contract in 7 of these. Furthermore, in 3 of the municipalities the urban service is provided directly by the local council: Fuenlabrada (via a municipal company), El Molar and Pedrezuela).

There are 129 urban routes in these zones, of which 79 are operated via suburban concessions, and a total of 9,067 journeys are made on a normal weekday in winter.

During 2011 two new routes have been put into service in the municipalities of Leganés and Móstoles respectively. On the other hand, the Villalbilla urban route has been discontinued.

The number of vehicles in the fleet on the urban bus routes in Zones B and C is 301 and 171 of these have concessions owned by the CRTM. The remaining 130 vehicles are used on the 79 urban routes which are under suburban concessions.

In 2011, 18 urban buses were renovated in the urban bus fleet, which means that the average age of the buses is 4.87 years. Furthermore, every single vehicle in the fleet is accessible to persons with reduced mobility.

NUMBER OF VEHICLES BY AGE				
Age	> 10 years	5-10 years	< 5 years	Total
Number	-	76	95	171
%	0.0%	44.4%	55.6%	100.0%

URBAN BUS ROUTES IN ZONES B AND C: DISTRIBUTION BY MUNICIPALITY

Municipality	No. of Routes	No. journeys/weekday	Type of concession
Alcala de Henares	11	1.667	URCM
Alcobendas	8	420	VCM
Alcorcón	2	239	VCM
Algete	2	84	VCM
Aranjuez	4	368	URCM
Arganda del Rey	4	390	URCM
Boadilla del Monte	3	274	VCM
Cercedilla	2	55	VCM
Ciempozuelos	1	114	VCM
Colmenar Viejo	6	181	VCM
Collado Villalba	8	231	VCM
Coslada	1	51	VCM
El Escorial	1	6	VCM
Fuenlabrada	5	455	Municipal
Getafe	7	496	VCM
Guadarrama	3	54	VCM
Leganés	1	108	VCM
Majadahonda	2	128	VCM
Meco	1	24	VCM
El Molar	1	36	Municipal
Morata de Tajuña	1	8	VCM
Móstoles	4	315	VCM
Navalcarnero	1	66	VCM
Parla	4	255	VCM
Pedrezuela	1	20	Municipal
Pinto	3	254	VCM
Pozuelo de Alarcón	4	493	VCM
Rivas-Vaciamadrid	2	234	VCM
Las Rozas de Madrid	1	32	VCM
San Fernando de Henares	1	41	VCM
S. Lorenzo de El Escorial	3	116	VCM
S. Martín de la Vega	2	108	VCM
S. Sebastián de los Reyes	3	116	VCM
Torrejón de Ardoz	6	410	URCM
Torrelodones	5	288	URCM
Valdemorillo	5	50	URCM
Valdemoro	7	751	URCM
Tres Cantos	3	129	VCM
TOTAL	129	9,067	

* Type of concession
 URCM Urban concession
 VCM Under the suburban concession
 Municipal Direct management by municipality



Suburban Buses

The suburban bus network of the Region of Madrid remained practically unchanged in 2011 and, as of the 31st of December of that year, it comprised 350 routes, 30 of which correspond to night services.

Two routes have come into service in 2011: Route 620, Las Matas – Hospital Puerta de Hierro, and Route 633, Majadahonda (Hospital) – Colmenarejo.

The network of suburban routes is run by 28 different companies under 30 administrative concessions. Similarly, as previously mentioned, urban routes in the municipalities in Zones B and C fall within these same concessions.

The scheduled number of journeys for the entire suburban network is 23,898 journeys in a working day in winter, 1,026 of which correspond to those made during peak time in a single direction.

DISTRIBUTION OF THE SERVICES BY CORRIDOR

Access Corridor	No. of routes	No. of journeys	
		in peak time, 1 direction	per day
Madrid-Alcobendas-San Sebastián Reyes (A-1)	32	94	1,909
Madrid-San Fernando-Torrejón-Alcalá (A-2)	17	85	1,530
Madrid-Coslada-San Fernando (M-201)	5	19	530
Madrid-Mejorada-Rivas Vaciamadrid-Arganda (A-3)	20	64	1,335
Madrid-Pinto-Valdemoro-Aranjuez (A-4)	15	43	988
Madrid-Getafe-Parla (A-42)	15	52	1,469
Madrid-Leganés-Fuenlabrada (M-425 y M-411)	14	53	1,650
Madrid-Móstoles-Alcorcón (A-5)	25	110	2,974
Madrid-Pozuelo-Boadilla (M-502 y M-511)	12	42	899
Madrid-Pozuelo-Majadahonda-Las Rozas (A-6)	56	197	4,292
Madrid-Tres Cantos-Colmenar Viejo (M-607)	13	35	880
Rest of the Corridors and transversal routes	126	232	5,442
Region of Madrid TOTAL350	1,026	23,898	

The scheduled number of journeys for the various routes of the network is logically heterogeneous and corresponds to the varying demand in municipalities with different population numbers and characteristics.



Light Rail

The light rail network of the Region of Madrid is made up of 4 lines which came into service in 2007 as part of the 2003 – 2007 Expansion Plan. These lines have a total length of 35.4 kilometres and a total of 56 stations/network, as detailed below:

- ML1: Pinar de Chamartín – Las Tablas
- ML2: Colonia Jardín – Estación de Aravaca
- ML3: Colonia Jardín – Puerta de Boadilla
- ML4: The Parla Tramway (Circular Line)

The light rail services are run by three concessionary companies: Metros Ligeros (Light Rail) de Madrid, which runs line ML1; Metro Liger Oeste, which runs lines ML2 y ML3; and Tranvía de Parla (Parla Tramway), which runs line ML4.

The main characteristic of this network is that it runs at surface level, unlike the metro network, which means that only 4 stations are underground.

Connections between the light rail network and the metro network are available in Pinar de Chamartín and Las Tablas stations on Line ML1 and Colonia Jardín station on lines ML2 and ML3. There are connections to the Renfe-Cercanías Suburban rail network on Line ML1 at Fuente de la Mora Station (C-1); on Line ML2 at Aravaca Station (C-7 and C-10); and on Line ML4, the Parla Tramway, at Parla station (C-4).

The transport supply in 2011 showed a decrease of 12.0% compared to the previous year and it is 13.5 million carriages/kilometre.

DISTRIBUTION OF LINES BY INTERVAL (WEEKDAY)	
Interval	No. of Lines
< 10 minutes	12
10-15 minutes	25
15-20 minutes	34
20-30 minutes	61
30-60 minutes	99
> 60 minutes	116
TOTAL	347

The vehicle fleet of the suburban lines was composed, as of the 31st of December 2011, of 1,777 vehicles and a total of 428 vehicles of the regional fleet were renovated. The average age of the vehicle fleet is less than 5 years, specifically, 4.26 years, and all of the vehicles are adapted for use by persons of reduced mobility. Both of these facts were objectives included in the Modernisation Plan.

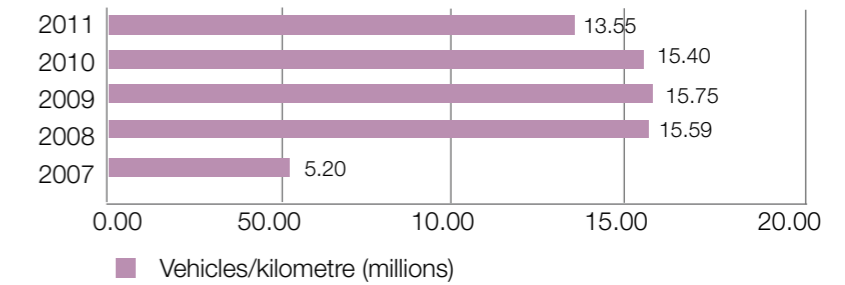
NUMBER OF VEHICLES BY AGE			
Age	5-10 years	< 5 years	Total
Number	816	1,100	1,916
%	42.6%	57.4%	100%





EVOLUTION OF SUPPLY (millions of carriages/kilometre)

Year	Carriages/km (millions)
2007	5.20
2008	15.59
2009	15.75
2010	15.40
2011	13.55



At peak time on weekdays, the average interval between services was in the region of 5 minutes, except Line ML4 which had a higher interval of about 6.5 minutes. Although all four lines use a special track, the variation in speed reflects their different characteristics: the two urban lines, ML1 and ML4, operate at a lower commercial speed than lines ML2 and ML3 which cover a more suburban itinerary and can therefore travel at a higher speed in the longer sections.

In 2011, the light rail network comprised 44 trains, all state-of-the-art CI-TADIS 302-TGA models with cutting-edge features and a fully integrated low floor.

SERVICES PER LINE ON A WEEKDAY					
Line	Trains	Carriages/train	Speed of operation (km/h)	Time of journey (min)	Interval at peak time (min)
ML1	8	5	21	15	5
ML2	12	5	24	22	5
ML3	15	5	25	31	5
ML4	9	5	21	25	6.5



Suburban rail

Line C-1, Príncipe Pío – Airport T4, became part of the Renfe-Cercanías Rail network of Madrid in 2011 thus facilitating connections between the new airport terminal and the city centre. This project concluded with the inauguration of the Fuente de la Mora station and with the extension of Lines C-7 and C-10 up to said station. This has produced a notable improvement in the mobility of residents of the Virgen del Cortijo and San-chinarro districts.

After this opening, as of the 31st of December 2011 Madrid's Renfe-Cercanías suburban rail network comprised 10 lines, around 100 stations/network covering 399 km. 5 of these stations are not part of the Region of Madrid: 2 of them, Azuqueca and Guadalajara, correspond to Line C-2, and the remaining 3 stations, Dos Castillas, Vaquerizas and Cotos, correspond to Line C-9.

If the stations are counted separately for each of the lines, the network comprises 169 stations/line, which means that 39 stations service at least two lines, i.e. more than a third of the total. The following table shows the connections between the different lines. Lines C-7 and C-10 are those with the greatest number of connections with other lines.

RENFE-CERCANÍAS LINES AND CONNECTIONS										
Lines	C-1	C-2	C-3	C-3a	C-4	C-5	C-7	C-8	C-9	C-10
C-1	4	3	0	3	2	9	4	0	9	
C-2		3	0	3	1	14	4	0	4	
C-3			1	5	1	5	13	0	8	
C-3a				0	0	0	0	0	0	
C-4					2	3	3	0	3	
C-5						2	1	0	2	
C-7							6	0	14	
C-8								1	9	
C-9									0	
C-10										0
Total connections	34	33	39	1	22	11	53	41	1	49
Stations/line	10	18	23	3	18	23	30	22	3	19



2.2. The Fare System

Fares for public transport in the Region of Madrid are calculated using a zone system in which the price of a journey depends on the zones through which it passes. There are three ticket types and three general passenger categories.

According to the law under which the Consortium was created, tickets which are used with more than one operator belong to the CRTM, which is responsible for their issue and sale.

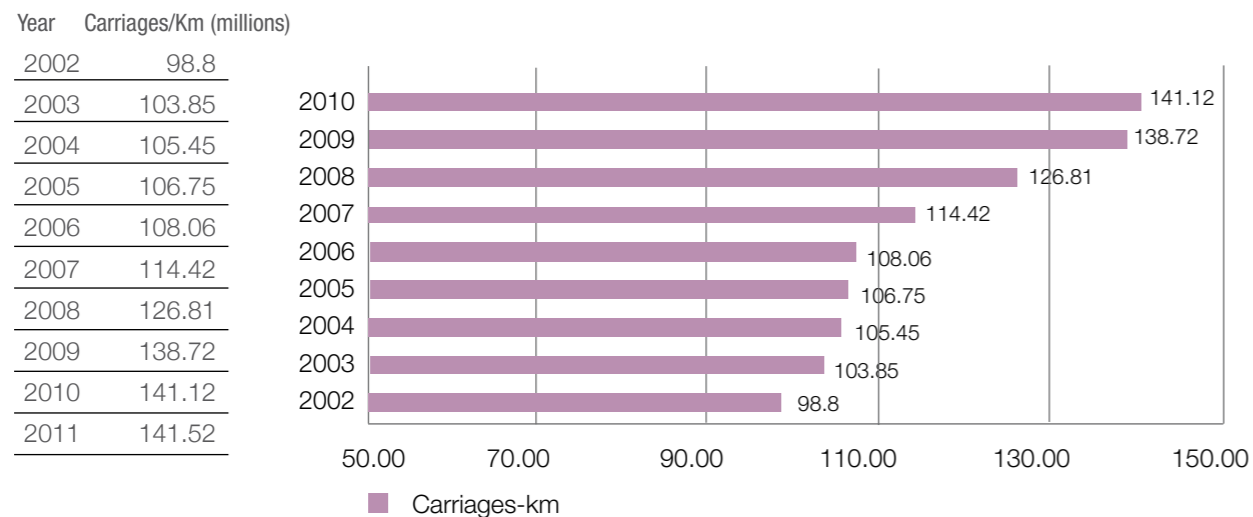
Every mode and every operator is governed by this framework, which means that the degree of integration within the system is very high.

The technology is based on magnetic strips in the Edmonson format and every operator has ticket validation equipment to control access and ensure that the different tickets are used correctly.

The CRTM is phasing in contact-less smart cards across the system and to date, over 30,000 passengers use these for their Annual Travel Cards.

Within the Region of Madrid, supply is around 141.5 million carriages/km, a similar figure to the previous year, despite the inauguration of the new C-1 Line.

ANNUAL EVOLUTION OF SUPPLY(millions of carriages/kilometre)



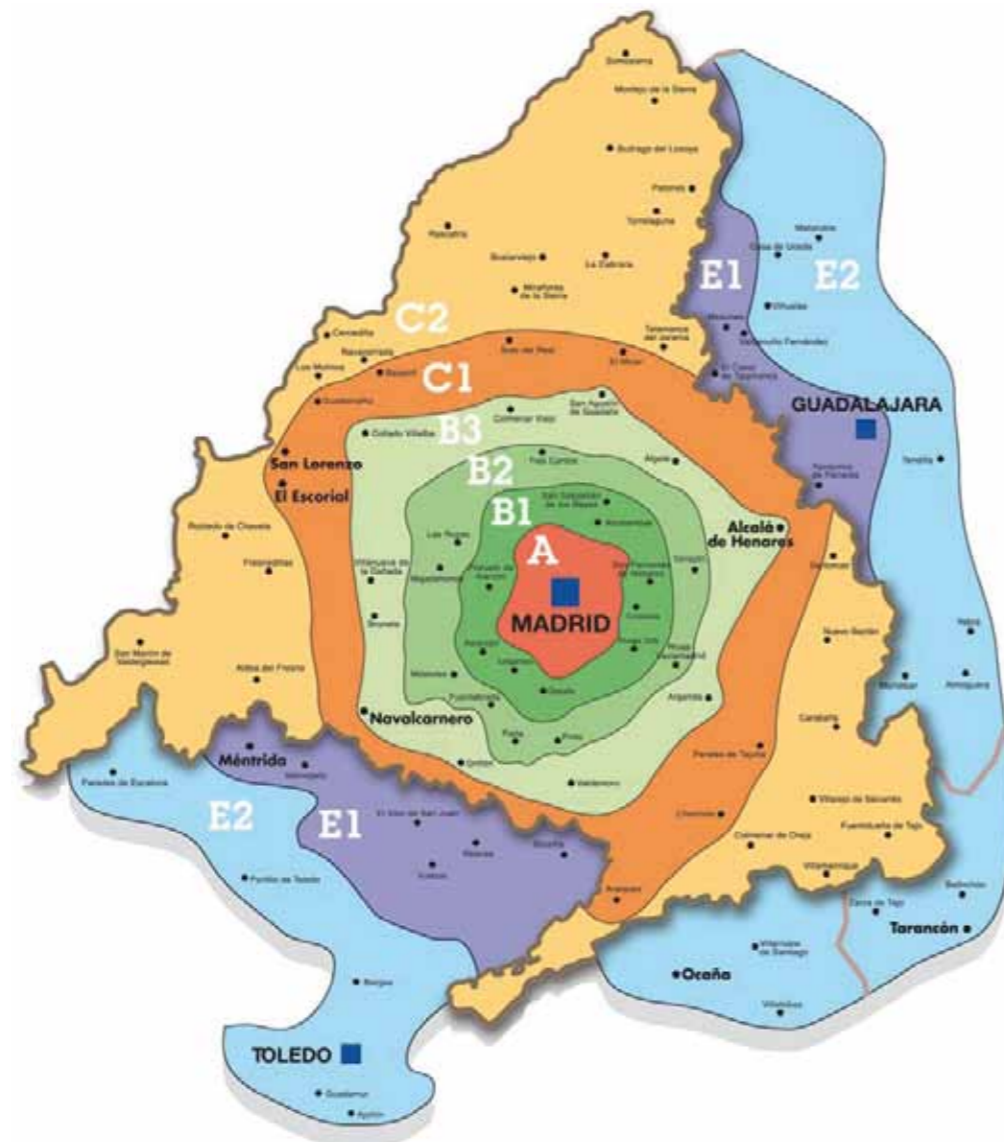
Zoning

The Region of Madrid is divided into six fare zones:

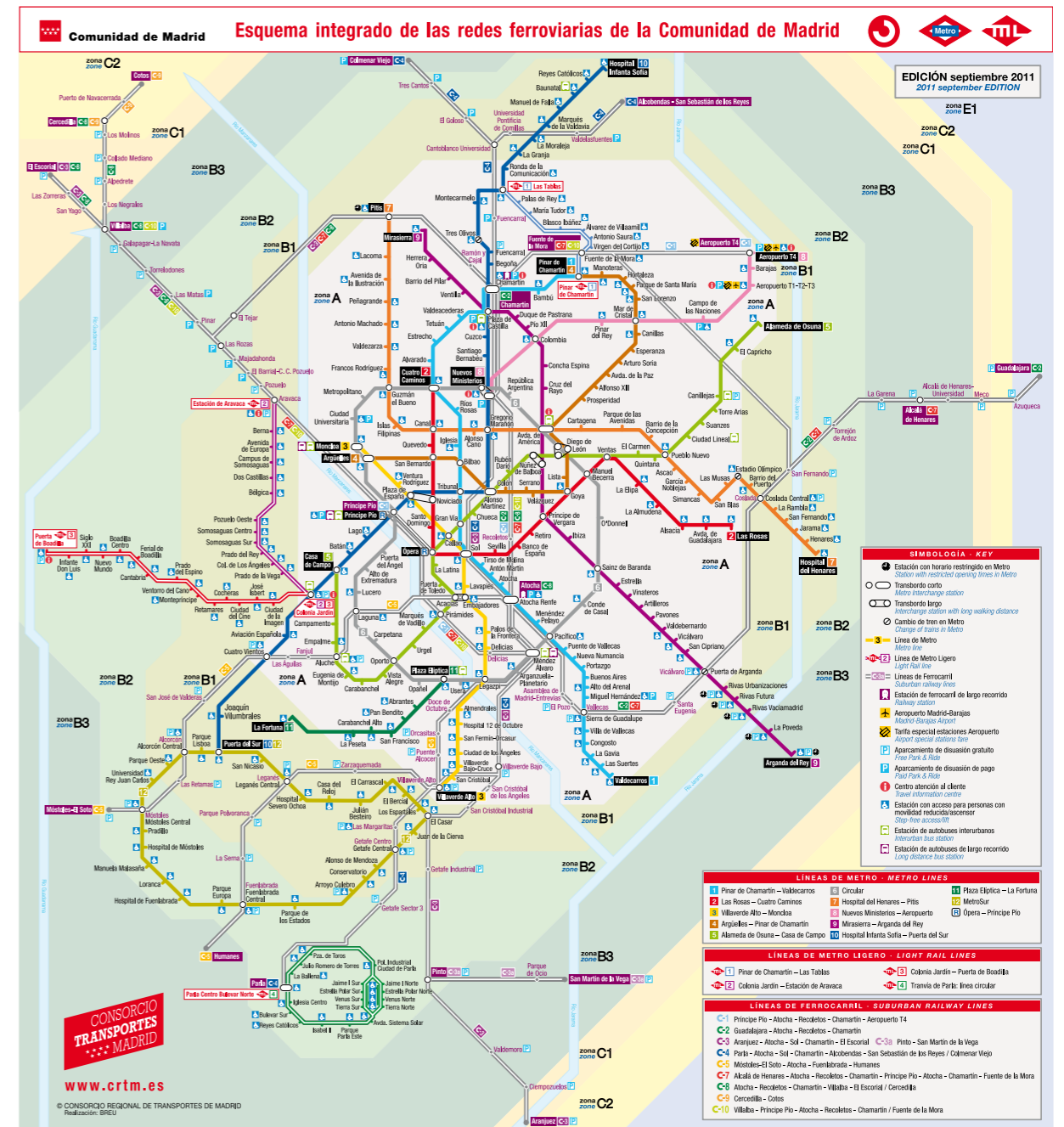
- The central zone (A), which coincides almost exactly with the city of Madrid.
- Three metropolitan zones (B1, B2 and B3), which encompass 8, 14 and 27 municipalities, respectively.
- Two zones (C1 and C2) which complete the area within the regional boundaries and service the populations of another 129 municipalities.

There are also two external zones (E1 and E2) which are situated in the neighbouring region of Castile-La Mancha at a distance of 59 and 85 km from the capital, respectively.

The appendix lists the transport zone for every municipality in the region.



MAP OF THE METRO, LIGHT RAIL AND RENFE-CERCANÍAS NETWORKS



Ticket Types

There are three basic types of tickets:

- A single-use ticket, issued by each operator, targeted at the occasional user and purchased on the spot. Metro de Madrid and the metro and light rail concessions with connections to the network issue a combined single-use ticket which is valid for all these services.
- An advance-purchase 10-journey ticket targeted at fairly regular users. This type of ticket is multi-modal within zone A (metrobus) and is valid for use throughout the Metro, EMT and ML1. Similarly, unified 10-journey bus passes can be used with any transport operator of urban and suburban road-based services. There is also a combined 10-journey ticket, similar to the combined single-use ticket, which can be used throughout the transport network.
- There is an individual, multi-modal ticket for unlimited use within a given time period and zone. It is called a Travel Card and it is targeted at regular users. Like the 10-journey ticket, it is purchased in advance.
- The sections of the metro network and the light rail lines connected to it which are outside zone A (MetroSur, which in fare terms includes La Fortuna station of Line 11, MetroNorte, MetroEste and the section of Line 9 between Puerta de Arganda and Arganda del Rey) form a unique fare zone with regards to single-use tickets and 10-journey tickets. The applicable prices do not conform to the zone structure, as will be explained further on. There is surcharge of €1 for use of the stations which service the airport terminals but this waived for holders of any type of Travel Card.



Travel Cards

The defining characteristic of the Travel Card is total fare integration across the entire system. There are three categories, depending on the holder's age: Standard (23 to 64), Youth (under 23) and Senior (65+). The validity period for all categories is one calendar month, although there are also Annual Travel Cards for the Standard and Senior categories.

Regarding the valid zones, every zone includes the previous one, meaning that a C2 Travel Card is valid for the entire region. The Senior Travel Card is also valid for the whole region. There are certain exceptions where these Travel Cards (C2 and Senior) can also be used on specific services between Madrid and Castile-Leon: when they are combined with complementary cards issued by the relevant operator.

Travel cards for use in Zone A are not valid on suburban bus services on routes within the city of Madrid.

In the case of the Inter-zonal Travel Cards, the valid area is defined as the sum of two adjacent zones. The purpose of these cards is to meet the mobility needs of users who do not need to travel into central Zone A. This Travel Card category is not available for the exterior zones, E1 and E2.

There are also Tourist Travel Cards for unlimited use which are targeted at the floating population. They are issued in two separate zone categories: Zone A cards and T cards (for all zones except the exterior zones). Each one is available for five time periods: 1, 2, 3, 5 and 7 days.

Lastly, the Alcalá University Travel Card is specifically for students and staff at said university, and allows the user to travel between the campuses.



Concessionary Fares

There are three types of collectives which benefit from a discount in the general price:

- Large Families
- Persons with a disability index of 65% or more
- Persons who are over 65 or disabled, living in the city of Madrid and whose personal income is lower than the IPREM (7,455.14 Euros per year in 2011)

In the case of large families, and in compliance with national laws, the members of general category and special category large families receive a 20% and 50% discount, respectively, on the price of a Travel Card.

The second group (persons with a disability index of 65% or more) get a 20% discount on the Travel Card price.

The third collective can purchase a ticket which was created especially for them: the Blue Card. This is a personal, monthly and unlimited use travel card for services of the Metro (Zone A), Line ML1 and the EMT.

The Distribution Network

The ticket sales network follows two basic criteria: accessibility to it is guaranteed to users throughout the region and it must be close to the transport system.

There are two large groups of distributors:

- The transport operators
- Networks outside of the operators

As a general rule, the transport operators sell tickets which are for use only within their own network.

Multi-modal and multi-operator tickets, which are owned by the CRTM, are sold in the metro network and in two networks outside of the operators: the Estanco (tobacco shops) network of the Region of Madrid and the newspaper kiosk network of the city of Madrid. These form a network with the following sales points:

TRAVEL CARDS

- 1,630 sales points (automated sales machines plus ticket desks) in 361 stations in the metro network. vestibulos de estaciones de la red de metro.
- 1,068 Estancos: 654 in the city of Madrid and 414 in the rest of the region.



Tourist Travel Cards are also distributed via the Internet and via a specialised network which includes tour operators and travel agents, etc.

METROBÚS TICKETS

10-journey tickets for Metro Zone A, EMT de Madrid services, Line C-500 of the Prisei company and Line ML1 (Madrid Light Rail):

- 1,630 sales points (automated sales machines plus ticket desks) in 361 stations in the metro network and on Line ML1.
- 654 Estancos and 550 newspaper kiosks in the city of Madrid.

UNIFIED BUS PASSES

10-journey tickets valid for travel with urban and suburban road-based transport operators:

- 721 Estancos, 333 in the city of Madrid and 389 in the rest of the region.
- 34 newspaper kiosks in the city of Madrid.
- The Príncipe Pío, Plaza de Castilla, Moncloa and Plaza Elíptica Interchanges.

Concessionary tickets (Blue Cards and Travel cards with discounts) are limited to sale in 258 newspaper kiosks in the city of Madrid and 606 Estancos in the entire region, respectively.

Prices

Shown below are the fares which apply to the various tickets available in 2011, a year in which there were two fare modifications. The first of these came into effect on the 1st of January and the second, effective from the 8th of August, only affected single journey tickets on the services run by the CRTM.

TRAVEL CARD PRICES (JANUARY 2011)

TRAVEL CARD PRICES (by fare zone)

Travel Card	A	B1	B2	B3	C1	C2	Inter-zonal Tickets		
							B1-B2, B2-B3, B3-C1, C1-C2	E1	E2
Standard	47.60 €	55.50 €	62.70 €	71.40 €	77.90 €	86.40 €	41.80 €	96.20 €	114.80 €
Youth	30.50 €	34.60 €	39.30 €	44.90 €	49.00 €	53.90 €	26.50 €	68.20 €	84.90 €
Senior				10.90 €				--	--
Standard Annual (1)	523.60 €	610.50 €	689.70 €	785.40 €	856.90 €	950.40 €	--	--	--
Senior Annual (1)				119.90 €				--	--

(1) The price of Annual Travel Cards purchased during the first quarter of the year will be calculated according to the number of months left in the year minus one, multiplied by the price of the relevant Monthly Travel Card for each zone. Price = (No. of months remaining - 1) x price of a Monthly Travel Card.

DISCOUNT PRICES FOR LARGE FAMILIES - GENERAL CATEGORY (by fare zone)

Travel Card	A	B1	B2	B3	C1	C2	Inter-zonal Tickets		
							B1-B2, B2-B3, B3-C1, C1-C2	E1	E2
Standard	38.10 €	44.40 €	50.20 €	57.10 €	62.30 €	69.10 €	33.40 €	77.00 €	91.80 €
Youth	24.40 €	27.70 €	31.40 €	35.90 €	39.20 €	43.10 €	21.20 €	54.60 €	67.90 €
Senior				8.70 €				--	--

DISCOUNT PRICES FOR LARGE FAMILIES - SPECIAL CATEGORY (by fare zone)

Travel Card	A	B1	B2	B3	C1	C2	Inter-zonal Tickets		
							B1-B2, B2-B3, B3-C1, C1-C2	E1	E2
Standard	23.80 €	27.80 €	31.40 €	35.70 €	39.00 €	43.20 €	20.90 €	48.10 €	57.40 €
Youth	15.30 €	17.30 €	19.70 €	22.50 €	24.50 €	27.00 €	13.30 €	34.10 €	42.50 €
Senior				5.40 €				--	--

DISCOUNT PRICES FOR PERSONS WITH A DISABILITY INDEX OF 65% OR HIGHER (by fare zone)

Travel Card	A	B1	B2	B3	C1	C2	Inter-zonal Tickets		
							B1-B2, B2-B3, B3-C1, C1-C2	E1	E2
Standard	38.10 €	44.40 €	50.20 €	57.10 €	62.30 €	69.10 €	33.40 €	77.00 €	91.80 €
Youth	24.40 €	27.70 €	31.40 €	35.90 €	39.20 €	43.10 €	21.20 €	54.60 €	67.90 €
Senior				8.70 €				--	--



OTHER TYPES OF TRAVEL CARDS

Blue Card	5.50 €	Alcalá University Card	17.00 €
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TOURIST TRAVEL CARDS AND BUSINESS TRIP TRAVEL CARDS

Tourist Travel Card ⁽¹⁾		Business Trip Travel Card	
Zone A (1 day)	6.00 €	Zone A (1 day)	4.20 €
Zone A (2 days)	10.00 €	Zone A (2 days)	7.00 €
Zone A (3 days)	13.00 €	Zone A (3 days)	9.10 €
Zone A (5 days)	19.00 €	Zone A (5 days)	13.30 €
Zone A (7 days)	25.00 €	Zone A (7 days)	17.50 €
Zone T (1 day)	12.00 €	Zone T (1 day)	8.40 €
Zone T (2 days)	20.00 €	Zone T (2 days)	14.00 €
Zone T (3 days)	25.00 €	Zone T (3 days)	17.50 €
Zone T (5 days)	36.00 €	Zone T (5 days)	25.20 €
Zone T (7 days)	50.00 €	Zone T (7 days)	35.00 €

(1) Children under 11 qualify for a 50% discount on the price of the Tourist Travel Card.

METRO, EMT, LIGHT RAIL AND PARLA TRAMWAY FARES			
Single-Use Tickets		January	August
EMT		1.00 €	1.50 €
Metro (Metro de Madrid and ML1-MetroSur, MetroNorte-MetroEste-TFM-ML2-ML3)		1.00 €	1.50 €
Parla Tramway		1.00 €	1.10 €
Combined Metro		2.00 €	
<hr/>			
10-Journey Tickets		January	August
Metrobús		9.30 €	
MetroSur-MetroNorte-Metro-Este-TFM		9.30 €	
ML2 and ML3		9.30 €	
Parla Tramway		7.00 €	
Combined Metro		15.00 €	
<hr/>			
Airport origin/destination Tickets		January	August
Single-Use Ticket + Surcharge		2.00 €	2.50 €
Combined Single-Use Ticket + Surcharge		3.00 €	
Airport Ticket Surcharge		1.00 €	
Single-Use Airport Express Bus		2.00 €	

SUBURBAN BUS FARES												
	A	B1	B2	B3	C1	C2						
	Single-Use	10-Journey	Single-Use	10-Journey	Single-Use	10-Journey	Single-Use	10-Journey	Single-Use	10-Journey	Single-Use	10-Journey
A	Jan	1.00 €										
	Aug	1.10 €										
B1	Jan	1.50 €	1.00 €									
	Aug	1.60 €	1.10 €	10.00 €	7.00 €							
B2	Jan	2.00 €	1.50 €	1.00 €								
	Aug	2.10 €	1.60 €	10.00 €	7.00 €							
B3	Jan	3.00 €	2.00 €	1.50 €	1.00 €							
	Aug	3.00 €	2.10 €	13.20 €	10.00 €	7.00 €						
C1	Jan	3.50 €	3.00 €	2.00 €	1.50 €	1.00 €						
	Aug	3.50 €	3.00 €	19.00 €	13.20 €	10.00 €	7.00 €					
C2	Jan	4.20 €	3.50 €	3.00 €	2.00 €	1.50 €	1.00 €					
	Aug	4.30 €	3.50 €	24.50 €	19.00 €	13.20 €	10.00 €	7.00 €				



RENFE - CERCANÍAS FARES

Fares for Cercanías suburban rail tickets, i.e. those not part of the CRTM fare system and therefore not approved by it, are determined by the number of zones travelled. The configuration has two differences compared to the one established by the CRTM: there is an additional zone, called Zone 0, inside CRTM Zone A and there is an extension of Zone C2 to Guadalajara.

RENFE- CERCANÍAS FARES									
Zones	Single-Use Tickets			10-Journey Tickets			Monthly Tickets		
	January	March	July	January	March	July	January	March	July
One/Two zones	1.35 €	1.30 €	1.35 €	7.40 €	7.05 €	7.40 €	26.60 €	25.25 €	26.60 €
Three zones	1.50 €	1.45 €	1.50 €	11.30 €	10.75 €	11.30 €	33.75 €	32.05 €	33.75 €
Four zones	2.15 €	2.05 €	2.15 €	17.15 €	16.30 €	17.15 €	54.35 €	51.65 €	54.35 €
Five zones	2.80 €	2.65 €	2.80 €	21.15 €	20.10 €	21.15 €	63.10 €	59.95 €	63.10 €
Six zones	3.35 €	3.20 €	3.35 €	26.25 €	24.95 €	26.25 €	74.35 €	70.65 €	74.35 €
Seven zones	4.40 €	4.20 €	4.40 €	32.40 €	30.80 €	32.40 €	85.30 €	81.05 €	85.30 €
Green zone	6.20 €	5.90 €	6.20 €	--	--	--	Depends on zones		



Interchanges

2.3. The infrastructure network

The interconnection between the different modes of the transport system is clearly reflected in the infrastructures created to facilitate inter-modal transport, such as the interchange stations. These infrastructures enhance global mobility as well as the quality of the services provided, offering added benefits to passengers as they travel around the region.

Based on their characteristics, they are divided into three groups: interchange stations, inter-modal areas and interchange points. They all facilitate connections to large capacity modes of transport, whether it is with the metro or rail services.

The interchange stations are different from the other two groups because they are actual buildings which were built, above or below ground, at strategic points between networks of different modes of transport. Their objective is to improve modal interchange efficiency, safety, accessibility and quality. As shown on the map below, they are usually located on the major access roads to Madrid, thus linking with the services offered by the associated suburban bus routes.

The inter-modal areas are urban areas located at an appropriate linking point between networks of different modes of transport. They improve inter-modal interchange efficiency, safety and accessibility. While the major interchange stations play a vital role in terms of the access to and dispersion of urban journeys, these areas are designed to solve urban problems and are therefore integrated into the city landscape.

Lastly, the interchange points are informative elements integrated into the city landscape and designed to link the transport networks together. Due to the considerable demand, they are the subject of analysis and monitoring to improve modal interchange.

In accordance with this classification, the following tables present the basic facts and figures for these hubs in relation to the transport services provided. The first block shows the connections with rail modes, broken down into two groups: metro and light rail lines, and railway lines.

The second block shows the urban and suburban bus routes which run to the points listed.

LOCATION OF INTERCHANGES ACCORDING TO TYPE



PROVISION OF SERVICES IN MAJOR INTERCHANGES

Major interchanges	Metro and ML lines	Suburban rail lines	Suburban bus routes		Urban bus routes		
			Terminating	Passing Through	Terminating	Terminating in the area	Passing Through
Airport T1-T2-T3	1	-	2	-	-	-	3
Airport T4	1	1	-	2	-	2	-
Aluche	1	1	17	-	3	2	4
Atocha-RENFE	1	7	-	3	8	4	8
Avenida de América	4	-	13	-	4	-	7
Chamartín	2	6	3	1	1	-	1
Méndez Álvaro	1	4	5	-	-	2	4
Moncloa	2	-	49	-	3	8	5
Nuevos Ministerios	3	6	-	-	-	1	8
Plaza de Castilla	3	-	36	-	13	3	4
Plaza Elíptica	2	-	14	-	3	-	6
Príncipe Pío	3	3	20	1	2	-	9
Sol	3	2	-	-	-	12	1

PROVISION OF SERVICES IN INTER-MODAL AREAS

Callao - Jacometrezo	3	-	-	-	6	-	6
Canillejas	1	-	3	16	3	-	5
Ciudad Lineal	1	-	4	-	5	1	3
Cuatro Caminos	3	-	-	-	8	1	3
Felipe II	2	-	-	-	8	-	8
Manuel Becerra	2	-	-	-	8	-	9
Ópera	3	-	-	-	3	-	-
Pavones	1	-	-	-	6	-	3
Sierra de Guadalupe	1	2	-	-	3	1	4
Villaverde Bajo-Cruce	1	-	5	10	2	-	2
Alsacia	1	-	1	-	1	-	3
Puerta de Arganda	1	2	1	-	4	-	2

PROVISION OF SERVICES AT INTERCHANGE POINTS

Conde de Casal	1	-	14	3	-	3	5
Diego de León	3	-	-	-	4	-	6
Embajadores	2	1	-	-	7	-	7
Legazpi	2	-	8	1	8	-	11
Colonia Jardín	3	-	1	12	-	-	2
Mar de Cristal	2	-	-	-	6	-	2



Park-And-Ride Facilities

These act as an interface between private vehicles and public transport. In many journeys which take place in the metropolitan area, private vehicles must be considered as a necessary mode of transport to get to one of the stages of the modal chain. They are associated with large capacity public transport, i.e. the metro network and, primarily, the Cercanías rail network. However, to lesser extent, they can be associated with buses, as long as said buses run in dedicated bus lanes and therefore produce a decrease in journey times.

In 2011, the Renfe-Cercanías network had 56 park-and-ride (incentive parking) facilities with a total of 20,758 spaces. The car parks in CRTM fare zones are located as follows: Zone A has 15% of the total, Zone B has 75%, Zone C has 2% and Zone E has 8%. In terms of typology, 75% of the spaces are on ground level and 25% are in multi-story buildings, all of which are in Corridor A-6.

There are also metro stations with this type of car park: Canillejas, Miguel Hernández, Colonia Jardín and Ciudad Universitaria. All of them are lo-

cated in the City of Madrid and they are joined by five stations on Line 9 which are outside of the city in Corridor A-3. In addition, there are metro stations with connections to the Renfe-Cercanías network and their park-and-ride facilities belong to Renfe-Cercanías.

The management of the spaces is divided as follows:

- Managed by Renfe-Cercanías: 20,578 spaces
- Managed by the CRTM: 2,785 spaces
- Free access associated with public transport: 5,144 spaces



Bus Stop Infrastructure

The CRTM is responsible for the infrastructure and signage at stops on the suburban bus routes operated in the Region of Madrid, while within the City of Madrid this infrastructure is the responsibility of Madrid City Council.

In 2011, 141 new bus shelters were installed in the Region of Madrid: 35 New Consortium models and 106 Enthoven models.

When new shelters are installed at stops, the Enthoven model tends to be used. This model not only has more surfaces for posting transport information but also complies with all the latest legislation on accessibility, a characteristic it shares with the New Consortium model.

In addition to replacing shelters, in 2011 the CRTM moved 61 shelters of its own accord and another 16 at the request of different companies. Excepting the city of Madrid, the total number of shelters in 2011 was 3,001; Leganes, Alcala de Henares and Alcobendas have the highest number.

Meanwhile, 748 new bus stop poles were installed and 448 were replaced, bringing the total number of poles at suburban bus stops to 6,630.

With regards to the capital, as of the 31st of December 2011 there were 4,165 shelters, which is over three quarters of all bus stops in the city, and 1,188 poles. These figures apply to stops on both urban routes and suburban routes that enter Madrid and stop in a city terminal.

The number of shelters in each municipality in the region of Madrid is shown in the Appendix.

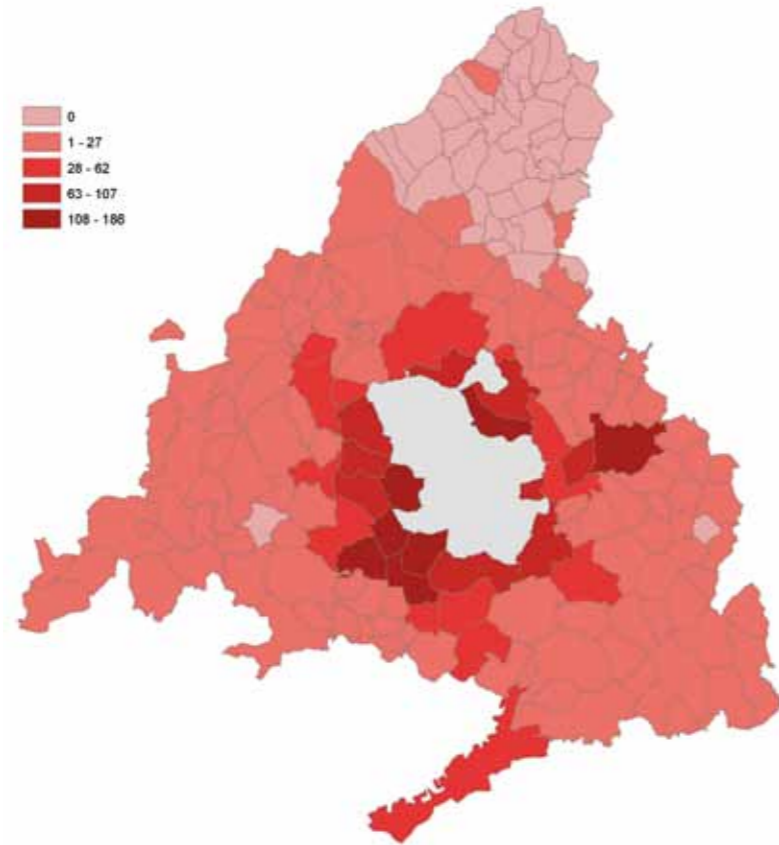
With regards to shelter maintenance and cleaning in the Region of Madrid, 2,440 panels of tempered glass, 306 Plexiglas roofs, 131 Plexiglas half-panels and 75 steel benches were replaced in 2011 and 73,941 complete cleaning operations were carried out.

In terms of accessibility, various actions have been carried out including: the movement of 7 shelters to guarantee accessibility; the substitution, in 217 shelters and near 417 poles, of the conventional paving with paving of another colour and texture; the installation of armrests in 266 shelters; and the installation of leaning bars in 330 shelters.

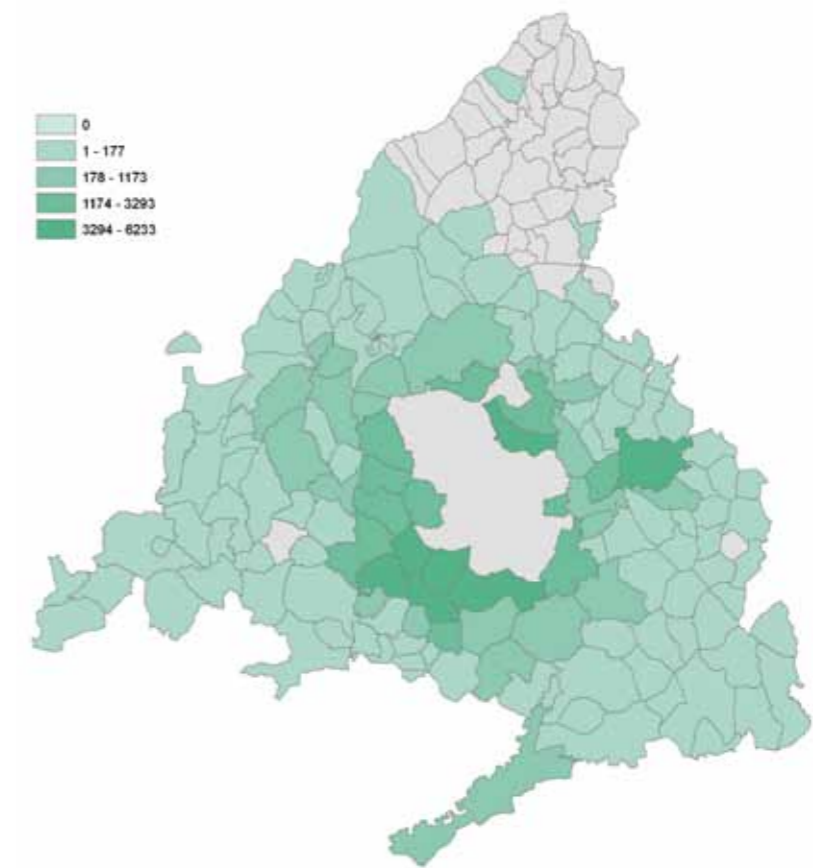
Regarding information for passengers in 2011, timetable and route details were updated at nearly all of the 8,000 stops in the suburban network and transport information in Braille was posted in 92 municipalities to facilitate the mobility of people with visual impairments.



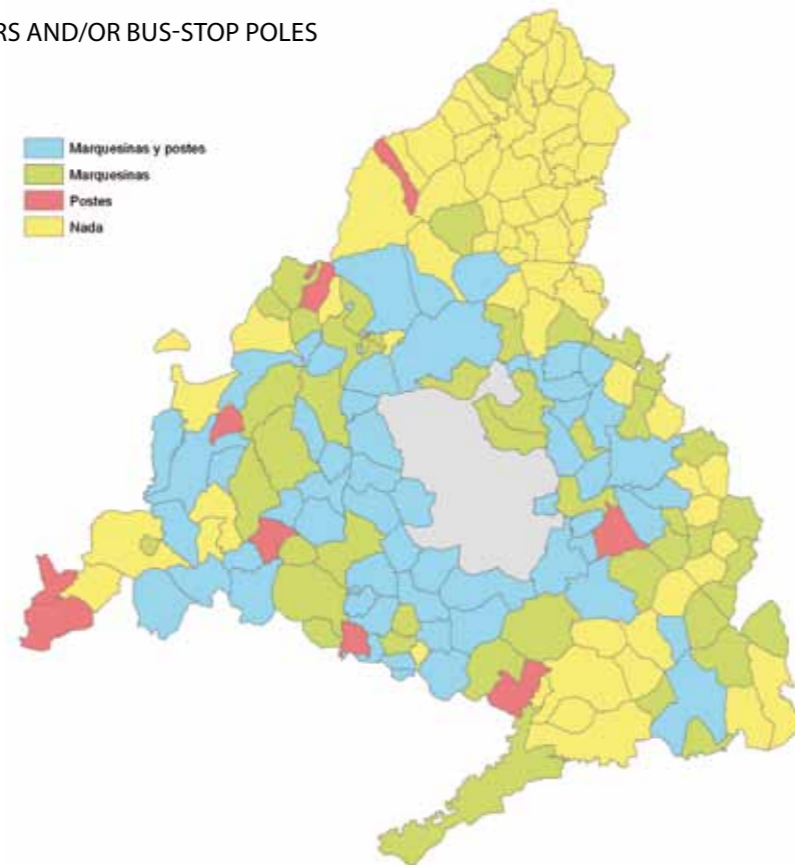
SHELTERS INSTALLED



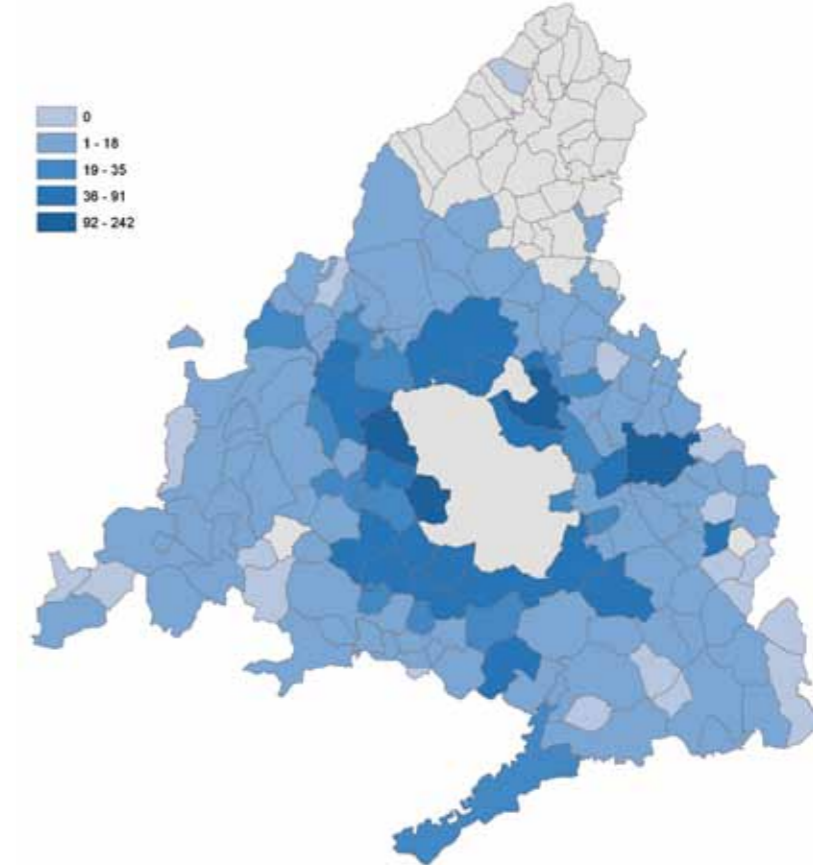
CLEANING OPERATIONS



ACCESIBILITY TO SHELTERS AND/OR BUS-STOP POLES



MAINTENANCE WORKS



Integrated Public Transport Management Centre (CITRAM)



2.4. Intelligent Transport Systems

The CITRAM is a management centre which collects real-time information to monitor the operations of the public transport system in the Region of Madrid. The centre will be operational for 24 hours a day, 365 days a year by the year 2013.

The ultimate aim of the CITRAM is to coordinate, in real-time, the various modes of public transport and also the competent agents in the event of incidents or problems in the transport system. In 2011, it further developed action protocols, it made advancements in the integration of signals from transport operators, it developed new computer applications for information management and it established an internal Quality Plan.

Similarly, in 2011 it covered various events with satisfactory results. A highlight was the World Youth Day (WYD), during which it carried out a special service to cover all WYD events. It also closely monitored the transport system during the general elections on the 20th of November and during the city elections on the 22nd of May.

The CITRAM actively participates in the Winter Feasibility Plan by monitoring weather warnings.

With regards to the Modernisation Plan of the suburban services, following the integration into the CITRAM of all the Operational Help Systems (OHS) of all the bus concessionaires, various OHS were established and they are being integrated into the applications managed by the Centre.

Smart Travel Card Development And Validation Centre (CDC)

Created in 2006, the CDC is a benchmark technology centre for guaranteeing the compatibility of all hardware and software elements, equipment and systems that form part of, or will form part of, Madrid's Smart Travel Card System (BIT project).

In line with the relevant ISO standards, the CDC has all the necessary equipment for conducting rigorous technical tests of everything that is connected in any way to the BIT project.

In 2011 software tools were developed for the analysis of the new requirements of the contact-less Smart Travel Card System. Similarly, they have incorporated, in accordance with the Suburban Transport Modernisation Plan, the models of every piece of hardware and software application provided to the suburban transport companies with regards to the contact-less ticketing systems, as required in the BIT project. Lastly, it is worth mentioning that all the tests which guarantee compatibility between the new equipment for suburban transport and the rest of the modes of transport have been carried out.



2.5. User information

In accordance with one of its most important stated purposes, "to provide user information" (art. 2.2.j of the law under which the consortium was created), the CRTM has implemented the Informative Transport Publications Programme (ITPP).

The Transport Map Collection

- Series 1: Various pocket maps for the main railway networks in the region: Metro, Light Rail and Renfe-Cercanías Suburban Rail.
- Series 2: Publications for visitors to Madrid, such as tourists and students. There are two titles in the series: Map 2a, *Sightseeing in Central Madrid using Public Transport* and Map 2b, *Sightseeing in the Madrid Region using Public Transport*.
- Series 3: Transport map for the City of Madrid.
- Series 4: Transport map for the Region of Madrid.
- Series 5: Transport map for the various districts of Madrid.
- Series 6: Transport map for the municipalities in the Region of Madrid.
- Series 7: Maps of the night bus networks for the City and Region of Madrid.
- Series 8: Madrid transport guide.
- Series 9: Transport guide to the radial corridors in the Region of Madrid.
- Series 10: Local area transport guides and/or maps of urban routes in the different municipalities.
- Series 11: Guides to university transport facilities and services.
- Series 12: Transport interchange guides.
- Series 13: Hiking and excursion maps from metro and RENFE suburban rail stations.
- Series 14: Public transport to industrial estates, recreational areas and commercial areas.
- Series 15: Maps of routes by operator/area.
- Series i: Information leaflets.

The following information publications were produced in 2011:

- **Series 1a: Metro network**
 - Series 1a: The metro network of the Region of Madrid, published in June 2011 and a special edition in Spanish and English for World Youth Day (WYD) published in August 2011
- **Series 2a: Sightseeing in the Central Madrid using Public Transport**
 - Spanish and English editions published in March 2011
- **Series 3: Madrid Transport Guide**



- Published in March 2011

- **Series 4: Transport Guide for the Region of Madrid**
 - Published in March 2011
- **Series 6: Municipality transport guides**
 - Leganés, January 2011
 - Pozuelo de Alarcón, May 2011
 - Torres de la Alameda, update for the CRTM website June 2011
 - Majadahonda, November 2011
 - Velilla de San Antonio, update for the CRTM website December 2011
- **Series i: Information leaflets**
 - *Follow the Madrid Marathon on Public Transport*, April 2011
 - Map of the Móstoles urban lines (Lines 3 and 4), April 2011
 - Using Public transport to get to the Caja Mágica Tennis Masters, May 2011
 - La Rambla-Hospital del Henares special bus service, June 2011
 - Colonia Jardín-Ventorro del Cano special bus service, August 2011

Information Technology

At the beginning of 2011, the CRTM website address changed from www.ctm-madrid.com to www.crtm.es.

With regards to the improvement of the user information systems, 2011 saw the continued development of the new website and the integration into the Google database of information concerning the services of the public transport system in the Region of Madrid.

Regarding the former, works have continued to migrate the current CRTM website, www.crtm.es, to new a platform based on web services. This will enable most of the contents on this new site to be re-used on different devices and consulted via different applications.

Regarding the latter, the CRTM has continued to work with Google to keep all the information concerning the services of the public transport system in the Region of Madrid up-to-date in Google tools. These tools include Google Transit, which shows users the journey between two locations. The user only needs to enter his/her origin and destination in Google Maps and the tool calculates the possible routes and the duration of the journey on public transport.









The route calculation algorithm includes the Metro, Madrid urban bus (EMT) routes and the Light Rail and in 2012, the Renfe-Cercanías suburban rail network was added as well.



2.6. Accessibility

Universal accessibility covers a wide range of detailed aspects, elements and facets. As a whole, it aims to make transport services usable by everyone, with no distinctions based on physical, mental or sensory disabilities. Therefore, its actions are not strictly limited to those which only operate on the infrastructures and vehicles but they extend to multiple urban elements of cities.

In 2011, there was continued promotion of the idea of universal accessibility and the removal all types of barriers to create better mobility for all citizens of the Region of Madrid. This was done while involving the people and avoiding discrimination and the risk of social exclusion.

SYNTHESISED GLOBAL FIGURES FOR UNIVERSAL ACCESSIBILITY IN PUBLIC TRANSPORT IN THE REGION OF MADRID.			
		METRO (*) Total number of stations/network: Stations with lifts or ramps:	238 64%
		LIGHT RAIL AND TRAMWAY Total number of stations/network: Accessible stations:	56 100%
		EMT BUSES OF MADRID Total fleet: Accessible fleet:	2,095 buses 100%
		SUBURBAN AND URBAN BUSES IN OTHER MUNICIPALITIES Total fleet: Accessible fleet:	2,087 buses 100%

(*) Sol station has no accessibility features for Line 1 in the direction of Pinar de Chamartín.



It is worthy of note that the goal of having an entire fleet of accessible suburban buses (and urban buses in municipalities outside the capital) has been reached and also that benefits have been obtained from the promotion of the Modernisation Plan and the Quality Plan put in place by the CRTM. This has stimulated renovation speed and the service conditions are increasing substantially, especially with regards to the installation and sign-posting of all types of accessibility features.

These actions have been complemented by a parallel plan to modernise and improve stations/stops by gradually providing them with accessibility features, both in the passenger waiting areas and in terms of the entry and exit conditions on the pavements on which they are located.

On the regular routes of the suburban road transport system, the first installations of "variable information displays" have taken place. These panels are designed to provide information about the next bus arrivals and even about other nearby modes of transport, in the case of the displays installed near the Majadahonda Renfe-Cercanías station. The



devices have LED displays, which have high luminance LEDs to improve the information visibility, and a button which, when pressed, will provide audible information.

The EMT urban bus network has also been improving its services in various aspects. Worthy of note is the progressive improvement of the accessibility conditions of their vehicles, the installation of accessibility infrastructure at bus stops and works to improve the boarding and alighting conditions of the pavements and stopping platforms. This has been done to continue adapting to the strict conditions of current accessibility laws. In 2011 a total of 352 variable message displays (similar in design to the variable message displays of the suburban bus routes) were installed.

With regards to the metro, the new stations on Line 2 and Line 9 have lifts in addition to the other accessibility features. Said features have also continued to be installed in various stations of the old network.

The installation of high-contrast (yellow) textured slabs with a luminous strip to indicate the edges of the platforms has also continued. These elements are wide-spread throughout the network and they are especially important for persons with visual or mental disabilities. In 2011 they were installed in the Sierra de Guadalupe, Empalme, Príncipe de Vergara (Lines 2 and 9), Opañel, Lago and Batán stations.

Another note-worthy action is the extensive remodelling carried out in the Ópera station: three lifts have been installed along with other accessibility features that comply with the conditions of the current laws and with the good practice established by the Technical Commissions for Accessibility of the Council for the Promotion of Accessibility and the Removal of Barriers in the Region of Madrid.

Also relevant is the start of works for the updating of all the Metro signage, in which all the new requirements regarding accessibility are of great importance. In addition to having a specific study on signage in metro stations with lifts, which was carried out by the CRTM, there has been help from disability interest groups via the Technical Commissions for Accessibility of the Council for the Promotion of Accessibility and the Removal of Barriers in the Region of Madrid.

Elsewhere, the facilities of the four major metropolitan transport interchange stations, Moncloa, Plaza de Castilla, Príncipe Pío and Plaza Elíptica, are fully accessible (the Avenida de América interchange is being remodelled and will be configured to the same specifications as the others).

In addition to that described above, the actions and works to get closer to achieving the objectives set in the 'designs for all', 'universal accessi-



bility' and 'independent lifestyle' criteria have been continuous. The most relevant and representative of these are listed below:

- Participation of the CRTM as a Member of the Council for the Promotion of Accessibility and the Removal of Barriers in the Region of Madrid.
- Participation in the Accessibility Meetings of the Council for the Promotion of Accessibility and the Removal of Barriers: Rail-based modes of transport, road-based modes of transport, transport interchanges, town planning and buildings.
- Participation in the 3rd Action Plan for Disabled People in the Region of Madrid. Coordination of the Council of Transport and Infrastructures Group which is composed of the Metro de Madrid, MINTRA, the General Directorate of Transport, the General Directorate of Roads and the CRTM.
- Participation as a Member of the Consultative Committee of the Observatory for Innovation in Universal Design of the La Salle Innovation Park of Madrid.
- A Sign Language Interpretation On-line Video Service (the SOL Project) on public information desks of the CRTM.



3

THE PASSENGERS

- 3.1 Transport demand
- 3.2 Ticket sales
- 3.3 Quality Management



3 THE PASSENGERS

3.1 Transport Demand

The total number of journeys made in the public transport system of the Region of Madrid in 2011 rose to 1,495.7 million, which represents a 0.87% increase in relation to the previous year, or 12.8 million more journeys in absolute terms.

This figure represents an average of 230.5 journeys per inhabitant per year, making the Region of Madrid a national benchmark in terms of public transport use.

It is important to note in this respect that the figures presented as journeys refer to the commercial stages undertaken by passengers. In other words, the individual use of each mode regardless of whether it represents the whole journey or part of a journey between an origin and a destination. In the metro and suburban rail modes, changes between different lines are not counted as journeys, but they are for the bus and light rail modes. An exception are the connections between light rail Line ML1, operated by Madrid Light Rail, and the Metro network. They are not penalised from the fare point of view, although they are counted as different modes and therefore affect the calculation of the total journeys.

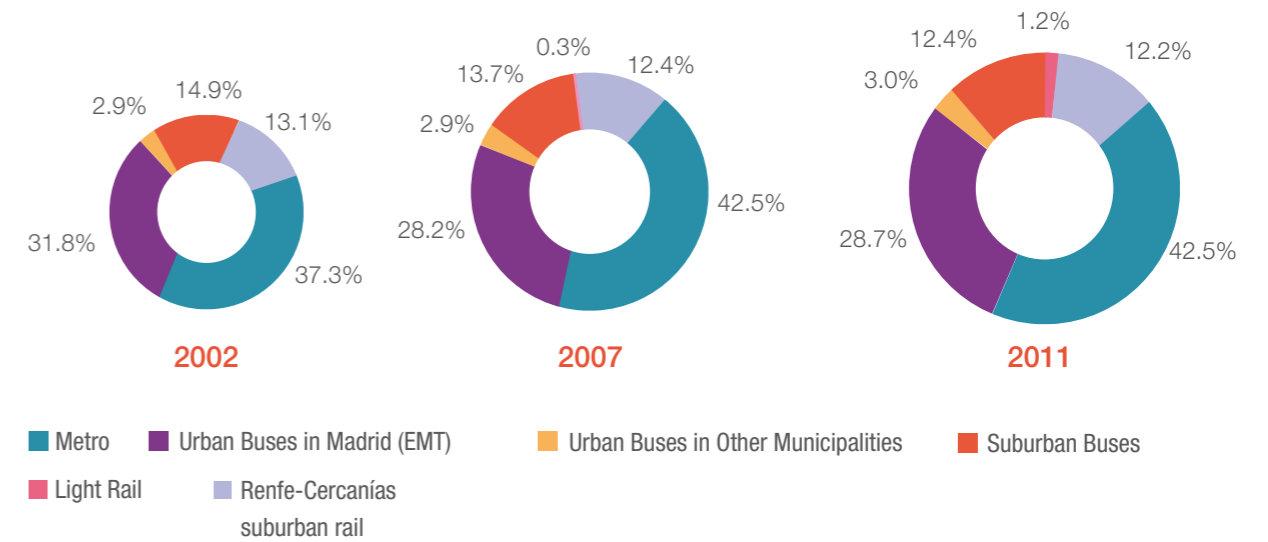
All modes have shown the general trend of an annual increase, with the greatest relative result being for urban buses of other municipalities (1.63%) and the lowest result being for Renfe-Cercanías (0.25%).

In any case, these results must take into account any events which may distort the comparison to the previous year. Such events included the 2010 Madrid Metro employee strikes on the 28th, 29th and 30th of June and on the 1st, 2nd, 14th and 16th of July and the celebration of World

Youth Day in August 2011. These events have made the results more favourable and reduced the homogeneity of the comparison.

The composition of the demand remains very stable in terms of the modes of transport: rail-based modes (metro, light rail and railway) account for 56% of the journeys and the three elements of the bus services make up the remaining 44%.

EVOLUTION OF THE COMPOSITION OF ANNUAL DEMAND BY MODE



EVOLUTION OF THE ANNUAL DEMAND BY MODE OF TRANSPORT (MILLIONS). 2002-2011

YEAR	Metro	Urban Buses in Madrid (EMT)	Urban Buses in Other Municipalities	Suburban Buses	Light Rail	Renfe Cercanías	TOTAL
2002	565.6	481.4	43.4	226.3		198.6	1,515.2
% VAR 02/01	4.2%	-3.6%	-1.3%	-4.9%		12.5%	1.0%
2003	604.0	473.8	43.8	229.9		192.4	1,544.0
% VAR 03/02	6.8%	-1.6%	1.0%	1.6%		-3.1%	1.9%
2004	618.4	476.9	42.7	230.4		195.3	1,563.6
% VAR 04/03	2.4%	0.7%	-2.6%	0.2%		1.5%	1.3%
2005	647.0	473.5	43.4	228.9		199.0	1,591.8
% VAR 05/04	4.6%	-0.7%	1.8%	-0.6%		1.9%	1.8%
2006	660.3	485.8	45.8	226.8		204.3	1,623.0
% VAR 06/05	2.1%	2.6%	5.5%	-0.9%		2.6%	2.0%
2007	690.9	458.8	47.0	223.2	5.5	201.2	1,626.6
% VAR 07/06	4.6%	-5.6%	2.6%	-1.6%		-1.5%	0.2%
2008	688.5	429.1	46.8	217.8	14.8	197.4	1,594.4
% VAR 08/07	-0.3%	-6.5%	-0.4%	-2.4%	170.4%	-1.9%	-2.0%
2009	652.9	429.7	44.0	197.9	16.5	184.0	1,525.1
% VAR 09/08	-5.2%	0.2%	-5.9%	-9.2%	11.4%	-6.8%	-4.4%
2010	630.0	426.1	43.6	184.3	17.3	181.6	1,482.9
% VAR 10/09	-3.5%	-0.8%	-0.9%	-6.9%	4.4%	-1.3%	-2.8%
2011	637.6	429.3	44.3	185.1	17.4	182.0	1,495.7
% VAR 11/10	1.21%	0.75%	1.63%	0.41%	0.86%	0.25%	0.87%

In terms of the distribution of demand per ticket type, 2011 saw an unequal balance between the two halves of the year. This was a consequence of decisions made in terms of fares: the price modifications of the 1st of January and the 1st of August. In the year as a whole, the journeys made with Travel Cards rose by almost two points, giving a figure of 67.2%, while single-use and 10-journey tickets decreased by one point each, giving figures of 13.3% and 18.1% respectively.

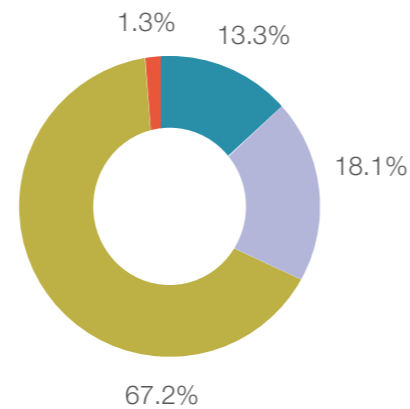
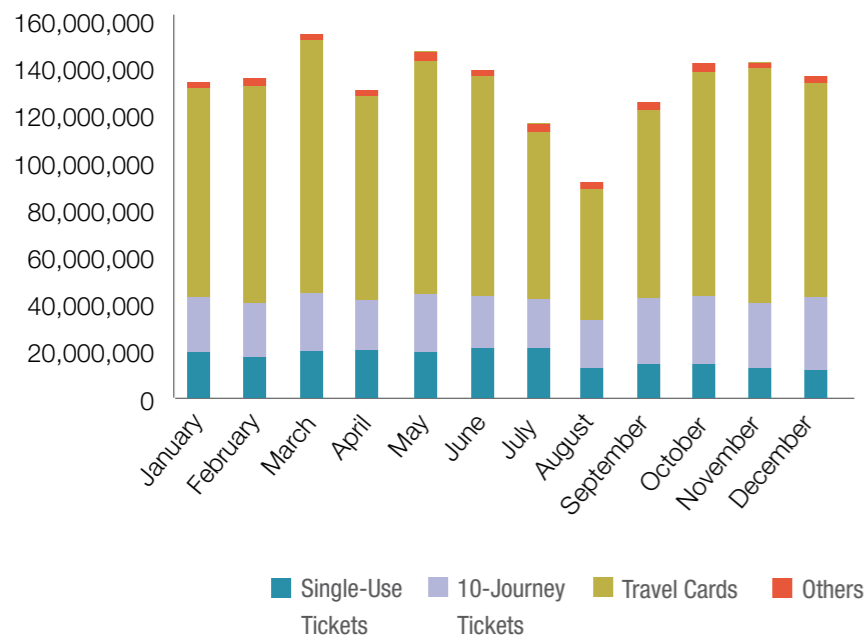


DISTRIBUTION OF THE MONTHLY DEMAND BY TICKET TYPE AND THE VARIATION COMPARED WITH THE PREVIOUS YEAR

Month	Single-use Tickets		10-Journey Tickets		2011 Travel Cards		Others (1)		Total	
	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)
January	18,655,466	17.49%	22,289,671	-20.33%	83,242,325	7.03%	1,477,944	4.13%	125,665,406	2.13%
February	17,661,078	16.85%	20,898,897	-17.07%	86,892,065	3.43%	1,613,511	1.92%	127,065,551	0.92%
March	19,220,027	15.40%	22,957,112	-9.50%	100,484,813	9.43%	1,800,133	6.85%	144,462,085	6.59%
April	18,546,030	11.06%	19,798,019	-19.31%	83,423,534	-4.35%	1,532,526	-7.18%	123,300,109	-5.23%
May	20,159,828	11.96%	21,836,375	-13.73%	94,153,016	2.06%	1,702,224	0.45%	137,851,443	0.43%
June	20,339,568	14.74%	20,867,904	-9.51%	87,023,931	4.17%	1,773,134	-2.84%	130,004,537	3.06%
July	19,967,984	9.07%	19,090,157	-12.17%	67,933,405	-3.47%	1,866,432	29.71%	108,857,978	-2.68%
August	13,154,156	-12.07%	18,302,042	11.18%	53,100,482	8.81%	1,223,555	-3.58%	85,780,235	5.26%
September	13,664,888	-25.96%	26,251,255	10.38%	77,087,349	0.96%	1,380,609	-6.41%	118,384,101	-1.40%
October	13,544,108	-27.42%	26,575,627	11.82%	92,157,006	3.48%	1,670,099	2.81%	133,946,840	0.63%
November	11,697,788	-32.86%	25,238,630	11.60%	94,404,510	4.72%	1,966,856	21.54%	133,307,784	1.14%
December	12,961,934	-32.48%	27,043,010	13.94%	85,560,991	4.07%	1,535,656	10.70%	127,101,591	0.45%
Total 2011	199,572,854		271,148,700		1,005,463,427		19,542,679		1,495,727,660	
Total 2010	207,087,774		283,553,129		973,563,425		18,670,951		1,482,875,279	
% (11/10)		-3.63%		-4.37%		3.28%		4.67%		0.87%

(1) Includes:
 Metro and Madrid Light Rail: Ticket fines.
 Urban Buses in Madrid (EMT): Family Cards and Special Services.
 Parla Tramway Tickets: Employee Passes, Disabled Passes and Senior Passes.

DISTRIBUTION OF MONTHLY DEMAND BY TICKET TYPE



Metro

A total of 637.6 million journeys were made in the metro network in 2011 and this represents an increase of 1.21 % in relation to the previous year. This comes after three years of a continuous downward trend.

It is important to note in this respect that the total journeys for the metro represents the total passenger entries recorded in the network, whatever the section. Together with the fact that combined journeys between different sections are only counted once, this therefore means that the algebraic sum of the journeys in the different sections and operators does not correspond with the total journeys figure for the metro mode or, in other words, the overall metro network.

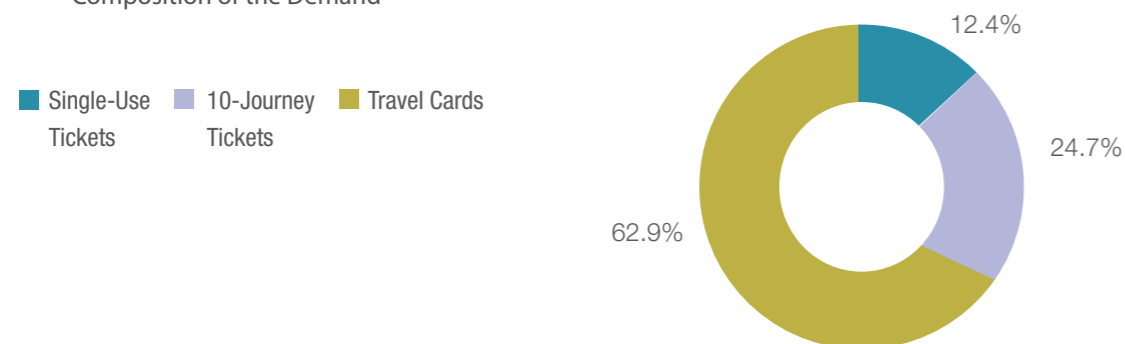
A study of the monthly variations compared with the previous year reveals, however, the importance of two specific events which significantly affected the comparisons. These events were the Madrid Metro employee strike in June 2010 and the World Youth Day in August 2011. When eliminating these effects, the results differ and the total number of journeys descends.

ANNUAL DEMAND ON THE METRO BY OPERATOR/FARE SECTION AND TICKET TYPE. 2011

	Single-use Tickets		10-Journey Tickets		Travel Cards		Others	TOTAL 2011	%11/10	
	Journeys	% s/ total	Journeys	% / total	Journeys	% / total				
Metro de Madrid	78,421,889	12.35%	157,352,823	24.79%	399,034,086	62.85%	43,095	0.01%	634,851,894	1.24%
Metro Zone A	71,118,004	11.86%	151,817,846	25.33%	376,474,377	62.81%			599,410,227	1.36%
MetroNorte	2,189,138	24.04%	1,484,562	16.30%	5,433,453	59.66%			9,107,153	4.76%
MetroEste	1,200,901	14.79%	879,246	10.83%	6,039,712	74.38%			8,119,859	-0.22%
MetroSur	9,666,655	19.41%	7,290,193	14.64%	32,848,968	65.95%			49,805,816	3.47%
TFM	1,407,011	21.18%	1,186,732	17.87%	4,047,801	60.95%			6,641,544	0.13%
Metro	78,956,115	12.38%	157,709,361	24.73%	400,887,601	62.87%	43,095	0.01%	637,596,172	1.21%

DISTRIBUTION OF ANNUAL DEMAND BY TICKET TYPE ON THE METRO

Composition of the Demand



DISTRIBUTION OF MONTHLY DEMAND BY TICKET TYPE AND VARIATION COMPARED TO 2010

Month	Single-use Tickets (1)		10-Journey Tickets (2)		2011 Travel Cards		Others (3)		Total	
	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)
January	7,716,364	25.28%	13,068,234	-22.36%	32,919,070	4.83%	4,789	12.89%	53,708,457	-1.26%
February	7,300,234	23.02%	12,136,364	-18.97%	34,312,688	1.13%	6,704	20.16%	53,755,990	-1.99%
March	8,065,663	21.53%	13,172,086	-11.24%	39,878,826	7.11%	5,791	6.12%	61,122,366	4.10%
April	7,851,570	16.98%	11,536,256	-19.33%	32,973,131	-5.56%	3,976	-14.71%	52,364,933	-6.38%
May	8,428,547	15.37%	12,600,059	-14.47%	37,020,589	-0.01%	3,793	-7.83%	58,052,988	-1.72%
June	8,339,779	27.46%	11,927,638	-4.86%	34,069,412	10.54%	3,267	-11.05%	54,340,096	8.89%
July	8,260,132	18.62%	11,071,926	-7.42%	27,237,087	1.86%	2,410	210.97%	46,571,555	1.99%
August	5,072,704	-13.41%	10,839,451	19.58%	23,790,991	28.01%	870	-65.87%	39,704,016	18.48%
September	4,742,764	-35.66%	15,091,541	12.44%	30,470,835	2.41%	3,626	35.50%	50,308,766	-0.48%
October	4,655,080	-39.47%	15,557,859	13.65%	36,324,944	4.15%	3,802	-10.56%	56,541,685	0.50%
November	4,031,825	-43.70%	14,605,093	11.80%	37,339,985	4.29%	2,855	-21.31%	55,979,758	-0.10%
December	4,491,454	-43.77%	16,102,853	14.79%	34,550,043	4.41%	1,212	-18.93%	55,145,562	0.06%
Total 2011	78,956,115		157,709,361		400,887,601		43,095		637,596,172	
Total 2010	82,322,482		163,443,060		384,179,584		43,102		629,988,228	
% (11/10)		-4.09%		-3.51%		4.35%		-0.02%		1.21%

(1) Includes Single-use Tickets of various sections and Combined Single-use Tickets
 (2) Includes Metrobús Tickets, 10-Journey Tickets of various sections and Combined 10-Journey Tickets.
 (3) Ticket Fines



The distribution per ticket type shows a change which is similar to that detailed in the previous section: there is an increase in the use of Travel Cards (62.9%) at the expense of single-use tickets (12.4%) and 10-journey tickets (24.7%). This is a consequence of the measures taken in fares throughout the year.

As shown in the table, which indicates the composition by ticket type for the two metro operators (Metro de Madrid and TFM), as well as for the five fare sections across the network, the metro sub-group which operates in Zone A has a very different composition compared to the other four sections outside of said zone. In these exterior sections the single-use ticket has a much larger share than the 10-journey ticket.

The table also reveals a lack of uniformity in the evolution of demand in the different sections. MetroNorte and MetroSur have grown far more than the average, and MetroEste, affected by a partial closure between June and September, has decreased slightly, while TFM remained virtually stable, with an increase of 0.13%. The evolution in Metro Zone A is similar to the average, as is logical when looking at the results of the total demand of the mode.

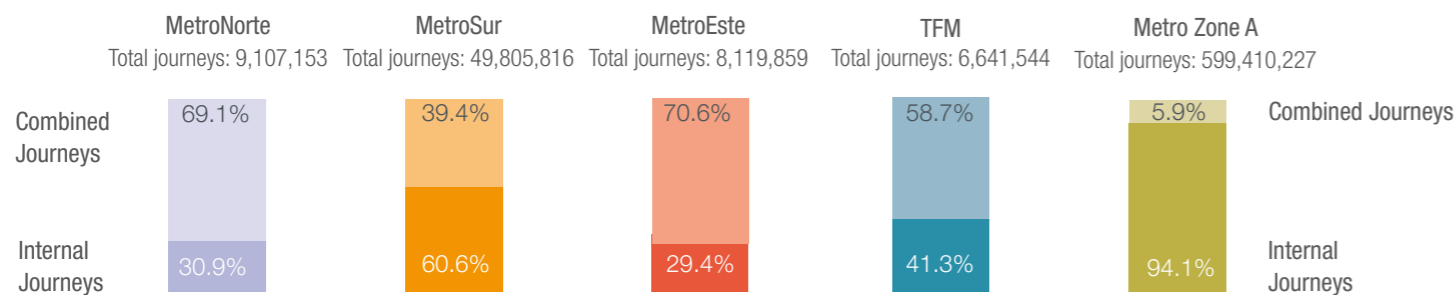
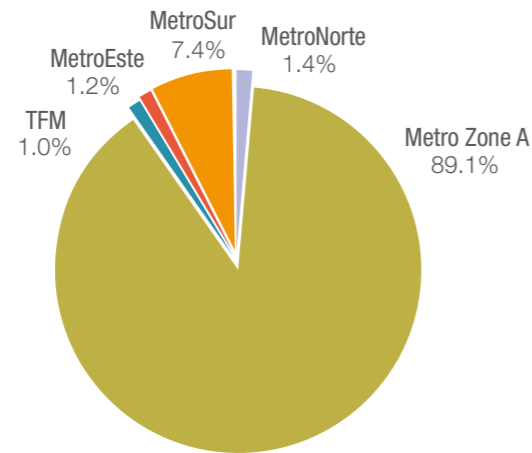
With regards to the spatial configuration of the journeys made across the network as a whole and in each of the fare sections, the table and graph below clearly illustrate the proportion of combined and internal journeys for each section.

DEMAND ON THE METRO BY FARE SECTION. INTERNAL AND COMBINED JOURNEYS

	Internal Journeys			Combined Journeys			Total Journeys	
	Journeys	%/ section total	% (11/10)	Journeys	%/ section total	% (11/10)	Journeys	% (11/10)
Metro Zone A	563,921,800	94.08%	0.95%	35,488,427	5.92%	8.45%	599,410,227	1.36%
MetroNorte	2,816,794	30.93%	1.65%	6,290,359	69.07%	6.21%	9,107,153	4.76%
MetroEste	2,389,436	29.43%	8.11%	5,730,423	70.57%	-3.33%	8,119,859	-0.22%
MetroSur	30,192,342	60.62%	-1.74%	19,613,474	39.38%	12.68%	49,805,816	3.47%
TFM	2,744,278	41.32%	-4.99%	3,897,266	58.68%	4.07%	6,641,544	0.13%

The number of Metro journeys is calculated by adding the number of journeys in Metro Zone A (internal and combined) to the internal journeys in the other sections (MetroNorte, MetroEste, MetroSur y TFM).

DEMAND ON THE METRO BY FARE SECTION. INTERNAL AND COMBINED JOURNEYS



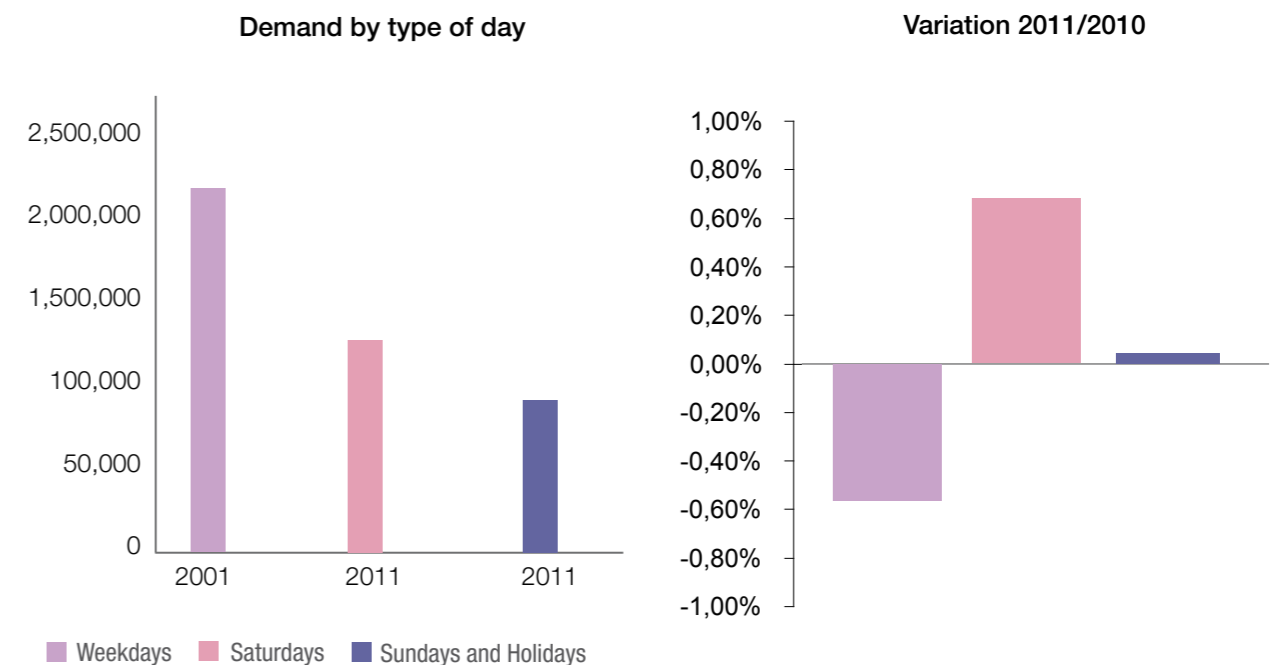
A total of 35.5 million combined journeys were made between the different sections of the metro network, representing 5.6% of the total demand. The remaining journeys were made within each of the five sections, with Zone A logically accounting for the highest proportion (94.1 %) of all internal journeys made.

Of the four exterior sections, MetroEste appears to have the easiest connections with Zone A, as is shown by the fact that this section has the lowest share of internal journeys (29%). It is closely followed by MetroNorte where 31% of the journeys are made within Zone B1. At the other end of the spectrum, 61% of the journeys operated by MetroSur are made within that section, which confirms its evident function as a sub-system for inter-connecting the large municipalities in the south of the region. Finally, the section of Line 9 which is operated by TFM and crosses the three zones, fulfils an intermediate function between the two previous groups with a 41% share of internal journeys, a large proportion of which are stages connected with the Cercanías suburban rail network. In any case, the final balance compared to the previous year indicates that the number of internal journeys has decreased in all sections of the metro.

Analysing demand by type of day offers a complementary picture of passenger behaviour.

On an average weekday, Metro de Madrid carried 2,083,862 passengers, down by 0.6% on the figure for the previous year. The Saturday figure, which is about 60% of the weekday figure, rose by 0.7%, while the holiday figure showed virtually no variation compared to the previous year, representing 42% of the weekday figure. The maximum daily average was obtained on weekdays in March, like the previous year.

EVOLUTION OF THE DEMAND BY TYPE OF DAY ON THE MADRID METRO NETWORK





Urban Buses in Madrid (EMT)

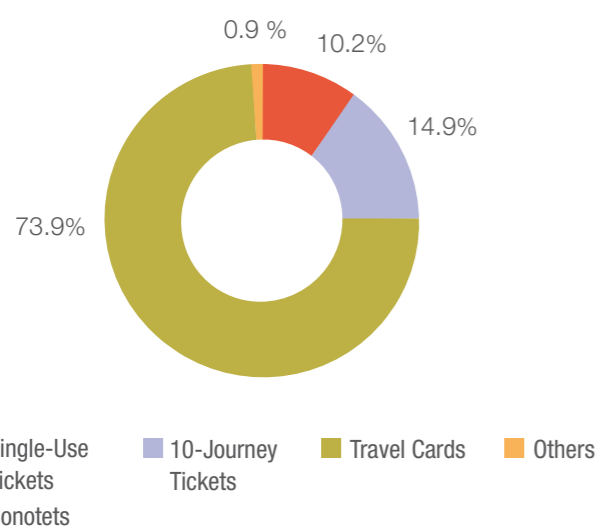
Within the capital, which is essentially where the EMT operates, a total of 429.3 million journeys were made in 2011, representing 65.1% of all bus journeys.

ANNUAL DEMAND BY OPERATOR AND TYPE OF TICKET. URBAN BUSES IN MADRID 2011					
	Single-use Tickets	10-Journey Tickets	Travel Cards	TOTAL 2011	%11/10
Autobuses Urbanos Madrid (EMT)	43,909,344	64,131,657	317,415,461	429,285,972	0.75%
EMT	43,668,006	63,863,792	315,225,593	426,586,901	0.75%
Prisei	241,338	267,865	2,189,868	2,699,071	0.56%

As shown in the table above, the performance of the mode depends on the municipal operator and there was a 0.75% increase over the previous year.

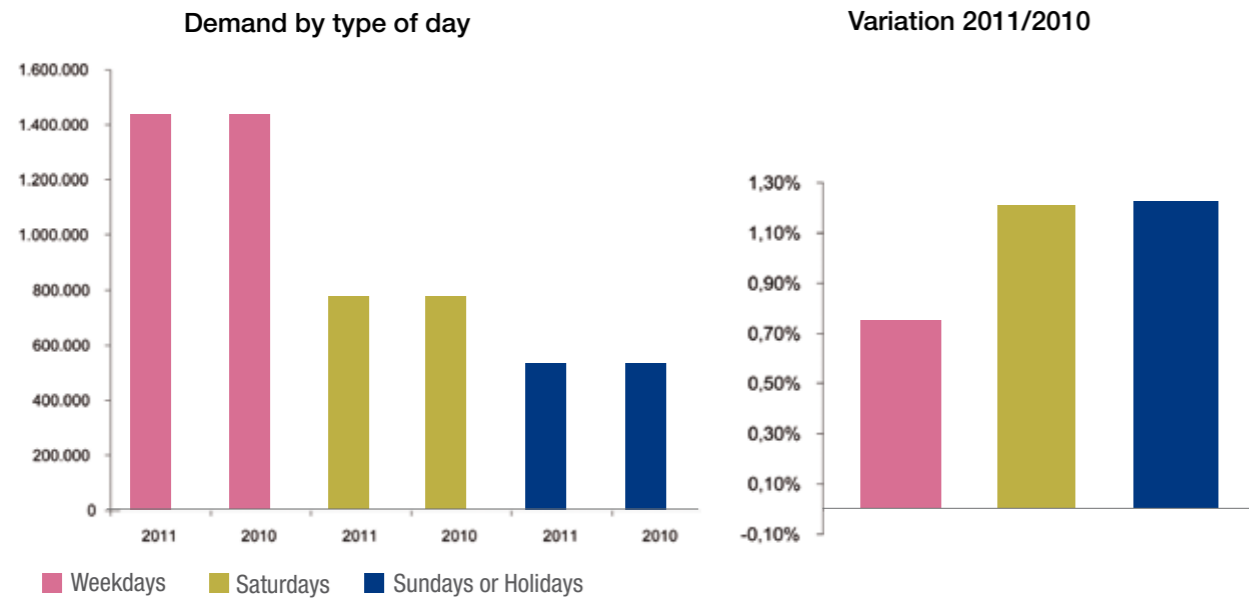
With regards to distribution by ticket type, which is practically the same for both operators, the Travel Card has a particularly high share at 74%, while the 10-journey ticket (Metrobus) represents 15% and the single-use ticket 10%. The changes compared to 2010 have arisen as a result of the fare structure and the relative prices of the different tickets. Similarly to

DISTRIBUTION OF ANNUAL DEMAND ON THE EMT BY TICKET TYPE 2011												
Month	Single-use Tickets (1)		10-Journey Tickets		Bonotets		Travel Cards		Others (2)		Total	
	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)
January	4,486,443	39.33%	5,142,717	-23.44%	20,142	-67.71%	26,458,696	13.79%	248,781	11.62%	36,356,779	8.61%
February	4,221,548	33.64%	4,758,851	-20.09%	19,271	-61.35%	27,633,418	8.21%	253,725	9.69%	36,886,813	5.59%
March	4,675,261	31.71%	5,213,653	-14.86%	20,912	-59.38%	32,152,984	11.88%	318,570	17.79%	42,381,380	9.41%
April	4,459,544	21.48%	4,477,414	-24.92%	19,546	-55.47%	26,851,288	-2.48%	234,997	-22.25%	36,042,789	-3.93%
May	4,968,559	24.62%	5,010,025	-18.52%	22,032	-48.08%	30,659,322	3.87%	262,859	-4.07%	40,922,797	2.39%
June	5,018,290	17.65%	4,845,084	-22.05%	19,082	-45.80%	28,111,657	-0.93%	516,075	3.72%	38,510,188	-2.24%
July	4,763,415	12.48%	4,231,831	-23.51%	17,413	-35.83%	21,159,888	-4.99%	755,813	76.40%	30,928,360	-4.82%
August	2,520,818	-24.82%	4,064,445	3.69%	12,862	-37.56%	14,824,878	-1.11%	257,714	-22.06%	21,680,717	-4.13%
September	2,347,282	-43.91%	6,615,470	12.92%	19,042	-23.17%	24,080,529	1.57%	217,419	-3.81%	33,279,742	-2.13%
October	2,260,188	-46.54%	6,637,856	16.31%	21,945	-19.76%	29,065,351	2.51%	254,038	3.80%	38,239,378	-0.83%
November	2,002,644	-49.77%	6,297,003	17.38%	22,032	-11.16%	29,584,260	3.67%	254,245	0.79%	38,160,184	-0.01%
December	2,185,352	-50.54%	6,606,092	20.31%	16,937	-21.81%	26,833,190	2.97%	255,274	3.12%	35,896,845	-0.94%
Total 2011	43,909,344		63,900,441		231,216		317,415,461		3,829,510		429,285,972	
Total 2010	46,257,879		68,998,677		431,587		306,877,536		3,528,123		426,093,802	
% (11/10)		-5.08%		-7.39%		-46.43%		3.43%		8.54%		0.75%



(1) Includes Airport Tickets
 (2) Includes: Family Discount Tickets, Special Services

EVOLUTION OF THE DEMAND BY TYPE OF DAY ON THE EMT NETWORK



what occurred in the metro, there was a clear reversal in the evolution of single-use and metrobus tickets between the first and second half of the year, due to the increase in the price of single-use tickets in August. There was a clear move towards Travel Cards, which saw a growth of 3.4%.

The distribution of the demand by type of day for EMT Madrid is clearly representative of the total - it shows the similarity of the evolution of the average weekday compared to the annual average, showing an increase of 0.7%. Saturdays and Sundays both had an increase of 1.2%.

Elsewhere, in the case of EMT demand, there are marked differences between weekdays and all other days, with Saturdays and holidays representing 53% and 37%, respectively, of the passengers carried on weekdays.

The distribution of EMT passengers according to the indicated types of sub-networks is shown in the following table:

EMT DEMAND BY GROUPS OF ROUTES		
Group of routes	Total	% /total
Daytime Network	413,524,150	96.94%
CONVENTIONAL ROUTES	409,694,114	96.04%
WORK CENTRE ROUTES	2,242,138	0.53%
MINIBUS ROUTES	510,601	0.12%
SPECIAL ROUTES	10,207	0.00%
SPECIAL SERVICES	1,067,090	0.25%
University Network	5,408,041	1.27%
CONVENTIONAL UNIVERSITY ROUTES	5,408,041	1.27%
Night-time Network	6,371,843	1.49%
CONVENTIONAL NIGHT-TIME SERVICE ROUTES	5,422,964	1.27%
METRO NIGHT-TIME SERVICE ROUTES (Metrobúho)	948,879	0.22%
Airport Routes	1,282,867	0.30%
AIRPORT ROUTES	1,121,249	0.26%
NIGHT-TIME AIRPORT ROUTE	161,618	0.04%
TOTAL EMT	426,586,901	100.00%

The daytime network accounts for 96.9% of the demand. Interesting to note in this respect is the demand for university services is double the demand for workplace services. Meanwhile, the more than 6 million passengers who use the night-time network are distributed between the conventional services (5.4 million) and nearly 1 million who use the late-night metro services.



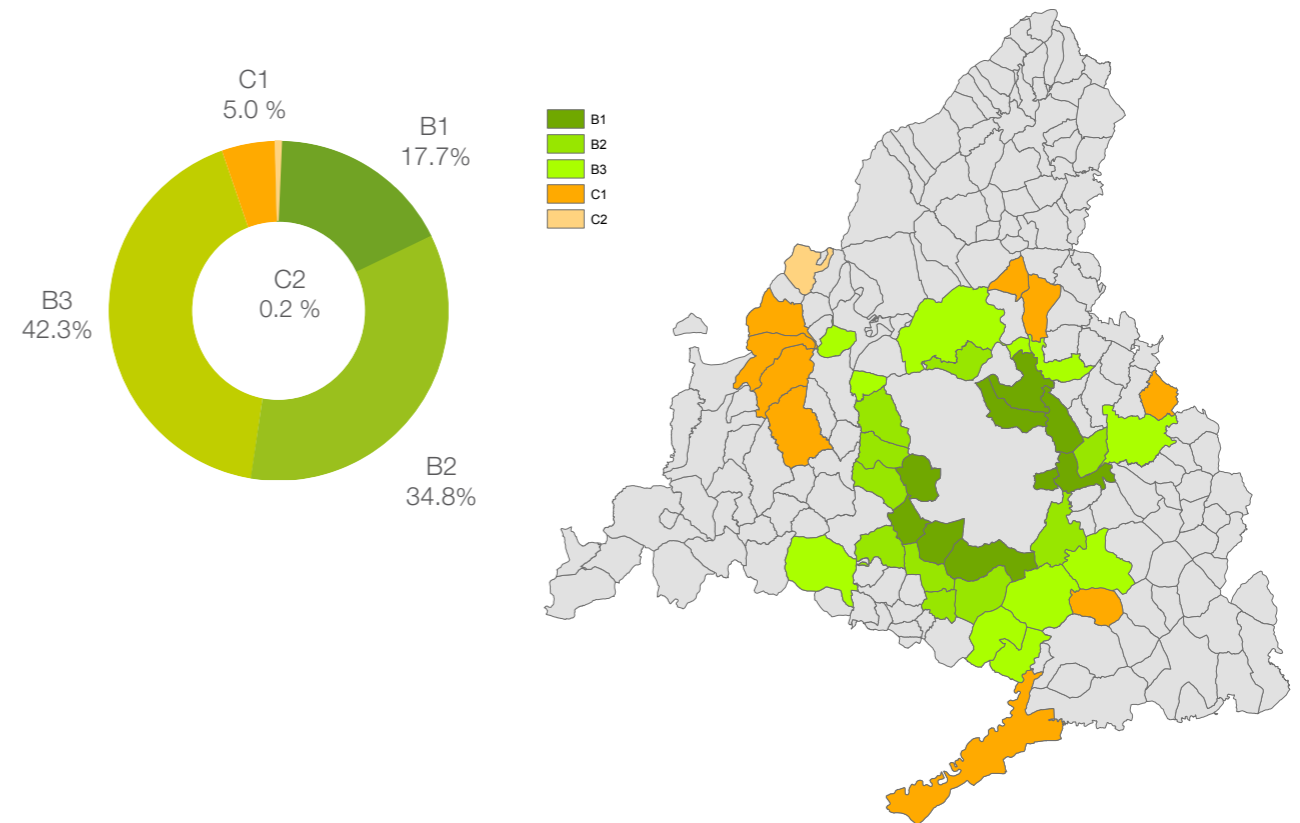


Urban Buses in Other Municipalities

In 2011, a total of 44.3 million journeys were made on urban bus services operated in the other municipalities of the Region of Madrid, an increase of 1.63% in relation to the previous year. These journeys represent 6.7% of the combined figure for all bus modes.

The marked differences between the figures can be explained by a number of factors, but the size of a municipality's population is not the most important. Of the total urban journeys, 95% are made within the metropolitan belt (the B zones), with Zone B3 contributing the greatest number of passengers (18.7 million). The urban service operated in Alcala de Henares accounts for nearly a quarter of the journeys made in this zone. Zone B2 contributes the second-largest number of passengers (15.4 million), followed by Zone B1 with about half that number (7.8 million). We can therefore draw the conclusion that in the zone closest to the municipality of Madrid, the internal mobility needs of the different municipalities are mainly met by suburban services.

ANNUAL DEMAND OF URBAN BUSES IN OTHER MUNICIPALITIES BY FARE ZONE



DISTRIBUTION OF THE DEMAND FOR URBAN BUSES IN OTHER MUNICIPALITIES BY MUNICIPALITY AND FARE ZONE

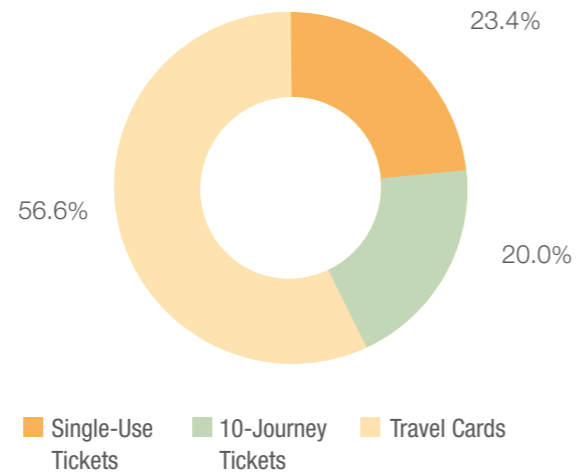
Municipality	Operator	Ticket type			Total Journeys 2011	Total Journeys 2010	%11/10	
		Single- Use	10-Journey	Travel Cards				
Alcobendas	Interbús, S. L.	Doroteo Casado Montes	393,774	312,503	1,199,681	1,905,958	1,899,119	0.36%
Alcorcón		Arriva De Blas, S.L.	339,174	259,050	1,280,385	1,878,609	1,855,772	1.23%
Coslada		Empresa Turística de Autobuses, S.A.	20,381	22,066	124,143	166,590	171,971	-3.13%
Getafe		Avanza Interurbanos, S.L.	269,429	237,469	870,402	1,377,300	1,386,170	-0.64%
B1 Leganés		Empresa Martín, S.A.	103,288	78,255	290,589	472,132		
Pozuelo de Alarcón		Llorente Bus,S.L.	191,043	153,849	899,311	1,244,203	1,188,823	4.66%
San Fernando de Henares		Empresa Turística de Autobuses, S.A.	14,820	14,989	50,835	80,644	83,981	-3.97%
San Sebastián de los Reyes	Interbús, S. L.	Transportes Santo Domingo, S.L.	172,949	112,713	414,794	700,456	693,967	0.94%
Boadilla del Monte		Sanjuan Abad, S.L.	116,076	42,179	348,373	506,628	493,737	2.61%
Fuenlabrada		Empresa Municipal de Fuenlabrada	785,215	628,251	2,589,368	4,002,834	3,980,139	0.57%
Las Rozas		Autoperiferia, S.A.	17,288	15,020	74,543	106,851	107,418	-0.53%
Majadahonda		Llorente Bus,S.L.	69,046	47,431	217,871	334,348	465,349	-28.15%
B2 Móstoles		Arriva De Blas, S.L.	253,378	159,970	799,078	1,212,426	1,053,934	15.04%
Parla		Avanza Interurbanos del Sur, S.L.	624,062	99,068	603,495	1,326,625	1,130,135	17.39%
Pinto		Autómnibus Interurbanos, S.A.	75,235	115,481	141,565	332,281	319,854	3.89%
Rivas-Vaciamadrid		La Veloz, S.A.	310,835	128,538	825,361	1,264,734	1,359,324	-6.96%
Torrejón de Ardoz		Nex Continental Holdings, S.L.U.	1,457,706	1,012,282	3,342,339	5,812,327	6,082,774	-4.45%
Tres Cantos		Alsa Metropolitana, S.A.U.	69,329	46,145	432,137	547,611	576,956	-5.09%
Alcalá de Henares		Alcalá Bus, S.L.	2,585,512	3,437,334	4,809,828	10,832,674	10,672,720	1.50%
Algete		Maitours, S.L.	357	673	278	1,308	17,529	-92.54%
Arganda del Rey		Urbanos de Arganda, S.A.	357,834	467,657	584,760	1,410,251	1,421,850	-0.82%
Ciempozuelos		Autómnibus Interurbanos, S.A.	65,495	27,004	248,964	341,463	341,079	0.11%
B3 Collado Villalba		Francisco Larrea, S.A.	227,234	140,890	921,361	1,289,485	1,263,768	2.03%
Colmenar Viejo	EMDO, S.A.	Herederos de J. Colmenarejo, S.A.	145,443	68,092	435,393	648,928	552,032	17.55%
Navalcalnero		Arriva De Blas, S.L.	55,443	18,459	152,143	226,045	179,434	25.98%
San Martín de la Vega		La Veloz, S.A.	114,191	6,971	41,867	163,029	228,464	-28.64%
Torrelodones		Autocares Julián de Castro, S.A.	107,741	57,815	336,224	501,780	541,155	-7.28%
Valdemoro		Autómnibus Interurbanos, S.A.	680,764	867,337	1,779,434	3,327,535	3,254,540	2.24%
Aranjuez		Autocares Mosamo, S.L.	547,190	183,211	939,961	1,670,362	1,638,381	1.95%
El Escorial		Autocares Herranz, S.L.	3,100	2,398	3,313	8811	5,047	74.6%
El Molar		Ayuntamiento de El Molar	1,328		2,942	4,270	4,270	0.00%
Guadarrama		Larrea, S.A.	8,832	5,143	26,077	40,052	39,669	0.97%
C1 Meco		Nex Continental Holdings, S.L.U.	745	566	1,834	3,145		
Morata de Tajuña		La Veloz, S.A.	559	169	1,915	2,643	4,361	-39.39%
Pedrezuela		Servicio Municipal de Pedrezuela	5,929		4,460	10,389	10,142	2.44%
San Lorenzo del Escorial		Autocares Herranz, S.L.	157,086	80,061	217,766	454,913	473,284	-3.88%
Valdemorillo		Transportes Urbanos del Noroeste S. L.	10,821	1,350	24,872	37,043	35,965	3.00%
Villalbilla		Trap, S.A.	1,525	923	463	2,911	5,176	-43.76%
C2 Cercedilla		Larrea, S.A.	21,370	9,576	53,787	84,733	86,271	-1.78%
TOTAL 2011			10,381,527	8,860,888	25,091,912	44,334,327	43,624,560	1.63%



DISTRIBUTION OF MONTHLY DEMAND OF URBAN BUSES IN OTHER MUNICIPALITIES BY TICKET TYPE

Month	Single-use tickets		10-Journey Tickets		Travel Cards		Total Journeys	
	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)
January	874,463	3.36%	717,423	-5.42%	2,078,077	10.84%	3,669,963	5.48%
February	852,790	7.61%	789,019	-3.18%	2,223,004	4.83%	3,864,813	3.67%
March	904,373	5.43%	860,306	1.19%	2,596,861	12.57%	4,361,540	8.64%
April	837,166	0.98%	668,352	-15.75%	2,108,045	-1.84%	3,613,563	-4.15%
May	922,810	5.29%	736,170	-11.35%	2,394,857	4.52%	4,053,837	1.39%
June	965,848	5.70%	730,558	-5.28%	2,192,727	3.64%	3,889,133	2.33%
July	915,040	-1.53%	687,499	1.53%	1,686,315	-5.98%	3,288,854	-3.27%
August	754,677	2.14%	537,893	11.47%	1,281,922	1.95%	2,574,492	3.86%
September	911,786	0.43%	795,326	6.22%	1,885,337	-0.38%	3,592,449	1.22%
October	854,775	-3.81%	810,217	0.39%	2,216,694	-2.23%	3,881,686	-2.05%
November	801,098	-1.50%	810,303	3.33%	2,370,670	1.97%	3,982,071	1.53%
December	786,701	-6.98%	717,822	7.20%	2,057,403	2.62%	3,561,926	1.19%
Total 2011	10,381,527		8,860,888		25,091,912		44,334,327	
Total 2010	10,239,145		8,987,946		24,397,469		43,624,560	
% (11/10)		1.39%		-1.41%		2.85%		1.63%

DISTRIBUTION OF MONTHLY DEMAND OF URBAN BUSES IN OTHER MUNICIPALITIES BY TICKET TYPE



The local nature of the majority of the journeys made on these services can be seen in the distribution by ticket type. The use of Travel Cards decreased to 56.6%, the use of the single-use tickets was second with 23.4% and this could indicate the occasional nature of a significant part of the demand for this mode.

Suburban Buses

In 2011 a total of 185.1 million journeys were made on suburban bus routes, an increase of 0.4% compared to the previous year. This group, which represents 28.1% of the total bus journeys made in the Madrid region, obtained the most average results of all the bus networks.



ANNUAL DEMAND FOR BUSES BY OPERATOR AND TICKET TYPE

	Single-use tickets		10-Journey Tickets		Travel Cards		Total Journeys		
	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	%s/Total	% (11/10)
Arriva De Blas, S.L.	5,275,398	2.90%	3,361,266	-9.58%	22,543,232	6.61%	31,179,896	13.43%	3.97%
Nex Continental Holdings, S.L.U.	5,554,503	-3.80%	2,817,970	1.13%	15,374,075	-3.11%	23,746,548	10.23%	-2.79%
Llorente Bus,S.L.	2,948,296	0.71%	2,037,290	-6.36%	16,657,378	0.41%	21,642,964	9.32%	-0.23%
Empresa Martín, S.A.	3,457,443	-7.86%	1,968,297	-10.22%	12,994,350	-0.24%	18,420,090	7.94%	-2.90%
Interbús, S. L.	2,685,583	-7.98%	1,977,670	0.32%	9,334,846	0.31%	13,998,099	6.03%	-1.39%
Autoperiferia, S.A.	2,208,341	10.72%	1,572,931	-4.40%	7,570,730	2.16%	11,352,002	4.89%	2.73%
Alcalá Bus, S.L.	2,585,512	7.11%	3,437,334	-0.35%	4,809,828	0.00%	10,832,674	4.67%	1.50%
Empresa Turística de Autobuses, S.A.	1,808,505	0.53%	1,557,023	-8.93%	7,069,242	1.09%	10,434,770	4.50%	-0.64%
Avanza Interurbanos, S.L.	1,457,941	-1.76%	1,021,864	-9.26%	6,484,297	2.44%	8,964,102	3.86%	0.27%
La Veloz, S.A.	1,738,607	2.08%	689,241	-21.33%	6,120,588	-4.02%	8,548,436	3.68%	-4.55%
Automnibus Interurbanos, S.A.*	1,807,133	-18.74%	1,382,306	46.45%	5,250,618	7.45%	8,440,057	3.64%	4.79%
Avanza Interurbanos del Sur, S.L.	2,501,319	13.92%	1,055,615	-2.49%	4,573,283	-3.24%	8,130,217	3.50%	1.57%
Larrea, S.A.	1,581,933	-8.92%	801,181	20.56%	5,518,730	1.62%	7,901,844	3.40%	0.89%
Herederos de J. Colmenarejo, S.A.	1,093,098	-29.02%	657,052	33.11%	3,141,783	17.26%	4,891,933	2.11%	3.80%
Autocares Julián de Castro, S.A.	784,331	-0.63%	699,624	-10.50%	3,177,449	3.48%	4,661,404	2.01%	0.43%
Empresa Municipal de Fuenlabrada	785,215	-5.40%	628,251	2.80%	2,589,368	1.99%	4,002,834	1.72%	0.57%
Alsa Metropolitana, S.A.U.	581,104	1.91%	466,046	-7.64%	2,949,176	0.87%	3,996,326	1.72%	-0.06%
Francisco Larrea, S.A.	594,478	-4.86%	355,352	-3.56%	2,953,710	8.13%	3,903,540	1.68%	4.79%
Autocares Herranz, S.L.	920,931	4.33%	310,882	4.48%	2,313,652	3.23%	3,545,465	1.53%	3.62%
Sanjuan Abad, S.L.	605,243	62.70%	182,968	4.40%	2,247,831	-0.06%	3,036,042	1.31%	8.56%
Argabús, S.A.	543,500	-3.45%	310,370	-7.31%	1,854,991	5.04%	2,708,861	1.17%	1.69%
Doroteo Casado Montes	392,875	-21.97%	205,358	0.00%	1,343,799	-3.26%	1,942,032	0.84%	2.62%
Autocares Beltrán, S.A.	308,808	-15.40%	136,906	37.86%	1,268,084	5.96%	1,713,798	0.74%	3.18%
Autocares Mosamo, S.L.	547,190	44.29%	183,211	-42.37%	939,961	-0.14%	1,670,362	0.72%	1.95%
Transportes Santo Domingo, S.L.	230,759	-10.51%	100,545	6.22%	1,122,081	-8.94%	1,453,385	0.63%	-8.29%
Urbanos de Arganda, S.A.	357,834	19.70%	467,657	-22.04%	584,760	11.80%	1,410,251	0.61%	-0.82%
C.E.V.E.S.A.	212,166	27.56%	11,033	0.00%	1,007,975	2.44%	1,231,174	0.53%	7.03%
El Gato, S.L.	427,335	3.51%	38,262	0.00%	687,099	2.19%	1,152,696	0.50%	6.22%
Transportes Alacuber, S.A.	119,679	13.82%	133,988	-20.22%	844,552	-2.24%	1,098,219	0.47%	-3.41%
Alsa Continental Auto, S.A.					1,059,469	5.32%	1,059,469	0.46%	5.32%
Autocares Samar, S.A.					841,224	7.55%	841,224	0.36%	7.55%
Empresa Ruiz, S.A.	318,871	24.22%	39,976	0.00%	479,105	5.95%	837,952	0.36%	18.21%
Sealsa, S.L.					340,000	3.32%	340,000	0.15%	3.32%
Castromil, S.A.U.	87,409	-16.80%	33,853	0.00%	81,928	-9.65%	203,190	0.09%	3.80%
Transportes Urbanos del Noroeste, S.L.	10,821	-28.09%	1,350	0.00%	24,872	18.91%	37,043	0.02%	3.00%
EMDO,S.A.	4,439	-10.16%			16,049	-7.17%	20,488	0.01%	-8.15%
Ayuntamiento de El Atazar	10,164	0.87%			7,525	16.38%	17,689	0.01%	6.93%
Auro Res, S.A.					16,770	20.52%	16,770	0.01%	20.52%
Servicio Municipal de Pedrezuela	5,929	-14.75%			4,460	39.94%	10,389	0.00%	2.44%
Ayuntamiento de Puebla de la Sierra	1,935	2.00%			2,366	43.13%	4,301	0.00%	21.15%
Ayuntamiento del Molar	1,328	0.00%			2,942	0.00%	4,270	0.00%	0.00%
Maitours, S.L.	357	-78.76%	673	-94.69%	278	-91.24%	1,308	0.00%	-92.54%
TOTAL	44,556,313	-1.24%	28,643,345	-1.91%	156,204,456	1.67%	229,404,114	100.00%	0.64%

The previous table shows all the bus journeys made in the Region of Madrid, except for those in the capital, and therefore includes the figures for the previous section. Thus, the aggregate figure for each operator represents the global turnover, regardless of the diverse nature of the services provided. Therefore it can be seen that the operators have provided 0.64% more journeys than the previous year.



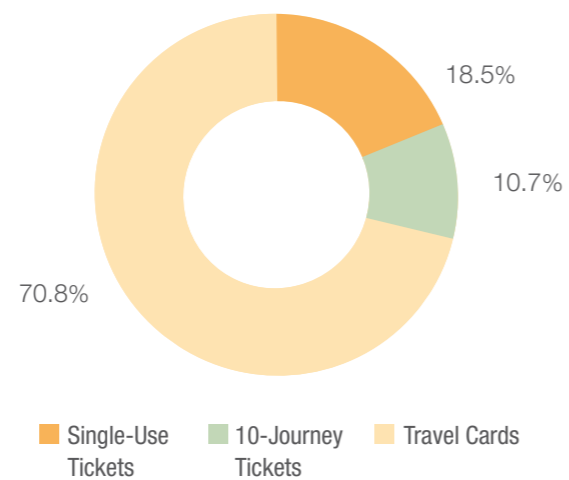
DISTRIBUTION OF MONTHLY DEMAND FOR SUBURBAN BUSES BY TICKET TYPE

Month	Single-use tickets		10-Journey Tickets		Travel Cards		Total Journeys	
	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)
January	2,860,894	2.21%	1,537,129	-5.25%	10,747,528	-2.05%	15,145,551	-1.61%
February	2,809,669	1.85%	1,554,977	-2.74%	11,256,526	1.20%	15,621,172	0.91%
March	2,872,396	-0.36%	1,843,467	10.34%	13,292,046	12.44%	18,007,909	9.97%
April	2,777,431	-0.27%	1,551,525	-3.87%	10,906,565	-3.09%	15,235,521	-2.67%
May	3,023,098	0.47%	1,720,850	-1.32%	12,252,529	3.59%	16,996,477	2.50%
June	3,105,170	1.19%	1,697,308	-4.56%	11,215,957	1.89%	16,018,435	1.03%
July	3,138,680	-1.22%	1,575,514	-14.44%	9,103,135	-9.86%	13,817,329	-8.60%
August	2,574,565	-0.81%	1,363,486	-9.36%	7,002,449	-8.44%	10,940,500	-6.88%
September	2,957,674	-4.08%	1,800,288	0.74%	10,410,736	-6.11%	15,168,698	-4.95%
October	2,971,539	-2.45%	1,727,036	-2.17%	11,752,073	3.56%	16,450,648	1.80%
November	2,473,070	-10.52%	1,726,706	7.80%	12,327,082	12.26%	16,526,858	7.69%
December	2,610,600	-10.16%	1,684,171	0.00%	10,845,918	7.79%	15,140,689	3.34%
Total 2011	34,174,786		19,782,457		131,112,544		185,069,787	
Total 2010	34,875,299		20,212,556		129,233,914		184,321,769	
% (11/10)		-2.01%		-2.13%		1.45%		0.41%

In this case, journeys using Travel Cards account for 70.8% of the total, as this type of ticket has accounted for both the increase in demand registered in this mode and the decrease in numbers of journeys by passengers using single-use tickets and 10-journey tickets.



DISTRIBUTION OF ANNUAL DEMAND FOR SUBURBAN BUSES BY TICKET TYPE



With regards to the spatial configuration of the demand for these services, the following table shows the distribution between the eight radial access routes to the capital, differentiating in each case between the routes that begin or end in city of Madrid and the routes between municipalities other than the capital.

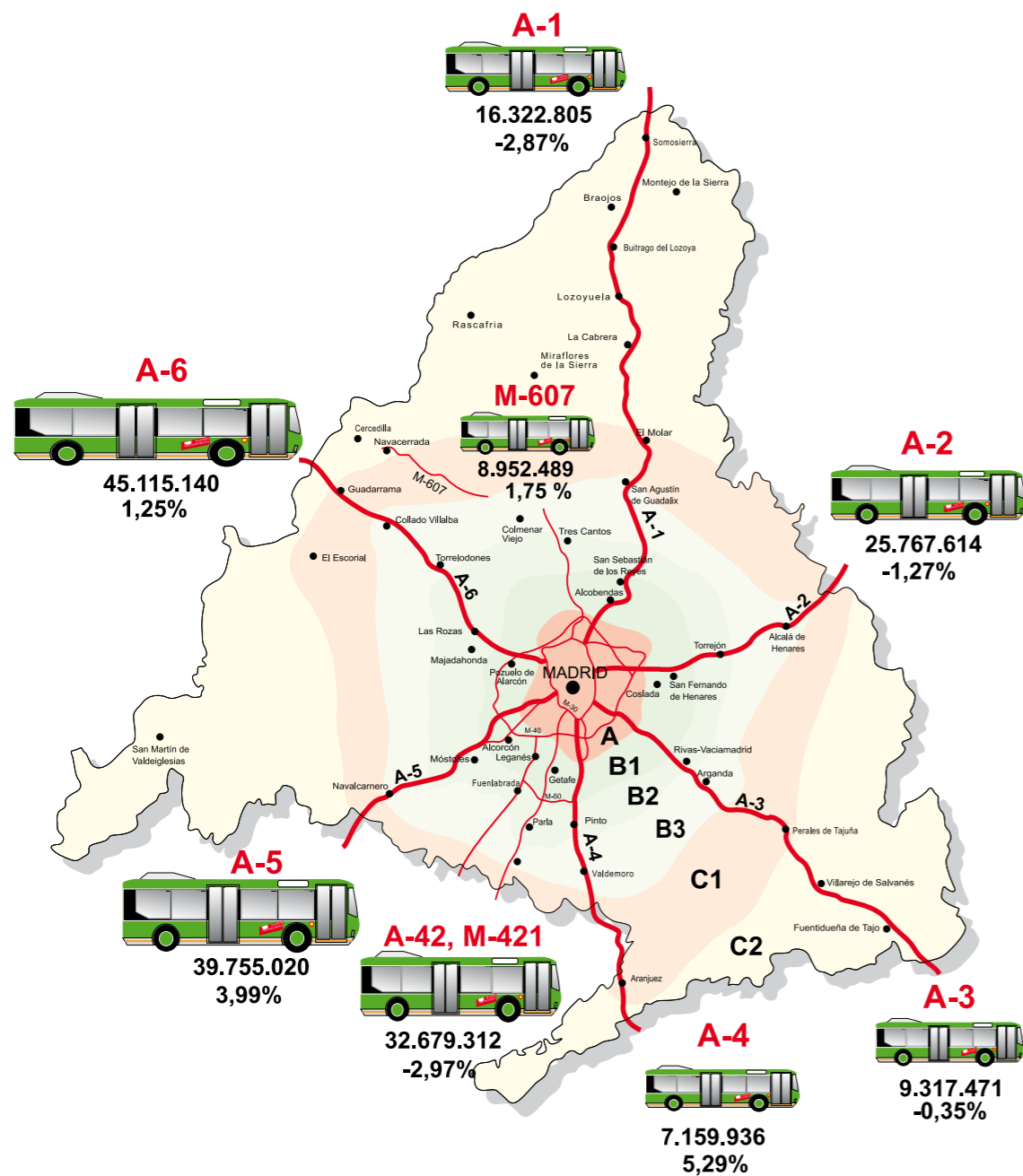
DISTRIBUTION OF ANNUAL DEMAND OF SUBURBAN BUSES BY CORRIDOR

CORRIDOR	2011		2010	
	Total Journeys	% /TOTAL	Total Journeys	%11/10
A-1	16,322,805	8.82%	16,805,929	-2.87%
A-1 (R)	15,858,278	97.15%	16,374,223	-3.15%
A-1 (T)	464,527	2.85%	431,706	7.60%
A-2	25,767,614	13.92%	26,099,899	-1.27%
A-2 (R)	23,263,589	90.28%	23,596,028	-1.41%
A-2 (T)	2,504,025	9.72%	2,503,871	0.01%
A-3	9,317,471	5.03%	9,350,220	-0.35%
A-3 (R)	8,767,496	94.10%	8,802,481	-0.40%
A-3 (T)	549,975	6.27%	547,739	0.41%
A-4	7,159,936	3.87%	6,800,228	5.29%
A-4 (R)	6,240,682	87.16%	5,948,219	4.92%
A-4 (T)	919,254	14.73%	852,009	7.89%
A-42-M421	32,679,312	17.66%	33,678,090	-2.97%
A-42-M421(R)	24,895,885	76.18%	25,919,453	-3.95%
A-42-M421(T)	7,783,427	31.26%	7,758,637	0.32%
A-5	39,755,020	21.48%	38,230,567	3.99%
A-5 (R)	32,814,991	82.54%	31,446,341	4.35%
A-5 (T)	6,940,029	21.15%	6,784,226	2.30%
A-6	45,115,140	24.38%	44,558,507	1.25%
A-6 (R)	40,547,945	89.88%	40,267,809	0.70%
A-6 (T)	4,567,195	11.26%	4,290,698	6.44%
M-607	8,952,489	4.84%	8,798,329	1.75%
M-607 (R)	6,986,866	78.04%	6,894,131	1.35%
M-607 (T)	1,965,623	28.13%	1,904,198	3.23%
TOTAL	185,069,787	100.00%	184,321,769	0.41%
(R) Radial routes	159,375,732	86.12%	159,248,685	0.08%
(T) Transversal routes	25,694,055	13.88%	25,073,084	2.48%

(R) Passengers on radial routes (origin/destination the city of Madrid).
(T) Passengers on transversal routes (origin/destination outside the city of Madrid).

Of the more than 185 million journeys made on suburban services, 86% correspond to radial routes beginning or ending in the city of Madrid. The corridor with the highest number of bus journeys to Madrid is the A-6, with nearly 45.1 million, followed by the A-5 with 39.8 million. The corridors with the fewest number of journeys are the A-4 with 7.2 million and the A-3 with 9.3 million.

DISTRIBUTION OF ANNUAL DEMAND FOR SUBURBAN BUSES BY CORRIDOR



Light Rail

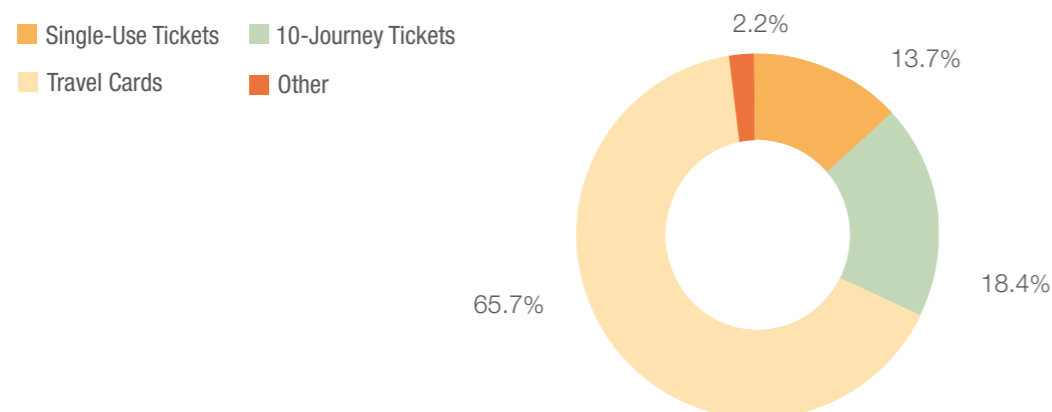
In 2011 the three light rail operators in the region carried 17.4 million passengers. As a whole, the variation compared to 2010 showed a positive result with a growth of 0.85%. However, the differences in variation between the operators are significant, as can be seen in the following table, in which the Parla Tramway outstrips the rest with a 3.65% increase.



DISTRIBUTION OF ANNUAL DEMAND FOR LIGHT RAIL BY OPERATOR AND TICKET TYPE

	Single-use Tickets		10-Journey Tickets		Travel Cards		Others		TOTAL 2011	%11/10
	% /tot. 2011	% /tot. 2011	% /tot. 2011	% /tot. 2011	% /tot. 2011	% /tot. 2011				
MLM	457,413	9.29%	1,481,938	30.10%	2,983,219	60.59%	892	0.02%	4,923,462	-0.81%
MLO	1,281,534	17.12%	1,052,419	14.06%	5,151,386	68.82%			7,485,339	0.16%
TP	640,921	12.82%	662,870	13.26%	3,309,763	66.19%	386,706	7.73%	5,000,260	3.65%
Metro Ligero	2,379,868	13.67%	3,197,227	18.37%	11,444,368	65.74%	387,598	2.23%	17,409,061	0.85%

DISTRIBUTION OF ANNUAL DEMAND FOR LIGHT RAIL BY TICKET TYPE



DISTRIBUTION OF MONTHLY DEMAND FOR LIGHT RAIL BY TICKET TYPE

Month	Single-use Tickets (1)		10-Journey Tickets (2)		Travel Cards		Others (3)		Total	
	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)
January	218,100	-0.86%	278,186	-14.10%	944,606	11.02%	30,294	47.79%	1,471,186	3.96%
February	207,248	9.54%	265,745	-9.85%	1,018,633	6.34%	31,410	27.42%	1,523,036	3.85%
March	228,880	9.21%	294,708	-0.28%	1,190,879	14.17%	36,435	21.51%	1,750,902	10.94%
April	213,631	5.09%	235,086	-18.19%	927,206	-5.80%	33,921	5.38%	1,409,844	-6.45%
May	229,423	5.27%	263,169	-11.18%	1,070,491	1.84%	37,746	13.71%	1,600,829	0.14%
June	240,035	10.35%	250,624	-6.45%	968,784	3.78%	33,421	7.12%	1,492,864	2.95%
July	227,588	6.20%	223,384	-8.00%	738,288	-4.63%	28,057	6.10%	1,217,317	-3.21%
August	144,883	-14.90%	208,545	4.93%	638,403	20.49%	22,806	10.93%	1,014,637	10.36%
September	187,889	-23.51%	314,238	5.21%	903,175	1.69%	33,129	1.49%	1,438,431	-1.82%
October	184,020	-17.29%	281,464	-1.28%	1,048,288	4.14%	34,361	8.37%	1,548,133	0.14%
November	145,357	-31.14%	295,303	3.64%	1,072,877	0.85%	34,116	10.51%	1,547,653	-2.71%
December	152,814	-31.33%	286,775	3.04%	922,738	-1.41%	31,902	5.94%	1,394,229	-4.95%
Total 2011	2,379,868		3,197,227		11,444,368		387,598		17,409,061	
Total 2010	2,543,799		3,354,293		11,019,330		344,054		17,261,476	
% 11/10		-6.44%		-4.68%		3.86%		12.66%		0.85%

(1) Includes Single-Use and Combined Single-Use Tickets.

(2) Includes 10-Journey and Combined 10-Journey Tickets.

(3) The Parla Tramway includes Staff Passes, Disabled Passes and Senior Passes, and the MLM includes journeys without tickets.



The distribution of passengers by ticket type for all three operators is very similar to the total demand distribution. Even so, there are marked internal differences, especially in the case of the internal operator for the city of Madrid, Metros Ligeros de Madrid, which in practice—as indicated in the relevant section above—operates in conjunction with the Metro network in terms of its fare structure.

Renfe-Cercanías Suburban rail

The suburban rail mode, provided by a single operator in the Madrid region, Renfe-Cercanías, carried 182.0 million passengers in 2011, representing 12.2 % of the total demand.

Out of all modes, this is the one which has shown the most average results, with a 0.25% increase compared to 2010. This is thanks to the increase in journeys made with Travel Cards, which have accounted for the decrease in the use of other ticket types.

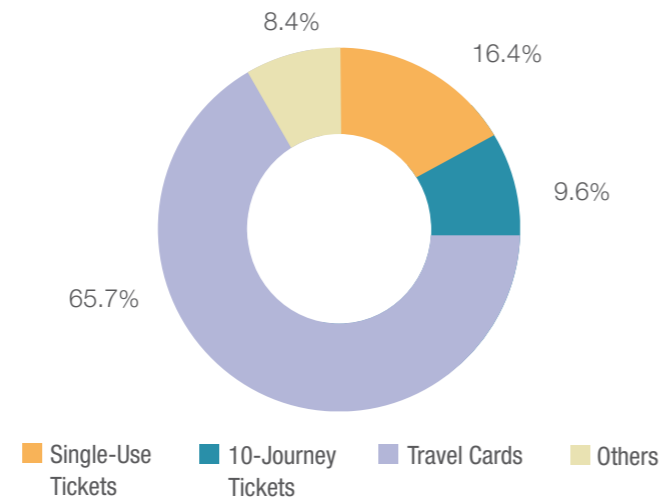
With regards to spatial distribution, the following table and graph show the distribution of transported passengers by corridor on an average weekday in March and the comparison with the previous year. The diversity of the result must be highlighted. It is a consequence of the internal restructuring of the demand which occurred after the last updates. The figure which stands out most is the notable increase in the demand in the city (Zones 0 and A).

DISTRIBUTION OF MONTHLY DEMAND FOR RENFE-CERCANÍAS BY TICKET TYPE

Month	Single-use Tickets		10-Journey Tickets		Travel Cards		Others (1)		Total	
	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)	Journeys	% (11/10)
January	2,499,202	-5.14%	1,525,840	-8.29%	10,094,348	7.16%	1,194,080	1.91%	15,313,470	2.84%
February	2,269,589	-0.51%	1,374,670	-8.99%	10,447,796	0.99%	1,321,672	0.01%	15,413,727	-0.29%
March	2,473,454	-1.79%	1,551,980	0.96%	11,373,217	6.46%	1,439,337	4.38%	16,837,988	4.47%
April	2,406,688	-3.70%	1,309,840	-14.63%	9,657,299	-6.95%	1,259,632	-3.99%	14,633,459	-6.93%
May	2,587,391	-0.89%	1,484,070	-2.25%	10,755,228	2.03%	1,397,826	1.05%	16,224,515	1.07%
June	2,670,446	-1.77%	1,397,610	-3.99%	10,465,394	1.78%	1,220,371	-5.58%	15,753,821	0.03%
July	2,663,129	-4.47%	1,282,590	-11.77%	8,008,692	-7.92%	1,080,152	9.86%	13,034,563	-6.37%
August	2,086,509	-7.00%	1,275,360	0.31%	5,561,839	-3.92%	942,165	2.94%	9,865,873	-3.46%
September	2,517,493	-5.46%	1,615,350	-1.62%	9,336,737	3.52%	1,126,435	-7.20%	14,596,015	0.40%
October	2,618,506	1.21%	1,539,250	3.61%	11,749,656	4.90%	1,377,898	2.54%	17,285,310	4.02%
November	2,243,794	-9.78%	1,482,190	-0.57%	11,709,636	2.35%	1,675,640	25.85%	17,111,260	2.16%
December	2,735,013	-2.94%	1,628,360	4.24%	10,351,699	2.92%	1,247,268	12.56%	15,962,340	2.68%
Total 2011	29,771,214		17,467,110		119,511,541		15,282,476		182,032,341	
Total 2010	30,849,170		18,125,010		117,855,592		14,755,672		181,585,444	
% (11/10)	-3.49%		-3.63%		1.41%		3.57%		0.25%	

(1) Renfe Monthly Travel Cards, Renfe Cards, etc.

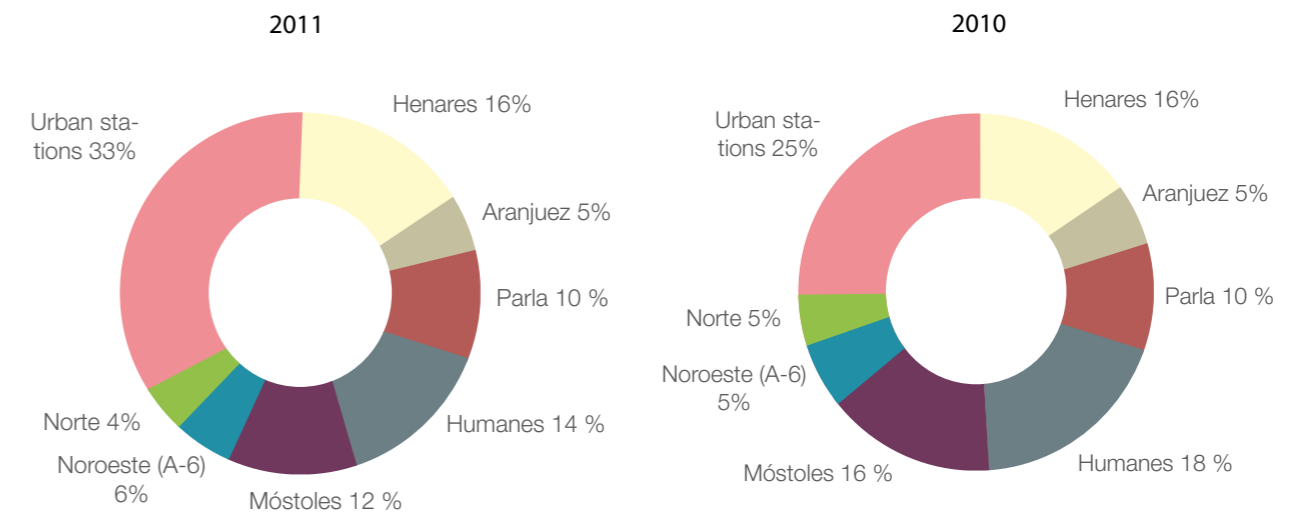
DISTRIBUTION OF ANNUAL DEMAND FOR RENFE-CERCANÍAS
BY TICKET TYPE



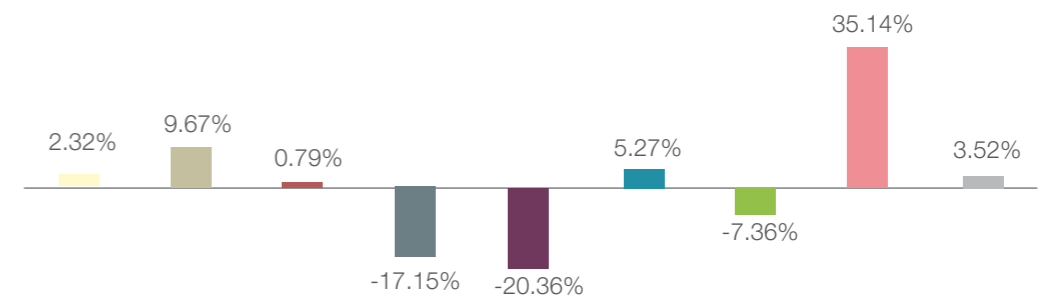
PASSENGERS TRAVELLING ON RENFE-CERCANÍAS TRAINS BY CORRIDOR (AVERAGE WEEKDAY IN MARCH)			
CORRIDOR	2011	2010	%(11/10)
Henares	139,757	136,583	2.32%
Aranjuez	44,329	40,422	9.67%
Parla	87,827	87,141	0.79%
Humanes	128,417	154,994	-17.15%
Móstoles	106,617	133,870	-20.36%
Noroeste (A-6)	49,649	47,163	5.27%
Norte	37,538	40,519	-7.36%
Urban Stations (Madrid)	295,287	218,504	35.14%
Total	889,421	859,196	3.52%



PASSENGERS TRAVELLING ON RENFE-CERNCANÍAS BY CORRIDOR ON AN AVERAGE WEEKDAY IN MARCH



VARIATION 2011-2010 BY CORRIDOR





3.2 Ticket Sales

This section shows the results of the sales of tickets that are issued by the CRTM, i.e. those which are viable for use on the services of more than one operator. In 2011 these included: Metrobús 10-journey tickets which are valid for Zone A of the Madrid metro, EMT buses, Line CM-500 run by Prisei and Madrid Light Rail; unified bus passes or 10-Journey tickets valid for road-based urban and suburban operators; combined single-use and 10-journey tickets valid for various sections of the metro network and the light rail lines connected to it; and all Travel Cards.

The 2011 figures for these three ticket types and the variations compared to 2010 are shown in the table below.



MULTIMODAL TICKET SALES (2011/2010)			
	2011	2010	%11/10
Combined Single-use Metro Tickets	3,648,535	3,412,689	6.91%
Combined 10-Journey Metro Tickets	449,844	380,919	18.09%
Metrobús Tickets	21,849,311	22,674,711	-3.64%
Monthly Travel Cards	13,638,640	13,003,345	4.89%
Annual Travel Cards	100,188	101,664	-1.45%
Blue Cards	464,185	377,426	22.99%
Tourist Travel Cards	989,811	569,906	73.68%
Alcalá University Cards	10,410	9,840	5.79%
Unified Bus Passes	3,035,315		

The evolution of the various ticket types showed very disparate trending as they have been affected by various events. A consequence of the fare changes is the decrease in sales of Metrobús 10-Journey tickets and the increase in sales of combined single-use and combined 10-Journey tickets valid for the metro network. The extraordinary increase of sales of Tourist Travel Cards is due to exceptional sales brought about by World Youth Day. The figure for the Blue Card is also noteworthy, with an increase of 23%. Unified buses passes showed sales of more than 3 million in their first year of existence.

In terms of the percentile distribution by sales network, Madrid Metro is



the service which sold the greatest number of tickets, with a 65.4% share of the total. It accounts for 80% of the sales of Metrobus tickets and almost 50% of the Monthly Travel Cards.

The second highest distributor, Logista, accounts for 95% of the sales of unified bus passes for the suburban bus network and the other half of the monthly travel cards.

2011 closed with a record figure for sales of Travel cards: 15.2 million (all types), up by 4.8% on the previous year.

These results depended on various factors. The first factor is demographic, as shown by the continued increase, by 7.2% this year, of Senior Travel Cards; the second factor was the increase by one year of the validity of the Youth Travel Card in the second half of the year; the consolidation of concessionary tickets compared to the previous year stimulated the purchase of Travel Cards by collectives which were not previously linked with this type of ticket; and lastly, the movement of Metrobus users to Zone A Travel Cards.

As indicated above, all of this resulted in a record sales figure for 2011, which in turn gave rise to record rates of penetration for Travel Cards among the population as a whole. Thus, if we compare the month with the maximum sales with the number of inhabitants from every demographic profile, we obtain a penetration rate of 26.3% for the 822 age group, 19% for the 23-64 group and 47.7% for the 65-85 group. One in every

MULTIMODAL TICKET SALES BY DISTRIBUTION NETWORK									
	Travel Cards		Metrobús	Metro Combined Single-use	Metro Combined 10-Journey	Tourist Travel Cards	Alcalá Univ. Cards	Suburban Bus Passes	Total
	Monthly	Annual							
CRTM	0.58%	100.00%	0.04%			43.90%	100.00%	1.28%	1.53%
Metro de Madrid	49.84%		80.18%	96.51%	94.95%	42.07%			65.43%
EMT ⁽¹⁾	3.29%								1.05%
Metro Liger Oeste S.A.				3.49%	5.05%				0.05%
Logista	46.29%		12.32%					94.99%	27.39%
AVPPM			7.46%					0.18%	3.70%
Neoturismo						14.02%			0.31%
Plaza Castilla Interchange								1.34%	0.09%
Príncipe Pío Interchange								1.45%	0.10%
Plaza Elíptica Interchange								0.65%	0.04%
Moncloa Interchange								0.11%	0.01%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

(1) Blue Cards

EVOLUTION IN SALES OF TRAVEL CARDS BY TYPE (2002-2011)

YEAR	Standard	Youth	Annual (1)	Senior (2)	Blue Card	TOTAL
2002	7,696,020	1,931,609	822,679	2,882,589		13,332,897
%VAR. 02/01	2.62%	-4.77%	4.10%	3.22%		1.69%
2003	7,922,381	1,839,796	852,443	2,942,851		13,557,471
%VAR. 03/02	2.94%	-4.75%	3.62%	2.09%		1.68%
2004	8,046,156	1,752,371	871,025	2,987,023		13,656,575
%VAR. 04/03	1.56%	-4.75%	2.18%	1.50%		0.73%
2005	8,176,130	1,723,581	899,494	3,091,332		13,890,537
%VAR. 05/04	1.62%	-1.64%	3.27%	3.49%		1.71%
2006	8,295,749	1,650,962	913,253	3,242,599		14,102,563
%VAR. 06/05	1.46%	-4.21%	1.53%	4.89%		1.53%
2007	8,221,693	1,600,059	945,442	3,389,360		14,156,554
%VAR. 07/06	-0.89%	-3.05%	3.52%	4.53%		0.39%
2008	8,016,238	1,570,368	951,802	3,583,828		14,122,236
%VAR. 08/07	-2.50%	-1.86%	0.67%	5.74%		-0.24%
2009	7,199,226	1,468,818	951,432	3,764,339	178,474	13,562,289
%VAR. 09/08	-10.19%	-6.47%	-0.04%	5.04%		-3.97%
2010	7,447,012	1,724,270	939,444	4,102,935	377,426	14,591,087
%VAR. 10/09	3.44%	17.39%	-1.26%	8.99%	111.47%	7.59%
2011	7,370,611	2,120,291	937,809	4,396,898	464,185	15,289,794
%VAR. 11/10	-1.03%	22.97%	-0.17%	7.16%	22.99%	4.79%

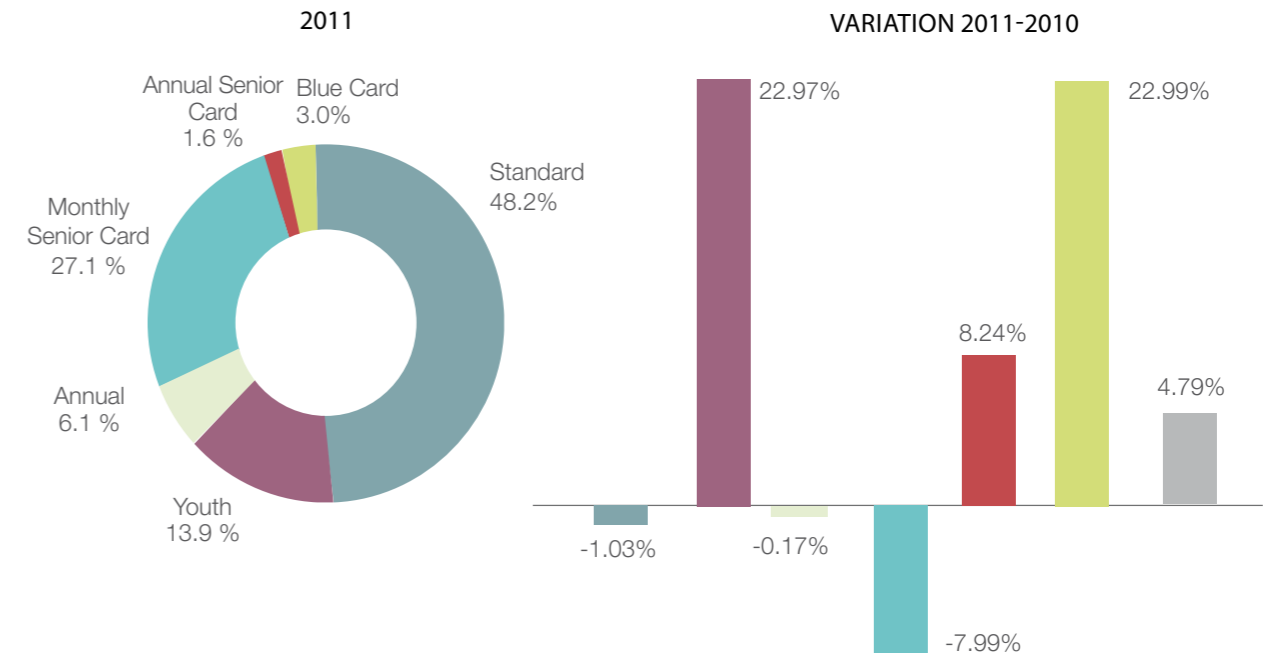
(1) Figures converted to months for Annual Cards
(2) Includes Annual Senior Cards

four inhabitants in the Madrid region between 8 and 85 years old uses some form of Travel Card for their daily journeys by public transport.

Due to all of these factors, the sales figures for every type of Travel card except the annual category were higher than the previous year.

However, the evolution of sales by zone offers a completely different picture. Outside of the invariability of the Senior Travel Card and its important contribution to the general average, the exterior zone and inter-zonal Travel cards are the tickets which have shown the most amount of growth. Although their contribution in absolute terms is minimal, this can be considered as a sign of the gradual transformation of the spatial character of mobility. Zone A tickets, with a 5.4% growth which is higher than the average, take back the top spot in the distribution by zone with a 34% share of the total. This is followed by Zone B tickets, with 31% and Senior tickets with 29%.

DISTRIBUTION OF TRAVEL CARD SALES BY TYPE

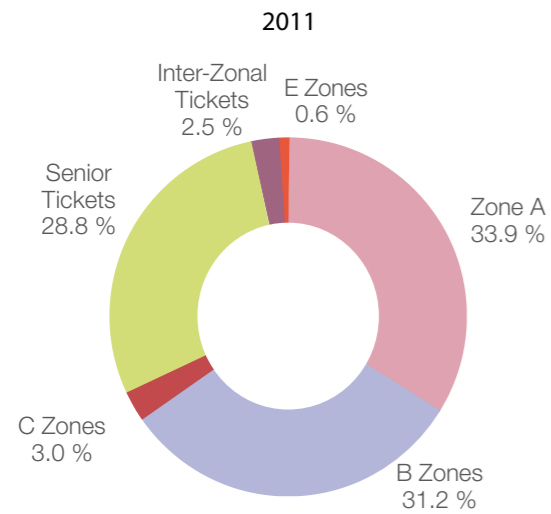


EVOLUTION IN SALES OF TRAVEL CARDS BY ZONE (2002-2011)

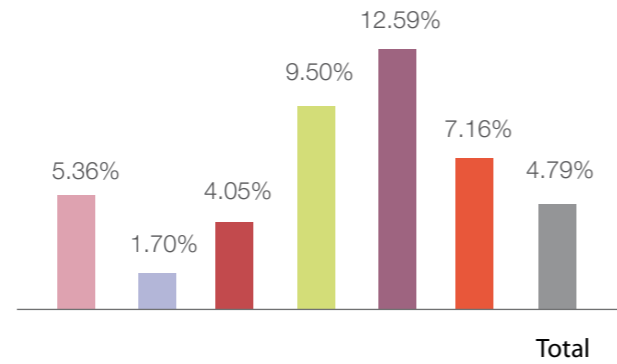
Year	Zone A	B Zones	C Zones	Inter-zonal	E Zones	Senior Cards	TOTAL
2002	4,442,653	5,529,164	426,663		51,828 ⁽²⁾	2,882,589	13,332,897
%VAR02/01	2.96%	-0.52%	2.41%		81.01%	3.22%	1.69%
2003	4,518,950	5,577,260	454,453		63,957 ⁽²⁾	2,942,851	13,557,471
%VAR03/02	1.72%	0.87%	6.51%		23.40%	2.09%	1.68%
2004	4,503,032	5,612,786	479,420		74,314 ⁽²⁾	2,987,023	13,656,575
%VAR04/03	-0.35%	0.64%	5.49%		16.19%	1.50%	0.73%
2005	4,527,608	5,691,174	496,577		83,846 ⁽²⁾	3,091,332	13,890,537
%VAR05/04	0.55%	1.40%	3.58%		12.83%	3.49%	1.71%
2006	4,532,632	5,740,128	500,594		86,610 ⁽²⁾	3,242,599	14,102,563
%VAR06/05	0.11%	0.86%	0.81%		3.30%	4.89%	1.53%
2007	4,435,296	5,734,960	509,867		87,071 ⁽²⁾	3,389,360	14,156,554
%VAR07/06	-2.15%	-0.09%	1.85%		1.11%	4.53%	0.39%
2008	4,332,493	5,337,888	499,529	281,692 ⁽¹⁾	86,806 ⁽²⁾	3,583,828	14,122,236
%VAR08/07	-2.32%	-2.35%	-2.03%	4.79%	-0.30%	5.74%	-0.24%
2009	4,266,735 ⁽³⁾	4,690,596	440,002	323,705 ⁽¹⁾	76,912 ⁽²⁾	3,764,339	13,562,289
%VAR09/08	-1.52% ⁽³⁾	-12.13%	-11.92%	14.91% ⁽¹⁾	-11.40% ⁽²⁾	5.04%	-3.97%
2010	4,918,640 ⁽³⁾	4,696,330	438,939	354,046 ⁽¹⁾	80,197 ⁽²⁾	4,102,935	14,591,087
% var 10/09	15.28%	0.12%	-0.24%	9.37%	4.27%	8.99%	7.59%
2011	5,182,281 ⁽³⁾	4,775,936	456,704	387,683 ⁽¹⁾	90,292 ⁽²⁾	4,396,898	15,289,794
% var 11/10	5.36%	1.70%	4.05%	9.50%	12.59%	7.16%	4.79%

(1) B1-B2, B2-B3, B3-C1 and C1-C2 cards. Up to 2007, B Zones included B1-B2 cards.
(2) Zone outside Region of Madrid, corresponding to Castile-La Mancha.
(3) Includes Blue Cards

DISTRIBUTION OF TRAVEL CARD SALES BY ZONE

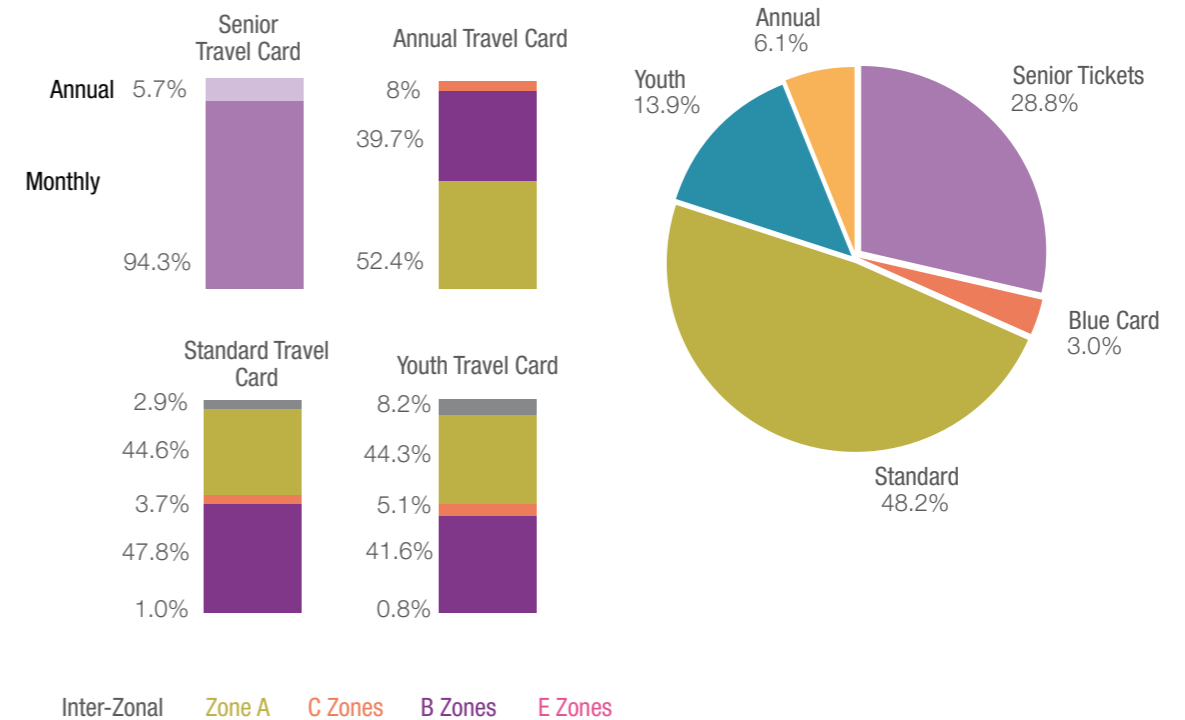


VARIATION 2011-2010



The monthly distribution of Travel Card sales reveals a degree of seasonality, with characteristics slightly at odds with the general demand. Thus, while March shows the maximum number of journeys made, the peak month of sales of Travel Cards is November, followed by December, due to the notable contribution of the Senior Travel Card, which has the highest number of sales in said month.

DISTRIBUTION OF TRAVEL CARD SALES BY TYPE AND ZONE



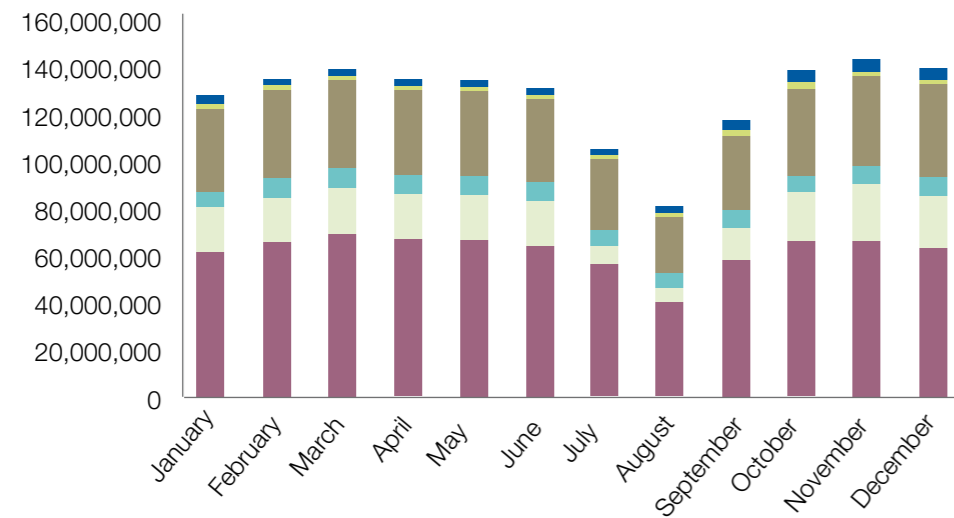
Inter-Zonal Zone A C Zones B Zones E Zones

DISTRIBUTION OF TRAVEL CARD SALES BY TYPE

Month	Total by type													
	Standard Monthly		Youth Monthly		Annual Standard		Monthly Senior		Annual Senior		Blue Card		Total	
	Sales	% 11/10	Sales	% 11/10	Sales	% 11/10	Sales	% 11/10	Sales	% 11/10	Sales	% 11/10	Sales	% 11/10
January	612,979	0.74%	175,676	-3.47%	76,124	-1.25%	356,927	9.16%	20,138	-8.16%	35,219	17.11%	1,277,063	6.15%
February	652,081	-1.49%	199,473	5.49%	76,847	-0.73%	363,290	8.01%	20,404	-7.97%	36,584	14.94%	1,348,679	4.54%
March	685,689	0.76%	207,671	4.92%	77,438	-0.71%	368,326	8.61%	20,615	-7.98%	36,639	13.23%	1,396,378	5.92%
April	648,685	-2.02%	193,618	12.86%	77,490	-0.88%	360,917	9.32%	20,701	-8.00%	36,500	15.15%	1,337,911	4.07%
May	668,675	-1.76%	197,147	9.34%	78,275	0.00%	365,757	6.91%	20,770	-7.97%	36,740	11.97%	1,367,364	3.46%
June	644,288	-0.71%	168,551	10.96%	78,364	-0.09%	358,165	8.28%	20,814	-8.02%	38,493	18.31%	1,308,675	4.72%
July	551,886	-0.44%	81,479	29.28%	78,582	0.03%	290,000	6.08%	20,844	-8.13%	35,415	20.28%	1,058,206	3.60%
August	394,343	1.96%	57,813	29.93%	78,741	0.22%	233,496	10.27%	20,892	-7.92%	29,280	29.89%	814,565	6.23%
September	571,796	-2.78%	145,859	28.33%	78,910	0.25%	316,890	8.23%	20,936	-8.08%	40,152	30.77%	1,174,543	4.24%
October	648,046	-2.08%	218,097	19.97%	78,790	0.24%	365,995	8.06%	20,986	-8.00%	44,866	33.74%	1,376,780	4.52%
November	662,789	0.08%	243,124	22.13%	79,124	0.40%	379,470	8.40%	21,064	-7.83%	46,409	33.99%	1,431,980	6.25%
December	629,354	-3.35%	231,783	18.99%	79,124	0.40%	388,437	7.93%	21,064	-7.83%	47,888	35.87%	1,397,650	4.09%
Total 2011	7,370,611		2,120,291		937,809		4,147,670		249,228		464,185		15,289,794	
Total 2010	7,447,012		1,724,270		939,439		3,832,063		270,872		377,426		14,591,082	
%2011/2010		-1.03%		22.97%		-0.17%		8.24%		-7.99%		22.99%		4.79%



MONTHLY DISTRIBUTION OF TRAVEL CARD SALES BY TYPE



Standard Monthly Monthly Youth Annual Standard Monthly Senior Annual Senior Blue Card

With regards to concessionary tickets in 2011, a total of 1,032,929 monthly cards were sold - just under half of which were Blue Cards - showing that around 50,000 low-income people are benefiting from this card category. The increase in sales of these types of tickets was 31.2%, with the greatest increase coming from those corresponding to large families.

MONTHLY DISTRIBUTION OF TOURIST CARD SALES BY TYPE AND ZONE

Month	Zone A 1 day	Zone A 2 days	Zone A 3 days	Zone A 5 days	Zone A 7 days	Zone T 1 day	Zone T 2 days	Zone T 3 days	Zone T 5 days	Zone T 7 days	TOTAL	
											TOTAL 2011	%(11/10)
January	8,644	4,044	9,047	4,275	1,377	2,853	169	250	249	238	31,146	6.26%
February	8,338	4,001	10,683	4,299	1,540	1,868	166	270	225	56	31,446	-8.51%
March	10,403	5,370	15,715	7,333	2,294	2,173	191	364	301	136	44,280	1.80%
April	11,683	6,284	20,537	10,282	2,949	2,176	252	596	439	111	55,309	8.43%
May	11,641	6,029	16,264	7,322	2,136	2,303	307	488	349	126	46,965	-15.14%
June	10,554	5,484	15,529	7,749	1,895	2,470	264	479	328	91	44,843	-41.19%
July	11,730	5,590	13,483	6,354	3,770	2,877	265	405	387	324	45,185	8.54%
August	17,852	6,967	12,837	7,585	5,891	2,272	288	135,388	525	298,800	488,405	962.47%
September	15,417	7,040	14,063	7,301	3,352	2,677	349	544	520	140	51,403	3.53%
October	15,655	7,341	19,345	9,719	3,157	2,413	366	548	474	160	59,178	14.26%
November	12,859	5,710	14,678	6,320	1,759	1,637	177	348	272	116	43,876	7.27%
December	13,358	5,804	13,853	8,234	2,961	2,389	233	434	380	129	47,775	-4.79%
TOTAL 2011	148,134	69,664	176,034	86,773	33,081	28,108	3,027	140,114	4,449	300,427	989,811	
Total 2010	152,039	102,343	156,258	71,286	27,783	40,979	3,683	5,269	3,603	6,663	569,906	
%(11/10)	-2.57%	-31.93%	12.66%	21.73%	19.07%	-31.41%	-17.81%	2559.21%	23.48%	4408.88%	73.68%	

DISTRIBUTION OF THE SALE OF CONCESSIONARY TICKETS

Sales	G.L.F. (1)	S.L.F. (2)	DISA. (3)	G.L.F. + DISA.	S.L.F. + DISA.	Total L.F. + DISA.	Card Blue	Total
2011	432,829	69,018	65,419	1,276	202	568,744	464,185	1,032,929
2010	307,615	49,409	51,848	1,105	157	410,134	377,426	787,560
% 11/10	40.70%	39.69%	26.17%	15.48%	28.66%	38.67%	22.99%	31.16%

(1) G.L.F. (GENERAL category Large Families)
 (2) S.L.F. (SPECIAL category Large Families)
 (3) DISA. (DISABLED People with disability rate of more than 65%)

COMPOSITION OF THE SALE OF CONCESSIONARY TICKETS

Sales	G.L.F. (1)	S.L.F. (2)	DISA. (3)	G.L.F. + DISA.	S.L.F. + DISA.	Total L.F. + DISA.	Card Blue	Total
% without Blue Cards	76.10%	12.14%	11.50%	0.22%	0.04%	100.00%		
% with Blue Cards	41.90%	6.68%	6.33%	0.12%	0.02%	55.06%	44.94%	100.00%



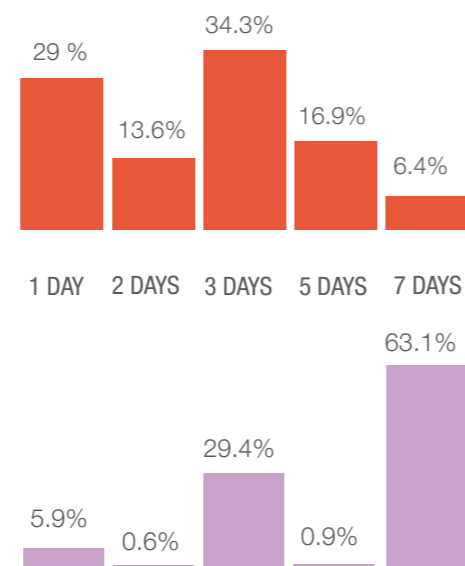
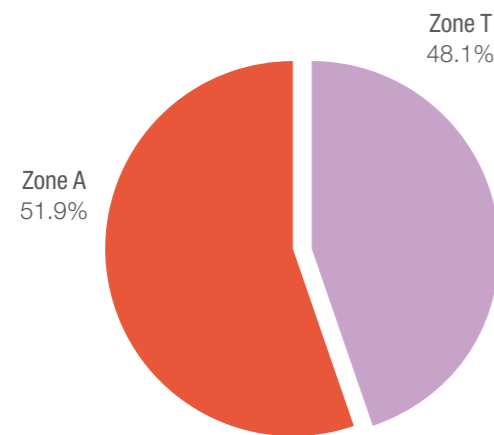
In 2011, Tourist Travel Cards showed very positive results due to, as previously mentioned, the celebration of World Youth Day in August which caused an increase of 74% compared to the previous year. A total of 989,811 cards were sold and virtually half of these correspond to the aforementioned event. However, the rest of the year was highly variable with sustained favourable results in the last three months and decreases in other months that were affected by the unique events of the previous year, such as the Champions League final in the Santiago Bernabeu stadium.



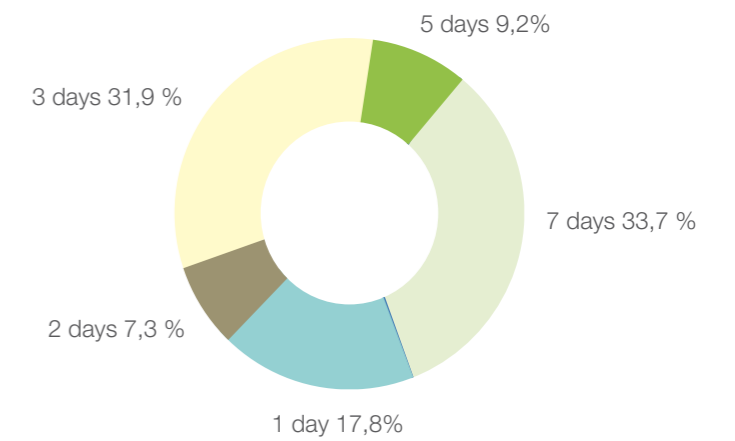
MONTHLY DISTRIBUTION OF TOURIST CARD SALES BY NUMBER OF DAYS

Month	1 day		2 days		3 days		5 days		7 days		TOTAL	
	Sales	% /Tot.	Sales	% /Tot.	Sales	% s/Tot.	Sales	% /Tot.	Sales	% /Tot.	TOTAL 2009	% /Tot.
January	11,497	36.91%	4,213	13.53%	9,297	29.85%	4,524	14.53%	1,615	5.19%	31,146	100.00%
February	10,206	32.46%	4,167	13.25%	10,953	34.83%	4,524	14.39%	1,596	5.08%	31,446	100.00%
March	12,576	28.40%	5,561	12.56%	16,079	36.31%	7,634	17.24%	2,430	5.49%	44,280	100.00%
April	13,859	25.06%	6,536	11.82%	21,133	38.21%	10,721	19.38%	3,060	5.53%	55,309	100.00%
May	13,944	29.69%	6,336	13.49%	16,752	35.67%	7,671	16.33%	2,262	4.82%	46,965	100.00%
June	13,024	29.04%	5,748	12.82%	16,008	35.70%	8,077	18.01%	1,986	4.43%	44,843	100.00%
July	14,607	32.33%	5,855	12.96%	13,888	30.74%	6,741	14.92%	4,094	9.06%	45,185	100.00%
August	20,124	4.12%	7,255	1.49%	148,225	30.35%	8,110	1.66%	304,691	62.38%	488,405	100.00%
September	18,094	35.20%	7,389	14.37%	14,607	28.42%	7,821	15.22%	3,492	6.79%	51,403	100.00%
October	18,068	30.53%	7,707	13.02%	19,893	33.62%	10,193	17.22%	3,317	5.61%	59,178	100.00%
November	14,496	33.04%	5,887	13.42%	15,026	34.25%	6,592	15.02%	1,875	4.27%	43,876	100.00%
December	15,747	32.96%	6,037	12.64%	14,287	29.90%	8,614	18.03%	3,090	6.47%	47,775	100.00%
TOTAL 2011	176,242	17.81%	72,691	7.34%	316,148	31.94%	91,222	9.22%	333,508	33.69%	989,811	100.00%
Total 2010	193,018	33.87%	106,026	18.60%	161,527	28.34%	74,889	13.14%	34,446	6.04%	569,906	100.00%

DISTRIBUTION OF TOURIST CARD SALES BY NUMBER OF DAYS AND ZONES



TOTAL DISTRIBUTION BY NUMBER OF DAYS (ZONE A + ZONE T)



The distribution by zone has also altered this year, as a consequence of the special sales for WYD, which means that sales of Zone A and Zone T Travel Cards for the year as a whole are balanced. However, if the effect of August is eliminated, Zone A would remain the clear leader in sales. By periods of validity, the distribution remains very stable: 1 day and 3 day cards are the most requested, with 18% and 32% shares, respectively.

Finally, the following table provides important information on the beha-

viour of card-holders, i.e. the average number of journeys made by each card-holder on each transport mode.

The average number of journeys per card-holder per month is 65.2, representing a decrease of 1.81% in relation to the previous year. The Standard B zone Travel Card is the one which shows the greatest number of journeys per user, with an average of more than 100 journeys per month. Yearly travel card-holders, at the other end of the scale, are the ones who use the card least, particularly those in Zone C (26.8 journeys per month).



AVERAGE NO. OF JOURNEYS/MONTH BY CARD-HOLDER BY TYPE OF TRAVEL CARD				
2011				
Type of Travel Card	Total Journeys	Travel Cards Sold	Journeys per Card-holder	%11/10
Standard Monthly Zone A Card	275,582,673	3,287,982	83.82	-0.14%
Standard Monthly B Zones Card (not inter-zonal)	354,767,784	3,521,937	100.73	2.29%
Standard Monthly C Zones Card (not inter-zonal)	23,387,253	274,364	85.24	99.87%
Standard Monthly Inter-zonal Card	9,091,366	213,726	42.54	-49.44%
Standard Monthly E Zones Card	5,187,273	72,602	71.45	-9.20%
Standard Monthly Card Total	668,016,348	7,370,611	90.63	0.92%
Youth Monthly Zone A Card	58,777,994	939,012	62.60	-1.71%
Youth Monthly B Zones Card (not inter-zonal)	62,159,635	882,115	70.47	-11.00%
Youth Monthly C Zones Card (not inter-zonal)	5,897,983	107,517	54.86	44.75%
Youth Monthly Inter-zonal Card	5,769,748	173,957	33.17	-43.72%
Youth Monthly E Zones Card	1,010,761	17,690	57.14	-12.31%
Youth Monthly Card Total	133,616,120	2,120,291	63.02	-6.75%
Standard Annual Zone A Card	18,964,307	491,102	38.62	2.41%
Standard Annual B Zones Card	10,822,219	371,884	29.10	2.45%
Standard Annual C Zones Card	2,008,614	74,823	26.84	3.49%
Annual Card Total	31,795,140	937,809	33.90	291
Senior Card	144,560,283	4,396,898	32.88	-2.22%
Blue Card	18,256,206	464,185	39.33	3.75%
Total 2011 ⁽¹⁾	996,244,098	15,289,794	65.16	-1.85%
Zone	Total Journeys	Cards Sold	Journeys per Card	%11/10
M Zone A Card	353,324,973	4,718,096	74.89	-0.71%
B Zones Card (not inter-zonal)	427,749,638	4,775,936	89.56	-0.55%
C Zones Card	31,293,850	456,704	68.52	-0.97%
Inter-zonal Card	14,861,114	387,683	38.33	-5.88%
E Zones Card	6,198,034	90,292	68.64	-10.35%
Senior Card	144,560,283	4,396,898	32.88	-2.22%
Blue Card	18,256,206	464,185	39.33	3.75%
Total 2011 ⁽¹⁾	996,244,098	15,289,794	65.16	-1.85%

(1) Excludes Tourist Travel Cards

3.3 Quality Management

The CRTM approaches quality of service from the perspective of an integrated transport system. Its goal is therefore to achieve homogeneous service levels and evaluation methodologies for all modes. Underpinning this goal is the view of the provision of a transport service as an uninterrupted chain for the users, from the beginning to the end of their journey.

Following the creation in 2002 of the European UNE-EN 13816 standard as a benchmark for quality passenger transportation, the CRTM introduced a quality management system for its user-based services. Operators may seek UNE-EN-13816 certification for their services, but first and foremost they must meet CRTM quality standards.

The CRTM pursues the following aims to guarantee quality of service:

- To ensure that the public transport services provided by the different operators meet the level of technical quality defined by the CRTM in the agreements and concession contracts which govern the provision of each service.
- To provide a homogeneous level of service in the different transport modes.
- To monitor services to ensure that they meet users' expectations and to guarantee a minimum level of customer satisfaction with the service offered by each operator.
- To provide users with a direct channel of communication for making complaints or suggestions about the public transport system, bringing the company closer to the users.

Technical Quality

The CRTM defines the service levels for each operator in the corresponding contractual documents.

In the case of Metro de Madrid and EMT de Madrid, the annually reviewed framework agreements incorporate quality control objectives in terms of compliance with the services, regularity, availability of rolling stock and other equipment etc. The verification of compliance with these objectives is carried out via the running of specific research, as well as via the analysis of periodic reports supplied by the operators.

Even though the aforementioned agreements do not require specific quality certifications, both operators are now moving in that direction. Routes 22 and 75 of the EMT are now certified and, with regards to Madrid Metro, in 2011 UNE EN 13816 certification was awarded to all its lines, making it the first metro to obtain this.



Both the operators of the Light Rail and the concessionaires of the transport interchanges comply with the technical requirements of service provision and this is supervised via contractual regulations between the CRTM and the operator. They both also obtain and maintain the certifications required for the concession.

Particular attention should be paid to the major boost to the introduction of quality procedures in management and to the UNE EN 13816 certification which involved the approval, at the end of 2010, of the Quality Plan for the General Use, Permanent, Regular, Road-based Passenger Transport Services of the Region of Madrid. Throughout 2011, the CRTM has carried out various internal and external activities to continue the application of this Plan.

This year, work has been done to verify the running of the Quality Plan via

the selection of a sample of companies and routes which represent the network as a whole. The study was oriented towards obtaining empirical data which would make it possible to check the feasibility of the indicators included in the plan. The objective of this was to make the necessary corrections before its final application, which is planned for 2012.

In September 2011, the CRTM, in collaboration with AENOR, organised a conference called 'The Quality Plan in the context of the Modernisation Plan: content, economic repercussions and requirements'. The speakers included representatives of the various national and regional road-based transport associations as well as representatives from businesses in the sector. The objective of the event was to move forward in the process of putting the plan into action, working with the main parties involved in its implementation.



User Opinions

The ultimate aim of the CRTM is to achieve user satisfaction regarding public transport services. They intend to do this by implementing actions which equal, improve and maintain the standards of the services provided by the various modes of transport. With this in mind, independently of the studies carried out by the operators themselves, the CRTM has been conducting annual user opinion polls for each of the modes that operate in the Region of Madrid network.

In 2011 these polls could not be carried out due to financial reasons. However, the majority of the operators have carried out their own research, seeing as the concession contracts recommend it. This research was taken into account in the Quality Plan.

Complaints and Suggestions

In 2011 the CRTM received 9,811 complaints and 703 suggestions regarding incidents on services and passengers' proposals for improvements. This figure represents an average of 7.03 complaints and suggestions per million passengers, 25% more than the previous year. This increase is mainly due to better access to the complaints and suggestions system.

Of this global figure, 318 (3%) referred to the metro network; 222 (2.1%) to services operated by the Madrid EMT; 8108 (77.1%) to suburban bus services; 772 (7.3%) to the three light rail operators; 42 (0.4%) to Renfe-Cercanías; 144 (1.3%) to the interchanges; and 908 (8.6%) to the CRTM itself. It is important to note in this respect that the CRTM processes all complaints and suggestions from users of suburban transport and light rail services; in connection with the other operators, however, it only processes those it receives directly.

Furthermore, the Citizens' Advice and Information Bureau of the Region of Madrid (SYRE from the Spanish) received 1,141 communications regarding the transport system, 671 less than in 2010. This is attributed to that mentioned above, seeing as users have mostly opted to contact the operators or the CRTM directly.

Continuing with the improvements in the ease of communicating with the CRTM, it should be noted that users of the road-based transport concession companies can make their complaints via a direct link from the operator's website to the centralised complaints and suggestions system of the CRTM.



4

STUDIES AND PROJECTS

- 4.1 Studies
- 4.2 New Technologies
- 4.3 Intermodality
- 4.4 Sustainable Urban Mobility Plans
- 4.5 European Projects
- 4.6 Other International Projects



4 STUDIES AND PROJECTS

4.1 Studies

The studies and projects carried out by the Consorcio Regional de Transportes de Madrid (CRTM) address the functions and aims of the various areas under its jurisdiction. Among those carried out in the past year the following should be mentioned:

- **Measures taken in the management of parking in average municipalities in the Region of Madrid.** Steps must be taken regarding the management of parking in order to provide consistency to the different policies of the metropolitan municipalities. Therefore an inventory was taken of these parking policies in the municipalities in the region and the steps were devised to create a common frame of reference.
- **Cataloguing and monitoring of actions for sustainable mobility in the Region of Madrid, within the framework of the 2005-2007 and 2008-2012 Action Plans of the Spanish Strategy for Energy Efficiency and Saving.** Since 2007, the CRTM has been responsible for managing the subsidies offered by the Institute for Energy Diversification and Saving (IDAE) via the Action Plan for Energy Efficiency and Saving, in terms of the priority measures in the transport sector. A catalogue of files has been created for each action, description, development level of the study, indicators and monitoring variables and they permit the evaluation of the efficiency of each of the measures, their implementation problems and other theoretical and practical matters of interest.
- **Measures for bus prioritisation in urban areas.** The CRTM is interested in learning about possible ways of optimising the quality of



bus services within the cities in the region and has, therefore, studied different prioritisation practises for this type of traffic. This has led to a series of measures focused on improving the commercial speed of the bus routes.

- **Supply and demand studies in the EMT and Metro de Madrid.** The CRTM conducts annual studies of the services provided and the demand generated in the metro and EMT networks. To this end it has developed computer applications which facilitate the handling of the gathered data and make it possible to draw more precise conclusions based on the same.
- **Study of the location of termini for collective public transport in the city of Madrid.** Starting in 2009 and finishing in 2011, there was a study on the location of the termini of the urban bus routes, their possible improvement, their dimensions and qualities as passenger waiting areas and also their suitability for disabled people. Their connection possibilities with all the other modes in the public transport system have also been analysed.
- **Production of signs for EMT bus stops.** The CRTM designs and produces the signs for the different EMT routes and liaises with the operator and Madrid City Council over their installation and maintenance.
- **Updating the information on the EMT bus network in the CRTM's geographic information system (SIGTRA).** To improve schedules and planning within the EMT network, all the itineraries are updated annually in a geographic information system. Among other things, this allows the CRTM to analyse coverage and the services provided, and to conduct spatial and territorial analyses of the demand generated.
- **Control and monitoring of public transport infrastructure projects: Intermodal areas and Dedicated Bus Lanes.** This consists of analysing, discussing, proposing solutions and monitoring the progress of the various intermodality and public transport priority projects, and attempting to solve specific problems arising from current urban development and infrastructure programmes in Madrid, in coordination with the relevant city council departments.
- **Study for the location of land for the installation of new vehicle depots for the EMT and Madrid Metro.** A priority in the development of public transport is to locate areas which allow non-circulating vehicles to be parked. This results in an improvement in the standards of the services provided to citizens and also reduces the indirect costs associated with transport, especially ones such as journeys made when the vehicles are empty.



- **Location study for ticket sales machines in Madrid Metro stations.** Due to the many ticket sales operations which take place in the stations of the metro network, this study aims to determine the optimum location for the existing sales machines. Therefore, an analysis was carried out of the required number of machines, calculated based on the number of operations registered, and also on the minimal specifications that need to be met in each station or lobby of the network.
- **Studies and assessments carried out for the re-arranging of the suburban and urban routes in municipalities in the Region of Madrid.** The CRTM carries out this type of study with the aim of adjusting the supply of transport to the demand. In this case, research has been carried out on the lines of concession VCM-404 "Madrid - Leganés - Fuenlabrada", in order to re-arrange certain suburban routes which provide regular public transport to the municipalities of Leganés and Fuenlabrada. Similarly, fieldwork (assessments, surveys, etc.) has been carried out to improve the current conditions of the urban public transport network in the municipality of Torreldones.
- **Studies and assessments for the planning** of the modifications required on the suburban and urban routes in the municipalities in which new hospitals are about to be inaugurated: the Hospital de Torrejón in Ardoz and the Hospital Rey Juan Carlos in Móstoles.
- **Smart Travel Card Trials.** As a continuation of the testing of the Smart Travel Cards prior to their issue for general use, a second test was carried out this year with users of Travel Cards. This second test included the necessary improvements detected in the previous year's test and also the final commercialisation characteristics that the card would have upon release. These tests were designed to check the functionality of the procedures and applications developed for the cards and also its acceptance among the actual users.
- **Concept and evaluation of Madrid's new Smart Travel Cards: strategies for its positioning and promotion:** In order to develop the appropriate communications strategy for the operation of replacing the magnetic-based Travel Card with the new contact-less Smart Travel Card, a qualitative study was carried out among current and potential users of the card. The survey revealed the evaluation and positioning of the Smart Travel Card and identified the communication references to transmit so that it would be fully accepted by the target public.
- **Update of the catalogue of Metro stations with lifts.** The objectives were to incorporate information concerning the recently opened stations and to correct any improvable aspects which may have been detected.



- **Promotion of Accessibility (a system of indicators and protocols) in the Quality Plan for the General Use, Permanent, Regular, Road-based Passenger Transport Services of the Region of Madrid.** The aim of this was to support the Quality Plan's process of promoting improvements in accessibility in regular, road-based passenger transport services.
- **Guide for the drawing up of Accessibility Plans in Transport Services.** The aim was to create a reference manual for the drawing up of plans which will soon be required by law.
- **Study of alternative accessible transport solutions for times when any of the lifts in a metro station at which a passenger boards is out of service: solutions involving a nearby bus route.** Analysis phase. This concerns offering an alternative in situations when any of the lifts in a metro station at which a passenger boards is out of service. The alternative is an overground public transport service, in compliance with the agreements of the Technical Commissions for Accessibility of the Council for the Promotion of Accessibility and the Removal of Barriers in the Region of Madrid.



4.2 New Technologies

The CRTM promotes technological innovation through actions such as the Suburban Road Transport Modernisation Plan, 'contact-less' ticketing systems and the integration of the control centres of all modes of transport (CITRAM).

The overall aim of these actions is to achieve technological integration and thus guarantee interoperability between the different systems and operators.

In this respect, the CRTM is currently planning and carrying out actions to:

- Supply information about multi-modal journeys.
- Merge public transport information with traffic and incident data.
- Improve management and safety infrastructures in complex multi-modal environments such as the underground interchanges.
- Manage the integration between the operation systems of the suburban road transport operators and the various innovative technology systems implemented by the CRTM.
- Implement centralised safety and monitoring systems, called HSMS (Hard Security Modules), located in the CRTM, for Intelligent Transport Ticketing.

Similarly, the intelligent ticketing systems based on contact-less technology, such as the BIT project or emerging NFC technology, constitute another area of technological advance that is being explored by the CRTM for application to Madrid's public transport system.

It has therefore carried out the following actions:

- Definition, development and coordination of tests of all the acceptance processes for the new technologies related to the ticketing systems, in accordance with law 5/2009 (modernisation of regular, road-based passenger transport services) and law 11/2007 (electronic access to public services by citizens).
- Control, specification and development of the security processes involved in the topping up of Smart Travel Cards and in their personalisation and pre-personalisation via the centralised security devices of the CRTM.
- Development, specifications and generation of computer tools for the quality control of ticketing system data and operational support.



Suburban Services Modernisation Plan

2011 saw the continued development of batch data exchange protocols between the CRTM and the concessionaires and on the 31st of December 2011, the period ended for the suburban road operators to obtain all the elements, protocols and updates.

The plan has affected 2,100 vehicles, 480 routes and more than 20,000 stops or stations/route or line (6,000 stops or stations/network) and it can be summarised as follows:

- Operational Help Systems
- Integration with the CRTM
- On-board wireless communication systems.
- Real-time information systems for passengers, both on-board and at specific points of the transport network.
- Security systems on night-time services based on CCTV cameras and alarms that sound in the event of an emergency.
- External and internal images of the buses according to the developed Manual.

Semantic Web

In order to improve access to information about public transport, the CRTM is currently exploring the use of new techniques based on the Semantic Web. It has divided this project into five phases:

Phase 1: The CRTM designs, defines and develops the families of ontologies (using OWL tags) related to public transport. This phase, which began in 2010, continued throughout 2011. The plan is to promote the use of these ontologies through collaboration agreements with other public agencies, with the aim sharing information (in both directions) by establishing a "Linked Data" semantic link.

- The following phases will be introduced successively over the next few years:
- Phase 2: Generation of information in natural language adapted to the ontology concepts.
- Phase 3: Non-embedded annotation: The retrieval and automatic interpretation of information in natural language for subsequent formalisation using specific public transport ontologies.
- Phase 4: Semantic data mining of public transport information.
- Phase 5: The launch of a semantic search engine based on CRTM ontologies and annotations, a natural language user interface and a SPARQL query processor.

4.3 Intermodality

In terms of intermodality improvement, CRTM activity has focused on: the continuation of draft projects and feasibility studies of the Conde de Casal and Legazpi interchanges; the study of park-and-ride facilities in the city and region of Madrid, with two draft projects in Canillejas and Puerta de Arganda; the revision of intermodality equipment in light of the PGOUM 97 document; and also studies for the improvement of signage in interchanges.

- **Draft Project and Feasibility Study of the Conde de Casal Transport Interchange.** As the bid for the construction and operation of the Conde de Casal underground interchange was declared void due to its high cost and the movement of the long distance lines to the south-east of the Estación Sur, a surface-based proposal was suggested. This re-arranged the urban and suburban routes which terminated in the square and their connection to Line 6 of the metro, thus increasing the architectural and economic viability.
- **Draft Project for constructing the Legazpi Interchange in the Fruit and Vegetable Market.** The new proposed location for the interchange is in the former Municipal Fruit Market building, seeing as the headquarters of the Town Planning Office are no longer going to be transferred there. A more ambitious project has been suggested as a solution to both the re-arranging of the suburban and urban routes which terminate in the square and to the required support to provide public transport for the Madrid Río urban development operation and the cultural activities in the Matadero Cultural Centre.
- **Draft Project and Feasibility Study of a park-and-ride facility in Canillejas.** Both above and below ground type car parks have been studied to take full advantage of the transport area associated with the Canillejas intermodal area, which is currently used as a surface car park. Therefore, an economic and financial feasibility study has been drawn up which, along with the Special Plan to be developed by the City Council, will make it possible to call for tenders for the project for the execution, works and operation of the car park, via a concessional system.
- **Draft Project and Feasibility Study of a park-and-ride facility in Puerta de Arganda.** The CRTM has drawn up a draft project for a high-rise park-and-ride facility associated with an intermodal area, thus linking all the modes of transport at this important interchange point between Cercanías, Metro, EMT and suburban services. Therefore, an economic and financial feasibility study has been drawn up which, along with the Special Plan to be developed by the City Council, will make it possible to call for tenders for the project for the execution, works and operation of the car park, via a concessional system.



- **Analysis of the level of development of the transport equipment featured in the PGOUM 97 document.** The CRTM has collaborated with the Madrid City Council to review the level of development of the transport equipment featured in the PGOUM 97 document. This is a step to be taken prior to the revision of the General Plan for City Planning which is currently being written.
- **Study of the improvement of signage in transport interchanges in Madrid.** The study analyses the location and characteristics of the signage which is currently displayed in transport interchanges and which has to compete with other elements such as advertising. It proposes modifications to improve the visibility, homogeneity, accessibility and clarity of the information.

4.4 Sustainable Urban Mobility Plans: actions financed within the 2008-2012 Action Plan of Energy Saving and Efficiency Strategy (E4+).

The 2008-2012 Action Plan is one of the strategies launched by the Spanish Government to meet international commitments in matters of energy saving and diversification and environmental policy. The plan provides a framework for financing the measures adopted in the different Autonomous Regions to fulfil the goals defined in the Energy Saving and Efficiency Strategy. In the Madrid Regional Government, funding is channelled through a Framework Collaboration Agreement with the Institute for Energy Saving and Diversification (IDAE).

The budget allocated in 2011 comprised 37.9 m € from the IDAE and 11.4 m € from the Madrid Regional Government.

In 2007, coinciding with the 2005-2007 Action Plan, the CRTM was designated as the official agent for managing part of the funds allocated for measures in the Madrid transport sector. CRTM management focused on Measure 1, Sustainable Urban Mobility Plans (SUMP), a priority area within the E4+ Action Plan. This measure includes the following actions: carrying out urban mobility studies to promote more efficient urban and metropolitan mobility; encouraging the use of bicycles as a mode of urban transport; conducting preliminary studies for the deployment of specific measures; running pilot experiments related to urban mobility; monitoring newly deployed measures; and providing mobility management training courses.

In 2011, the total budget for the actions of Measure 1 was 1.5 m €, of which 0.97 m € was provided by the IDAE. The execution of the programme is divided between actions requested by municipal councils and direct initiatives by the CRTM. In 2011, funding was awarded to 12 municipal councils which will implement their actions during the course of 2012.

- Sustainable Mobility Plan in the Ribera del Loira Area of Economic Activity and in the Parque Cristalia. With this Plan for Mobility to Work, the CRTM intends to improve the quality and sustainability of commuter journeys to create a more competitive area of activity –reducing journey times, especially on public transport. It will be universal –guaranteeing accessibility on every mode and for every collective, and sustainable –with a 20% reduction in fuel consumption and in the emission of greenhouse gases by 2020, in accordance with the objectives proposed by the European Union.
- Sustainable Mobility Plan in the area around the San Fernando-Pegaso City Renfe-Cercanías station. The area around the A-2 main road

between the M-40 and San Fernando Bridge is an area which has traditionally been used for industrial and tertiary activities which favour the accessibility provided by the main road, the dynamism created by the proximity to the airport area of Madrid and the concentration of activity along the Henares corridor. The area is currently undergoing a transformation process to tertiary uses and among the new developments is the Pegaso City Entrepreneurial Park which will attract a predicted 22,500 jobs. This plan intends to take advantage of the opportunity to direct the urban planning of both Madrid and Coslada so that solutions are found for the current problems.



EBSF – European Bus System of the Future



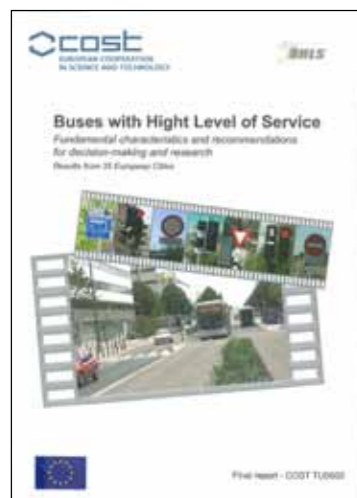
4.5 European Projects

Within the framework of the 7th Framework Programme for Research in the European Union, in September 2008 the CRTM, along with 46 European associates, embarked on the EBSF Project - the European Bus System of the Future. The project's aim is to create a new concept and develop an innovative, high quality urban bus system which will show the potential of a new generation of urban and suburban bus networks. Having obtained the requirements of this system, in terms of user needs, infrastructure, operation and vehicles, the results have been applied to four vehicle prototypes in seven case studies in various cities. One of these case studies started in Madrid in October 2011 under the leadership of the CRTM. It features the routes which link Majadahonda and Moncloa via the BUS-VAO (Madrid's dedicated bus lane system) which passes by the Majadahonda Renfe-Cercanías station, integrating information about these bus routes, the Cercanías trains, the Bus-Vao and the Moncloa interchange.

The technology platform used in the development of the project is based on wireless communication networks and WEB tools to facilitate data sharing with other transport modes and systems, including private vehicles. Information will be provided on board the buses and at stops around the city via electronic displays or wireless access (WiFi/Bluetooth).

Further information about this project is available at www.ebsf.eu

COST Action BHLS - Buses with a High Level of Service



In order to better understand the BHLS (Buses with a High Level of Service) systems (systems with a dedicated bus lane) in other European countries, such as the Stockholm Trunk Network in Sweden, the Quality Bus Corridors in Ireland and the UK, the Buses with a High Level of Service in France, and the Metrobuses in Germany, 13 countries have provided details about this subject via this European initiative.

The project, which started in October 2007 and ended in October 2011, examined a variety of aspects related to these types of systems, such as infrastructure, vehicle fleet, operations and social and economic issues.

Further information about this project is available at www.bhls.eu

Securestation

The European SECURESTATION Project, which started in 2011, aims to establish the design base of stations and transport interchanges of all sizes. It intends to set the basic parameters that need to be considered, both on a structural level and in the various facilities, so that these infrastructures become elements with increased security in the event of any unforeseen circumstance, whether it is a terrorist attack or a simple theft. To achieve this, all the operational procedures involved in these infrastructures are being reviewed, analysing the new challenges that these scenarios create, from the point of view of the security measures and the new security technology that may need to be deployed.

The CRTM has one of the most important jobs in this project: it is developing the smoke evacuation systems and designing better mechanisms for evacuating people in the event of a terrorist attack. Therefore it will carry out a detailed analysis of the new hypotheses considered and it will develop new analysis tools which will, in the future, be the basis for the design of these infrastructures.

The four most important objectives have been:

- To increase security in public transport stations via improvements in the design of structures, interiors and the services within the infrastructure.
- To ensure the cost-effectiveness of the adopted measures via the application of risk assessment methodologies which prioritise the adopted measures based on the prior design.
- To create a constructive design manual which will serve as a support tool for owners and operators, with the objective of increasing security in the event of: a terrorist attack; attacks involving the dispersion of particles; or a fire.
- To homogenise the risk assessment methodologies, technologies and design solutions, thus supporting their wide-spread application by numerous organisations related to public transport in the EU.

Further information can be found at www.securestation.eu



**SECUR-ED
Secured Urban
Transportation
– European
Demonstration**

The SECUR-ED (Secured Urban Transportation – European Demonstration) Project is a collaboration project that is co-funded by the 7th Framework Programme of the European Union. It started in April 2011 and involves 39 European associates including Transport Authorities, Operators, Industries and Research Centres.

The aim of SECUR-ED is to test how the use of new technologies combined with the training of teams can improve security on public transport all over Europe. To that effect, modular solutions will be developed and validated in real situations via the demonstrations that will take place in four large European regions (Madrid, Paris, Milan and Berlin), making this project an example to be followed. The various modules to be developed (CCTV, video-analysis, early CBRN threat detection, tracking, communications and information management applications) will be created with standardised protocols so that they are interoperable and easily integrated.

The objective of the work group led in Madrid by the CRTM is focused on the management of the information that will be distributed to the various parties that will be involved in possible incidents. The aim is to ensure, with the help of new technologies, the real-time reception and distribution of information at the beginning and throughout an event which affects security in the transport system. A quick and correct response is based on sharing the relevant, up-to-date information which will facilitate a coordinated response (by transport operators, fire services, medical services, police, mobility agents, etc.) to the incident. In short, the aim is to manage the effects of each situation and provide a coherent response which minimises the negative effects on public transport facilities, on the users and on the public as a whole.

These technological developments will be put to the test in 5 different scenarios within the public transport system in our region. These simulations will involve all the transport networks and interchanges in the Region of Madrid, as well as the emergency services and the managers of road infrastructures.

Further information can be found at www.secur-ed.eu



**COST Action TU1103
– Tramway System
Operation and Safety
with Regards to
Public Spaces**

This COST Action, which started in September 2011, is aimed at improving the design and urban integration of tramway systems to reduce their negative impact at points of conflict with other users of the public space. In addition to Spain, the other countries involved in the COST Action are the Czech Republic, France, Germany, Ireland, Italy, Poland, Portugal, Switzerland and the UK.

This action is structured around a methodology based on existing data and experiences and therefore practical results and solutions are obtained for transport operators and authorities. The shared information concerns the risks and accident rates of tramway systems in an urban environment, operation methods and good practice, always bearing in mind different cultural and historical contexts. After European specialists have shared the available data and results, their analyses and comparisons of accidents and incidents, the action will improve safety as a whole, homogeneously and at the lowest possible cost.

Beyond the internal exchanges, in the 4 years of the project, important communications tasks at various levels (recommendations, websites, etc.) have taken place to allow the Europe-wide diffusion of the project's results.

Further information can be found at www.tram-urban-safety.eu





4.6 Other International Projects

QUITO (ECUADOR)

Through the initiative of the Madrid Regional Council, in 2010 a collaboration, consultation and technical assistance agreement was signed for the drawing up of a design for the Metro in Quito. The agreement involved the collaboration of various companies and organisations under the Regional Ministry of Transport and Infrastructures, including Metro de Madrid S.A., the Consorcio Regional de Transportes de Madrid, MINTRA and the Agustín de Betancourt Foundation.

The aim of the collaboration agreement was to define the Integrated Mass Transit System (IMTS) of the Metropolitan District of Quito and the design of the first line of the Quito Metro.

All the works included in the collaboration agreement were completed in November 2011. The CRTM's role consisted of the definition of the regulatory, technical and planning aspects of Quito's transport system, in light of the construction of the first metro line:

- Definition of the legislative and regulatory framework for the implementation of the IMTS.
- Development of the proposed institutional structure for the execution, control and monitoring of the IMTS.
- Creation of proposals for the re-arrangement of the transport services in Quito.
- Establishment of metro–bus modal interchange points.
- Specification of the IMTS fare framework.



5

CORPORATE AND SOCIAL COMMITMENT

- 5.1. Our Commitment to users. Communication
- 5.2. Our Commitment and contribution to social progress
- 5.3. Our Commitment to Common Interest Groups
- 5.4. Our Commitment to Training
- 5.5. Awards, Prizes and Distinctions
- 5.6. The 25th Anniversary



5 CORPORATE AND SOCIAL COMMITMENT

5.1. Our commitment to users. Communication

Corporate Communication Plan

2011 saw the continued promotion of Madrid's public transport system and the improvement of users' impressions of the Consorcio Regional de Transportes de Madrid (CRTM). These activities started in 2010 but this year they were boosted by the celebration of the 25th Anniversary of the CRTM and by the coverage this event has received in the media.

The mainstays of the communication strategy were the gradual deployment of the Communication Plan and the creation of a consistent concept in every message and every channel.


The focus of every communication activity was the public transport user, based on the following unequivocal principle: "the real protagonist of the Madrid public transport system is the user, because we connect People", just as it started in 2010.

From an institutional point of view, the most significant communication activity was the 25th Anniversary campaign but the user campaign continued to be carried out at the same time.

One of the most important elements of the 25th Anniversary campaign was the creation of a commemorative logo which had a clear objective: to respect the corporate identity of the CRTM.

Elsewhere, and continuing the concept created in 2010, the messages have continued to focus on the user of public transport as the protagonist and for this reason the institutional slogan was a message of thanks: "25 years working for you. Thank-you"


25 años trabajando para Ti. ¡Gracias!



unimos Ilusiones, unimos Experiencias, unimos Culturas, unimos Emociones,
unimos Momentos... unimos Personas

¡Cumplimos años y queremos celebrarlo contigo!
Participa en los próximos eventos del Transporte Público

Consortio de Transportes de Madrid.
Tu sistema de transportes



www.crtm.es



Lastly, the use of images of actual public transport users and the messages spoken by them aimed to establish a dialogue between the user and the Transport System.

In short, the objective of the campaign was to communicate to the user the idea that the transport system is the sum of all the operators. The constant use of the slogan "The Consorcio de Transportes de Madrid. Your transport system", printed on each of the logos of the various operators and modes, strengthened the understanding of the Madrid transport system as the sum total of all its parts.

The campaign was supported by a media plan which was instigated in various waves throughout 2011. The first phase (March 2011 - mid-April 2011) was timed to avoid the electoral period at the end of May 2011 and it consisted of:

- 60 advertisements in the local and national press
- 2500 bus stop and bus shelter posters/billboards on the urban and suburban bus networks (25% of the available surface area)

- 1000 hoardings on the Madrid Metro network (30% of the available surface area)
- Vinyl sticker adverts on the sides of 100 buses of the EMT
- Large billboards in the interchanges of the Madrid transport system
- An information and publicity campaign on Canalmetro, the metro's TV channel
- 150 showings of the TV advert featuring 'the protagonists'
- 200 publicity spots on each of the national and local radio stations (total: 12 stations)
- Integrated vinyl sticker adverts on 2 light rail trains
- Vinyl sticker advertising on 10 stations/stops of the light rail system
- The emission of digital publicity on single-column screens next to the main access roads into Madrid (550,000 showings)
- A communication campaign and interviews in specialised magazines (10), including a double page centre spread in the March – April 2011 edition of Public Transport International (the official magazine of the UITP)
- 10,000 items of merchandising (wrist bands, T-shirts, etc.)

In recognition of the 100 User-Protagonists of this communication campaign, the CRTM hosted a "première" and a thank-you party on the 10th of March, in collaboration with the Kinépolis Group.

Dialogue was increased with the media, technicians and generalists and there was a notable improvement in both the content and the diffusion of the information from the CRTM and other transport operators. This has resulted in a better quality of service.

At the end of May, a collaboration began with Radio Sol XXI and its 'Diverclub' (Funclub) show, a program which aims to be educational, original and humorous. It is aimed at children between 4 and 12 and it airs early in the morning and early in the afternoon. The idea proposed by the CRTM was a quiz with simple but educational questions related to Madrid's public transport system.

In its social commitment to the users of public transport, the CRTM has actively collaborated with public and private institutions in the promotion of various activities centred around communicating that the public transport system is 'an area of social and cultural progress', thus enhancing the user's experience of public transport.

Other activities:

- A close relationship has been maintained with the Regional Ministry of

MADRID EN DANZA
 Noviembre de 2011

XXXVI EDICIÓN DEL FESTIVAL INTERNACIONAL
Madrid en Danza
 DEL 7 AL 27 NOVIEMBRE DE 2011

EM
 La Suma de Todos
 Comunidad de Madrid
 www.madrid.org

www.madrid.org/madridanza

unimos Personas

CONSORCIO TRANSPORTES MADRID
 veinticinco
 1986-2011

Tu sistema de transportes

La mejor Danza,
 más cerca de Ti...

Ven en Transporte Público
 www.crtm.es



Culture with regards to advertising, via the media and channels provided by the CRTM, for the promotion of numerous and varied cultural activities. This gives users of public transport information about various cultural events: theatre, cinema, music, poetry, dance and other classic art forms. The CRTM's commitment to culture has had a global impact on the Region of Madrid. Some note-worthy examples:

- Teatralia
 - The 12th Contemporary Stage Festival
 - Summer Cinema
 - Summer Classics
- Madrid in Dance
 - Books in the Streets, in collaboration with the Madrid Association of Bookshops.
 - Dance Day, in collaboration with the ONCE Foundation and involving people with various levels of disabilities.
 - International Women's Day.
 - Participation in the Madrid Tennis Open, promoting and increasing public transport for users to get to and from the event.
 - Blood Donation Campaign, in collaboration with the Transfusion Centre of Madrid. Information and promotion, on the various channels and media of the transport system, of the Universities Campaign and the Summer Campaign.
 - Madrid Marathon, which had over 20,000 participants this year, as the mobility coordinator for the various users.
 - Very active collaboration with the Race for Women.
 - Madrid University Race
 - Book Night
 - Mobility Week
 - Engineering Week
 - Science Week



5.2. Our Commitment and Contribution To Social Progress

Agreements

Throughout 2011, the CRTM signed various agreements, amongst which the following are worthy of note:

- Agreement with La Librería Publishers for collaboration in the creation of the "25 images in the history of Madrid's public transport", a book that was published in May 2011 as one of the activities of the 25th anniversary.
- Agreement with the Madrid Civil Engineers' Association to develop a 200-hour technical training course in Sustainable Urban Mobility Plans, to take place during the first half of 2012.
- Agreement with the Official Chamber of Commerce and Industry of Madrid to develop a 40-hour training course in Business Mobility Coordination, to take place in the first half of 2012.
- Agreement with the Autonomous University (La Salle Campus) to award two grants for the postgraduate course Universal Accessibility and Design for All.
- Twelve agreements with municipal councils in the Region of Madrid to subsidise the deployment of Sustainable Urban Mobility Plans in their areas.
- Specific agreements to develop sustainable urban mobility plans for business parks and universities:
 - Rey Juan Carlos University for the creation of the Sustainable Mobility Plan in the Legal and Social Sciences Faculty on the Vicálvaro Campus.
 - The Alcobendas Town Council and the Alcobendas Business Association (AICA) for the creation of the Transport to Work Plan in the "Arroyo de la Vega" business park.
- Specific agreements with the Herederos de J. Colmenarejo company for the development of a Pilot Project for Improvement in the Energy Efficiency, the Quality, the Comfort and the Environmental Impact of Public Transport on Suburban Buses in the Region of Madrid.
- Agreement with the Madrid City Council for the implementation and operation of the transport interchange activities in the city of Madrid.
- Agreement with the National University of Distance Learning to carry out research on possible security systems to combat possible attacks on transport interchanges and the numerical prediction of the associated ventilation problems.

International Visits, Advice And Consultancy Work

The CRTM's experience and integrated transport system attracts numerous delegations who are keen to learn about the planning and construction of new infrastructures in the region and about the integrated public transport management system. In 2011, 28 delegations visited the Madrid region from all over the world.

Diverse countries from all four corners of the world have shown interest in Madrid's infrastructures and services. In this last year the CRTM has welcomed delegations from various Spanish cities and also from many foreign countries such as: Argentina, Brazil, Colombia, Korea, Chile, China, Denmark, Ecuador, the United States of America, France, Ireland, Israel, Malaysia, Romania, Sweden, Switzerland, Venezuela and Vietnam.

But our international collaboration did not end there: in addition to welcoming these delegations, CRTM professionals participated in major international projects involving different countries. For example, we provided advice to Quito in Ecuador on planning Line 1 of the metro and reorganising the city's transport system.

THE MADRID PUBLIC TRANSPORT SYSTEM. A WORLD BENCHMARK

Delegations from cities and regions all over the world which have visited Madrid. 2011



Septiembre 2012

El CRTM es miembro de los organismos internacionales UITP y EMTA

Participation in Associations of the Sector



5.3. Our Commitment To Common Progress

The CRTM is a member of all the main public transport associations:

UITP: The International Association of Public Transport, www.uitp.org

The CRTM is a member of the UITP and participates in various commissions and committees such as: The Transport Authorities Committee, The Transport and City Commission, the Light Rail Committee and the Business Forum. It also has a representative on the UITP Executive Board and another on the Editorial Advisory Council of the UITP magazine, Public Transport International (PTI).

EMTA: European Metropolitan Transport Authorities, www.emta.com



The CRTM holds one of the EMTA vice-chairs and is an active participant in the meetings, forums and work groups organised by the association. It also created the Barometer of Public Transport in the European Metropolitan Areas.

Two General Assemblies of the Association took place in 2011: one in Madrid and one in Birmingham (UK). The Madrid meeting coincided with the acts of the 25th Anniversary. The International Seminar for Transport Authorities was also held.

ITS Spain, www.itsspain.com

The New Transport Technologies Forum, ITS Spain, is a non-profit-making association of the public, private and academic sectors involved in Intelligent Transport Systems. Its mission is to make the mobility of people and goods safer, more sustainable and more efficient across the entire transport system, regardless of the mode.

The CRTM was one of the key founding members of ITS Spain. Furthermore, the CRTM is a member of the Executive Board and chairs the Public Transport Committee of ITS Spain. In 2011 it participated in the ITS Congress which took place in Barcelona.

Within this field, the CRTM actively participates in work groups to analyse the technical, economic and functional feasibility of NFC technology in public transport.

The Public Transport Authorities Think Tank: The Sustainable Me-

Metropolitan Mobility Observatory.
www.observatoriomovilidad.es

The Spanish Public Transport Authorities Think Tank is an initiative of the Ministries of Environment and Public Works and it was created in 2002. One of the initiatives of this think tank was to create a Metropolitan Mobility Observatory to compile and analyse the key statistics in the public transport of the main metropolitan areas in Spain which have their own public transport authority. This will therefore demonstrate how public transport contributes to a better quality of life and the sustainable development of our cities. In 2011 the CRTM participated in the 8th Technical Workshop, organised in Mallorca between the 6th and 8th of April, and it also attended operational meetings of the Observatory.

Conferences, Seminars, Fairs and Exhibitions

The CRTM organised various seminars in 2011 within the context of the acts of the 25th Anniversary. They were seminars of a very diverse nature and participation in the sector was high:

- The International Seminar of "Public Transport Authorities" took place on the 31st of March 2011 in the School of Civil Engineering and it was attended by the President of the EMTA and the General Secretary of the UITP. The seminar had four sessions, two in the morning and two in the afternoon.
- The Seminar for the 25th Anniversary of the Consorcio Regional de Transportes de Madrid took place on the 9th of June 2011 in the CaixaForum Auditorium, in collaboration with Madridiario. There were two sessions and various speakers throughout the morning.
- The Seminar for the "Quality Plan in the context of the Modernisation Plan for Suburban Transport Services in the Region of Madrid" took place on the 21st of September 2011 in the School of Civil Engineering, in collaboration with AENOR. It was organised into three morning sessions.

The General Assembly of the EMTA was organised by the CRTM in Madrid on the 1st of April and it was attended by a very high number of members of the association.

Moreover, due to the fact that the Region of Madrid's transport system is a national and international benchmark, the CRTM is invited to participate in numerous conferences.

The events attended in 2011 include the following:

- Granada, 19th January: Workshop on "Urban Mobility and Planning"



with a conference on "Dedicated bus lane services: European experiences." This workshop was repeated on the following day in Marbella.

- Madrid, 25th February: a conference on "equivalent security, a solution based on features in transport interchanges", organised by the APICI.
- Madrid, 1st April: A workshop organised by EUMASS (European Mass-Transit System Security Risk Assessment and Audit Methodology) with a conference on "Risk Assessment in Public Transport Interchanges".
- Barcelona, 5th April: A conference organised by ITS Spain as a part of the 11th Spanish Congress about ITS. The conference was on "Transport interchanges, high-use tunnels".
- London, 7th April: organised by the OSMOSE-NICHES European project, a conference about "Innovative Interchanges".
- Santiago de Compostela, 12th April: A workshop on "Metropolitan Transport" with a conference on "Metropolitan Transport in Europe: sustainable mobility".
- Madrid, 15th April: A technical workshop about "Challenges and opportunities in statistics about transport", organised by the Repsol Foundation.
- Rio de Janeiro, 16th de May: A seminar with a conference on "Inte-

grated Transport Systems".

- Asturias, 1st June: A workshop about fire safety organised by the Fuego Foundation with a conference on "Transport Interchanges: tunnels with extreme occupancy".
- Quito, 26th - 30th June: Workshop days for the exchange of experiences and good practice, in Latin America and the Spanish mainland, between the institutions which have carried out or are carrying out metro expansions. They were organised by Alamys and involved a conference on "Transport authorities in Ibero-American cities".
- Paris, 30th August: A Summer University workshop in Paris about "Urban and Mobility Engineering" with a conference on "The framework and bases of an agglomeration project, the Madrid example".
- Madrid, 6th October: A workshop about Architecture for Transport, organised by the Vía Group, with a conference about "Transport Interchanges".
- Florence, 14th October: The 1st European Urban Transport Regulation Forum "Role, Function and Status of Transport Authorities" organised by the Florence School of Regulation with a conference on "The view of the Transport Authorities. Madrid".
- Madrid, 20th - 21st October: The 12th Global Conference on Environmental Taxation Market Instruments and Sustainable Economy, with a conference on "The conditions for a Sustainable Mobility in the Madrid region".
- Madrid, 18th November: "2nd Interdisciplinary Research Workshop" organised by the Head of Ecotransport, Technology and Mobility of Rey Juan Carlos University with a conference on "Sustainable Urban Mobility Plans".

In terms of collaboration works with the Councils in the Region of Madrid and support for the development of studies and measures for sustainable mobility, the CRTM organised, on the 7th of October in the Madrid School of Civil Engineering, a workshop for the presentation of transport subsidies for the 2008-2012 Action Plan. These subsidies are intended for the Town Councils in the Madrid Region and are managed by the CRTM.

The workshop involved a presentation to the councillors and specialists, after the May elections, about the various departments of the CRTM and the methods of collaboration and support between the municipal councils and said departments.

The CRTM has participated as an exhibitor in two fairs this year:

- The 11th Spanish Conference on Intelligent Transport Systems took



place in Barcelona between the 5th and 7th of April 2011 and it was organised by ITS Spain. The CRTM participated as a strategic sponsor, giving speeches and running a stand which showed, as part of the agency's 25th anniversary, the historic evolution of ticketing and the technology applied to the transport system over the last 25 years.

- The 8th Railforum took place between the 10th and 12th of May at IFEMA. This Fair and Conference, the Madrid International Rail Forum 2011, was characterised, among other things, by being the only international professional conference dedicated to railways and urban transport which is promoted and organised entirely from Spain. The Conference had more than 110 top level speakers and the objective

was to debate about the main railway policies, current technologies and future trends. The CRTM took an exhibition about the 25th anniversary to the fair as well as one called: "Destination Madrid. From Tram to Light Rail, 150 years of history."

The CRTM's participation in the Conference was very active and there was a session dedicated to the history of the Madrid Tramway.

World Youth Day took place in summer 2011, between the 15th and 21st of August in Madrid. The event brought together more than one million people and the CRTM played an important part in the coordination of their mobility. For one week Madrid was the destination for pilgrims from all over the world and the CRTM had to provide efficient solutions for their mobility via the Madrid's public transport system.

The CRTM carried out the planning, coordination and definition of the provision of public transport at each moment, depending on the various activities and the movements of the pilgrims. It designed specific mobility plans which were adapted to each circumstance. A special "WYD Travel Card" was issued for the event, along with maps of the locations of the various events and information about how to get to them using public transport. Lastly, the CRTM instigated a real-time situation monitoring plan with the collaboration of 500 volunteers from the organisation.



Courses And Training

5.4. Our Commitment To Training

In 2011 the CRTM and the Madrid School of Civil Engineering launched the first Specialist Technician Training Course for Sustainable Urban Mobility Plans.

The course is part of the 2004-2012 Spanish Energy Saving and Efficiency Strategy (E4+) and the subsequent Framework Collaboration Agreement of the 2008-2012 Action Plan (PAE4+) which is being developed by the Institute for Energy Diversification and Saving (IDAE) with the autonomous regions.

The 200-hour course is aimed at technicians who work in town councils, autonomous regions, transport and mobility consultancies and also at engineers.

Furthermore, CRTM technicians teach on a number of master's and post-graduate specialisation courses, including the following:

- A Specialisation Course on "Sustainable Transport", run by the School of Civil Engineering of the Polytechnic University of Madrid.
- A Higher-learning Course on "Urban Planning Studies", organised by the National Institute of Local Administration (INAP).
- A General Course on "Terrestrial Transport", run by the Spanish Railways Foundation and the School of Civil Engineering of the Polytechnic University of Madrid.



Commitment To Culture. Publications

In 2011 the CRTM published the following books:

- "25 Images in the History of Madrid's Public Transport" which summarised the evolution of Madrid's public transport system using pictures of 25 vehicles. These vehicles are the most representative of the various transport networks and are part of the 140 years of history of regular public transport in our region. The omnibuses, trams, metros, trains, buses, trolleybuses and light rail trains which have made everyday life a bit better for many generations of people from Madrid all appear in the book. It was produced by the CRTM and La Librería Publishers for anyone who is interested in Madrid and its public transport. The book presentation was timed to coincide with the celebration of the 140th Anniversary of the first public transport route in Madrid: on the 31st of May 1871, the first Tramway line (which used animal traction) was inaugurated between Serrano Station – Puerta del Sol.





5.5. Awards, Prizes And Distinctions

The CRTM continued to receive awards and distinctions in recognition not only of the efficiency, accessibility and intermodality of the Madrid transport system, but also of its commitment to the many challenges facing society today.

The 2011 OSMOSE Award: innovation in sustainable urban transport.

The CRTM won an award for its innovative take on the field of sustainable urban transport. OSMOSE Awards are given to local and regional authorities which have shown that they have the courage to introduce innovative and daring measures to face the current challenges of making urban transport sustainable and efficient. In particular, this award is given to the most promising initiatives which are of relevant importance now but clearly have the potential to become essential examples which can be applied to urban transport policies in the future. "The prize-winning cities are the precursors of innovation in their fields" said Patrick Mercier-Handyside of the DG of Research of the European Commission.

The 25th SEGURITECNIA Magazine awards for security.

On the 15th of December 2011, SEGURITECNIA Magazine, published by BORRMART, S.A., awarded the T-3 TROPHY FOR INVESTIGATIVE ACTIVITY (I + D) IN SECURITY to the Madrid Interchanges Plan, as part of their 25th annual prize contest.

The prize is given in recognition of the security measures implemented in the interchanges. These measures did not concern the stations which have been running for 150 years but rather the underground transport interchanges, where the main mode of transport is the bus, which have been running since 1995. Therefore there is no national or international experience in this model of infrastructure.

The 5th POTENCIA Awards for Machinery in Public works and Civil Engineering, 2011.

On the 15th of December 2011, POTENCIA Magazine (A profession publication covering Machinery in Public Works and Infrastructures) of the TPI Publishing group judged the 5th Potencia Awards. The contest had five categories concerning noteworthy works and projects: demolition, urban works, tunnels, bridges and terrestrial transport routes. 17 candidates participated from various construction companies, architectural and engineering studios and public administrations. The awards aim to recognise the efforts and good practice of Spanish companies.



The prize for the Urban Works category was awarded to the Madrid Transport Interchanges Plan.

The CRTM received two prizes for intelligent transport systems in public transport during the 2011 ITS Conference in Barcelona:

- The Prize for the benchmark centre for the integration of ITS technologies in the ticketing sector of public transport was awarded to the Development and Conformity Centre (CDC) of the BIT project.
- The Prize for the best promoter of ITS systems in public transport was awarded to the Consorcio Regional de Transportes de Madrid.

Finally, the CRTM Technical Director, José Dionisio González was awarded the prize for: "Young Engineer of the Year in the Region of Madrid 2011" by the Madrid School of Civil Engineering.



5.6. The 25th Anniversary

2011 was the year that the CRTM celebrated its 25th Anniversary because, although the Creation Act dates from May 1985, the agency did not start working with its own staff until the 1st of March 1986. Many activities were organised throughout the year and they included recreational activities as well as studies and conferences. The most noteworthy ones were the following:

- The CRTM birthday 'street party' with the operators and users, on the 1st of March 2011. This involved on-the-street marketing activities with groups of actors at various points of the Madrid transport system:
 - Giving away of cakes and pastries on the various modes of transport
 - Releasing balloons
 - Taking photos with users
 - Fixed celebration points: Moncloa, Plaza de Castilla, Sol and Colonia Jardín
 - Interviews with radio stations and the press



- From February, the launch of commemorative tickets (Travel Cards, single-use tickets and 10-journey tickets for the Metro, Light Metro and Parla Tramway).
- The launch of commemorative ONCE (Spanish Association for the Blind) lottery tickets for the 25th anniversary of the CRTM, with a print run of 6 million tickets. The distribution of 500 lottery tickets to staff, associates, town councils and collaborators.



- The "25th Anniversary" exhibition, which showed the evolution of public transport in Madrid, was displayed in March and April in the stations and interchanges of Sol, Moncloa, Plaza Castilla, Príncipe Pío, Nuevos Ministerios, Avenida de América and Plaza Elíptica. Two other exhibitions were also displayed: "Destination Madrid. From Tram to Light Rail, 150 years of history" and "How do you get around?". They were taken to various municipalities in the region: Alpedrete, Aranjuez, El Berrueco, Boadilla, Ciempozuelos, Majadahonda, Móstoles,



Paracuellos, Parla, Pozuelo, Robledo de Chavela, San Lorenzo de El Escorial, San Sebastián de los Reyes, Torrejón and Villalba.

- The "Get to know the Consorcio" days: on Tuesdays from the 8th of March to the 5th of April from 10:00 to 11:15, the CRTM organised open days for visiting the CRTM offices.
- The inauguration of the new Mirasierra station on Line 9 with decorations featuring the CRTM, the 25th Anniversary and the public transport system.



- The organisation of the three seminars mentioned above:
 - The International Seminar on "The Role of Transport Authorities" on the 31st of March.
 - The Seminar on "The 25th Anniversary of the Consorcio Regional de Transportes de Madrid" on the 9th of June.
 - The Seminar on " The Quality Plan in the context of the Modernisation Plan for Suburban Transport Services in the Region of Madrid" on the 21st of September.
- The Spanish Public Transport Authorities Meeting held on the 30th of March. This meeting was attended by the majority of the managing directors and heads of the public transport authorities of the main autonomous regions of Spain.



- The publishing of the aforementioned book titled "25 Models of Public Transport Vehicles"; the publishing of the Annual CRTM Report with a new format and pictures; and the publishing of 25th Anniversary commemorative maps and leaflets.
- Sponsorship and promotion of public transport in the Madrid Marathon (17th April) with a 25th Anniversary commemorative arch at kilometre 25, which was next to the Principe Pío interchange. The arch had music to rally the brave runners, among whom were various CRTM employees.
- Support and promotion of public transport in the Race for Women in May 2011.



- International Dance Day (29th April) in the Plaza Elíptica Interchange involved dancers from various corners of the world. From 17:00 to 22:00, the public in Plaza Elíptica enjoyed the performances of: Bey Proaction from the ONCE foundation; Afro-Antillean Dance by Mathilde Beramis: Dancehall (Jamaican), Kuduro (Angolan) and Soca (Antillean); the Flamenco of Curro Greco; "Collage", a performance by Ender Bonilla: Neo-classical Ballet, Contemporary Dance, Funk, Modern Jazz, Bollywood, Arabic, African and Brazilian Dancing; and African Dance and Percussion by Mbolo.
- Mobility Week (15th - 22nd of September). Various activities were organised throughout the week, including:
 - Bicum: To coincide with the start of European Mobility Week, the CRTM organised a bicycle lending system on the Ciudad Universitaria Campus, offering compatibility and complementarity between public transport, riding and walking in an area in which, due to its characteristics, the users are usually more receptive to the use of sustainable modes of transport.
 - Stations on the Green Trail of Madrid : The CRTM instigated a plan for putting up signs to get to the stations on the Green Trail of the Region of Madrid, supporting the promotion of sustainable mobility and promoting the combined use of public transport and bicycles, a mode of transport that is clean and very healthy and that can be enjoyed by everyone.
 - The Public Transport Afternoon of Culture: This event was organised by the CRTM as the final celebration in Mobility Week and it

took place in the Moncloa Interchange on the 22nd of September. In an area open to all users of public transport there was a party in which people were invited to take part in activities such as: a flashmob with a large group of participants (<http://www.youtube.com/watch?v=tWMRu1PhBSI>), and music and dance performances with crowd participation.

- Workshops for Children in the Carlos de Amberes Foundation. The CRTM displayed an exhibition about mobility in the Carlos de Amberes Foundation in Madrid to coincide with the art and theatre workshops organised by the Foundation between the 27th of June and the 8th of September. The two weekly workshops, "Tell me how you move and I'll tell you where you're from" and "From the wheel to infinity", were aimed at children aged between 5 and 13. They focused on education about road safety, modes of transport, their history, their usefulness and their future. The objective of this CRTM exhibition was to bring the world of collective transport and mobility closer to the younger public and to tell them all about the history, science, discoveries and inventions which have transported humans all around the world by land, air and sea. The exhibition also brought them closer to public transport in Madrid by explaining about the metro, the urban and suburban buses, the suburban trains and the history of the tram, highlighting the advantages of using public transport instead of private vehicles.



Historia

La rueda

Uno de los inventos más grandes de la humanidad. Ha permitido el desarrollo del transporte. Aunque no se conoce el origen, se han encontrado ruedas de hace más de 5.000 años. La rueda ha evolucionado mucho, tratando de reducir el rozamiento para mejorar su eficacia.

Para mover 1.000 kg...

- Los egipcios necesitaban 500 kg de fuerza
- una carreta de bueyes 450 kg
- una coche 190 kg
- un tren 19 kg

Desde la antigüedad hasta hoy se han utilizado la vela y los remos como fuerza propulsora para moverse en el agua.

La vela y los remos

Desde la antigüedad hasta hoy se han utilizado la vela y los remos como fuerza propulsora para moverse en el agua.

Consejo de Transportes de Madrid. Tu sistema de transportes. www.crtm.es

Transporte Público

Cada vez vivimos más personas en las ciudades, son más grandes y la movilidad se hace cada vez más difícil. La mayoría de los ciudadanos tiene vehículo propio, por lo que su uso crea muchos problemas: ocupación excesiva del espacio, contaminación, ruido, atascos, accidentes... El transporte público puede resolver estos problemas: ocupa menos espacio, es más barato, consume menos energía, contamina menos, produce menos ruido y es más eficaz y rápido sobretodo en la ciudad. Transporte público, andar y bicicleta son modos de transporte amigables, sostenibles, seguros y saludables. El coche debe utilizarse de una forma limitada.

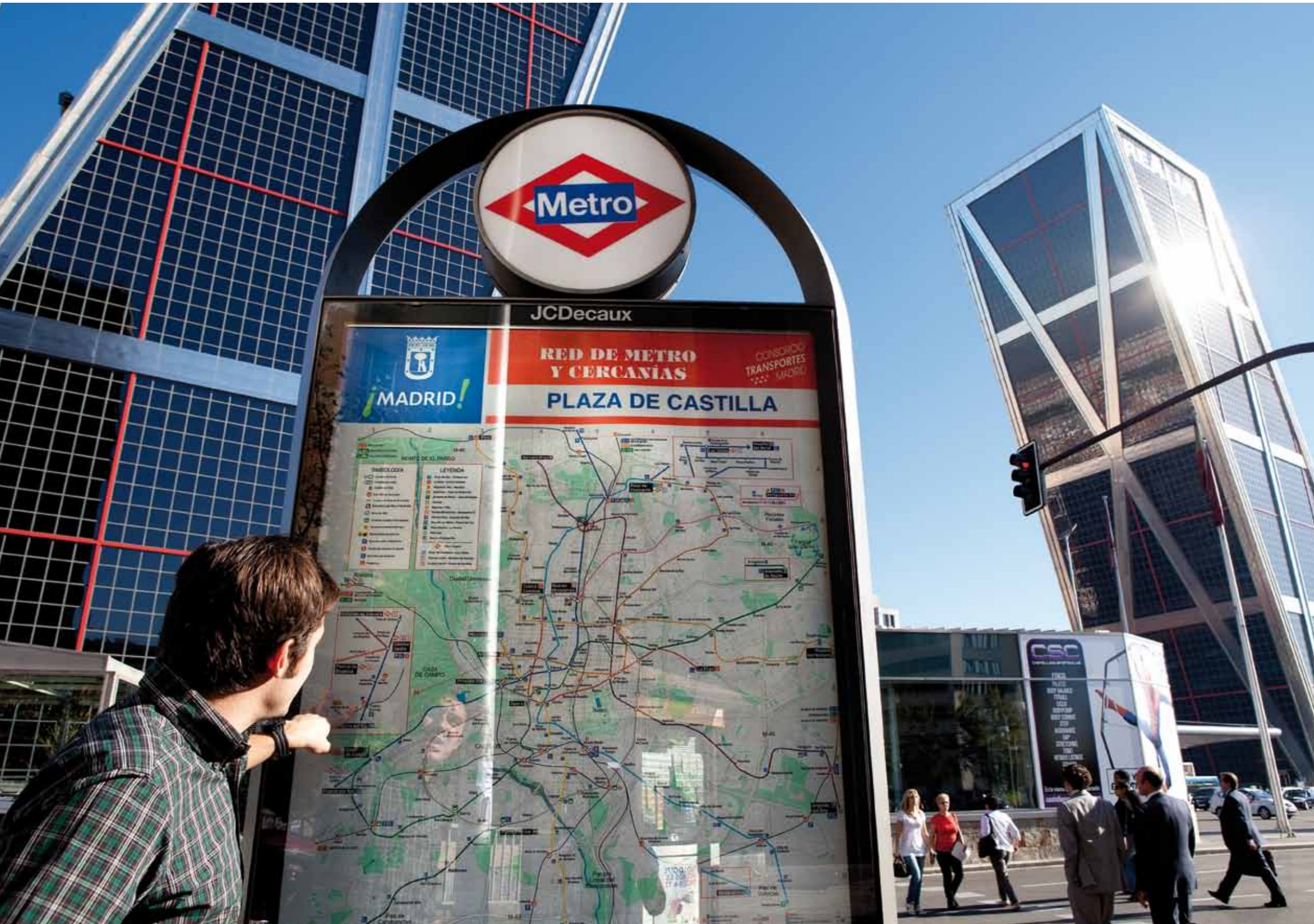
Para transportar 20.000 personas por hora y sentido, se necesitan...

- 65 metros de ancho de carretera para coches
- 14 metros para autobuses
- o además una franja de 8 metros de ancho para una línea de metro o ferrocarril

El estacionamiento de los coches malgasta mucho espacio público.

El tráfico produce contaminación atmosférica y acústica.

Consejo de Transportes de Madrid. Tu sistema de transportes. www.crtm.es



6

FUNDING

6.1 The Budget

6.2 Funding



6 FUNDING

6.1. The Budget

As of the 31st of December 2011, the difference between income (declared assets) and expenditure (declared liabilities) produced a budget surplus of 5.8 million Euros for the year, as the figures on the following page clearly show.

This budget assessment takes into account all income and expenditure items, regardless of the real year in which they occurred. The accrual of these items yields the final financial statement for the year, which in 2011 showed a profit of 13.5 million Euros.

CURRENT FINANCIAL STATEMENT	
	2011
I.- INCOME	€2,228,496,248.63
- Contributions to the CRTM	€ 1,246,800,612.84
- Income from fares	€ 978,009,812.91
- Income from the CRTM	€ 3,685,822.88
II.- EXPENDITURE	€ 2,214,951,533.09
- Internal running of the CRTM	€ 49,422,182.82
- Transport operators fare compensation	€ 2,100,792,262.38
- Administrative concessions	€ 56,394,256.50
- Other current and equity expenses	€ 8,342,831.39
- Obligations from previous fiscal years	€ 0.00
III.- DIFFERENCE (I-II)	€ 13,544,715.54

CRTM BUDGET BALANCE 2011
LIMITED AND ESTIMATED BUDGET (EUROS)

INCOME	Declared Assets 2011
Chap. III.- Taxes and Other Income	1,171,029.54
Chap. IV.- Current Transfers	1,238,706,812.71
Chap. V.- Capitalizations	1,204,482.00
Chap. VII.- Equity Transfers	1,672,282.00
Chap. VIII.- Financial Assets	10,540.09
TOTAL RESTRICTED INCOME	1,242,765,146.34
Income from revenue	863,014,013.09
TOTAL ESTIMATED INCOME	863,014,013.09
TOTAL INCOME	2,105,779,159.43
EXPENDITURE	Declared Liabilities 2011
Chap. I.- Staff Expenditures	6,105,274.12
Chap. II.- Current Goods and Services Expenses	5,348,415.91
Chap. IV.- Current Transfers	1,186,919,927.40
Chap. VI.- Real Estate Investments	1,637,135.57
Chap. VII.- Equity Transfers	0.00
Chap. VIII.- Financial Assets	13,600.00
TOTAL RESTRICTED EXPENDITURE	1,200,024,353.00
Raw Materials for Operations	2,767,893.39
Other Outsourced Operations	34,204,513.10
Refunds	865,530,818.69
Cancellation / Return of Sales	-2,571,844.91
TOTAL ESTIMATED EXPENDITURE	899,931,380.27
TOTAL EXPENDITURE	2,099,955,733.27
DEC. ASSETS - DEC. LIAB. 2011	
I.- LIMITED BUDGET TOTAL	42,740,793.34
II.- ESTIMATED BUDGET TOTAL	-36,917,367.18
TOTAL FOR YEAR (I+II)	5,823,426.16

6.2 Funding

The transport system of the Region of Madrid is funded by contributions from several levels of the Central Government and by the revenue obtained from users.

In accordance with the terms of the law by which it was created and the powers conferred on it, the CRTM is the official receiving body for all public contributions, regardless of their provenance, destined to fund the transport services it provides.

The transport system's financial needs are derived from the contractual obligations undertaken with the different operators, as described in the section titled Transport Operators. These obligations are basically payments for services rendered, either per passenger or per unit of production, which includes all operating costs and, when appropriate, the amortisation of infrastructures through levies on their use.

In this respect, it is important to note that in the case of Renfe-Cercanías Suburban Rail and the road concessions not under the purview of the CRTM but included in the geographic area covered by the CRTM Travel Card, the financial obligations undertaken are limited to compensation for the use of these cards by passengers. In other words, they only include an unspecified part of the production cost of these services.

With regards to the contributions of users—namely the revenue obtained from the sale of the various tickets and cards (including multimodal tickets sold directly by the CRTM and independent tickets issued by different operators)—these are included in the total amount of revenue collected across the system. Consequently, the revenue received directly by operators are always considered deductible income and are subtracted from the monthly payments made to each operator.

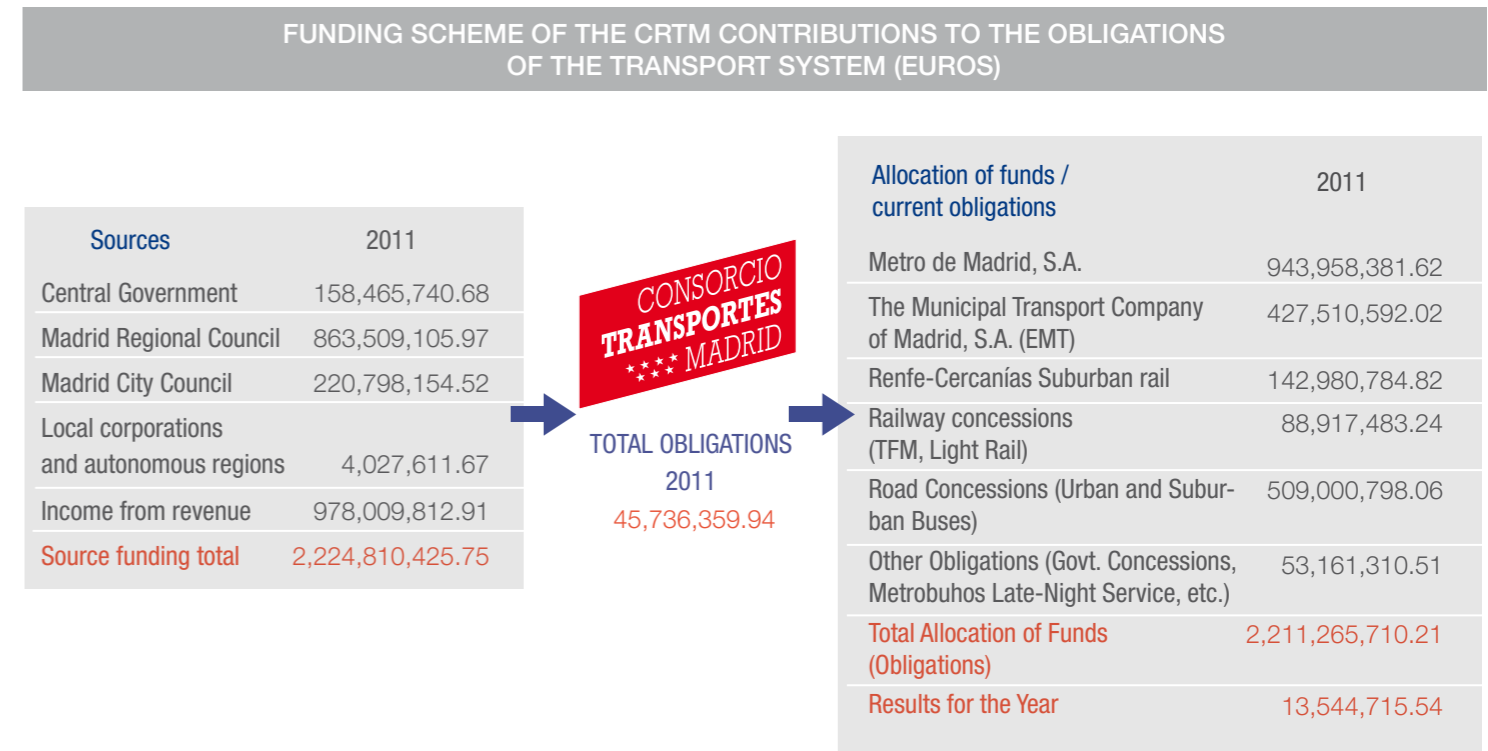
The difference between the financial obligations undertaken and the revenue obtained from ticket sales is covered by the public funding from various government institutions, known as the "fare subsidy".

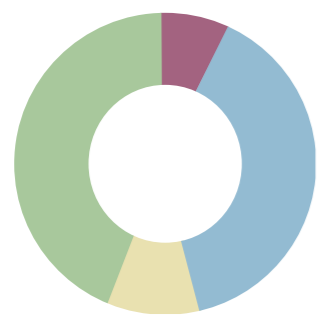
The CRTM has a standing agreement with the Central Government regarding the funding of its transport services. Under the terms of this agreement, the government makes financial contributions to the transport system in accordance with the obligations acquired by the CRTM. Once this funding has been subtracted from the total amount of the CRTM's financial obligations and the revenue of each operator has been determined according to how often their services are used, all outstanding obligations are covered in the following manner:



- The obligations pertaining to Zone A are divided equally between the Madrid Regional Council and Madrid City Council.
- The obligations pertaining to zones B and C are covered entirely by the Madrid Regional Government, except for the urban services in municipalities within these zones, where half of the operating costs are covered by the respective municipal councils.
- The obligations deriving from the use of exterior Travel Cards (Zones E1 and E2 in Castile-La Mancha) and combined tickets on specific services between Madrid and the provinces of Avila and Segovia are covered by the Regional Governments of Castile-La Mancha and Castile-Leon, respectively, and by the Regional Government of Madrid in accordance with the funding agreements signed with each.

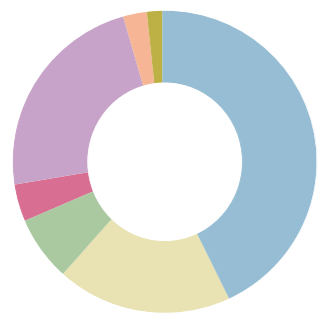
The following chart provides an overview of the CRTM funding scheme.





Sources

Central Government	158,465,740.68
Madrid Regional Council	863,509,105.97
Madrid City Council	220,798,154.52
Local Corporations and Autonomous Regions	4,027,611.67
Income from Revenue	978,009,812.91
Source Funding Total	2,224,810,425.75



Allocation of Funds/Obligations

Madrid Metro	943,958,381.62
EMT	427,510,592.02
Renfe Cercanías	142,980,784.82
Railway Concessions	88,917,483.24
Road Concessions	509,000,798.06
Other Obligations	53,161,310.51
Consortio Regional de Transportes de Madrid Obligations	45,736,359.94
Total Allocation of Funds	2,211,265,710.21

BALANCE SHEET AS OF 31/12/2011 (EUROS)

ASSETS		LIABILITIES	
A) FIXED ASSETS	40,065,619.98	A) OWN FUNDS	84,355,879.47
II. Intangible Fixed Assets	45,510,001.46	III.1. Positive Earnings from Previous Years	395,039,060.62
6. Amort. Ac. Intan. Fixed Assets	(9,102,000.30)	III.2. Negative Earnings from Previous Years	(70,328,461.04)
III. Tangible Fixed Assets	16,797,391.67	IV. Total for the Year	(240,354,720.11)
5. Amort. Ac. Tan. Fixed Assets	(13,140,009.36)	B) PROVISION FOR LIABILITIES	1,392,914.13
V. Deposits	236.51	C) SHORT TERM PAYABLES	349,691,726.55
C) CURRENT ASSETS	395,374,900.17	III.1. Budgetary Payables	334,610,196.95
II.1. Budgetary Receivables	300,939,203.02	III.2. Non-Budgetary Payables	15,510,447.13
II.2. Non-Budgetary Receivables	143,566.94	III.4. Govt. Institutions	515,671.81
II.3. Govt. Institutions	21,231,809.82	III.5. Other Receivables	(959,849.71)
II.4. Other Payables	3,375.94	III.6. Securities and Other Deposits Received	15,260.37
III.2. Other Financial Investments	15,537.07		
IV. Treasury	73,041,407.38		
TOTAL ASSETS	435,440,520.15	TOTAL LIABILITES	435,440,520.15

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDING (EUROS)

31ST DECEMBER 2011

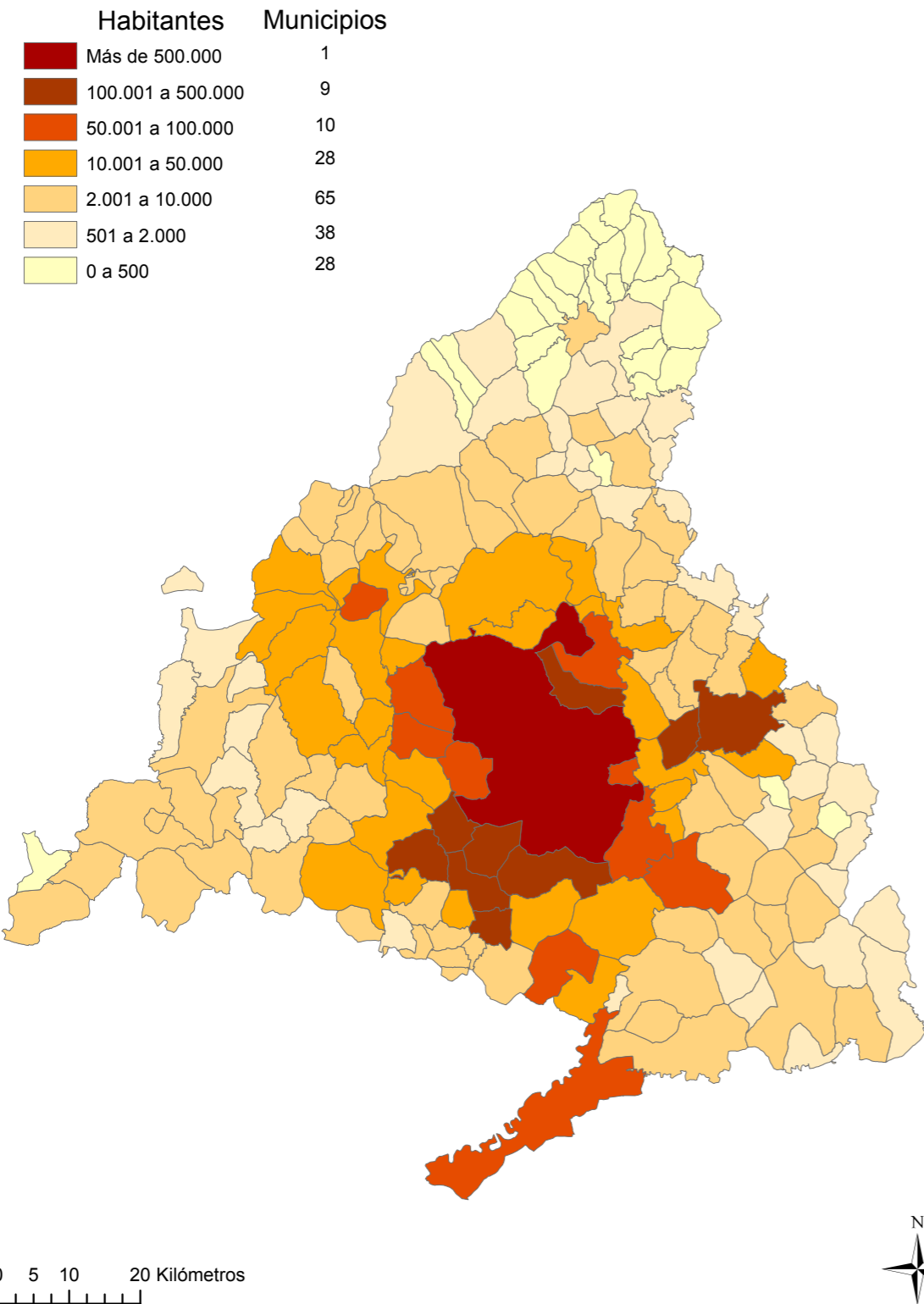
	2011		2011
A) EXPENDITURES	2,349,882,983.636	B) INCOME	2,109,528,263.52
2. Supplies	2,767,893.39	1 Sales and Services Provided	863,622,372.32
b) Cons. of raw materials and consumables	2,767,893.39	a) Sales	863,014,013.09
3. Other Ordinary Operating Expenditures	52,835,582.38	b) Provisions of services	608,359.23
a) Staff expenditures	6,105,274.12	3. Other Ordinary Operating Income	5,516,356.49
a.1. Wages, salaries and similar expenditures	4,759,364.60	a) Tax revenues	535.86
a.2. Welfare charges	1,345,909.52	b) Reimbursements	137,817.37
c) Provisions for the amort. of fixed assets	4,106,652.57	d) Other operating income	4,173,521.26
e) Other operating expenditures	36,185,563.55	d.1) Acces. and current operating Income	424,317.08
e.1. Exterior services	42,564,402.56	d.2) Excess provisions for liabilities and expenditures	3,749,204.18
g) Provisions for responsibilities	59,253.13	g) Other similar interests and income	1,204,482.00
4. Transfers and Subsidies	2,198,222,719.41	4. Transfers and Subsidies	1,240,379,094.71
a) Current Transfers	148,846,308.06	b) Current Subsidies	1,238,706,812.71
b) Current Subsidies	2,049,376,411.35	d) Equity Subsidies	1,672,282.00
d) Equity Subsidies	0.00	5. Extraordinary Income	10,440.00
5. Profit and Loss from Other Years	96,056,788.45		
Savings in the fiscal year		Dissavings in the fiscal year	240,354,720.11
GENERAL TOTAL	2,349,882,983.63	GENERAL TOTAL	2,349,882,983.63





APPENDICES

DISTRIBUCIÓN DE LOS MUNICIPIOS POR HABITANTES



APPENDIX 1

Transport infrastructure by municipality

The table below contains the basic variables and indicators relating to the transport systems of the 179 municipalities in the Region of Madrid.

The first block shows the population as of the 1st of January 2011, the fare zone to which the municipality belongs, and the number of Travel Card sales outlets in the municipality. In the case of municipalities marked with an asterisk, the fare zone does not include the entire municipal area but it does cover the whole of the urban area. For example, in the case of Madrid, the districts of El Pardo and El Goloso belong to Zone B1. Rivas Vaciamadrid is an exceptional case in that this municipality straddles zones B1 and B2, with a similar population in each.

The second block shows the variables relating to bus services, including the total number of urban and suburban routes that operate in the municipality, the bus stops per route type, and the number of bus shelters.

Finally, the third block refers to rail modes and shows the number of metro, light rail and suburban rail stations in each municipality.

ID	MUNICIPALITY	POPULATION (01/01/2011)	FARE ZONE	TRAVEL CARD SALES POINTS	BUS NETWORK						RAIL MODES		
					Number of Routes	Number of Stops	Number of Bus Shelters	Routes according to type			Renfe-Cercanías Stations	Metro Stations	Light Rail Stations
Radials to Madrid	Transversals in Other Municipalities	Urban											
1	Acebeda (La)	62	C2	0	2	3	1	1	1	0	0	0	0
2	Ajalvir	4,111	B2	1	4	18	14	0	3	0			
3	Alameda del Valle	246	C2		2	3	0	1	1	0			
4	Álamo (El)	8,475	C1	1	4	25	6	2	2	0			
5	Alcalá de Henares	203,686	B3	28	33	338	154	6	15	11	3		
6	Alcobendas	109,705	B1	12	47	251	155	30	1	9	2	4	
7	Alcorcón	168,523	B1	17	39	209	122	17	12	2	3	5	2
8	Aldea del Fresno	2,531	C2	1	6	14	6	5	0	0			
9	Algete	20,701	B3	3	13	72	25	7	2	2			
10	Alpedrete	13,391	C1	1	7	24	16	5	2	0	2		
11	Ambite	572	C2	1	3	7	2	1	2	0			
12	Anchuelo	1,135	C1*		2	2	1	1	1	0			
13	Aranjuez	55,755	C1*	12	11	150	39	3	3	4	1		
14	Arganda del Rey	54,220	B3*	8	24	177	51	11	8	4		2	
15	Arroyomolinos	19,523	B3	1	5	85	17	7	3	0			
16	Atazar (El)	102	C2		1	1	1	0	0	0			
17	Batres	1,518	C1	1	3	15	2	1	3	0			
18	Becerril de la Sierra	5,231	C1*	1	5	18	8	3	2	0			
19	Belmonte de Tajo	1,519	C2	1	3	4	2	1	2	0			
20	Berzosa del Lozoya	234	C2		2	2	1	1	1	0			
21	Berrueco (El)	615	C2		4	8	2	3	1	0			
22	Boadilla del Monte	46,151	B2	3	12	200	94	4	4	3			8
23	Boalo (El)	6,858	C1*	3	7	34	15	3	2	0			
24	Braojos	209	C2		2	1	1	1	1	0			
25	Brea de Tajo	555	C2	1	2	5	2	1	1	0			
26	Brunete	9,967	B3*	2	6	27	13	3	3	0			
27	Buitrago del Lozoya	2,078	C2	1	12	8	2	2	8	0			
28	Bustarviejo	2,208	C2	1	1	19	5	1	0	0			
29	Cabanillas de la Sierra	737	C2		7	6	3	6	1	0			
30	Cabrera (La)	2,542	C2	1	8	10	3	7	1	0			

ID	MUNICIPALITY	POPULATION (01/01/2011)	FARE ZONE	TRAVEL CARD SALES POINTS	BUS NETWORK						RAIL MODES		
					Number of Routes	Number of Stops	Number of Bus Shelters	Routes according to type			Renfe-Cercanías Stations	Metro Stations	Light Rail Stations
Radials to Madrid	Transversals in Other Municipalities	Urban											
31	Cadalso de los Vidrios	2,906	C2	1	3	11	2	2	1	0			
32	Camarma de Esteruelas	6,682	C1		2	21	8	0	2	0			
33	Campo Real	5,448	C1	2	3	7	4	1	2	0			
34	Canencia	501	C2	1	5	1	1	2	3	0			
35	Carabaña	2,036	C2	1	2	18	4	1	1	0			
36	Casarrubuelos	3,224	C1	1	3	9	4	3	1	0			
37	Cenicientos	2,088	C2	1	2	14	1	2	0	0			
38	Cercedilla	7,068	C2	3	5	66	8	2	1	2	6		
39	Cervera de Buitrago	187	C2		2	3	1	1	1	0			
40	Ciempozuelos	23,354	B3*	2	7	50	8	2	3	1	1		
41	Cobeña	6,560	B3	1	3	14	11	1	1	0			
42	Colmenar del Arroyo	1,518	C2	1	2	12	3	2	0	0			
43	Colmenar de Oreja	8,378	C2	3	4	21	10	2	2	0			
44	Colmenarejo	8,589	B3*	1	5	17	12	1	2	0			
45	Colmenar Viejo	45,468	B3*	8	25	105	37	13	4	7	1		
46	Collado Mediano	6,610	C1*	1	4	16	7	2	2	0	1		
47	Collado Villalba	60,998	B3*	9	27	106	49	12	4	8	1		
48	Corpa	634	C2	1	2	2	1	1	1	0			
49	Coslada	91,861	B1	12	14	152	68	8	2	2	2	4	
50	Cubas de la Sagra	5,004	C1	1	2	17	10	1	1	0			
51	Chapinería	2,152	C2	1	1	1	2	1	0	0			
52	Chinchón	5,389	C1	1	4	38	5	2	2	0			
53	Daganzo de Arriba	9,268	B3*	1	4	23	12	0	3	0			
54	Escorial (El)	15,092	C1	3	15	41	15	4	6	5	2		
55	Estremera	1,490	C2	1	3	7	2	1	2	0			
56	Fresnedillas de la Oliva	1,581	C2		2	11	2	1	1	0			
57	Fresno de Torote	2,041	C1	1	2	8	5	0	1	0			
58	Fuenlabrada	198,560	B2	15	26	224	124	7	10	5	2	5	
59	Fuente el Saz de Jarama	6,377	C1	1	3	16	8	2	1	0			
60	Fuentidueña de Tajo	2,027	C2	1	5	8	5	2	3	0			

ID	MUNICIPALITY	POPULATION (01/01/2011)	FARE ZONE	TRAVEL CARD SALES POINTS	BUS NETWORK						RAIL MODES		
					Number of Routes	Number of Stops	Number of Bus Shelters	Routes according to type			Renfe-Cercanías Stations	Metro Stations	Light Rail Stations
Radials to Madrid	Transversals in Other Municipalities	Urban											
61	Galapagar	32,575	B3*	4	10	80	47	5	3	0	2		
62	Garganta de los Montes	390	C2	1	5	16	0	2	3	0			
63	Gargantilla del Lozoya y Pinilla de Buitrago	379	C2		5	10	3	2	3	0			
64	Gascones	183	C2		2	2	1	1	1	0			
65	Getafe	170,115	B1	19	38	310	98	18	6	7	5		8
66	Griñón	9,730	B3*	1	2	29	13	1	1	0			
67	Guadalix de la Sierra	5,992	C2	1	3	14	7	2	1	0			
68	Guadarrama	15,350	C1	3	12	92	10	6	3	3			
69	Hiruela (La)	55	C2		1	1	1	0	0	0			
70	Horcajo de la Sierra	176	C2		2	6	2	1	1	0			
71	Horcajuelo de la Sierra	102	C2		2	2	0	2	1	0			
72	Hoyo de Manzanares	7,720	B3	2	3	35	18	2	1	0			
73	Humanes de Madrid	18,774	B3	3	5	44	24	0	5	0	1		
74	Leganés	186,552	B1	22	34	289	185	19	5	2	3		6
75	Loeches	7,635	B3*	1	5	33	6	2	2	0			
76	Lozoya	647	C2	1	2	4	1	1	1	0			
78	Madarcos	56	C2		2	1	1	1	1	0			
79	Madrid	3,265,038	A*	598	415	4947	4165	193	6	216	37	192	10
80	Majadahonda	70,076	B2	5	27	174	84	14	9	2	1		
82	Manzanares el Real	7,731	C1*	1	2	10	6	1	1	0			
83	Meco	12,554	C1*	1	6	26	6	2	3	1	1		
84	Mejorada del Campo	22,677	B2	3	7	32	20	3	3	0			
85	Miraflores de la Sierra	5,963	C2	2	1	10	4	1	0	0			
86	Molar (El)	7,973	C1	2	9	25	4	6	2	1			
87	Molinos (Los)	4,562	C2	1	3	17	8	2	1	0	1		
88	Montejo de la Sierra	357	C2		4	3	1	1	1	0			
89	Moraleja de Enmedio	4,885	B3	1	4	32	14	1	3	0			
90	Moralzarzal	11,985	C1	1	7	20	11	4	1	0			
91	Morata de Tajuña	7,463	C1	2	4	19	9	2	1	1			
92	Móstoles	205,015	B2	20	34	226	121	11	14	4	2		5

ID	MUNICIPALITY	POPULATION (01/01/2011)	FARE ZONE	TRAVEL CARD SALES POINTS	BUS NETWORK						RAIL MODES		
					Number of Routes	Number of Stops	Number of Bus Shelters	Routes according to type			Renfe-Cercanías Stations	Metro Stations	Light Rail Stations
								Radials to Madrid	Transversals in Other Municipalities	Urban			
93	Navacerrada	2,779	C2	1	4	16	4	1	3	0			
94	Navalafuente	1,245	C2		2	9	5	1	1	0			
95	Navalagamella	2,367	C2	1	3	4	2	2	1	0			
96	Navalcarnero	24,613	B3*	3	17	78	13	7	7	1			
97	Navarredonda y San Mamés	146	C2		3	5	1	1	2	0			
99	Navas del Rey	2,682	C2	1	1	9	5	1	0	0			
100	Nuevo Baztán	6,295	C2	1	3	30	12	1	2	0			
101	Olmeda de las Fuentes	357	C2		3	4	0	1	2	0			
102	Orusco de Tajuña	1,297	C2	1	3	4	1	1	2	0			
104	Paracuellos de Jarama	18,482	B1	1	7	79	33	0	1	1			
106	Parla	121,995	B2	10	16	165	45	7	4	4	1		19
107	Patones	536	C2	1	2	4	1	1	1	0			
108	Pedrezuela	4,671	C1	1	8	21	7	6	1	1			
109	Pelayos de la Presa	2,512	C2	1	1	8	8	1	0	0			
110	Perales de Tajuña	2,870	C1	1	8	10	4	4	4	0			
111	Pezuela de las Torres	842	C2	1	2	6	2	1	1	0			
112	Pinilla del Valle	213	C2		2	3	2	1	1	0			
113	Pinto	45,643	B2	5	16	100	35	8	4	3	1		
114	Piñuécar	173	C2		6	6	2	2	2	0			
115	Pozuelo de Alarcón	82,916	B1	8	30	287	109	16	4	4	1		17
116	Pozuelo del Rey	987	C1*	1	2	4	2	1	1	0			
117	Prádena del Rincón	129	C2		4	2	1	1	1	0			
118	Puebla de la Sierra	102	C2		1	1	0	0	0	0			
119	Quijorna	3,010	C1	1	1	9	4	1	0	0			
120	Rascafría	1,985	C2	1	3	9	3	2	1	0			
121	Redueña	282	C2		2	1	1	1	1	0			
122	Ribatejada	655	C1	1	3	9	3	1	1	0			
123	Rivas-Vaciamadrid	72,896	B1/B2	2	27	236	88	18	3	2		3	
124	Robledillo de la Jara	103	C2		3	7	1	1	2	0			
125	Robledo de Chavela	3,991	C2	1	4	31	5	1	3	0	1		

ID	MUNICIPALITY	POPULATION (01/01/2011)	FARE ZONE	TRAVEL CARD SALES POINTS	BUS NETWORK						RAIL MODES		
					Number of Routes	Number of Stops	Number of Bus Shelters	Routes according to type			Renfe-Cercanías Stations	Metro Stations	Light Rail Stations
Radials to Madrid	Transversals in Other Municipalities	Urban											
126	Robregordo	66	C2		2	2	1	1	1	0			
127	Rozas de Madrid (Las)	89,151	B2	4	39	231	104	30	6	1	3		
128	Rozas de Puerto Real	466	C2	1	1	8	1	1	0	0			
129	San Agustín de Guadalix	12,425	B3*	1	8	13	6	7	1	0			
130	San Fernando de Henares	41,380	B1	5	21	87	29	14	4	2		3	
131	San Lorenzo del Escorial	18,447	C1*	4	14	61	12	2	7	5			
132	San Martín de la Vega	19,224	B3	2	7	59	19	3	2	2	2		
133	San Martín de Valdeiglesias	8,236	C2	1	2	9	3	1	1	0			
134	San Sebastián de los Reyes	79,825	B1*	7	37	167	84	23	2	6		3	
135	Santa María de la Alameda	1,152	C2		2	20	6	0	2	0	1		
136	Santorcaz	827	C2	1	2	4	1	1	1	0			
137	Santos de la Humosa (Los)	2,297	C1*		1	5	3	0	1	0			
138	Serna del Monte (La)	102	C2		3	4	2	2	1	0			
140	Serranillos del Valle	3,515	C1		2	18	9	1	1	0			
141	Sevilla la Nueva	8,808	C1	1	5	17	11	1	4	0			
143	Somosierra	99	C2		2	5	1	1	1	0			
144	Soto del Real	8,505	C1	1	5	20	10	4	1	0			
145	Talamanca de Jarama	3,110	C2	1	2	6	3	1	1	0			
146	Tielmes	2,605	C2	1	2	8	3	1	1	0			
147	Titulcia	1,184	C1	1	2	1	1	1	1	0			
148	Torrejón de Ardoz	122,589	B2	12	20	147	72	7	6	6	1		
149	Torrejón de la Calzada	7,298	B3*	1	7	17	5	5	2	0			
150	Torrejón de Velasco	4,148	B3*	1	2	11	4	1	1	0			
151	Torrelaguna	4,918	C2	2	7	5	2	1	5	0			
152	Torrelodones	22,354	B3	3	23	132	28	12	3	5	1		
153	Torremocha de Jarama	861	C2		3	2	2	1	1	0			
154	Torres de la Alameda	7,941	C1	1	4	26	6	1	3	0			
155	Valdaracete	679	C2	1	2	6	2	1	1	0			
156	Valdeavero	1,360	C1		3	3	2	0	2	0			
157	Valdelaguna	879	C2		2	6	1	1	1	0			

ID	MUNICIPALITY	POPULATION (01/01/2011)	FARE ZONE	TRAVEL CARD SALES POINTS	BUS NETWORK						RAIL MODES		
					Number of Routes	Number of Stops	Number of Bus Shelters	Lines according to type			Renfe-Cercanías Stations	Metro Stations	Light Rail Stations
Radials to Madrid	Transversals in Other Municipalities	Urban											
158	Valdemanco	972	C2		1	5	2	1	0	0			
159	Valdemaqueda	861	C2	1	3	10	2	1	2	0			
160	Valdemorillo	11,545	C1	1	11	113	23	3	3	5			
161	Valdemoro	68,418	B3	5	19	161	57	5	5	7	1		
162	Valdeolmos-Alalpardo	3,360	C1	1	3	12	3	2	1	0			
163	Valdepiélagos	541	C2		2	1	0	1	1	0			
164	Valdetorres de Jarama	4,008	C1	1	2	17	4	2	0	0			
165	Valdilecha	2,794	C2	1	1	4	2	1	0	0			
166	Valverde de Alcalá	437	C1*		2	2	1	0	2	0			
167	Velilla de San Antonio	11,793	B2*	1	5	18	8	2	2	0			
168	Vellón (EI)	1,760	C2	1	4	14	4	3	2	0			
169	Venturada	1,860	C2	1	8	7	5	6	2	0			
170	Villaconejos	3,530	C1*	1	4	5	3	2	2	0			
171	Villa del Prado	6,456	C2	2	4	19	7	3	1	0			
172	Villalbilla	10,465	C1	1	8	74	21	2	6	0			
173	Villamanrique de Tajo	802	C2		2	3	1	1	1	0			
174	Villamanta	2,524	C2		7	11	3	5	1	0			
175	Villamantilla	1,089	C2		1	8	3	0	1	0			
176	Villanueva de la Cañada	17,865	B3*	2	11	99	28	6	5	0			
177	Villanueva del Pardillo	16,091	B3	2	7	21	13	5	2	0			
178	Villanueva de Perales	1,478	C2		2	8	0	1	1	0			
179	Villar del Olmo	2,151	C2		3	1	1	1	2	0			
180	Villarejo de Salván	7,380	C2	2	7	16	4	3	4	0			
181	Villaviciosa de Odón	26,646	B2	3	9	102	59	3	5	0			
182	Villavieja del Lozoya	288	C2		4	5	1	1	3	0			
183	Zarzalejo	1,513	C2	1	4	16	2	0	4	0	1		
184	Lozoyuela-Navas-Sieteiglesias	1,157	C2	1	8	16	3	4	4	0			
185	Puentes Viejas	645	C2		4	11	4	2	2	0			
186	Tres Cantos	41,065	B2	4	17	108	69	9	1	3	1		

* Urban area only



APPENDIX 2

Subsidies Paid To Councils In 2011 For Urban Mobility Plans (SUMP)

Municipality	Description of Action	Requested Project Budget	Approved Budget	Subsidy Granted (60-100%)	Council Contribution
Alcobendas	Pilot test for the installation of 30 tracks.	30,000.00 €	30,000.00 €	18,000.00 €	12,000.00 €
Alcorcón	Sustainable Urban Mobility Plan (SUMP).	180,000.00 €	180,000.00 €	108,000.00 €	72,000.00 €
Aranjuez	Study of the monitoring, training and circulation of the mobility project to the "ARANDANDO" schools.	20,000.00 €	20,000.00 €	12,000.00 €	8,000.00 €
	Walking to School	3,180.00 €	3,180.00 €	3,180.00 €	0.00 €
Boadilla del Monte	Feasibility study for the creation of a basic execution project and the health and safety study for the extension and connection of the bicycle lanes in the municipality.	49,560.00 €	49,560.00 €	29,736.00 €	19,824.00 €
	Walking to School				
Coslada	Bicycle lending (125 bicycles, 14 bases, 170 stands).	17,760.00 €	17,760.00 €	17,760.00 €	0.00 €
Getafe	Study for the improvement of the pedestrian connections of the Plaza de las Descalzas and the surrounding area.	306,800.00 €	124,305.67 €	124,305.67 €	0.00 €
Madrid	Study for the improvement of the pedestrian connections of the Plaza de las Descalzas and the surrounding area.	20,650.00 €	20,650.00 €	12,390.00 €	8,260.00 €
	Evaluation study for the implementation of a cycle route on the 1st Madrid bypass (M-10).	34,998.80 €	34,998.80 €	20,999.28 €	13,999.52 €
	Project for the development of a mesoscopic development model of the traffic density and occupation of the road network.	47,000.00 €	47,000.00 €	28,200.00 €	18,800.00 €
	The fourth feasibility study on mobility in the city of Madrid 2011, including the revision of the indicators.	55,000.00 €	41,666.00 €	25,000.00 €	16,666.00 €
	Walking to School	11,220.00 €	11,220.00 €	11,220.00 €	0.00 €
Móstoles	Study for Road Safety and Traffic Calming.	24,000.00 €	24,000.00 €	14,400.00 €	9,600.00 €
Paracuellos del Jarama	Sustainable Urban Mobility Plan (SUMP).	65,000.00 €	65,000.00 €	39,000.00 €	26,000.00 €
Torrelodones	Pilot study for the implementation of walking to school schemes.	53,000.00 €	53,000.00 €	31,800.00 €	21,200.00 €
Valdemorillo	Phase 2 of a feasibility study of pedestrianisation and bicycle lanes.	30,000.00 €	30,000.00 €	18,000.00 €	12,000.00 €
Valdemoro	Technical and economic feasibility study for a public bicycle lending system.	7,500.00 €	7,500.00 €	4,500.00 €	3,000.00 €
TOTAL		1,044,668.80 €	848,840.47 €	571,890.95 €	276,949.52 €



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