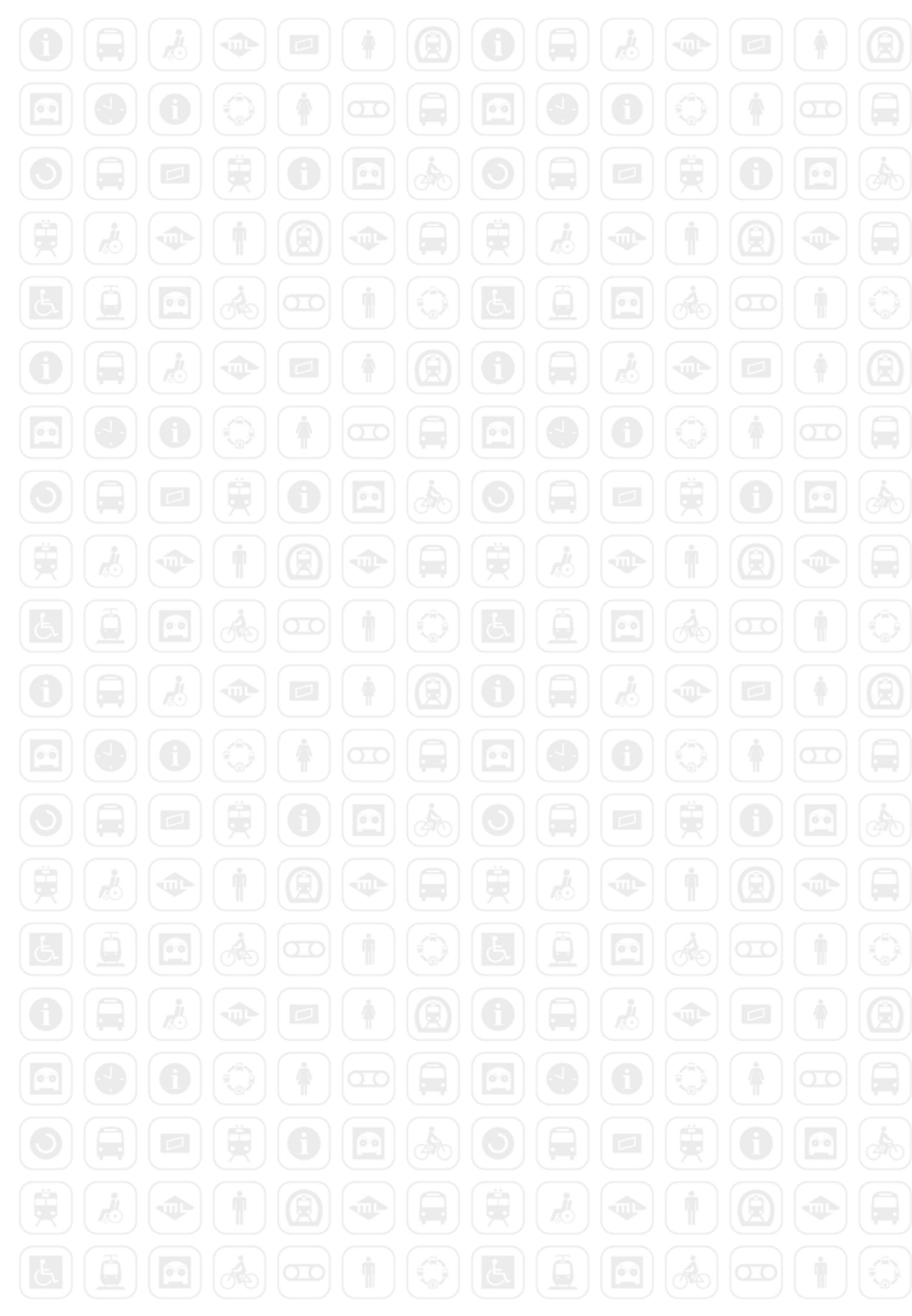




Annual Report 2014





A better service for our citizens

The Regional Transport Consortium of Madrid (CRTM) includes among its functions the planning, organising, and managing in an integrated way of the different means of transport of our region in order to achieve the regional structuring objective, social cohesion, territorial balance, citizen mobility, and economic competitiveness.

A great effort has been made in the last years on transport infrastructure investment, which positions our region on the highest level. Since its foundation, the CRTM has promoted sustainable mobility by coordinating several complementary and efficient alternatives of public transport, which guarantee not only the economic growth and development of the Madrid Region, but also the environmental quality of our municipalities. To this end, a Sustainable Mobility Strategic Plan has been developed, including measures which run until 2025.

Among the CRTM most important actions during the year 2014, it can highlight the completion of the refurbishment works of the Avenida América interchange station, improving the quality of the service, travellers' security and accessibility, and reducing architectural barriers. More than 60% of all Metro stations are totally accessible, becoming the most accessible among the largest metro systems in the world.

Migration to contactless technology for the Public Transport Cards has been also completed, much more comfortable and safe for the user. Besides, the CRTM continues the Suburban Buses Modernization Plan, performing a fleet replacement of nearly 63% with the most advanced comfort, accessibility, safety and environmental sustainability measures, in addition to the use of new technologies such as Advanced Vehicle Monitoring and tracking System (AVMS), which allows for real-time information supply to users, closed-circuit television cameras (CCTV), etc.

In the Madrid Region a wide array of measures are being implemented to improve, but we know we have to continue the efforts on our commitment to be in the forefront of technological development, energy efficiency, and respect for the natural environment, to provide our citizens with a better service.

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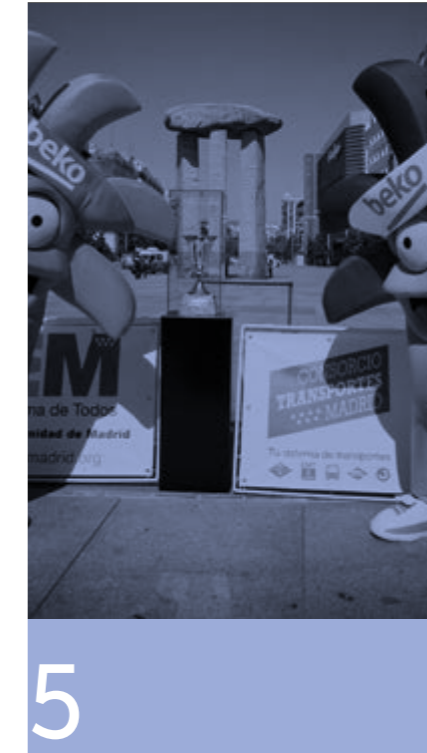
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1

The CRTM

The Regional Transport Consortium of Madrid (CRTM) is the Public Transport Authority of the Madrid Region.

It was founded under Act 5/1985 May 16th, passed by the Madrid Assembly. The CRTM adopts the form of an Independent Agency of Madrid Regional Government and brings together all its competences and those belonging to all local municipalities in the region, in matters of regular passengers transport. It assumes the integrated management of the public transport system on the Madrid region.

Its functions and priority objectives are, as a consequence of the competence allocation mentioned above, summarized below:

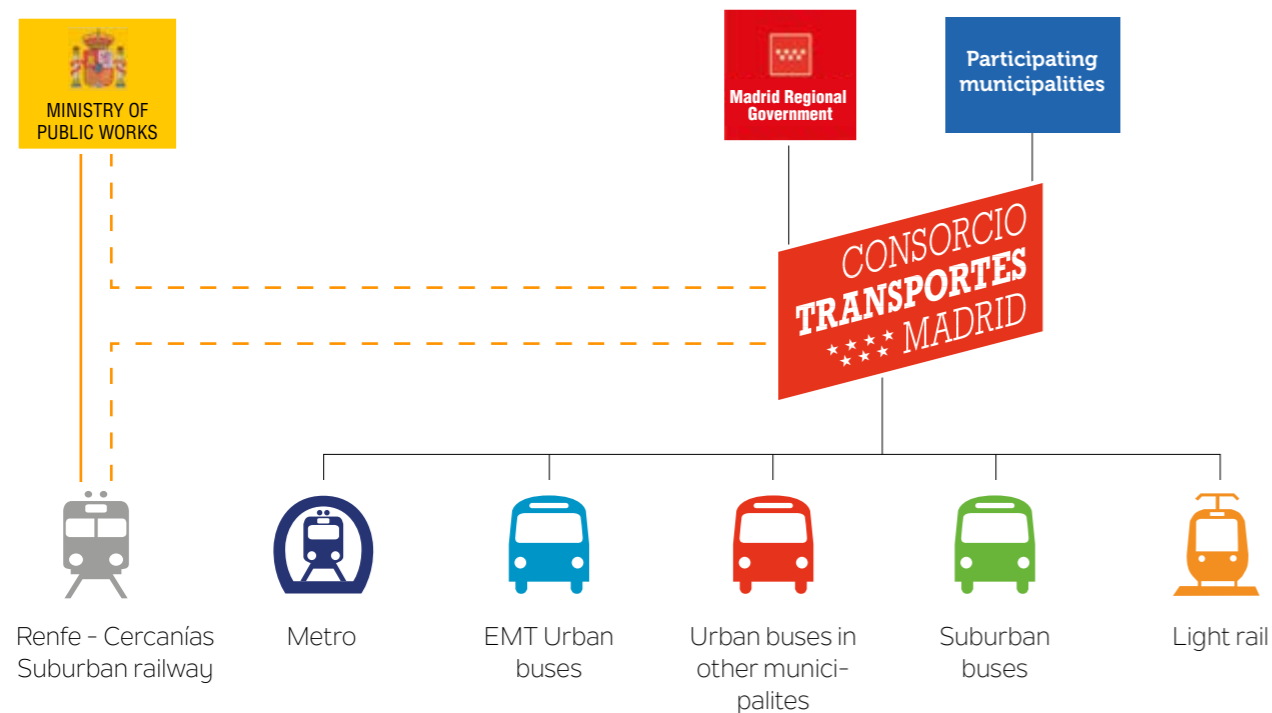
- Planning of public transport infrastructures, with a particular emphasis on the modal integration.
- Planning of services and coordination of exploitation programmes of all transport modes.
- Definition of a unique integrated fare system for the whole public transport system.
- Establishing a stable financial framework.
- Controlling and monitoring the operators' economic management.
- The creation of a global image for the system, unifying external relations with users.



The Institution

The CRTM is constituted as a group of public administrations which transfer their competences in order to act as a collegiate body. Henceforth, companies that provide transport services are not directly integrated into the Consortium, but they depend on it by the adhesion of the Administration responsible for providing such services.

Accordingly, RENFE, a public company attached to the Ministry of Public Works, lies outside the Consortium's sphere of competence, even though the Central State Administration, which contributes to the financing of the system, has representation in the Consortium's Administrative Board.



The Consortium is governed by an Administrative Board, which performs its functions directly or through a Delegate Committee. On 31 December 2014 the composition of these bodies were as follows:

Administrative Board

Position	Name	Representation
Chairman	Pablo Cavero Martínez de Campos	Madrid Regional Government
Board Members	Francisco de Borja Carabante Muntada Federico Jiménez de Parga Maseda Manuel Vicente Sol Izquierdo Raimundo Herráiz Romero Matilde García Duarte José María Rotellar García	Madrid Regional Government
Vice-chairman	Concepción Dancausa Treviño	Madrid City Council
Board Members	Francisco Javier Rubio de Urquía Diego Sanjuanbenito Bonal	Madrid City Council
Board Members	José Luis Fernández-Quejo del Pozo Daniel Ortiz Espejo Eugenio Morales Tomillo	Participating municipalities
Board Members	Joaquín del Moral Salcedo María del Mar Angulo Pérez	Central State Administration
Board Members	David Jabato García Valenciano Antonio Oviedo García	CC.OO. Union U.G.T. Union
Board Members	Francisco Javier Carbajo de la Fuente Juan Carlos Herranz Arranz	Business Associations
Board Members	Gustavo Samayoá Estrada	Consumer Associations
Secretary (non-counsellor)	Jesús Mora de la Cruz	
General Manager	Jesús Valverde Bocanegra	

Delegate Committee

Position	Name
Chairman	Pablo Cavero Martínez de Campos
Board Members	Manuel Vicente Sol Izquierdo Concepción Dancausa Treviño Francisco Javier Rubio de Urquía Diego Sanjuanbenito Bonal
Secretary and board member	Francisco de Borja Carabante Muntada

Operational framework

The operational framework for the public transport system in the Madrid Regional Government is summarised as follows:

PASSENGER ROAD TRANSPORT



Madrid Urban Bus Services EMT: this public company held by Madrid City Council provides urban passenger transport in the city of Madrid.



Urban bus operators in other municipalities: there are 8 urban transport concessions operating in 7 municipalities. In addition, there is also a local public company that operates in one municipality.



Suburban bus operators: there are 28 suburban passenger transport concessions operating in all the municipalities in the region. In addition, there are 25 operators that, in connection with these concessions, provide urban passenger transports in 29 municipalities.

RAILWAY PASSENGER TRANSPORT



Metro de Madrid, S.A., a public company held by Madrid Regional Government.



Madrid Suburban Railway - Renfe-Cercanías: a public company held by the Central State Administration.



Private metro operators: 2 public works concessions for the extensions of both line 8 (Barajas-Aeropuerto T4) and line 9 (Puerta Arganda-Arganda del Rey), operated respectively by GlobalVia and TFM.



Private light rail and tramway operators: 3 public works concessions for light rail lines: ML1 (Metros Ligeros de Madrid), ML2-ML3 (Metro Ligero Oeste) and ML4 tramway (Tranvía de Parla).

INTERCHANGE STATIONS

5 public works concessions, including exploitation and maintenance of the passenger interchange stations of Madrid:

- Avenida de América
- Plaza de Castilla
- Plaza Elíptica
- Moncloa
- Príncipe Pío



Legal regime for operators



The different transport services are provided by both public and private companies with legal personality and management autonomy. The two biggest public operators, Metro de Madrid and Empresa Municipal de Transportes de Madrid (EMT) belong to Madrid Regional Government and Madrid City Council, respectively. They are governed by annual agreements based on the approval of a balanced ticket price per passenger in the case of Metro de Madrid, and a production commitment in the case of EMT. They include, in both cases, a commitment with several objectives of service quality.

The third biggest operator in the region, RENFE, keeps an agreement with the Consortium that regulates the use of multimodal tickets and compensations derived from them.

A direct public management for the urban service in Fuenlabrada is provided by the municipal transport company, and every month the CRTM compensates economically all trips made by multimodal tickets. Indirect management for road passenger transport in the region is provided by the different private operators that were awarded public service contracts, according to Law 16 of 30th July 1985, Transport Planning Act.

Complementary to the above law, Law 5 of 20th October 2009, passed by the Madrid Assembly, is the third regulatory norm for the regional transport system. Under the authority of this norm, concession companies providing public road transports for the Consortium were included in a process in 2009 to validate their concession agreements.

Light rail services and interchange stations, which require the construction of infrastructures, are provided by private operators that previously had been awarded the corresponding public works concessions. Thus, once the concession period expires, all infrastructure made by the contractors reverts to the Public Administration.

Concessions holders of the interchange stations executed the construction works under the project approved by the CRTM, acquiring the rights to operate the public infrastructure to recoup the investment made and to perceive the economic compensations included in the contract specifications.

■ Funding

■ System needs and funding



The CRTM remunerates their contractors for light rail and the T4-Barajas section of line 8 according to the real level of passenger demand, by the use of the agreed technical fare. The deficit between the break-even fare and the money collected by Tranvía de Parla is equally covered by the CRTM and the Municipality of Parla.

Lastly, Transportes Ferroviarios de Madrid (TFM), as contractor for Puerta Arganda-Arganda del Rey section of line 9, receives a compensation adjusted to the fare established in the contract for any passenger using a public transport pass. This compensation is directly perceived by the operator. The contract provides also a complementary compensation per passenger carried, until a certain amount of demand is achieved.



The financial needs of the transport system derive from the contractual and conventional obligations established with the different operators, as described in the preceding section Regime of operators. In summary, they consist on a compensation per service supplied, either per passenger carried or per unit of production. This compensation will cover all operating expenses, and where applicable, depreciation of infrastructures through usage fees.

The operation of the regional public transport system is funded by public contributions from all levels of administrations, and contributions from users.

In respect of contributions from users, which consist on the revenue raised from the sale of the different tickets, they are all integrated in the total volume of revenue of the system, whether they are multimodal tickets sold by the CRTM, or those tickets issued by the private operators.

Regarding the contributions from the different public administrations to fund the public transport system, they are listed under the law establishing the CRTM. These public contributions, called fare subsidy of the system, cover the difference between the economic needs and the revenue from ticket sales.

Central State Administration, Madrid Regional Government and Madrid City Council are quantitatively the most important contributors to the system. The others councils of the region with urban transport

services also contribute, although to a considerably lesser extent. Lastly, the Spanish Regions of Castilla La Mancha and Castilla y León contribute as well, under the respective financing agreement for interregional passenger transport through their borders.

- Central State Administration contributes with a nominative subsidy aimed to cover the needs of the land-based public passenger transport system, as defined on the Law establishing the CRTM. Such contribution replaces the contract-programme that regulated these financial relations since 1986.
- Once the central administration subsidy is deducted, Madrid Regional Government and Madrid City Council finance the needs of Zone A, in accordance with the percentage stated in the Regulatory Agreement that establishes the conditions on which Madrid City Council adheres to the Regional Transport Consortium for the 2013-2015 period.

With regard to Zones B and C, once the Central State Administration subsidy for these areas is deducted, the remaining needs are covered entirely by Madrid Regional Government, except in the case of municipal urban transport services, whose deficits are covered in half by the respective municipality.

The needs deriving from the use of outer areas travel passes (Zone E1 and E2 in Castilla la Mancha Region and combined tickets in certain services between Madrid and the provinces of Ávila and Segovia) are covered by the Castilla la Mancha and Castilla y León regions respectively, in accordance to the corresponding collaboration agreement.

2014 budget and economic results



The budget for year 2014 compiles all expenditure needs of the system and their financing. The CRTM, being a public entity, has two different budgets. An estimative budget compiling all commercial activity that integrates, on the income side those derived from ticket sales, and on the expenditure side the distribution of this income among the transport operators and distribution and commercialization of tickets. On the other hand, the CRTM has an administrative budget integrated by tax collection and other public incomes, and contributions from its members as subsidized fares. On the expenditure side, this budget includes all necessary credits to finance personnel expense of the entity, current expenses on goods and services, and the reimbursement of the subsidized fares to the operators.

In 2014, in both cases collected revenues amounted to 1,899.5 million euros, whereas the amount of expenditure reached 1,867.8 million euros. The difference between recognised income and recognised expenses produced a budgetary surplus of 31.7 million euros, according to the following figures:

Revenue CRTM: 1,899 million/€

Expenditure CRTM: 1,868 million/€



CRTM BUDGET SETTLEMENT Budgets and Restricted Budgets / Euros

INCOME	Declared assets 2014
Chap. III Taxes and other incomes	3,161,916.02€
Chap. IV Current transfers	983,954,180.99€
Chap. V Property income	268,190.27€
Chap. VII Capital transfers	788,470.00€
Chap. VIII Financial Assets	14,069.27€
TOTAL RESTRICTED INCOME	988,186,826.55€
Revenue collection	911,287,482.91€
TOTAL ESTIMATED INCOME	911,287,482.91€
TOTAL INCOME	1,899,474,309.46€

EXPENDITURE	Declared liabilities 2014
Chap. I Staff expenditure	5,956,148.20€
Chap. II Current goods and services expense	4,466,710.51€
Chap. IV Current transfers	902,103,516.68€
Chap. VI Real investment	716,311.54€
Chap. VII Capital transfer	0.00€
Chap. VIII Financial assets	13,600.00€
TOTAL RESTRICTED EXPENDITURE	913,256,286.93€
Raw material for service operations	1,992,701.46€
Other subcontracted work	41,247,399.48€
Refunds	911,286,628.97€
TOTAL RESTRICTED EXPENDITURE	954,526,729.91€
TOTAL EXPENDITURE	1,867,783,016.84€

RECOGNISED • 2014 INCOME-RECOGNISED EXPENSES

(I) Restricted budgetary balance	74,930,539.62€
(II) Restricted budgetary balance	-43,239,247.00€
BUDGETARY BALANCE (I + II)	31,691,292.62€

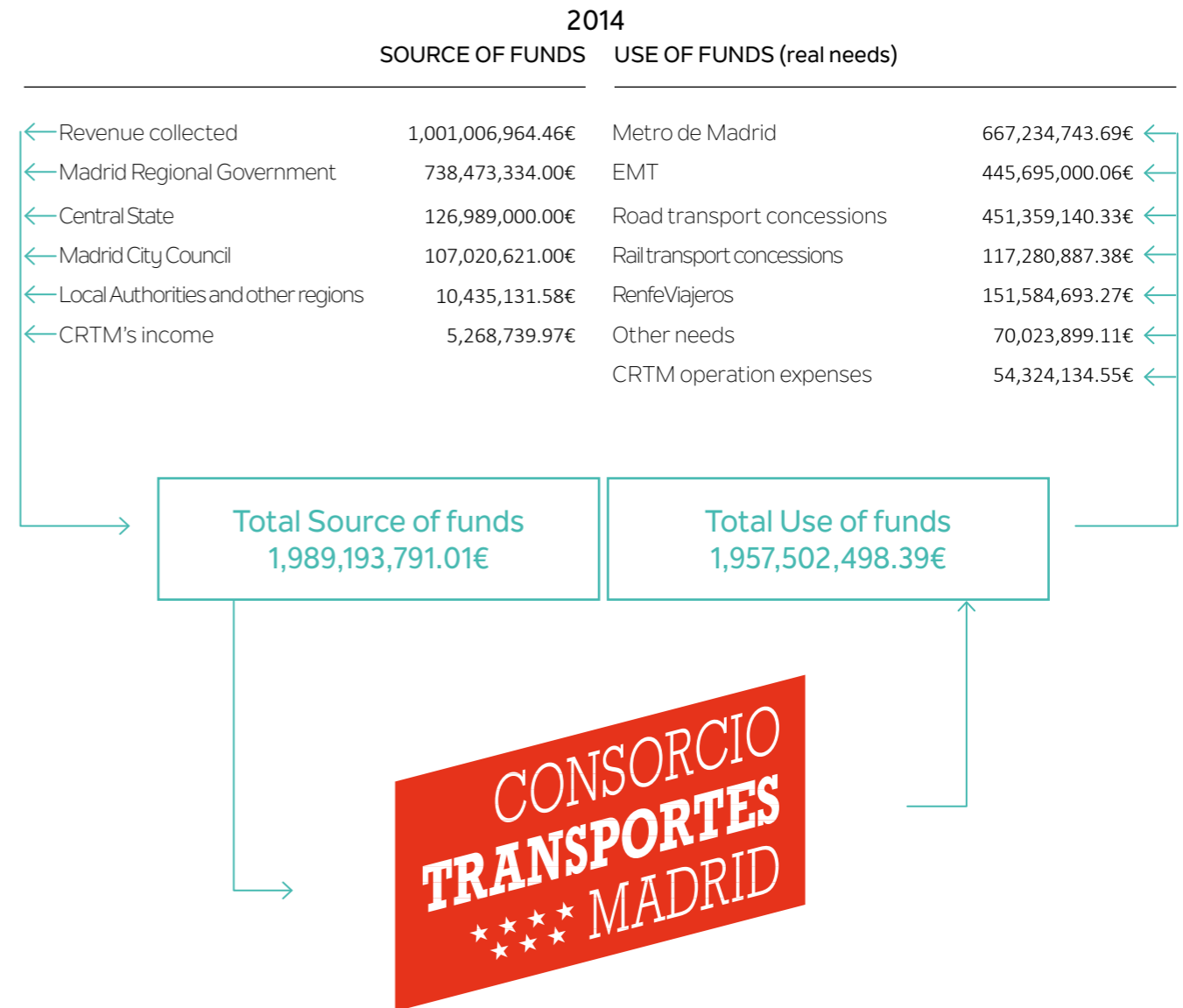


This budgetary settlement takes into account income and expenditure regardless of the year they are generated. By applying the accruals an economic result is obtained for the financial year, which in 2014 equals to the budgetary result.

ECONOMIC RESULTS

(I) INCOME	1,989,193,791.01 €
Contributions to CRTM	982,918,086.58 €
Fare income	1,001,006,964.46 €
CRTM own income	5,268,739.97 €
(II) EXPENDITURE	1,957,502,498.39 €
CTRM internal operations	54,324,134.55 €
Transport operators fare compensation	1,833,154,464.73 €
Administrative concessions	69,956,016.40 €
Other current and capital expenses	67,882.71 €
DIFFERENCE (I-II)	31,691,292.62 €

The economic flows of source and use of funds in 2014 are shown in the following chart, which comprises all income and expenses.



***Average revenue per trip: 0.77€**
***Average cost per trip: 1.50€**
***Average subsidy per trip 0.73€**

*These averages are calculated without taking into account Suburban railway Renfe-Cercanías own tickets (single ticket, 10-trips ticket and others) as they do not affect CRTM budget.

■ Balance Sheet

Finally, the balance sheet and the statement of financial performance for the year ending 31st December 2014 are published as annexes.

BALANCE SHEET AS OF 31ST DECEMBER 2014

ASSETS	2014	2013
1. NON-CURRENT ASSETS	29,802,145.52€	33,046,844.22€
Intangible assets	45,511,641.46€	45,511,641.46€
Cumulative depreciation for intangible assets	18,204,342.26€	15,170,178.16€
Tangible assets	12,019,754.64€	17,735,016.30€
Cumulative depreciation for tangible assets	9,525,144.83€	15,029,871.89€
Deposits	236.51€	236.51€
2. CURRENT ASSETS	228,541,096.06€	380,125,809.38€
Budgetary receivables	166,241,705.82€	163,052,373.70€
Non-budgetary receivables	3,000.00€	12,946.70€
Receivable from public authorities	124,792,859.21€	37,738,165.45€
Other receivables	0.00€	3,375.94€
Provisions	99,018,940.97€	0.00€
Other financial investments	21,529.50€	6,601.69€
Cash and cash equivalents	36,500,942.50€	179,312,345.90€
TOTAL ASSETS	258,343,242.58€	413,172,653.60€
EQUITY AND LIABILITIES	2014	2013
I. EQUITY	149,373,972.32€	217,301,518.69€
Prior periods' profit	527,984,699.84€	479,172,682.64€
Prior periods' loss	310,683,181.15€	310,683,181.15€
Profit-loss for the period	-67,927,546.37€	48,812,017.20€
II. PROVISION FOR LIABILITIES AND CHARGES		14,203.73€
III. CURRENT LIABILITIES	108,969,269.26€	195,856,931.18€
Budgetary payables	87,794,412.32€	165,942,391.71€
Non-budgetary payables	14,990,410.74€	25,673,243.10€
Payable to public authorities	545,595.41€	507,535.88€
Other payables	5,613,736.37€	3,722,106.72€
Securities and other deposits	25,114.42€	11,653.77€
TOTAL EQUITY+LIABILITIES	258,343,242.58€	413,172,653.60€

STATEMENT OF FINANCIAL PERFORMANCE AS OF 31ST DECEMBER 2014

	2014	2013
A) EXPENDITURE	1,967,466,522.22€	1,926,507,299.42€
Supplies	1,992,701.46€	3,627,060.30€
Raw materials and other consumables used	1,992,701.46€	3,627,060.30€
Other operating expenses	154,664,441.55€	54,614,770.69€
Personnel expenses	5,956,148.20€	5,959,945.35€
- Salaries and wages	4,518,973.39€	4,644,977.40€
- Employee benefits expense	1,437,174.81€	1,314,967.95€
Amortisation and depreciation	4,067,429.64€	4,203,134.57€
Other administrative expenses	45,621,922.74€	44,451,690.77€
- External services	45,621,922.74€	44,451,690.77€
Provisions for other liabilities	99,018,940.97€	0.00€
Transfers and subsidies	1,810,788,514.09€	1,857,682,241.46€
Current transfers	155,606,415.69€	156,762,849.34€
Current subsidies	1,655,182,098.40€	1,700,919,392.12€
Capital subsidies	0.00€	0.00€
Prior periods' loss and profit	20,865.12€	10,583,226.97€
Savings in current period	0,00€	48,812,017.20€
OVERALL TOTAL	1,967,466,522.22€	1,975,319,316.62€
B) REVENUE	1,899,538,975.85€	1,975,319,316.62€
Sales and services rendered	913,446,979.64€	915,827,816.71€
Sales	911,287,482.91€	914,748,933.43€
Services rendered	2,159,496.73€	1,078,883.28€
Other operating income	1,284,813.29€	4,117,249.62€
Tax revenue	0.00€	0.00€
Reimbursements	66,987.57€	310,403.57€
Other administrative income	573,340.28€	2,330,573.34€
- Non-core and other current operating income	559,136.55€	2,330,573.34€
- Provision surpluses	14,203.73€	0.00€
Interest and similar income	644,485.44€	1,476,272.71€
Transfers and subsidies	984,742,650.99€	1,055,374,250.29€
Current subsidies	983,954,180.99€	1,055,121,816.29€
Capital subsidies	788,470.00€	252,434.00€
Extraordinary income	64,531.93€	0.00€
Dissaving in current period	67,927,546.37€	0.00€
OVERALL TOTAL	1,967,466,522.22€	1,975,319,316.62€



586 million
of vehicles-km

2

Service supply

The public transport system of the Madrid Region is based on a combination of integrated elements, comprised of operators, infrastructures and smart transport systems, with a common fare system, on which the CRTM performs its functions of planning and management of transport services.

Over the year 2014, the services production for the means of transports as a whole recorded 326.8 million of carriages-km by rail and 259.1 million of vehicles-km by road, on a network which covers more than 11,000 km and gives service to all the municipalities of the region.



The supply

The following chart defines and summarizes the main characteristics of the service supplied in 2014 depending on the type of urban, railway, or road operators which form the whole transport system managed by the CRTM.



Transport operators

	Metro de Madrid	Madrid urban bus (EMT)	Road transport concessions	Light rail and other railway concessions	Suburban railway Renfe-Cercanías
No. of lines	12+branch	204	437	5	9
Network length (km)	267.9	1,531.7	8,320.0	54.8	391.0
Lines length (km)	267.9	3,621	20,746.0	54.8	778.3
No. of station/stops-network	235	4,630	8,019	62	92
No. of station/stops-line	285	10,653	20,964	63	166
No. of vehicles (vehicles/buses)	2,326	1,907	1,813	241	1,127
Vehicles-km (million)	164.1	88.9	170.2	16.2	146.5

Metro de Madrid

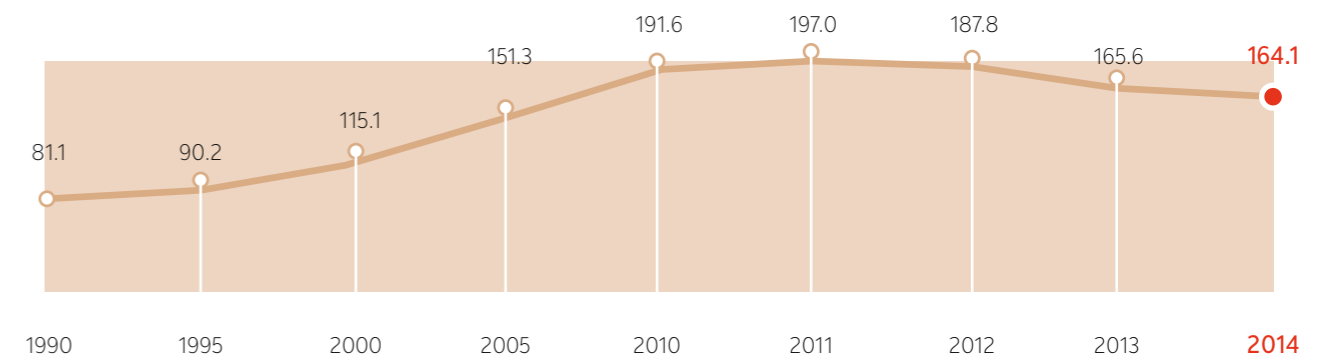
The Metro network is formed by a total of 12 lines plus the branch line between Opera and Principe Pio stations, and extends over 267.9 km with a total of 235 stations. Among these, there are 39 multiple stations (they have a connection between 2 or more lines), and 196 are simple stations. In terms of the number of lines, the Metro network has a total of 285 stations-line.

Including the operated section by the contractor for line 9 between Puerta de Arganda and Arganda del Rey (TFM), it would be a network of 287 km, and a total of 240 stations-network and 291 stations-line.

The production of 2014 records 164.1 million of vehicles-km.



EVOLUTION OF ANNUAL PRODUCTION (million of vehicles-km)



Over a working day, the peak hour supply is composed of 293 trains in service, with an average passing frequency of 4.5 minutes and an average speed of 28.1 km/h.

The rolling stock in service during the year 2014 was composed by 2,326 cars and the average age is 14.1 years old.

OFERTA POR LÍNEA EN HORA PUNTA DE DÍA LABORABLE

Line	1	2	3	4	5	6 (direction1)	6 (direction2)	7	East Metro	8	9	10	North Metro	11	12 (direction1)	12 (direction2)	Branch line
Trains	34	19	26	25	29	20	13	18	6	11	22	32	11	5	10	10	2
Vehicles per train	6	4	6	4	6	6	6	6	3	4	6	6	3	4	3	3	4
Operating speed (km/h)	22.8	24.1	25.2	22.2	23.1	25.6	25.8	27.9	32.7	42.4	26.6	28.2	36.0	27.6	37.8	38.2	11.7
Travel time (min) (round trip)	120.9	70.4	70.5	78.9	120.4	55.1	54.5	84.5	34.3	46.5	92.6	103.1	51.9	35.8	64.5	63.8	11.2
Interval (min)	3.6	3.7	2.7	3.2	4.2	2.8	4.2	4.7	5.7	4.2	4.2	3.2	4.7	7.2	6.5	6.4	5.6

Madrid urban buses - EMT

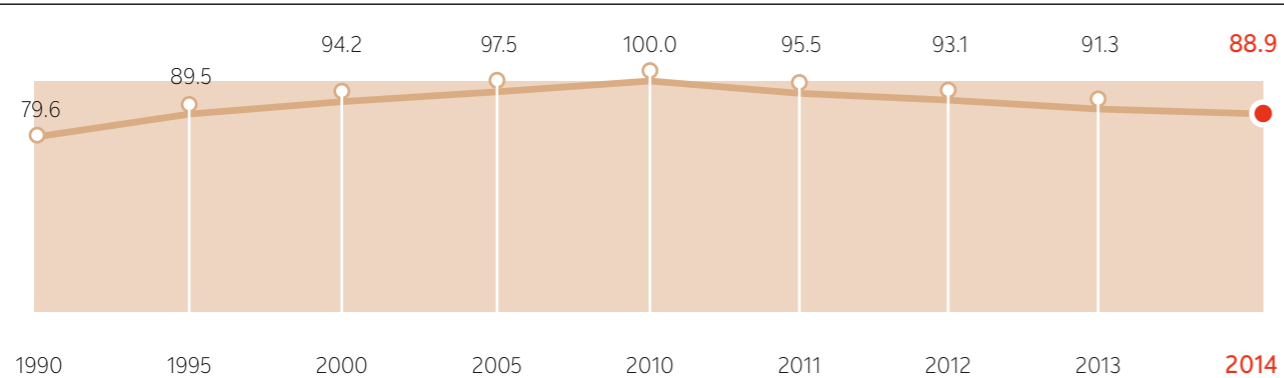
The urban buses network of Madrid, operated by Empresa Municipal de Transportes de Madrid (EMT), is formed by a total of 204 lines, being 177 day lines and 26 night lines; these latter in service the whole year. The Airport Express bus line is in service 24 hours a day.

The total number of kilometres covered in 2014 is 88.9 million, 2.6% lower than the same magnitude in 2013. In this sense, the hours-vehicles (6.6 million) and the trips made (10.3 million) also show a similar relative decrease.

The characteristics of the planned supply vary due to the heterogeneity of the lines that form the day network, although the main group is composed by those lines with an interval between 8 and 12 minutes. In the peak hour, 29 % of the lines operate with a passing frequency below 8 minutes.

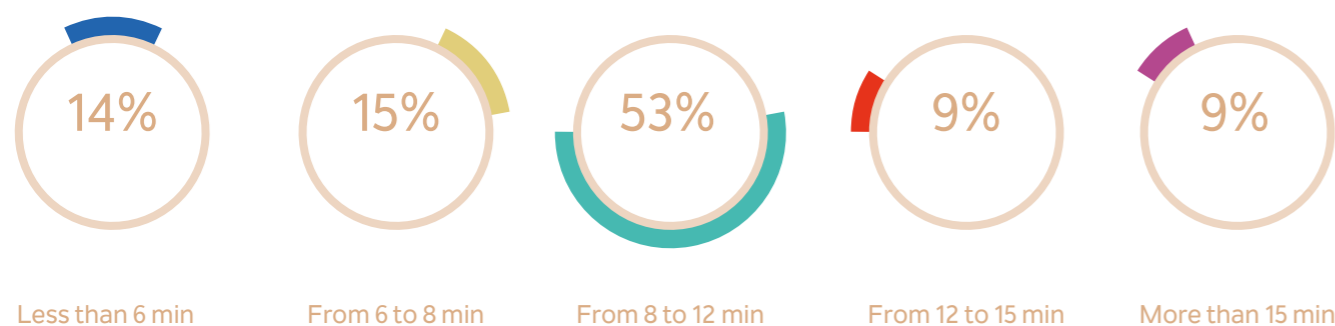


EVOLUTION OF ANNUAL PRODUCTION (million of vehicles-km)



In 2014, the EMT rolling stock is composed of 1,907 active vehicles, of which 767 work with natural compressed gas (NCG), 23 are hybrids, 20 are electrics and the rest work with biodiesel. The average age of the fleet is 7.6 years old.

% EMT LINES PER INTERVAL DURING PEAK HOUR



Road transport concessions



The bus network of the road transport concessions of the Madrid Region is formed on 31st December 2014 by 437 lines, being 297 suburban day lines, 110 urban lines and 30 suburban night lines.

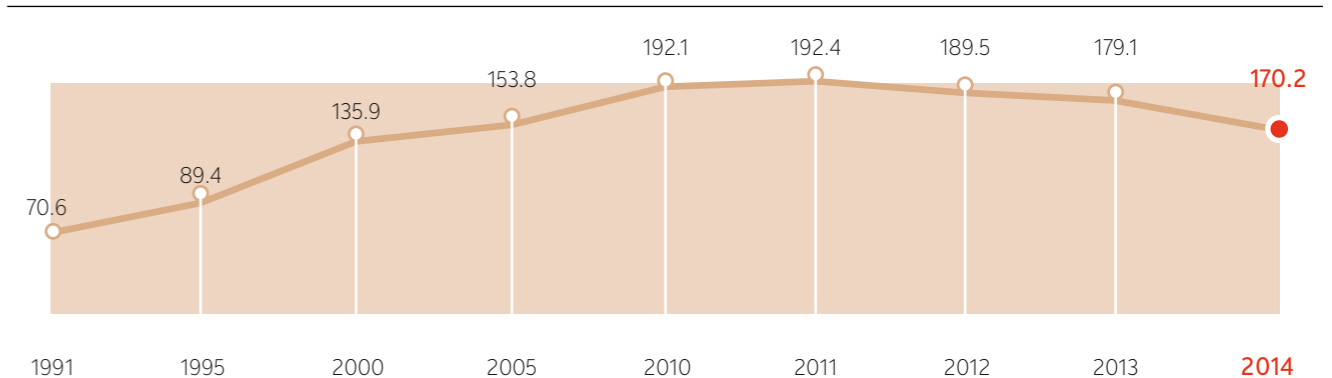
Over the year 2014, 4 new lines had been established, 3 of them providing transport to the new hospital at ColladoVillalba and an urban line in the municipality of Mostoles:

- 670 ColladoVillalba (Hospital) - Morzarzal
- 680 Collado Villalba (Hospital) - Cercedilla
- 696 Collado Villalba (Hospital) - Navacerrada
- L6 Universidad Rey Juan Carlos - Urbanización Parque Guadarrama

The lines are operated by 31 different companies, by the means of 36 administrative concessions. The urban service in the municipalities of zones B and C is provided by three different ways:

- Municipalities with their own urban network, in this case, most of urban services will be supplied through this network.
- Municipalities with a complementary urban network, where the urban services will be provided by the suburban buses, complemented by this auxiliary urban network.
- Municipalities where the urban service is delivered by the suburban buses network.

EVOLUTION OF ANNUAL PRODUCTION (million of vehicles-km)



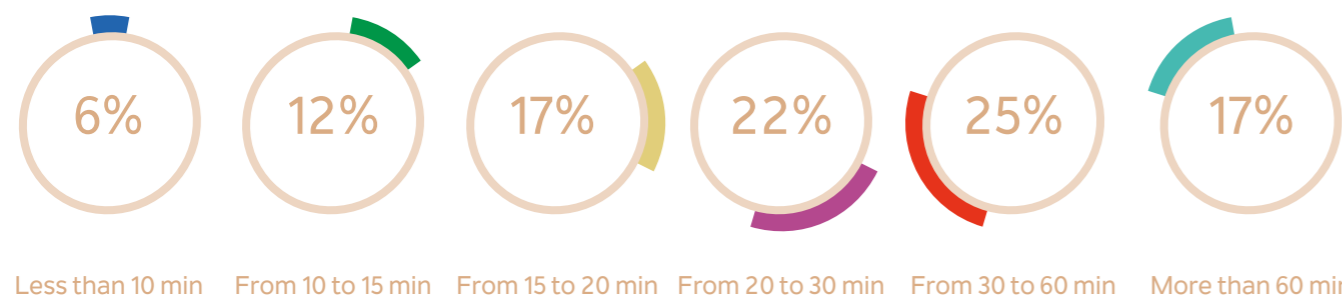


Accordingly, the real urban transport supply is far superior to what it can be deduced examining the urban network itself. The specific urban network for zone B and C reaches 35 municipalities, although only in 6 of them there is an independent administrative concession. Moreover, in the municipality of Fuenlabrada, the urban service is provided by the City Council through a local public company. The number of services offered for the whole network rise to 27,332 during a working day in winter.

The fleet of vehicles of the road transport concessions consists of 1,813 buses. Over the year 2014, 177 buses have been renovated, the average age being 4.3 years old. As a result of these changes and improvement in the fleet, there are 101 available vehicles that work with natural gas and 41 hybrid vehicles. Also, 100% of the bus fleet is adapted to persons with reduced mobility (PRM).

The supply for the different lines of the network is, logically, heterogenic and it's adapted to the different existing needs in municipalities with disparate people and characteristics, as illustrated in the following chart that shows the percentage of lines per passing frequency on peak hour during a working day.

% OF ROAD CONCESSIONS LINES PER INTERVAL DURING PEAK HOUR



Madrid suburban railway - RENFE - Cercanías

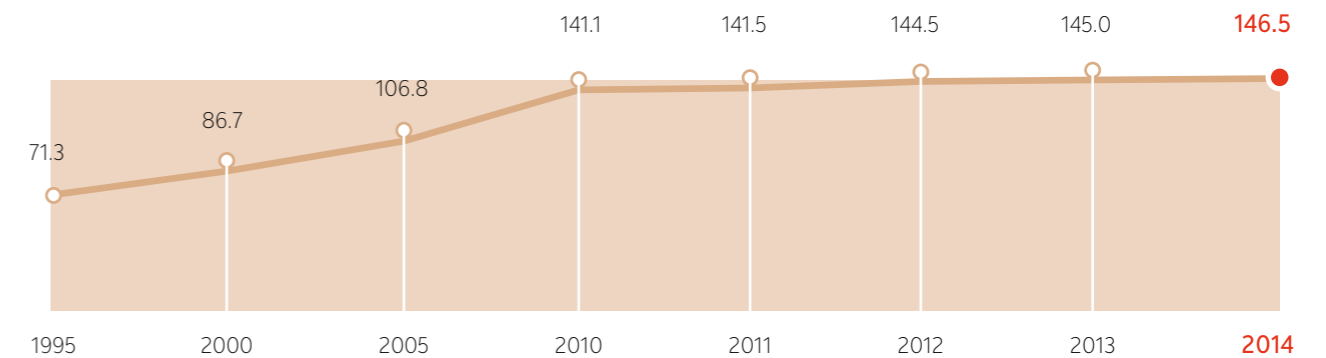
Renfe-Cercanías Madrid is a railway service operated by Renfe Viajeros on ADIF infrastructure, which connects the city of Madrid with its metropolitan area and the populated centres of the region and with the city of Guadalajara.

The Madrid suburban rail network operated in 2014 a total of 9 lines with 92 network-stations developed on 391 km, including the Azuqueca and Guadalajara stations outside of the territorial jurisdiction of the Madrid Region.

Referring to stations-line, the number rises to 166, including 37 of them that serve at least 2 lines, this number goes up to 50 if it is considered connections with other railway modes (metro and light rail).



EVOLUTION OF ANNUAL PRODUCTION (million of carriages-km)



RENFE-CERCANÍAS LINES AND INTERCHANGE POINTS

Line	No. Stations-line	Interchange with other suburban rail lines	Interchange with other metro/light rail lines
C-1	10	9	10
C-2	18	15	7
C-3	23	15	6
C-4	18	6	7
C-5	23	3	11
C-7	30	31	18
C-8	22	15	5
C-9	3	1	-
C-10	19	19	10
Total	166	114	74

The transport supply programmed for the Madrid suburban railway services in 2014 provided more than 1,300 trips by day, being the annual production of 16.5 million of vehicles-km in 2014, a figure that represents an increase of 1% compared to 2013.

Light rail

The light rail network consists of 4 lines, whose description is shown below:

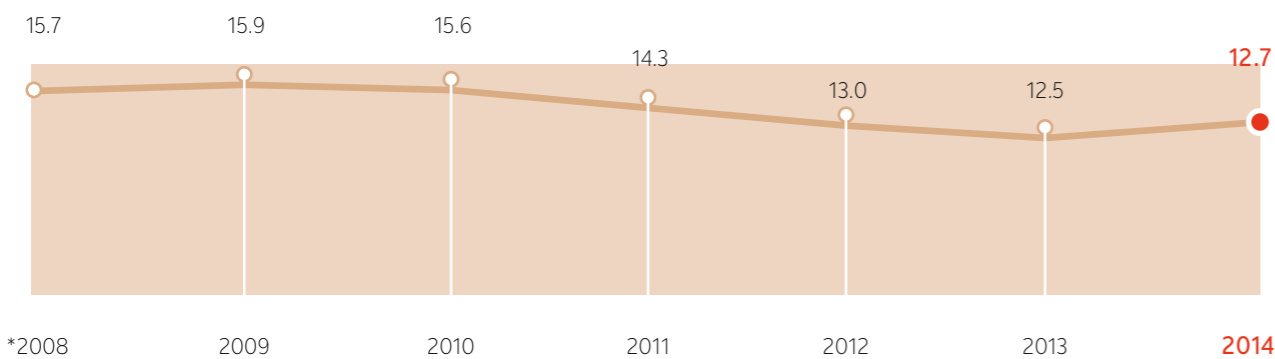
- ML1: Pinar de Chamartín – Las Tablas
- ML2: Colonia Jardín – Estación de Aravaca
- ML3: Colonia Jardín – Puerta de Boadilla
- ML4: Tranvía de Parla (circular line)

The provision of light rail services is related to three companies: Metros Ligeros de Madrid (MLM), which operates line ML1; Metro LigeroOeste, which operates lines ML2 and ML3; and Tranvía de Parla, which operates line ML4.

On balance, the production for year 2014 is 12.7 million of vehicles-kilometre.



EVOLUTION OF ANNUAL PRODUCTION (million of carriages-km)



*Light rail network started its operations in 2007.

Over a working day, the peak hour supply consists of 37 trains in service, being the average interval of 5.8 minutes and the average speed 22.0 km/h.

SUPPLY PER LINE DURING PEAK HOUR ON A WORKING DAY

Line	Trains	Vehicles-train	Operation Speed (km/h)	Journey Time (min)	Interval (min)
ML1	7	5	19.1	17	5.0
ML2	10	5	23.5	22	5.5
ML3	13	5	25.4	32	5.5
ML4	7	5	19.9	25	7.0

Other railway concessions (line 9b- TFM)

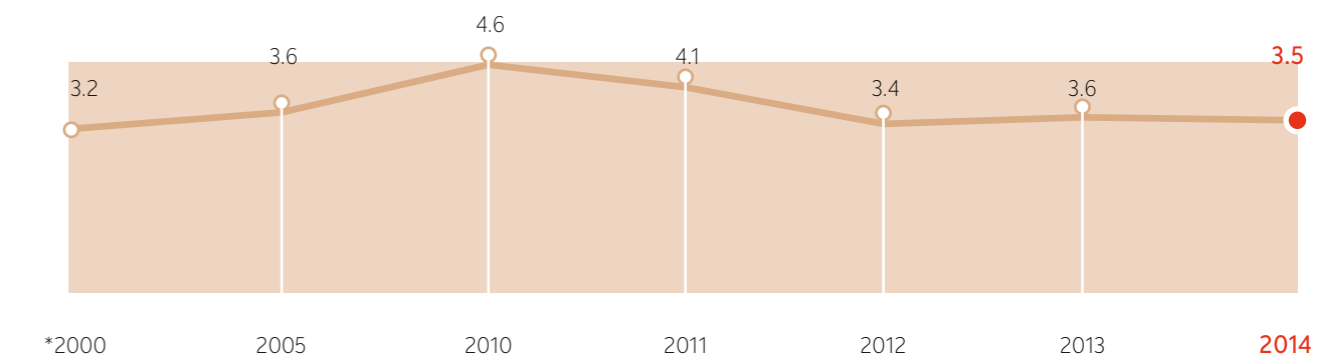
It is a section of line 9 located between Puerta de Arganda and Argandadel Rey stations. It stretches over 19.0 km and 5 network stations, including the Puerta de Arganda station of Metro de Madrid.

The production for year 2014 is 3.5 million of vehicles-kilometres.

Over a working day, the peak hour supply consists of 7 trains in service, being the average interval 6.7 minutes and the average speed 49.0 km/h.



EVOLUTION OF ANNUAL PRODUCTION (million of carriages-km)



* Line 9 started its operations in 1999

Intermodality

The interconnection of the different modes included in the transport system is reflected on the infrastructure destined to the intermodality. These infrastructures destined to articulate the transport networks serve to streamline mobility and enable connection with a high capacity mode, whether it is metro or railway, in an efficient manner and with additional services for the traveller.

According to their characteristics, they can be classified in two groups:

- Main interchange stations
- Intermodal areas



■ CITRAM



Over the year 2014 the Public Transport Management Centre CITRAM, has kept working on its three basic pillars: innovation, real-time management and provide the transport system with more resilience.

In this regard, a pilot experiment of the tool “Decision Engine Software” has been tested, a decision-support application when operative decisions have to be made in critical situations. It works like a top layer of the multimodal platforms, and it is designed to integrate data issued from several sources developed by the CRTM in the past years. It then automatizes the localization process and the selection of the concerned transport lines, the implicated agents and the crisis management support facilities. The new application allows for shortening the response time and ensures the homogeneity of the information and that all implicated people are conveniently alerted of the start, state and finalization of the event.

Also in 2014, CITRAM has led the execution of the first multimodal real condition simulation. It was put in place the fire evacuation processes for an interchange station, the redesign of the transport system in the area and the management of the information to the traveller. The emergency services of Madrid, 5 bus operators, Metro de Madrid and the operator for the Moncloa interchange station participated in this simulation.

In the year 2014 CITRAM opened a new line of action with the Automatic Vehicle Monitoring System (AVMS), suppliers of the suburban companies in order to provide the CRTM, the transport operators and the traveller with new services. As a consequence of this project, the stability of the data is guaranteed, the adequacy of the operation reports to the traveller needs and the availability of real time information at every stop by the use of a QR code. It is also noteworthy the implementation of a collaborative application for mobile devices with the aim to improve the inspection of bus stops of the suburban network in the Madrid Region. Additionally, in 2014 CITRAM carried out some training activities for the transport operators concerning the collaborative tool GEIS, an application designed to manage incidences and issues in the public transport system. This allows for homogenizing the treatment and information transmission criteria about events in the network.

Innovation Management Resilience

■ The fare system

The fare system for the public transport in the Madrid Region is defined as a zone system, where the price of the trip is calculated according to the number of zones crossed. Moreover, there are three types of travel tickets aimed at as many general traveller categories.

According to the Creation Act of the CRTM, the tickets used by more than an operator belong to the CRTM, who is responsible for their issue and commercialization.

All modes and operators are included in this framework, which finally forms a system with a high degree of integration.

In regards to the technology, in 2014 the introduction of the new Public Transport Card has been completed through a contactless microprocessor for almost all personal travel pass, while the rest of the tickets keep a magnetic card format.



■ The zoning

The Madrid Region is divided in six fare areas:

- A central area (A), which almost coincides with the municipality of Madrid.
- Three metropolitan areas (B1, B2, B3), with 8, 14 and 27 municipalities respectively.
- Two areas (C1 and C2), in order to reach the administrative limits of the Madrid Region, which contains a sparse population in the 129 last municipalities.

In addition to this, two exterior areas has been defined (E1 and E2), inside the bordering Region of Castilla-La Mancha, covering a distance from the capital of 59 and 85 kilometres respectively.



Types of tickets



There are three main types of public transport tickets:

- A single ticket, for each operator, destined to the occasional user that can be acquired at the moment of its utilization. In the case of Metro de Madrid and the metro and light rail concessions connected to it, there is a single combined ticket valid for any combination of these services.
- A ten-trips ticket, destined to intermediate users and bought in advanced. In the A zone there are two types of ten-trips tickets: one multimodal (Metrobus), valid equally for Metro, EMT, ML1, and the Prisei concession inside the municipality of Madrid; and another ten-trips ticket with transfer included, only valid for the EMT, which allows for changing of lines in a period of one hour after the first validation. Finally the multioperator ten-trips tickets (united bus card) are valid for all the urban and suburban road transport operators. Additionally, and by analogy with the single combined ticket for the metro and light rail connected services, there is a ten-trips combined ticket. They are all tickets incorporating magnetic technology and an Edmonson format, except for the EMT+EMT 10-trips ticket, which is a disposable contactless one.
- A personal multimodal card, with unlimited use in a period and a zone of validity, named Public Transport Card, destined to frequent users and which is also bought in advanced. Since the introduction of the contactless technology, the period of validity of the travel pass passed from one calendar month to 30 days after the first use. The travel pass has different prices depending on the user's age: people under the age of 23 years (young travel pass); between 23 and 64 years old (standard travel pass) and people over the age of 65 years old (senior travel pass).

71.4% of all trips are made using travel pass

Outer Metro lines and Metro LigerOeste lines have a unified fare zone, a functional exception to the fare system. On the other hand, the use of the stations that provide services to the airport terminals is charged with a supplementary ticket, except in the use of a travel pass or a tourist ticket. Finally, the Airport Express EMT bus line has its own special ticket.

Tourist tickets are also personal tickets that allow for a limitless use and destined to the floating population. They are issued in only two zone categories: A and T (all zones, outer zones included), and both of them in 5 time options: 1,2,3,5 and 7 calendar days after the first validation.

Social fares

There are three groups that can benefit from a price reduction:

- **Large families** (respectively 20 and 25 % of discount in general and special categories concerning travel pass).
- **Persons with a disability equal or higher than 65%** (20% of discount concerning the travel pass).
- **People of 65 years old or more and disabled persons who reside in the municipality of Madrid** and whose personal incomes are lower than a certain amount related to the Spanish Public Income Indicator of Multiple Effects (IPREM) which is the reference indicator for determining social benefits (7,455.1 euro per year in 2014, as in 2013), with a specific travel pass, the Blue Card, valid for Metro de Madrid (area A), ML1 and EMT Madrid urban bus.



Sales network

There are two main groups of vendors:

- The transport operators
- Networks external to the operators

The transport operators, in general, commercialize tickets to be used exclusively on their network.

Multimodal and multi-operator tickets, property of the CRTM, are commercialized on the metro network (around 1,500 automatic vending machines), in the interchange stations (10-trip tickets for suburban road operators), and on three external networks: the network provided by Logista, which basically consists on tobacco shops and other approved establishments that distributes all the tickets on a network that includes more than a thousand of points of sale; the newspapers stands agents network of Madrid, AVPPM (around 600 points of sale that commercialize the Metrobus); and Bankia ATM's of the Madrid Region.

Tourist tickets are sold on the Metro network and through the Internet and a specialized network which includes tour operators, travel wholesalers, etc.



■ Fares

Over the year 2014, the prices remained the same as on the 1st February 2013, date on which the last fare revision took place and that only had consequences on the price of the travel pass.

For its part, the Ministry of Public Works is the one in charge of approving the corresponding fares for the Renfe-Cercanías railways tickets.

TRAVEL PASS (30 calendar days)

	A	B1	B2	B3	C1	C2	E1	E2
Standard (23-64 years old)	54.60€	63.70€	72.00€	82.00€	89.50€	99.30€	110.60€	131.80€
Young (under 23 years old)	35.00€	39.60€	45.00€	51.60€	56.20€	61.80€	78.30€	97.40€
Senior (65 years old or more)	12.30€							

INTERZONAL (except zone A)

	2 zones	3 zones	4 zones	5 zones	6 zones	7 zones
Standard (23-64 years old)	47.90€	54.60€	63.70€	72.00€	82.00€	89.50€
Young (under 23 years old)	30.30€	35.00€	39.60€	45.00€	51.60€	56.20€

There are annual travel passes whose prices are equal to 10 times a corresponding 30-day travel pass. Children under the age of 4 years old can travel free of charge.

SINGLE AND 10-TRIPS TICKET

Ticket	Metro Zone A+ML1	North Metro	East Metro	South Metro	TFM	Combined
Zone	A	B1	B1	B1-B2	B1-B2-B3	A-B1-B2-B3
Single	1.50€-2.00€	1.50€	1.50€	1.50€	2.00€	3.00
10Trips	12.20€	11.20€	11.20€	11.20€	12.20€	18.30€
Airport Supplement	3.00€					

SUBURBAN BUSES

Ticket	A	1 zone	2 zones	3 zones	4 zones	5 zones	6 zones
Single	1.50€	1.30€	2.00€	2.60€	3.60€	4.20€	5.10€
10Trips		8.50€	12.20€	16.10€	23.00€	29.70€	37.40€

TOURIST TICKET

Ticket	1 day	2 days	3 days	5 days	7 days
Zone A	8.40€	14.20€	18.40€	26.80€	35.40€
Zone T (all zones)	17.00€	28.40€	35.40€	50.80€	70.80€

50% Discount for children under 11 years old.

■ Public Transport Card (TTP)

The year 2014 represented a significant step forward in the migration process from the magnetic to the contactless technology. At the end of 2013 almost 800,000 users had the new public transport card, and on the 31st December 2014 more than two millions had already adopted the new technology.

The evolution of the migration calendar is exposed below, showing also the number of card owners on each successive stage of the adoption of the magnetic technology.



More than 2 million active Public Transport Cards



Date	Stage	Active cards in circulation
1 January 2014	Since August 2013, zone A migration is ended	799,332
15 March 2014	Start of migration for Young Travel Pass B and C	867,815
15 May 2014	Start of migration for Standard Travel Pass B and C	933,167
15 June 2014	Start of migration for Senior Travel Pass	1,021,334
31 July 2014	End of migration for Young Travel Pass B and C	1,333,299
30 November 2014	End of migration for Standard Travel Pass B and C	2,000,514
31 December 2014	End of migration for Senior Travel Pass	2,064,501

In conclusion, at the end of the year 2014, the only pending subscribers to replace their magnetic cards by the new public transport cards are the users of the E1 and E2 zones. The monthly average subscription rate to the new cards is over 100,000 owners, including new users and users who renew or replace their magnetic cards by the contactless one.

Therefore, it can be said that in 2014 the introduction of the new technology to all personal card owners was completed.

Regarding the different channels to get this card, in the following chart it can see their distribution per user profile:



ISSUED CARDS PER CHANNEL

User profile	Management offices	Internet	Tobacco shops	Other specific channels	TOTAL
Standard	140,391	129,213	211,293	29,655	510,552
Young	80,098	78,110	36,667	6,396	201,271
Senior	30,794	26,535	376,752	104,300	538,381
TOTAL	251,283	233,858	624,712	140,351	1,250,204

The most used distribution channel to get the new card has been the tobacco shops, with almost 50% of the total, followed by the Internet, with 19%. This is the preferred channel by young people, with 39% of their purchases, whereas it is rarely used by people from 65 years old and above, with hardly 5%.

issued 10,908 new cards in 2014. The second one is the public transport pass that includes the Valdemoro urban bus services, provided by the Municipality, and whose number rises to 4,057.

However, it is worth considering that a series of specific channels were added for every profile by collaboration agreements with others institutions. In this way, the 104,300 cards shown on the previous chart, corresponding to the senior users, were distributed through the Regional Social Welfare System and in certain municipalities they processed the card requests from young profile users, in the amounts shown in the previous chart.

Finally, and to complete the total number (1,265,169) of new cards incorporated into the system over the year 2014, it must be added the correspondent statistic of two card modalities that are processed by exclusive channels, different from the previous ones. The first one is the Blue Card, processed by the Municipality of Madrid, which



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Publicity Campaign in 2014

■ CDC (Centre for Development and Compliance)

The Centre for Development and Compliance (CDC) began to operate in 2006 and its essential objective is to be the reference centre of technology which guarantees the compatibility of all elements, equipment and systems, both hardware and software, which form or may form part of the Intelligent Transport Systems (ITS) of the Madrid Region.

Over the year 2014, to accomplish the CRTM travel pass implementation plan for the Public Transport Card (TTP), tests were performed in all the applications to guarantee the correct incorporation of the young, standard, and senior profile users into the contactless TTP card. In addition, were also performed tests on urban tickets, and on validation of mobile terminals with NFC technology, and protocols of tests were also implemented with the aim to verify the different travel pass sale networks.

The CRTM bets on intermodality and new technologies



■ CRTM interventions



■ Avenida de America interchange station

The refurbishing of the Avenida de America interchange station, with a surface bigger than 47,000 square metres, has consequently improved for the people of Madrid, the functionality, the comfort, and the accessibility of one of the main transport infrastructures of the entire Region of Madrid.

The first Avenida de America interchange station opened on January 2000 and over the following fourteen years it has been the main link between the municipalities of the highway corridor A-2 and Madrid, as well as a terminal for numerous long-distance bus lines. The exigent standards of quality and security which are applied to the rest of the CRTM interchange stations made necessary the elaboration of a Refurbishment and Enlargement Project which provided the new interchange station with the latest technological developments at the service of the travellers.

After the works finished in 2014, the interchange station has larger waiting zones, a new bus exit ramp, an expansion of the access tunnel, and a set of interventions destined to the improvement of the traveller information service. The areas on surface have also been renewed to allow the coexistence among the traffic areas, pedestrian use and taxi use.

In regard with safety, it can be underlined the execution of new emergency stairs, both in the interchange station as in the access tunnels, which assure, even in peak hours, an evacuation time of less than 6 minutes.

In respect to comfort, panels have been installed between the vehicle circulation zone and the travellers, which mean equipping the interchange station with air conditioned

spaces, controlling the concentration of polluting gas, and dividing it into multi-zones for a better fire protection.

The refurbishment included the adoption of control measures of natural gas concentration and the reinforcement of the ventilation systems.

The putting into service of 100% of the facilities have been executed by in situ tests and audited by an independent company which guarantees in this way the perfect functioning of the whole building.

The real time information to the user and the connectivity of the interchange station with the CITRAM (Public Transport Management Centre) had been implemented by the time the works were completed.

It is worth mentioning that the refurbishment of the interchange station has been completed without closing down its facilities, which implicated a great technical complexity. It should be borne in mind that this infrastructure is used by more than 156,000 travellers per day, who have continued using these facilities during all the works period.

The refurbishment execution represented an investment of 50 million euros and it ended without any cost increase over the initial budget.

The finalization of the project put this infrastructure at the forefront of the transport interchange stations; representing not only an improvement of the service quality for travellers, but of the security and the functionality as well.

■ Universal accessibility



Over the year 2014, the CRTM continued its work promoting accessibility and elimination of barriers, through a full-time work and some singular actions.

It is to be noted the technical analysis tasks about the access conditions for twin baby carriages, walkers and assistance dogs.

The necessary resources and intervention protocols have been established to guarantee the complete accessibility to Moncloa metro station through the lift located in the transport interchange station of the same name. Moreover, first steps were taken to implement a pilot project to equip a platform in the Avenida de America interchange station with audio information to allow people with serious visual deficiencies to be correctly informed.

The European SIMON project (Assisted Mobility for Older and Impaired Users), in which the CRTM takes an active part, and in whose sphere a large pilot experience has also implemented, the CRTM has developed a beta version of a universal trip planner.

Besides, It is also noteworthy that the activity deployed in the Transport Accessibility Technical Committees of the Madrid Regional Board for the Promotion of Accessibility and Suppression of Architectural Barriers, which constitute real round tables for all the implicated agents and where almost all of the implemented measures related to accessibility in the region are adopted, in addition to the production of some recommendation documents like the Routing Guide (Tactile Ground Surface).

The CRTM has continued to be present on every forum dedicated to the promotion of the Universal Accessibility, particularly its active participation in the working groups on cognitive disability in collaboration with the CEAPAT (agency of IMSERSO) and with other relevant institutions and professionals like the EMT, Metro de Madrid and RENFE. In these groups specific documents were also elaborated like an easy-to-read manual about the fare transport system in the Madrid Region or another one about recommendations for the transport interchange stations based upon the Moncloa interchange station study.

ACCESIBILITY OF THE PUBLIC TRANSPORT MODES

Accessible Metro de Madrid stations	62%
Number of lifts in Metro de Madrid	508
Accessible light rail stations	100%
Accessible urban and suburban buses	100%

■ Environment

The CRTM keeps a strong commitment with the environment, being one of the main agents with responsibilities on the implementation of the measures that, related to the public transport of Madrid, are considered in the Air Quality and Climate Change Strategy of the Madrid Region 2013-2020 (Blue Plan +).

Among them, and in application of the Modernization Plan for the suburban buses of the Madrid Region, there is noted in 2014 the incorporation of 174 new high-technology vehicles in terms of emissions that replaced models incorporating less evolved technologies and consequentially more contaminating.

Once the renovation had been done, more than 70% of the suburban fleet achieved the established levels in the Euro V, Euro VI or EEV regulations, avoiding the emission to the atmosphere of more than 150,000 kg of NOx and 3,500 kg of particles every year, coming from exhaust gases. For this reason, the fleet of Madrid is confirmed to be the most modern in Spain in its category, with a vehicle fleet whose average age is less than 5 years old and positions itself as a benchmark in terms of environmental sustainability.

On the other hand, and in the framework of the battle against climate change, the different operators from the public transport system of the Madrid Region (Metro de Madrid, EMT de Madrid, Light Rail, etc.) have continued with the adoption of savings and energy efficiency measures in their facilities with the consequent reduction of greenhouse effect gas emissions.



BUS FLEET

	Diesel/ Biodiesel	Natural Gas	Hybrid	Electric	Petrol/Gasoline	TOTAL
Madrid urban buses (EMT)	1,097	767	23	20	0	1,907
Road transport concessions	1,672	97	40	0	4	1,813



(1) Plan for Modernization of Regular Passenger Public Road Transport



3

Passengers

As of 2014, 1,371.1 million trips were made across the Madrid Region public transport network, which represent a decrease of 0.1% over the previous year, 1.9 millions in absolute terms.

This figure implies an average of 212.6 trips per inhabitant and year. Although this indicator has decreased, it stills positions the Madrid Region as a benchmark for public transport in the country.



■ Demand evolution per operator

DEMAND EVOLUTION PER TRANSPORT OPERATOR, 1995-2014 (in million of passengers)⁽¹⁾

YEAR	Metro de Madrid	EMT Madrid urban bus	Road transport concessions	Madrid suburban railway Renfe- Cercanías	Light rail and other railway transport concessions	TOTAL
1990	416.3	433.3	154.1	96.3	-	1,100.0
1995	397.2	521.5	191.6	126.0	-	1,236.2
% VAR 95/90	-4.6%	20.3%	24.4%	30.8%	-	12.4%
2000	518.9	531.2	270.1	161.2	4.7	1,486.1
% VAR 00/95	30.7%	1.9%	40.9%	28.0%	-	20.2%
2005	643.6	470.2	275.6	199.0	6.7	1,595.1
% VAR 05/00	24.0%	-11.5%	2.0%	23.5%	42.9%	7.3%
2010	627.1	423.4	235.8	181.6	23.6	1,491.5
% VAR 10/05	-2.6%	-10.0%	-14.4%	-8.8%	251.3%	-6.5%
2011	634.9	426.6	232.1	182.0	24.0	1,499.6
% VAR 11/10	1.2%	0.8%	-1.6%	0.2%	1.9%	0.5%
2012	601.6	405.5	223.3	180.3	21.9	1,432.6
% VAR 12/11	-5.2%	-4.9%	-3.8%	-1.0%	-8.9%	-4.5%
2013	557.9	404.1	211.7	179.0	20.3	1,373.0
% VAR 13/12	-7.3%	-0.3%	-5.2%	-0.7%	-7.1%	-4.2%
2014	560.9	402.2	205.5	182.7	19.8	1,371.1
% VAR 14/13	0.5%	-0.5%	-2.9%	2.0%	-2.7%	-0.1%

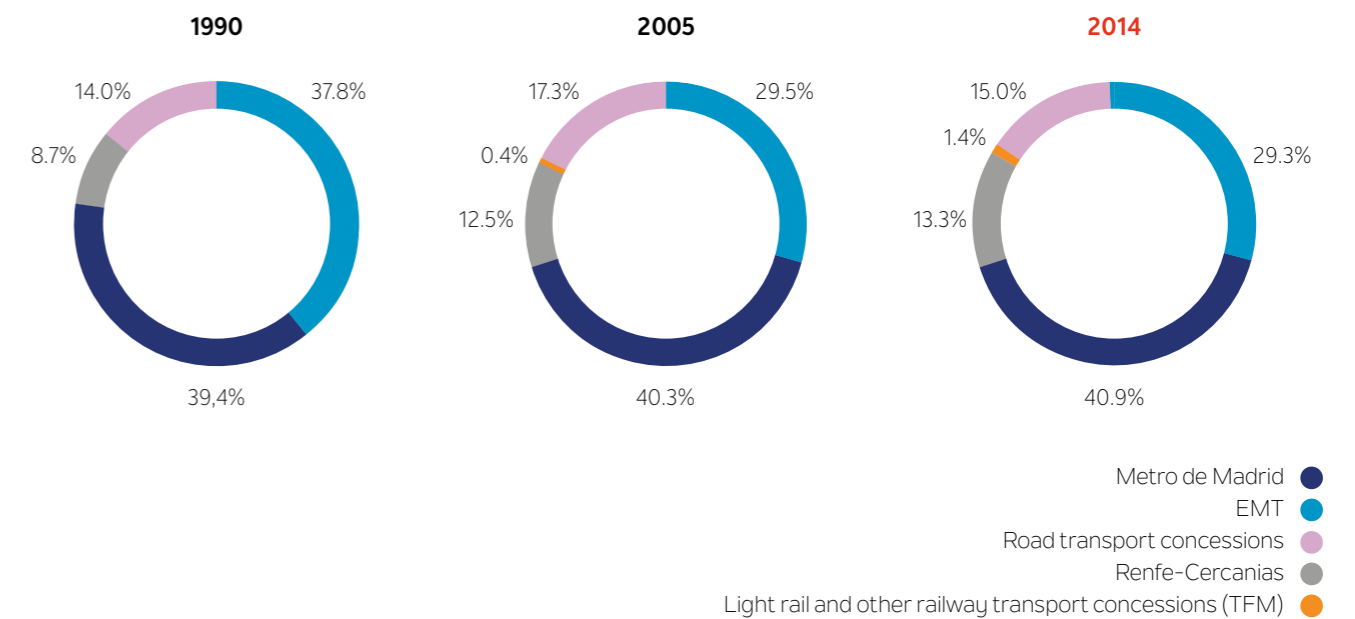
⁽¹⁾ Includes the following operators: MLM, MLO, Tranvía de Parla and TFM.

Demand composition per operator stays stable, where Metro de Madrid accounts for 40.8% of all trips, and together with EMT they account for 70.2% of the total.

slight increase in single ticket use and, most importantly, a 15% increase in "other ticket types", mainly monthly travel cards for Renfe-Cercanías.

Regarding demand distribution per ticket type, and fares being unchanged, variations in relation to previous year are in general irrelevant, although it is worth mentioning a

TOTAL DEMAND EVOLUTION PER OPERATOR



These figures comprise all trips per user, so any transfer is considered a trip, with the exception of transfers between Metro de Madrid and suburban railway Renfe-Cercanías, which are not economically charged. Although transfers between Metro de Madrid and Metros Ligeros de Madrid (line ML1) are not charged either, they are exceptionally considered as trips, due to being different transport modes and operators.

Metro de Madrid and Renfe-Cercanías operators are undergoing a positive evolution in comparison with the previous year, while urban bus and light rail operators keep a downward trend.

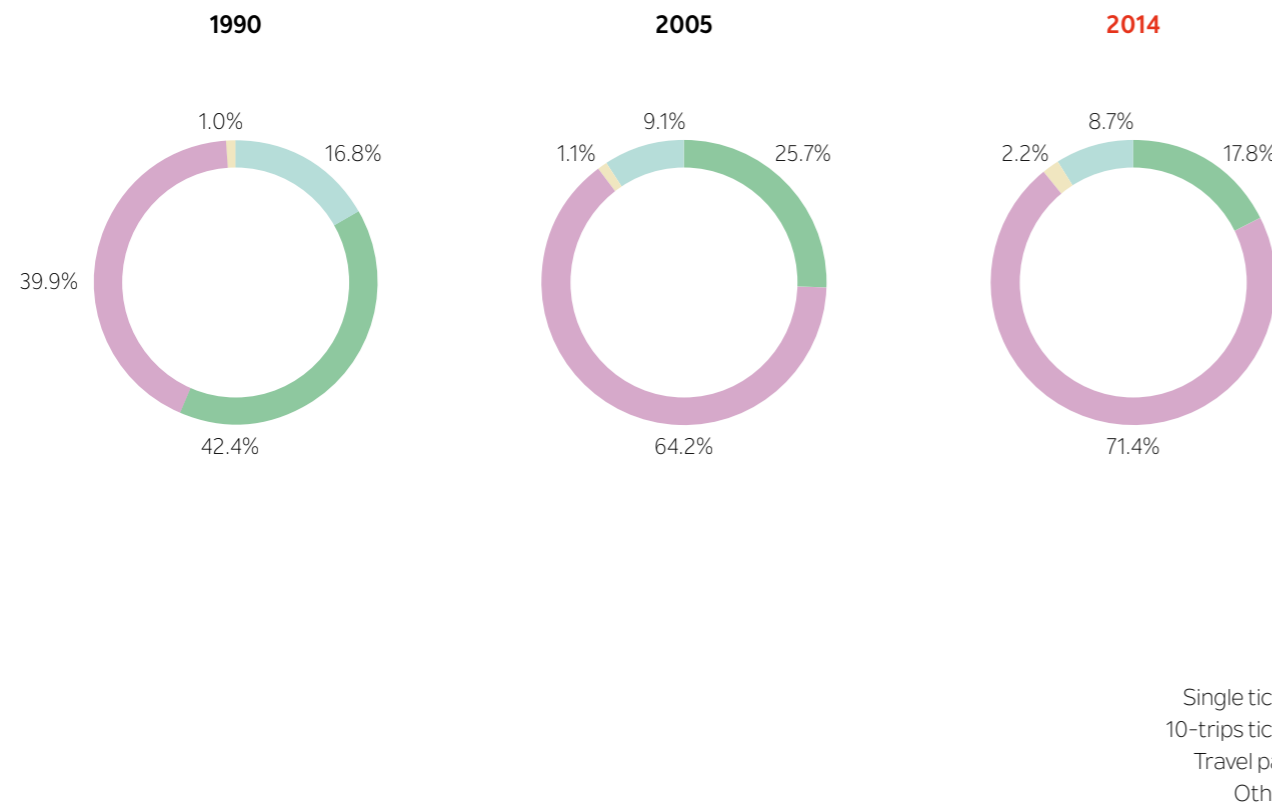


■ Demand evolution per type of ticket

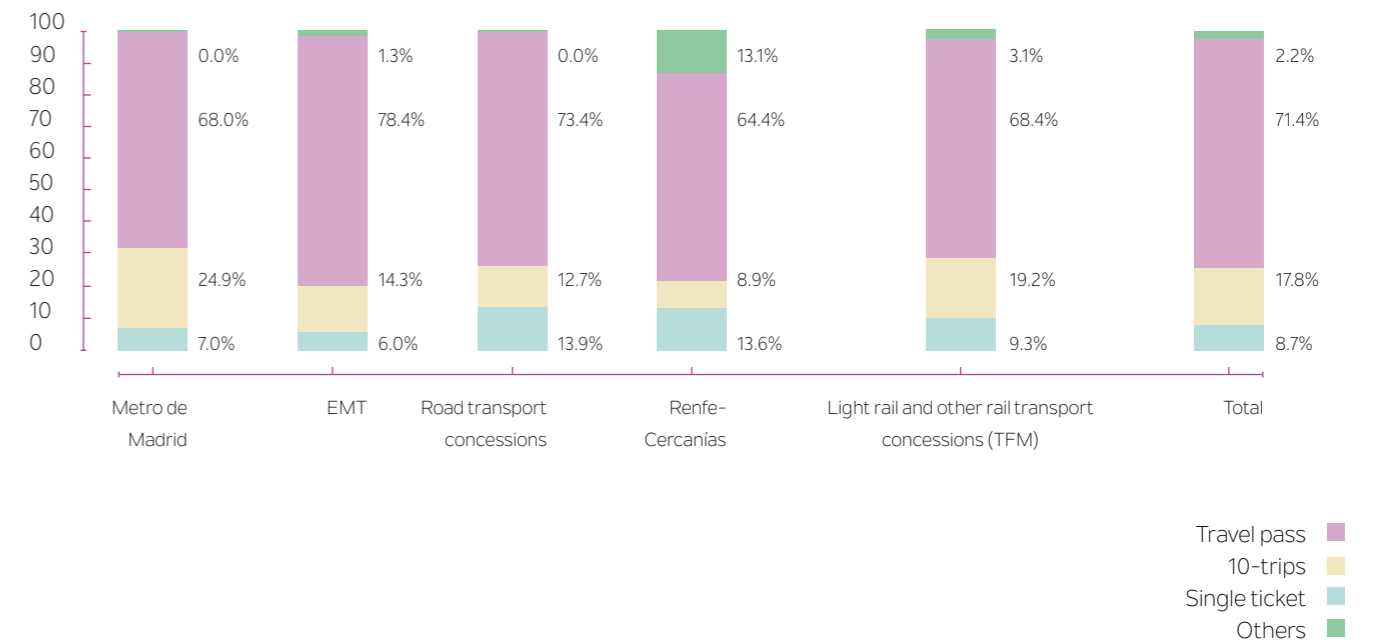
ANNUAL TRIPS DISTRIBUTION PER TICKET TYPE

Operator	Single ticket			10-trips ticket			Travel pass			Other tickets			Total		
	Trips	% Total	% 14/13	Trips	% Total	% 14/13	Trips	% Total	% 14/13	Trips	% Total	% 14/13	Trips	% Total	% 14/13
Metro de Madrid	39,474,284	33.2%	1.6%	139,795,939	57.5%	1.0%	381,537,384	39.0%	0.2%	46,090	0.2%	76.9%	560,853,697	40.9%	0.5%
EMT	24,179,791	20.4%	2.4%	57,515,095	23.6%	-3.2%	315,513,639	32.2%	0.7%	5,032,530	17.0%	51.9%	402,241,055	29.4%	-0.5%
Road transport concessions	28,551,551	24.0%	-4.1%	26,178,391	10.7%	-2.8%	150,758,810	15.4%	2.7%	-	-	-	205,488,752	15.0%	-2.9%
Renfe-Cercanías	24,774,794	20.9%	3.5%	16,182,590	6.6%	3.1%	117,846,163	12.0%	0.2%	23,880,144	80.7%	9.7%	182,683,691	13.3%	2.0%
Light rail and other railway transport concessions (TFM)	1,820,383	1.5%	-6.4%	3,835,932	1.6%	2.2%	13,517,062	1.4%	-3.8%	623,930	2.1%	4.3%	19,797,307	1.4%	-2.7%
Total	118,800,803	100.0%	0.6%	243,507,947	100.0%	-0.3%	979,173,058	100.0%	-0.6%	29,582,694	100.0%	15.0%	1,371,064,502	100.0%	-0.1%

EVOLUTION OF THE ANNUAL TRIPS DISTRIBUTION PER TICKET TYPE



DEMAND COMPOSITION PER OPERATOR



Travel pass, with 979.2 million trips, represents 71% of the total, which is virtually the same as previous year. This percentage is significantly higher in the case of suburban and urban buses, as a consequence of the fares applied to transfers among these lines. In other terms, the number of trips each travel pass owner takes is around 61.8 per month. Single tickets accounts for a share of 8.7%, being twice this percentage in the case of 10-trips tickets.

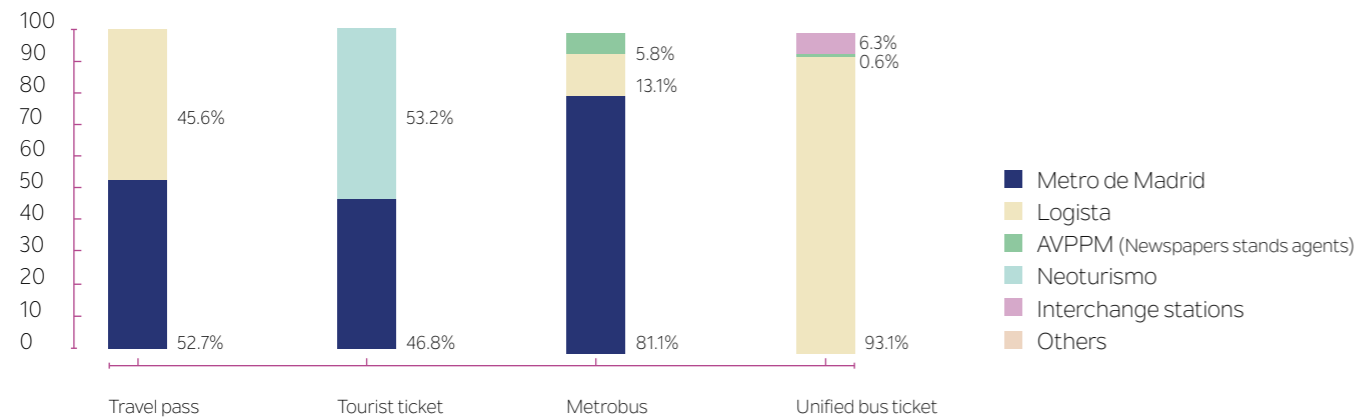
Travel pass sales

An analysis of sales for every type of travel pass is shown below. The information regarding the rest of ticket types issued by the CRTM does not offer any significant information apart from what has been already discussed in the last section.

Nonetheless, the following chart shows the distribution per commercial network of all ticket sales issued by the CRTM. It is worth highlighting Metro de Madrid, which sells around half of all travel passes and 81.1% of Metrobus, the 10-trips ticket for Zone A. Following this, Logista

point-of-sale network plays a key role as external support for the transport network, with 45% of travel pass sales, 13.1% of metrobus sales, and a majority of 93.1% in the case of suburban bus travel passes. Bankia ATMs network participate barely in tickets sales, and it is included in the rubric "others" among the passes, as it is the only ticket type they provide.

TICKET SALES DISTRIBUTION PER SELLER



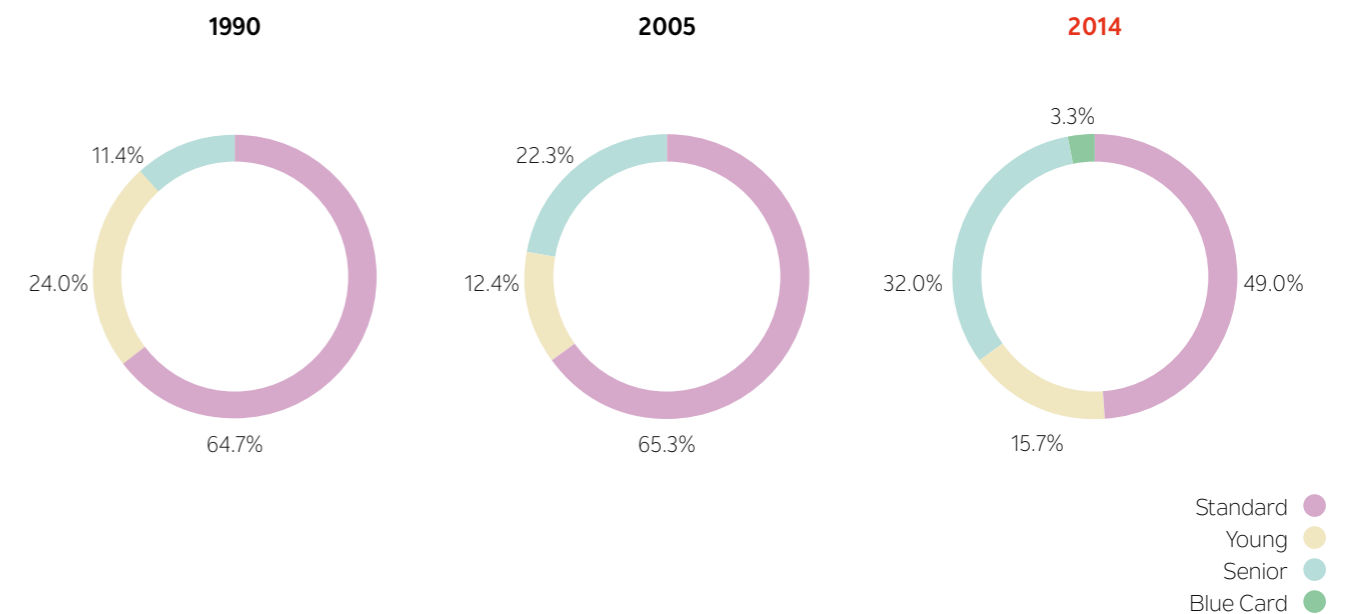
In 2014, a total volume of 15,834,350 travel passes for all zones and types have been sold. This figure, which represents an increase of 0.3% over the last year, includes recharge of 30-day travel passes on contactless technology cards, monthly tickets on magnetic band format, and annual travel passes calculated on a monthly basis.



TRAVEL PASS SALES PER USER PROFILE

YEAR	Standard	Young	Senior	Blue Card	Total
1990	3,404,593	1,260,108	599,477	-	5,264,178
1995	5,254,389	2,248,617	1,634,361	-	9,137,367
%VAR. 95/90	54.3%	78.5%	172.6%	-	73.6%
2000	7,732,219	2,079,622	2,647,205	-	12,459,046
%VAR. 00/95	47.2%	-7.5%	62.0%	-	36.4%
2005	9,075,624	1,723,581	3,091,332	-	13,890,537
%VAR. 05/00	17.4%	-17.1%	16.8%	-	11.5%
2010	8,386,456	1,724,270	4,102,935	377,426	14,591,087
%VAR. 10/05	-7.6%	0.0%	32.7%	-	5.0%
2011	8,308,420	2,120,291	4,396,898	464,185	15,289,794
%VAR. 11/10	-0.9%	23.0%	7.2%	23.0%	4.8%
2012	8,366,074	2,449,268	4,642,104	600,350	16,057,796
%VAR. 12/11	0.7%	15.5%	5.6%	29.3%	5.0%
2013	7,909,291	2,428,193	4,826,377	620,475	15,784,336
%VAR. 13/12	-5.5%	-0.9%	4.0%	3.4%	-1.7%
2014	7,755,454	2,481,955	5,067,495	529,446	15,834,350
%VAR. 14/13	-2.0%	2.2%	5.0%	-14.7%	0.3%

EVOLUTION OF TRAVEL PASS SALES PER USER PROFILE





The registered decrease of 1.9% of standard travel passes and 14.7% of Blue Cards (caused by the update of beneficiaries in 2013) is neutralised by the increase of 2.2% of young travel passes and 5.0% of senior travel passes.

Consequently, less than half of all travel passes (49.0%) are acquired by the population aged 23 to 64, while 35.3% belong to users aged 65 and above (including beneficiaries of Blue Card, because most of them belong to this segment). The remaining 15.7% is acquired by people under 23.

Therefore, this composition reflects clearly the demographic evolution of the region, where the 9% decrease in standard travel passes in the last 5 years almost equals the increase in senior travel passes.

Sales evolution per zone shows a complementary territorial perspective. From this point of view, only interzonal tickets -which don't permit entering zone A- and senior travel passes have increased their sales numbers. The Zones C, with a decrease of 3.1%, have suffered the biggest reduction.



Close to 16 million travel passes sold

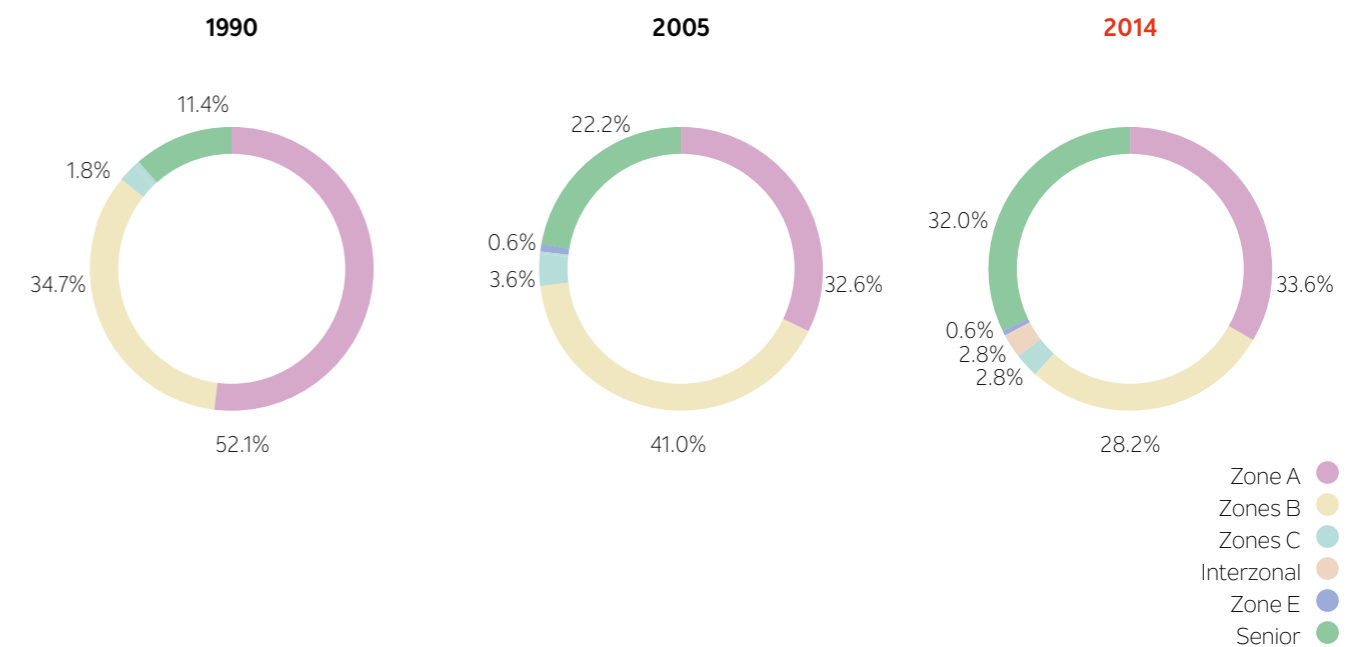


EVOLUTION OF TRAVEL PASS SALES PER ZONES

YEAR	Zone A ⁽¹⁾	Zones B	Zones C	Interzonal	Zones E	Senior	Total
1990	2,742,169	2,742,169	93,729	-	-	599,477	5,264,178
1995	3,678,086	3,678,086	235,613	-	-	1,634,361	9,137,367
% VAR 95/90	34.1%	34.1%	151.4%	-	-	172.6%	73.6%
2000	4,150,359	4,150,359	388,203	-	-	2,647,205	12,459,046
% VAR 00/95	12.8%	12.8%	64.8%	-	-	62.0%	36.4%
2005	4,527,608	4,527,608	496,577	-	83,846	3,091,332	13,890,537
% VAR 05/00	9.1%	9.1%	27.9%	-	-	16.8%	11.5%
2010	4,918,640	4,918,640	438,939	354,046	80,197	4,102,935	14,591,087
% VAR 10/05	8.6%	8.6%	-11.6%	-	-4.4%	32.7%	5.0%
2011	5,182,281	5,182,281	456,704	387,683	90,292	4,396,898	15,289,794
% VAR 11/10	5.4%	5.4%	4.1%	9.5%	12.6%	7.2%	4.8%
2012	5,617,832	5,617,832	472,725	416,700	95,911	4,642,104	16,057,796
% VAR 12/11	8.4%	8.4%	3.5%	7.5%	6.2%	5.6%	5.0%
2013	5,436,538	5,436,538	460,744	426,125	94,881	4,826,377	15,784,336
% VAR 13/12	-3.2%	-3.2%	-2.5%	2.3%	-1.1%	4.0%	-1.7%
2014	5,320,247	5,320,247	446,653	437,469	94,032	5,067,495	15,834,350
% VAR. 14/13	-2.1%	-2.1%	-3.1%	2.7%	-0.9%	5.0%	0.3%

⁽¹⁾ Includes Blue Card.

EVOLUTION OF TRANSPORT TRAVEL PASS SALES PER ZONES



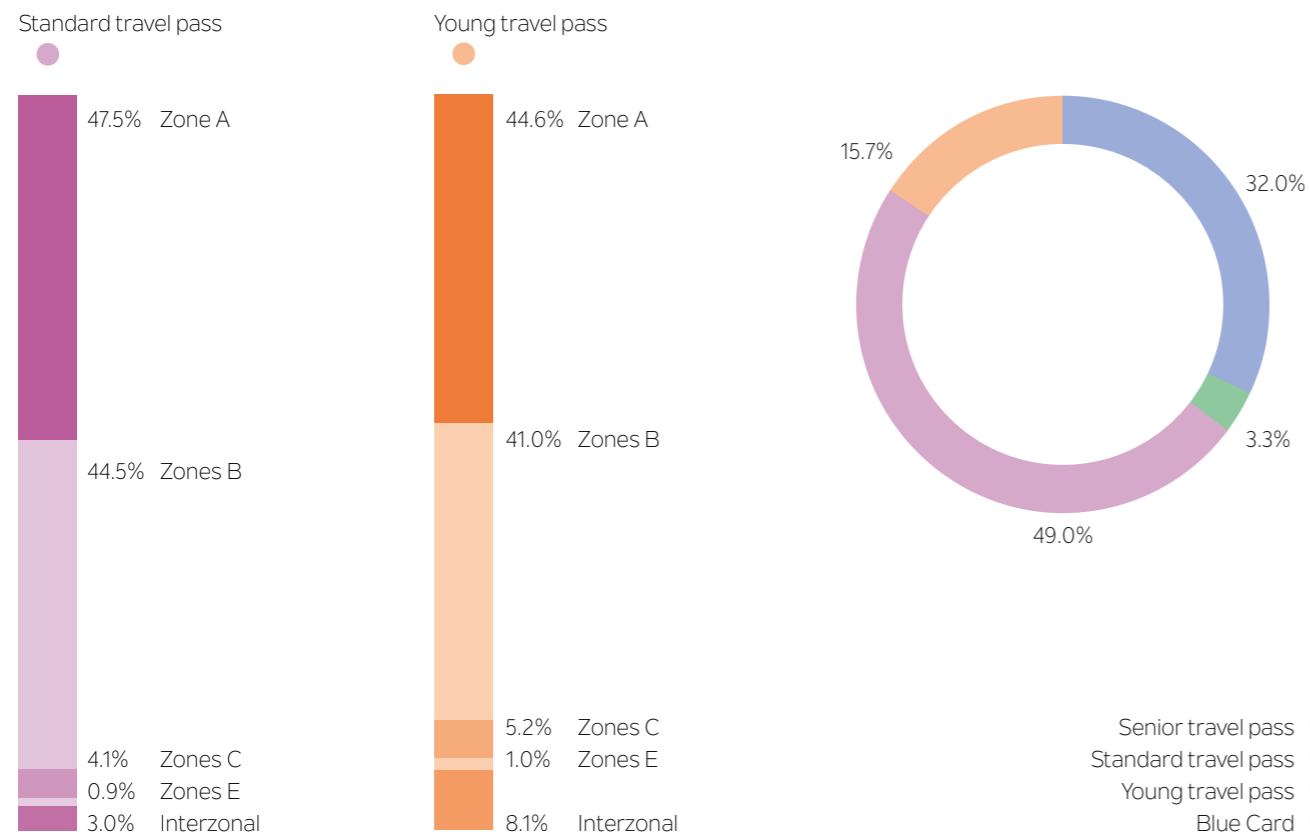
As shown in the chart above, the distribution per zones offers 3 similar parts: 33.6% of travel passes for Zone A, 34.4% for the rest of the zones, and 32.0% for senior travel pass. From the point of view of the zone system, this senior travel pass equals a travel pass valid for travel on the whole region (Zone C2).



The bigger flexibility of the travel passes incorporated into a contactless card in terms of period of validity, 30 calendar days after the first use instead of calendar months, has led to a change in the seasonality of the sales, increasing the differences among the month with the highest sales, October in the 2014 period, that surpass the second highest month by 7% and the average monthly sales by 17%.

Linking the peak month for sales with the total population of the Madrid Region with ages between 4 and 85, a penetration of 25.6% is obtained, in other words, one out of four Madrilenians is a regular travel pass user.

TRAVEL PASS SALES PER PROFILE AND ZONE



The sales distribution per type of card reflects the calendar for the implementation of the new technology:

SALES PER TYPE OF CARD

	Contactless technology	Magnetic technology	Total
30 day card	7,745,476	7,042,603	14,788,079
Annual card	1,046,271	-	1,046,271
Annual total	8,791,747	7,042,603	15,834,350

Regarding social tickets, over the year 2014 a total of 1,256,456 tickets of all categories have been sold, 4.2% lower than the previous year, a result derived from the decrease in sales of Blue Cards, for the reasons stated above.

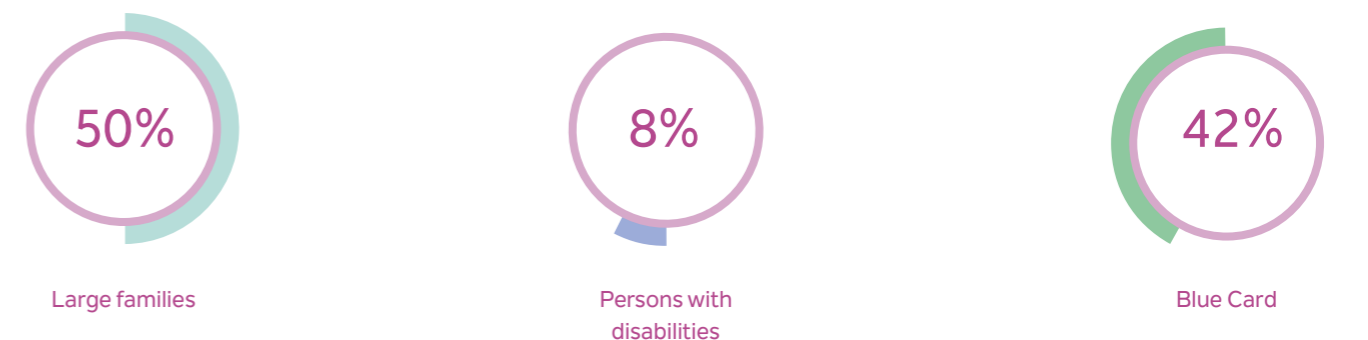
Half the sales correspond to the several large family categories, 41.8% to Blue Card subscribers, and the remaining 7.6% to persons with disabilities.



SALES OF SOCIAL TICKETS

Sales	Large families		Persons with disabilities		Blue Card		Total	
	Sales	% over total sales	Sales	% over total sales	Sales	% over total sales	Sales	% over total sales
2014	640,468	50.6%	95,542	7.6%	529,446	41.8%	1,265,456	100.0%
2013	619,533	46.9%	81,466	6.2%	620,475	47.0%	1,321,474	100.0%
% 14/13		3.4%		17.3%		-14.7%		-4.2%

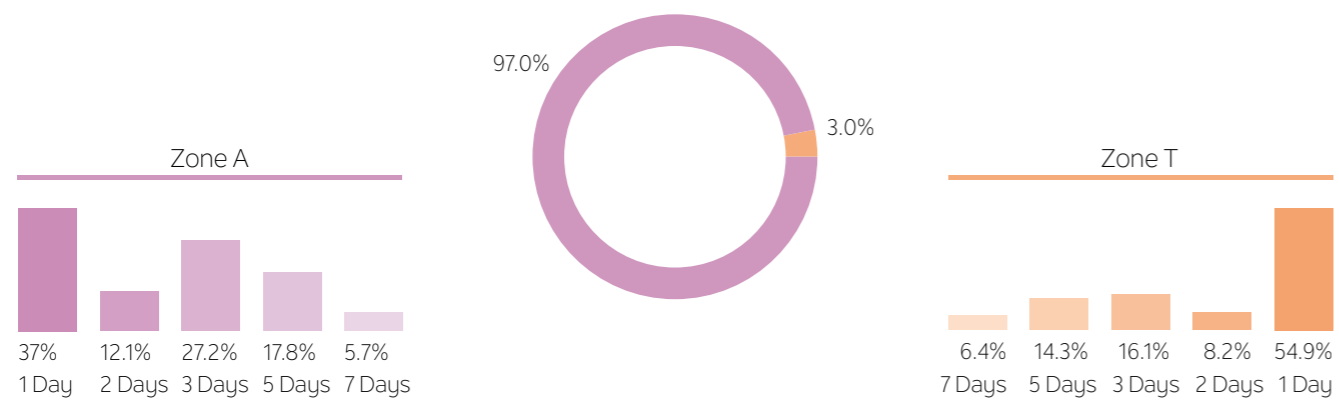
SALES OF SOCIAL TICKETS



Concerning the sales of the different tourist tickets (Standard, Children, and Congress), it reached the figure of 479,896 tickets sold, 2.2% higher than the previous year, being especially remarkable the increase in Congress category.

Zone A keeps the same share than the previous year, with 97.0% of the total sales, whilst for the period of validity 1 day tickets achieved the higher circulation, although in this case there are notable differences among the zones, being the highest concentration of 1 day tickets on the category valid for travelling to all zones (zone T).

SALES DISTRIBUTION OF TOURIST TICKET PER ZONE AND PERIOD OF VALIDITY



VENTA DE BILLETE TURÍSTICO POR PERFIL Y ZONAS

Days	Standard	Children	Congress	Total
A1	154,177	16,926	1,593	172,696
A2	52,915	2,969	555	56,439
A3	118,841	4,816	3,131	126,788
A5	68,384	3,111	11,488	82,983
A7	24,615	1,281	618	26,514
Total A	418,932	29,103	17,385	465,420
T1	7,064	846	38	7,948
T2	1,107	71	16	1,194
T3	2,188	86	55	2,329
T5	1,866	83	126	2,075
T7	731	53	146	930
Total T	12,956	1,139	381	14,476
Total 2014	431,888	30,242	17,766	479,896
Total 2013	421,685	36,229	11,753	469,667
%14/13	2,4%	-16,5%	51,2%	2,2%





Cooperating with 22 countries

in 7 European projects

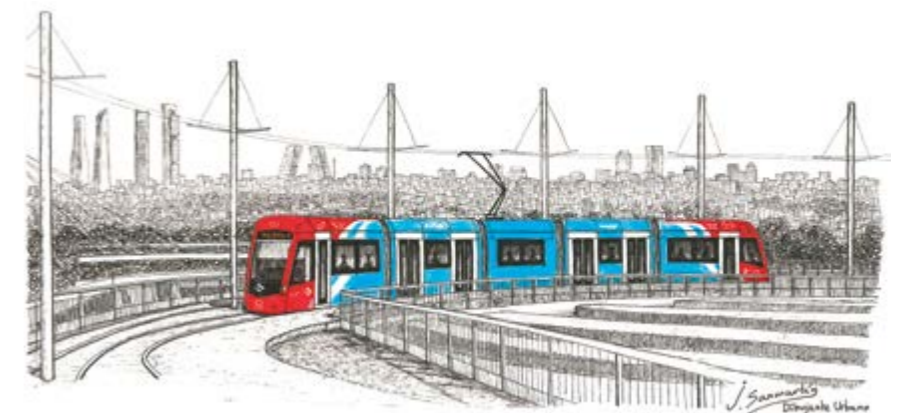
4

Studies and projects

The studies and projects that the Regional Transport Consortium of Madrid (CRTM) executes respond to the functions and aims of the different activity areas of this organism in the development of its competencies.

For years, the CRTM have been developing an important activity related to technologic innovation applied to multiple areas of development such as information to the user in real time, ticketing systems, integration of data from different operators and incident management.

The CRTM also participates intensively in multiple European projects destined to the investigation and the technologic development in the mobility and transport fields, encouraging the cooperation and the experience exchanges with its European counterparts.



■ New technologies

In this period, the Regional Transport Consortium of Madrid (CRTM) implemented the architecture "Logic and Application of Transportation" LAT-SECU to charge/recharge a travel card. This architecture provides great integration flexibility, making easier the adaptation to an ample diversity of terminals, like PC's, self-service machines, tablets and smartphones. Based on this technology, this organism installed 5 automatic vending machines for contactless tourist tickets as a pilot experience (located at the Airport and at IFEMA).

The CRTM has launched the first version of the smartphone application "Tarjeta Transporte Público", which allows for checking the available Public Transport Card (TTP) credit balance. Also, thanks to an interactive map, the user can locate the Management Offices, and the nearest recharge points. It is appropriate to clarify that the card balance checking allows for two modalities: an estimated one, introducing the TTP number the app connects with a CRTM web service and gives all the information available at that moment; and a real measurement modality, for which the phone turns into a TTP card reader through the NFC protocol and communicate with the CRTM LAT-SECU architecture, the element that allows for accessing and interpreting the contactless card content.

However, the CRTM interest with respect to the NFC technology is much more ambitious, as this technology opens up the possibility of emulating the TTP in mobile phones. That is to say, in a midterm horizon, a smartphone can work as a TTP and at the same time can inform the user of its credit. To this end, the CRTM and the EMT, TELEFONICA and GEMALTO signed an agreement to explore this new paradigm, whose result was materialized as a pilot test of about 50 TTP virtual users by means of smartphones (NFC based on SIM).

Finally, concerning the Open Data, under the collaboration agreement initiated in 2013 between the CRTM and the Polytechnic University of Madrid (UPM), an ontology series has been defined, permitting to arrange in 2015 a pilot experience oriented to a five-star Open Data portal through an ENDPOINT SPARQL.



■ Studies

Study for the characterization of the users of 10-trips-Metrobus tickets for the EMT and Metro networks

The main objective of this study has consisted on obtaining an approximate number of metrobus ticket users, as well as their mobility and ticket purchase habits, in order to estimate a series of parameters related to the ticket data migration to the new contactless technology: card provision, their reuse rate, commercial policies, etc.

The fieldwork was conducted in the EMT, Metros Ligeros de Madrid and Metro de Madrid networks (zone A).

Study for the characterization of the users of single tickets for the EMT and Metro networks

The aim of this study was to determinate the single ticket user profile in Metro of Madrid (zone A) and EMT, drawing conclusions that might be generalizable to the rest of single ticket users, in relation to the mobility habits and characteristics of this kind of users and their connection with the public transport system. At the same time, a series of aspects were identified related to commercial policies that might be established in the future, like different types of support payment or means of payment.

Sustainable Mobility Strategic Plan for the Madrid Region 2013-2025

The CRTM developed this plan with a 12-year horizon (2013-2025) considering more than 50 programmes of action included in 12 measures. The drafting process has been carried out with the collaboration of different administrations, following the established directives in the Spanish Strategy for Sustainable Mobility (2009) and the main European recommendations in terms of transport and sustainable mobility. The Sustainable Mobility Strategic Plan also integrates the established objectives in the Air Quality and Climate Change Strategy of the Madrid Region 2013-2020 (Blue Plan+) as in the current sectoral plans derived from the European Union 20-20-20 Strategy, where energy is concerned.

■ European projects

SECURESTATION (2011-2014). Passenger station and terminal design for safety, security and resilience to terrorist attack. The aim of this project is to establish a series of standards to the design of multimodal stations in order to equip them with sufficient security parameters in case of external aggression.

www.securestation.eu

SECUR-ED (2011-2014). Secured Urban Transportation – European Demonstration. The aim is to explore the use of new technologies combined with the team training to improve the public transport security an European level.

www.secur-ed.eu

INVOLVE (2012-2014). Involving the Private Sector in the Mobility Management. Its aim is to provide local and regional authorities with the tools and good practices that encourage the cooperation with the private sector regarding the mobility management in economic activity centres.

www.involve-project.eu

3iBS (2012-2015). Intelligent, Innovative, Integrated Bus Systems. It is focused on the improvement of the bus image in the urban environment, looking for key solutions and innovator concepts, and knowledge exchanges at a global level.

www.3ibs.eu

NODES (2012-2015). New tools for the design and Operation of Urban Transport Interchange Stations. Its aim is to develop tools for the design and operation of new urban interchange stations, as well as its validation in different European cities.

www.nodes-interchanges.eu

OPTICITIES (2013-2016). Enhancing Smart Mobility. It is focused on the development and the validation of strategies and tools based on ITS for multimodal integrated management of the transport network.

www.opticities.com

SIMON (2014-2016). Assisted Mobility for older and impaired users. The project gives specific solutions on multimodal trips for older and impaired users in general, laying the foundations of an accessible trip planner.

www.simon-project.eu





More than
one million visits
on the new web www.crtm.es

5 Relations with citizens

The CRTM attaches great importance to keep the citizens informed about the actions undertaken by the organism, not only to inform of the new services that are at the disposal of users of public transport, but also to make them aware of its management and activities. This way, over the year 2014, the CRTM devoted itself to the relationship with the users, by the means of measures like the creation of its new website conceived like a digital extension of its own organism; the creation of an application that helps to manage the Public Transport Card; or the installation of Travel Information Panels on a multitude of bus shelters.



■ Corporate Social Responsibility

The CRTM develops different activities in the framework of its commitment to society. This work has been recognized with several prizes and distinctions, like the designation of "Constructor of the Future", awarded by Aldeas Infantiles; or the designation of "Friendly Enterprise" by the Madrid Down's Syndrome Foundation.

We also maintain a great commitment to environmental protection and health of Madrid people, by promoting a service offer that minimizes public transport emissions. No surprisingly, we have signed numerous agreements with the objective of promoting good practices for public transport.

■ Quality of service

In 2014, the CRTM kept developing its efforts in implementing its commitment with the quality of the services provided directly by the CRTM and indirectly through the public transport operators. From the perspective of the control of the quality produced, actions has been taken on the elaboration and the implementation of the necessary procedures in order to supervise the supply indicators which require the inspection of the transport operator services.

For suburban transport, the Quality Plan represented a fundamental boost to the incorporation of management systems oriented to the users of the service. If some years ago the UNE EN 13.816 certification was obtained on almost all the operators, in 2014 it could verify the

■ Complaints and suggestions

Over the year 2014, the transport system of the Madrid Region received a total of 59,211 complaints, 0.8% lower than the previous year. In relative terms, the rate of complaints per million of travellers is 43.4 in the whole network, similar to the one obtained in 2013. The distribution of complaints and suggestions per mode of transport is approximately constant with respect to 2013 excepting the recorded increase of complaints addressed to the CRTM (8% opposite to 4%) and to EMT (19% opposite to 15%) and the percent decrease of Metro de Madrid (27% opposite to 35%). In addition, the Citizens' Assistance Office of the Madrid Region (SYRE) received 3,392 complaints and suggestions from the public transport network, a thousand more than the previous year. This increase is

On the other hand, the CRTM continued with the promotion of sociocultural activities by the Public Transport Friends Club. Among the CRTM collaboration with this kind of events over 2014, it can be underlined the Film Symphony Orchestra concerts or the agreement signed with the Spanish Basketball Federation to encourage the use of public transport during the celebration of the Basketball World Cup.

assumption of this total quality perspective, moreover, a third of the concessions already have some of the existent security certifications (CSEEA-INIA or ISO 39000) as a sample of this philosophy of constant improvement of its management systems.

On the other hand, gathering the point of view of the service user is another main line of work. In this way, is performed a monitoring of the opinion of the users of the travel card management offices and users of the CRTM customer service office through digital devices that are permanently available.

principally due to a strike that happened at three suburban transport concessions and to the incidents related to the Public Transport Card implementation process.



■ User information

The CRTM develops Transport Informative Publications Program (PPIT) in compliance with one of its basic functions, "information to users (art.2.2.j of the Law establishing the CRTM). The following informative publications were edited over the year 2014:

Series 3. Madrid Transports Map

A paper edition accompanied by a special non folded PVC edition destined to be installed on the EMT shelters of the municipality of Madrid.

Series 6. Municipalities of the Madrid Region transport maps

During 2014 work has continued on the update of multiple maps of the series 6 to be included as a PDF file on the CRTM website. Among these maps there are also included: Collado Villalba, Coslada, Fuenlabrada, Arroyomolinos, Loeches, Villarejo de Salvanes, Sevilla la Nueva, Moralarzal, San Fernando de Henares, Soto del Real, Humanes, Villalbilla, Colmenar Viejo, El Escorial y San Lorenzo, Villanueva de la Cañada, Villanueva del Pardillo, El Boalo, Pinto and Colmenarejo.

Series i. Brochures and information publications

There are brochures of diverse formats edited in order



to support diverse events or to give information about specific news concerning the transport network.

- Brochures for suburban bus lines 670, 880 and 696 to the new Collado Villalba hospital.
- UCM map-guide, elaborated with the collaboration of the Vice-rectorate of External Affairs.
- Madrid Marathon public transport map.
- New Public Transport Card instructions brochure.
- 2013 annual report of the Regional Transport Consortium of Madrid.
- Tourist Ticket instructions brochure.

In addition to maps and publications, the CRTM gives useful information to the users through other channels like the Traveller Information Points (PIV), the application "My Public Transport Card", the new CRTM web or the TTP management offices.

Traveller Information Point (PIV)

- The real-time information panels are one of the main technology gambles of the CRTM. Known as traveller information points (PIV), they provide real-time bus arrival information, as well as possible incidents or other crucial information for the travellers.
- Over the year 2014, 15 bus shelters located in different municipalities of the Madrid Region have been equipped with these panels, adding to them the others 290 that were already distributed all over the region, at the end of 2014 the number rises to 305 installed panels.

App "Mi Tarjeta TP" "MyPublicTransportCard"

- Available since June 2014, this application for mobile devices permits the users of the Public Transport Card to check their credit, in addition to other practical information like the nearest charging points or the location of the Public Transport Card Management Offices.
- This tool has been developed by the CRTM, and is available through Google Play and Apple Store without any additional cost for the user. The application is available in English and Spanish, with the aim of being useful for everyone.

■ The new website www.crtm.es

The Consorcio Regional de Transportes de Madrid website has been providing the citizens with a basic information service for years, including all the necessary data to promote the public transport system of the Madrid Region.

Thanks to the possibilities offered by the new technologies, and to the permanent CRTM investment in order to make use of these resources to improve and favour the service to the Madrid citizens, the institution developed a new website with an improved design, more information and being 100% accessible.

The new portal organizes the contents in convenient windows that make easier the access to the information in a fast and intuitive manner. This way, the users can go to the thematic area of their choice, and find in it the content they wish. These areas are:

- **Your public transport:** where the user can find all the information related to the different means of transport, their schedules, fares, lines and maps.
- **Move around Madrid:** area dedicated to the promotion of the regional places of interest and how to get to them using the public transport system.
- **Tickets and fares:** information about the different transport tickets the user can find, how to get them, and the current fares. This area contains all the detailed information about the new Public Transport Card and how to apply for it.
- **Customer Service:** where the users can go to solve their doubts, to set out suggestions or complaints, or to access to the most popular procedures.
- **Meet us:** corporative information where every major CRTM work area is explained, as well as the awards and recognitions won by this institution over its 30 years of existence.
- **Communication:** area containing the CRTM press releases, in addition to the service news and multimedia documents, like photographs and videos.
- **Friends Club:** the members of the "Public Transport Friends Club" benefit from advantages and promotions related to the cultural and sport events of the region.

www.crtm.es

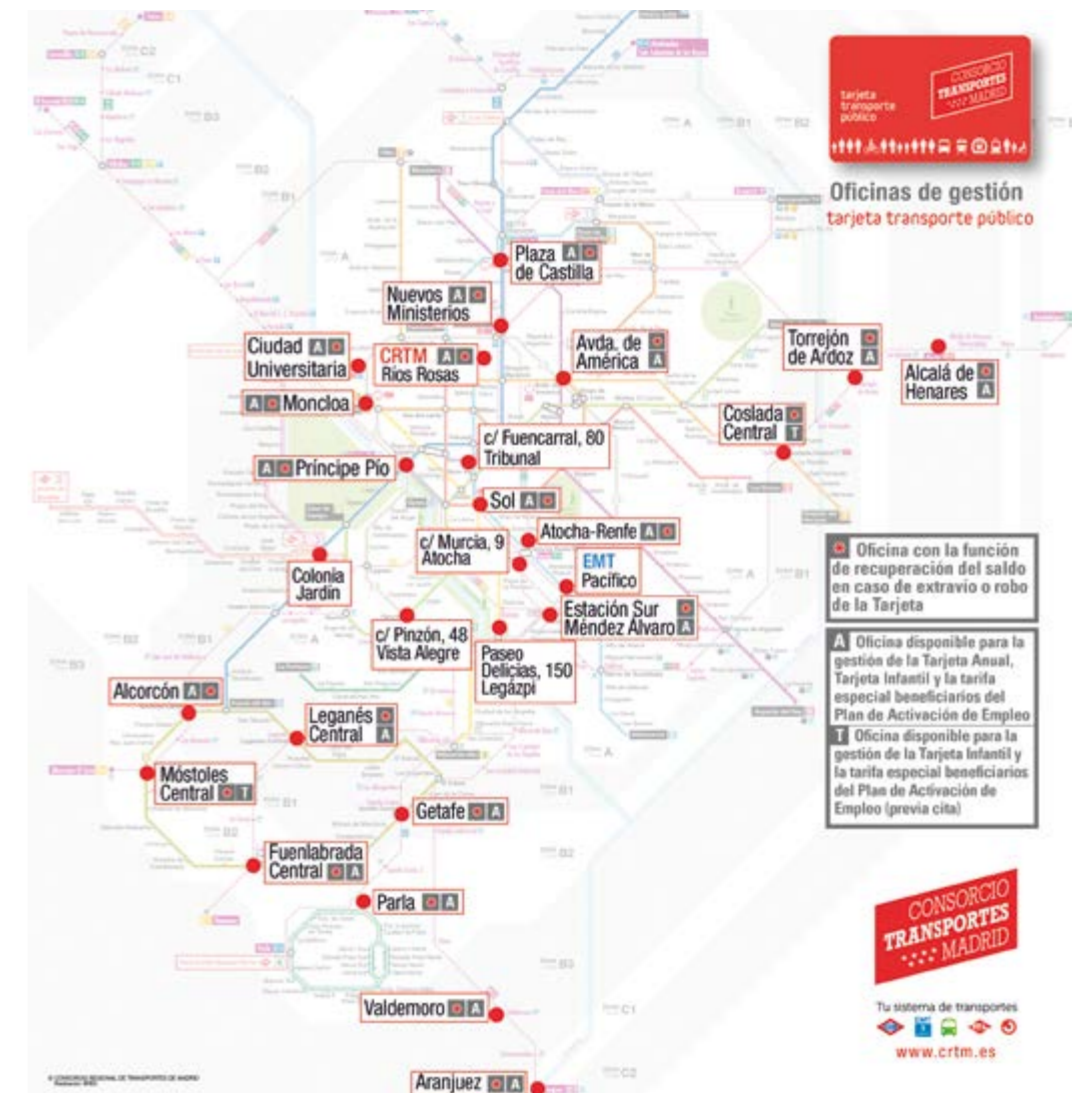


■ The TTP management offices

The strategic location of the management offices (OO.GG.), in the main points and municipalities of the Madrid Region, and the development of the scheduled appointment system allow for facilitating the customer services, reducing the waiting time of the service provision and increasing the satisfaction. The offer of OO.GG. services between the months of January and July of 2014 was concentrated in the municipality of Madrid and extended to the rest of the municipalities until it completed a network of 27 offices between September and December of that same year.

Over the year 2014, the CRTM management offices performed 564,480 operations related to the Public Transport Card (TTP), of which 42% (239,433) correspond to issues of new cards. Among them, 124,023 operations correspond to the incorporation of new users and 115,410 to the substitution of the old travel card.

The management offices where most of the operations have been performed over the year 2014 include Sol with 86,647 (15.4%), head office of the CRTM with 75,117 (13.3%), Moncloa with 53,255 (9.4%) and Príncipe Pío with 44,834 (7.9%), representing together 46% of the total number of operations, due principally to the location of three large transport interchange stations, and to the fact that they are the first who provided services on the whole network.





45 visits
from international delegations

6

Institutional affairs

The CRTM experience and the integrated transport system model of the Madrid Region have made of this organism a valuable member of the most distinguished associations of the sector. Among them there are included the International Union of Public Transport which encompasses the main operators representing the industry and the public transport authorities at a global level; the European Metropolitan Transport Authorities (EMTA), where the CRTM occupies one of the vice-presidencies; or the Metropolitan Mobility Observatory, that counts among its members the main authorities in the sector of the principal Spanish cities. Also, the quality of the services provided over its 30 years of history has made this organism an attractive example for dozens of public transport and mobility delegations of experts, interested in learning the methodology developed by the CRTM and its management system.



International presence

The CRTM is present in the most important associations of the sector:

INTERNATIONAL UNION OF PUBLIC TRANSPORT (UITP)

As a member of the UITP, the CRTM takes part in the Organising Transport Authorities Committee, the Transport and Urban Life Committee and Light Rail Committee. Also, the CRTM is a member of the UITP Executive Board.



EUROPEAN METROPOLITAN TRANSPORT AUTHORITIES (EMTA)

The CRTM holds one of the EMTA Vice-presidencies, taking part actively in meetings, forums and working groups that this association sponsors, in addition of being the member responsible for the elaboration of the Barometer of Public Transport in the European Metropolitan Areas.



In 2014 two meetings of the General Assembly were held. The first one was from the 14th to the 16th May in Rotterdam, and the second one, from the 8th to the 10th October in London.

On the other hand, the CRTM activity as a greenways promoter was pointed out in December 2014 in the Best Practices Guide on Intermodality, from the project "Greenways Product", developed with the support of the EMTA. 14 partners from 6 European countries participated in this project, with the aim of sponsoring greenways as a tourist destination, bringing them closer through the public transport.

METROPOLITAN MOBILITY OBSERVATORY (MMO)

The Metropolitan Mobility Observatory (MMO) is an initiative that promotes analysis and reflection, comprised by the Public Transport Authorities (PTA) of the main Spanish metropolitan areas, Ministry of Agriculture, Food and Environment, the Ministry of Public Works, the Ministry of Industry - through the Institute for Energy Diversification and Savings (IDAE) - and the Ministry of Internal Affairs - through the Directorate General of Traffic (DGT) - with the aim of reflecting the public transport contribution to the improvement of the quality of life and the sustainable development in cities.

The MMO publishes an annual report in which mobility of the participating metropolitan areas is analysed, that is then presented in technical seminars where aspects related to the sustainable mobility are also debated.

Since the beginning of this initiative, the presence of the CRTM in its annual meetings has been constant. In 2014, the autonomic organism has participated in the XI MMO Technical Seminar, about "Quality of public transport at the service of the users", celebrated in Madrid the 1st July.

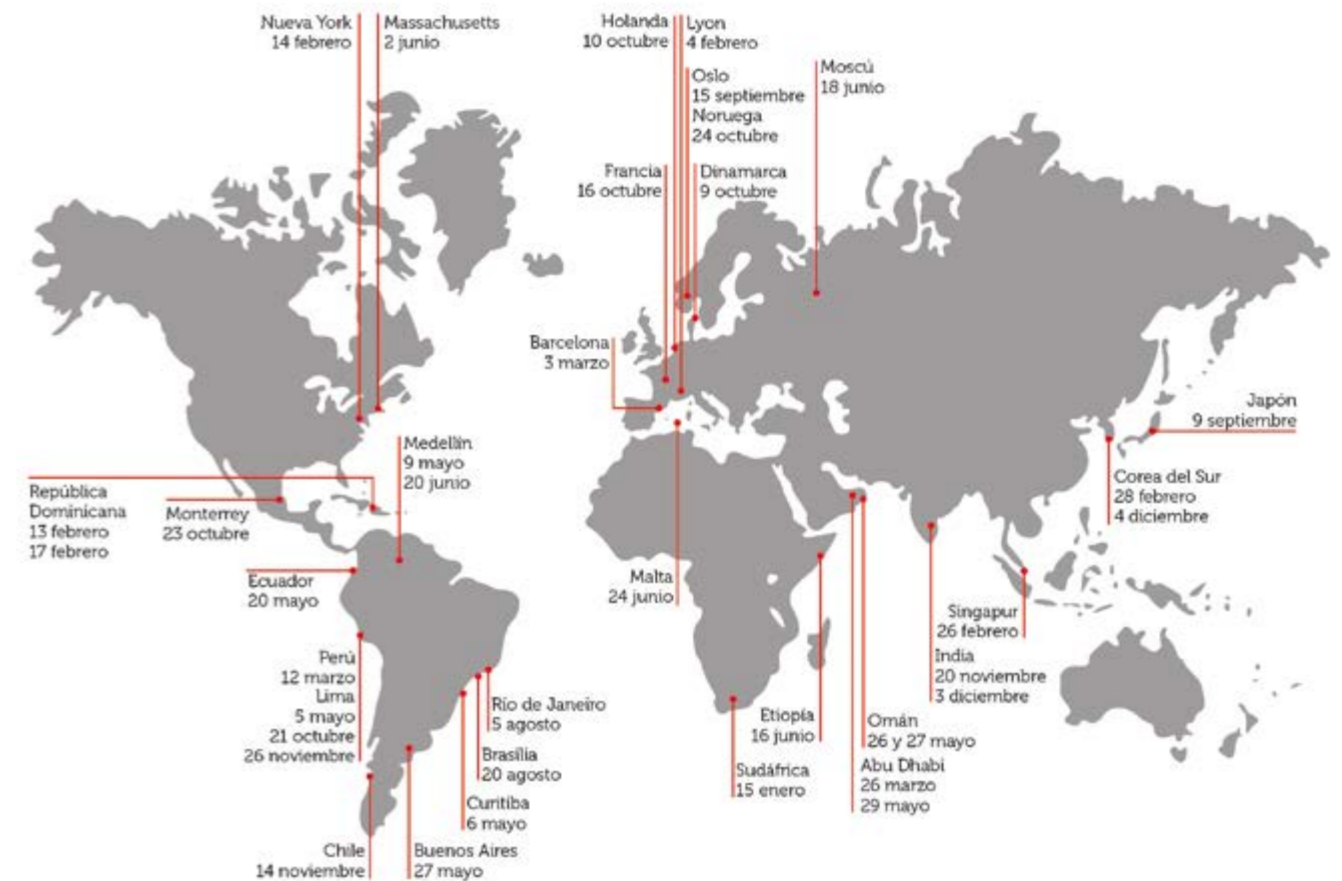
INTERNATIONAL ADVICE AND VISITS

The CRTM experience and the integrated transport system model of the Madrid Region attract dozens of delegations, interested in learning the methodology of planning and construction of the regional infrastructure, and the integrated management system of Madrid public transport. Concretely, in the year 2014, the CRTM and its infrastructure received 45 visits from all over the world.

The countries that showed interest for the Madrid Public Transport have diverse geographic origins. During this year, the CRTM has received delegations of experts and researchers from the following regions and countries: South Africa, Lyon, Dominican Republic, New York, Singapore, Korea, Barcelona, Peru, Abu Dhabi, Curitiba, Medellin, Ecuador, Oman, Buenos Aires, Massachusetts, Ethiopia, Moscow, Malta, Rio de Janeiro, Brasilia, Japan, Oslo, Denmark, Holland, France, Monterrey, Norway, Chili and India.



The Public Transport System of Madrid. A World Reference. Delegations from regions and cities all over the world that visited Madrid.



The CRTM is a member of international organisms UITP and EMTA.

■ II Public Transport Promotion and Sustainable Mobility Awards

The II Public Transport Promotion and Sustainable Mobility Awards ceremony took place during the month of January 2014. These prizes rewarded important initiatives that had been launched over the year 2013, and that contributed positively to the collective transport and to the development of an efficient, integrated and accessible system.

The prizes are divided into two categories: companies, institutions and municipalities which promote sustainable mobility, and employees from public transport operators companies. During the ceremony, directed by the Regional Minister for Transport and Infrastructures, Pablo Cavero, a total of 28 organizations and individual persons were recognized.

To reward the candidates of the first category were valued factors like the innovator nature of the established measures or its development degree. The rewarded companies and institutions were Metro Ligero Oeste, MMT Seguros, ServiciosTécnicos de Investigación General y Auditoria S.L., Spanish National Handball Team and the Cirque du Soleil for their promotion of public transport.

Also, both the Aranjuez and Getafe City Councils were awarded each a prize, for the development of different promotion measures of public transport within the Mobility Plan in their respective municipalities.

Within the Special Category, was awarded the intervention of Rubén Gutiérrez, a national policeman who saved a metro user who fell into the tracks; the professional development of Julian de Castro bus company, that in

2013 turned 100 years of services in the Region of Madrid; and the activity of colonel Santiago Caballero from the Civil Guard Headquarters in Madrid, for his work concerning the road transport improvement.

In the category of Workers in the public transport sector, were honoured the employees of EMT, Metro de Madrid, Madrid suburban railway Renfe-Cercanías, Nex Continental Holding SLU, Grupo Avanza-Llorente Bus, Tranvía de Parla, and Príncipe Pío interchange station. Finally, in the same event, the Regional Transport Consortium of Madrid recognized the career of the employees that turned 25 years of dedication to the organism, employees that collaborated in the coordination, the management and the design of the public transport of the Madrid Region.



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