



1. OUR COMPANY

About Us

Metro is the main artery of Santiago's public mass transit system accounting for over 60% of all public transportation travel. Bearing in mind the relevance of Metro to urban development, the company aims to provide services that constitute a positive contribution to the lives of city residents while striving to make efficient use of public resources. Metro has made an outright commitment to the city of Santiago and its future by working on a variety of different fronts.

Metro's Structure

Ownership

[G4-7] Metro is owned by the Chilean State by way of two shareholders, to wit, Corporación de Fomento de la Producción (CORFO) with a 62.75% share, and the Chilean State, represented by the Ministry of Finance, with a 37.35% share.

Capital increases issued and paid up have resulted in slight changes to the ownership structure over the years as illustrated in the table below:

Shareholders	2012	2013	2014
CORFO	59.36%	61.66%	62.75%
FISCO	40.64%	38.34%	37.35%

Subsidiaries & Partners

Metro's only subsidiary is Transporte Suburbano de Pasajeros S.A. (Transub S.A.), and this company is not in operation.

Metro is a member of Corporación Cultural MetroArte, a private non-profit organization working to promote culture and education within the community through art installations located throughout the Metro transportation network and nearby facilities. Metro is also a member of Corporación MetroCiudadano, another private, non-profit entity that organizes, coordinates and carries out projects related to the environment, urban improvements, modal integration, education, sports, recreation, and universal access.



MISSION, VISION & VALUES

Mission

As a main artery of the public transportation system, our mission is to guarantee that customers riding on electric-powered rail have a sustainable, efficient, quality, reliable and safe commute.

In addition, we also aim to provide supplementary services that boost the company's profit and help finance its expansion, while also making the lives of city residents better and ensuring the efficient use of public resources.

Vision

Our vision is to be a state-owned company respected by citizens for being efficient, safe and providing a valuable service.

To be known as a company staffed by very good professionals and that is managed on the basis of merit.

Values

Our values are based on five key principles, which shape and guide the decisions and actions of every individual working at the company. These principles are complementary and constitute a combination of what Metro personnel are made of and aspire to be.

Customer Care: we strive to be one of the best service-sector companies in the country.

Safety: your safety comes first.

Efficiency: we want to be a role model for other metros elsewhere.

Collaboration: we make more forward progress when we work together.

Transparency: transparency is behind everything we do.

Our Customers & Services

Services

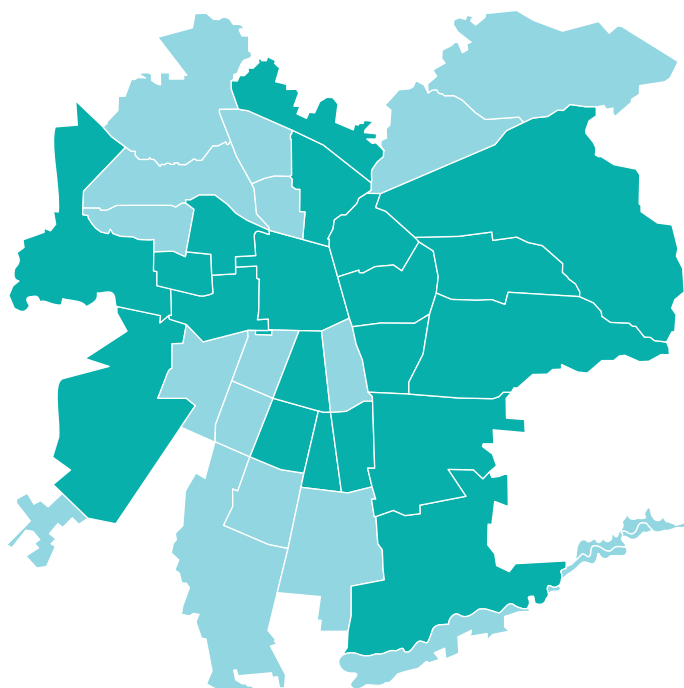
[G4-4] Metro's goal is "to carry out all activities inherent to metropolitan passenger rail transportation services or other complementary electric-powered media and other activities related to this sector, while also being able to conduct any act or operation related to our social purpose."

We also have non-fare side businesses ranging from leasing shops, commercial and advertising space to consulting services abroad, and the Bip! Card business. Advertising on the trains and at the stations constitutes an important non-fare business. At present this side business is run under outsourced concessions.

Companies leasing stores and commercial space at the stations are important Metro customers. In 2014 this customer base consisted of telecom, retail, advertising, real estate, and service companies, as well as intermodal stations and consulting firms.

Metro's Network

[G4-8] Metro's network currently provides service to the following districts in Santiago:



Line 1	Line 2	Line 5	Line 4	Line 4A
Providencia	Santiago	Maipú	Providencia	La Granja
Santiago	San Miguel	Pudahuel	Las Condes	San Ramón
Las Condes	La Cisterna	Lo Prado	La Reina	La Cisterna
Estación Central	Recoleta	Quinta Normal	Peñalolén	La Florida
Lo Prado	Huechuraba	Santiago	La Florida	
		Ñuñoa	Puente Alto	
		La Florida	Ñuñoa	
			Macul	



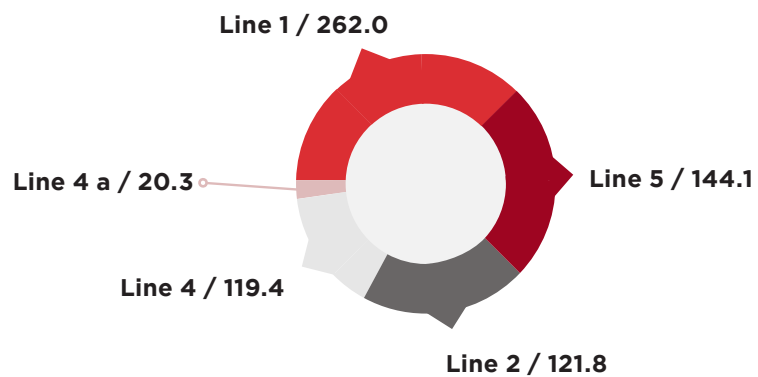
Operating Stats

Metro accounts for more than 60% of all public transportation travel.



2.268 million trips on average per workday.
667.6 million trips

Regularity Figures

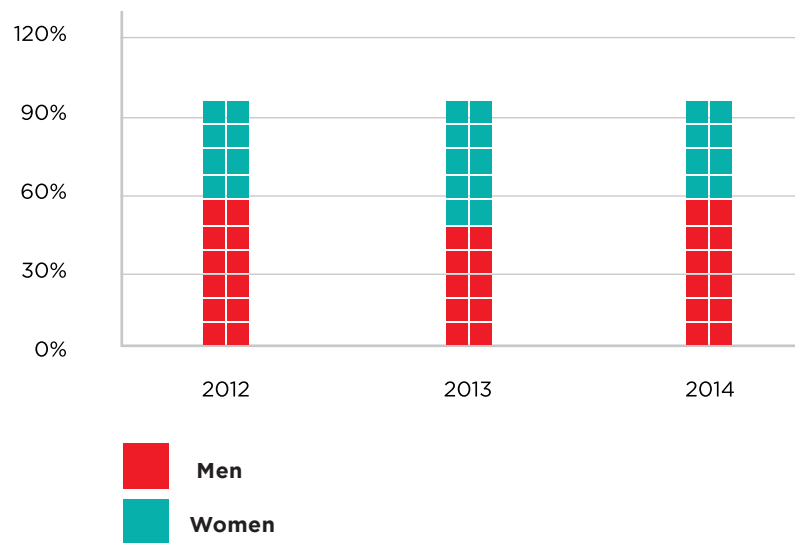


103 km of track
A fleet of 1,093 cars
108 Stations
1 depot

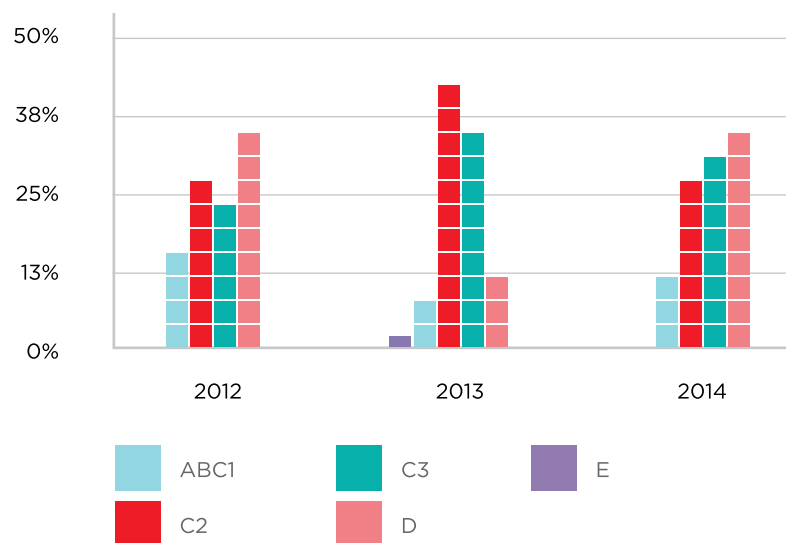
Our Customers

[G4-8] Line 1, 2, 4, 4^a and 5 riders constitute the bulk of Metro's customers. According to the 2014 Chile3D Study conducted by GfK Adimark, Metro's customers can be broken down as follows:

By Gender

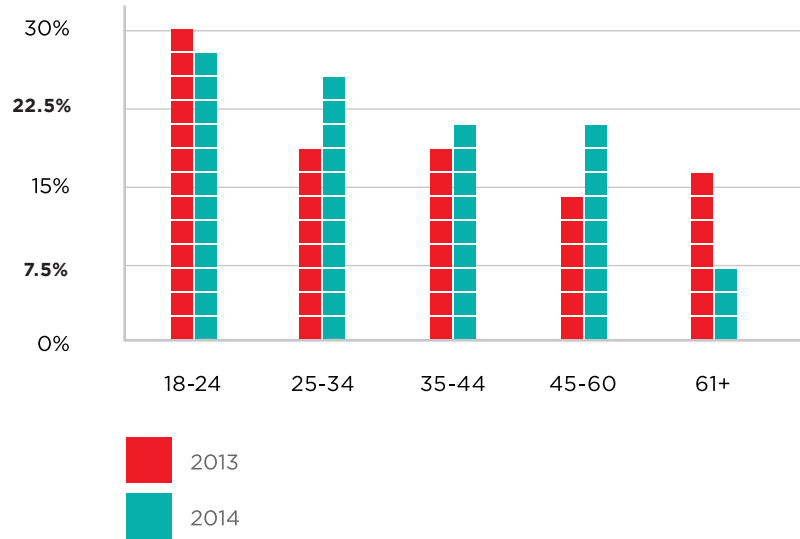


By Socio-economic Level





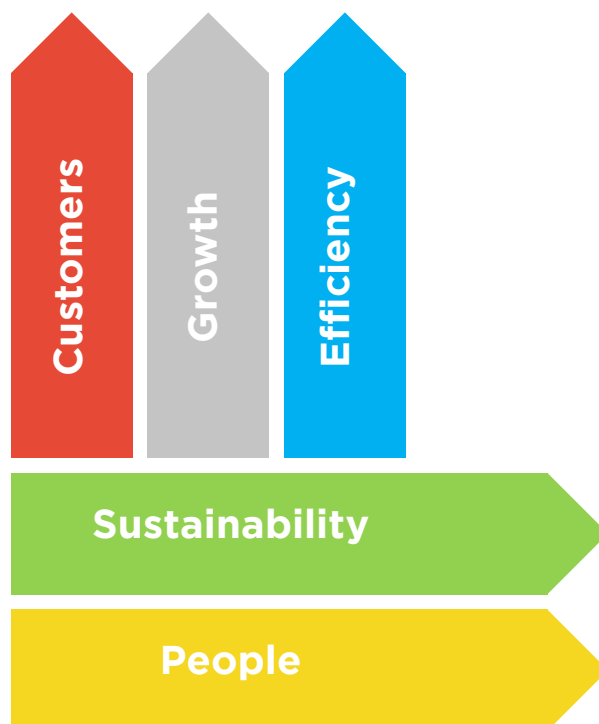
By Age Group



Our Planning

2014 Strategic Areas & Priorities

Ever since 2011 Metro has focused its activities on three main strategic areas, each of which has its own list of specific goals that were set by the Board of Directors and the Mangers Committee.



Customers	Growth	Efficiency	Sustainability	People
<p>Ensure customers have a good riding experience by providing them with a predictable, quick, safe commute with appropriate comfort standards.</p> <p>Meet our customers' service-related communication needs before, during and after their commute.</p>	<p>Contribute to the development of public transportation by participating in the planning and development of metros and other means of transportation.</p> <p>Develop mega projects sustainably by optimizing costs, deadlines, and quality standards.</p>	<p>Maintain positive operating results by optimizing fare-related and non-fare related costs and revenue, and financial debt costs.</p> <p>Guarantee the company's long-term financial sustainability through the fare structure and infrastructure optimization and use.</p>	<p>Provide incentives for and foster energy efficient initiatives and environmental good practices.</p> <p>Improve the quality of life of city residents by providing inclusive transportation, culture, and additional services, as well as maintaining appropriate channels of communication with stakeholders.</p>	<p>Guarantee company's human resources are competent, participatory and motivated in a satisfactory working environment.</p> <p>Guarantee that company personnel provide reliable administrative services and meet hygiene standards</p>

Each year the company defines its strategic projects on the basis of the above. These projects aim to close the gaps between current and expected performance levels so that the company will meet its goals.

In 2014, these projects were primarily aimed at improving our commuters' riding experience, developing network expansion projects, and managing our workers.

Customers	Growth	Efficiency	Sostenibilidad	People
Implementing Service Strategy (Phase II)	Maximizing network's current transportation capacity	Implementing the business plan for the non-fare business sales channels.	Implementing environmental mitigation plan	Metro DNA cultural study
Implementing Customer Communication	P63 Project Development	Revamping NS74 trains		Improving Physical Spaces
MetroSafety fase normalización + (Fase II)				

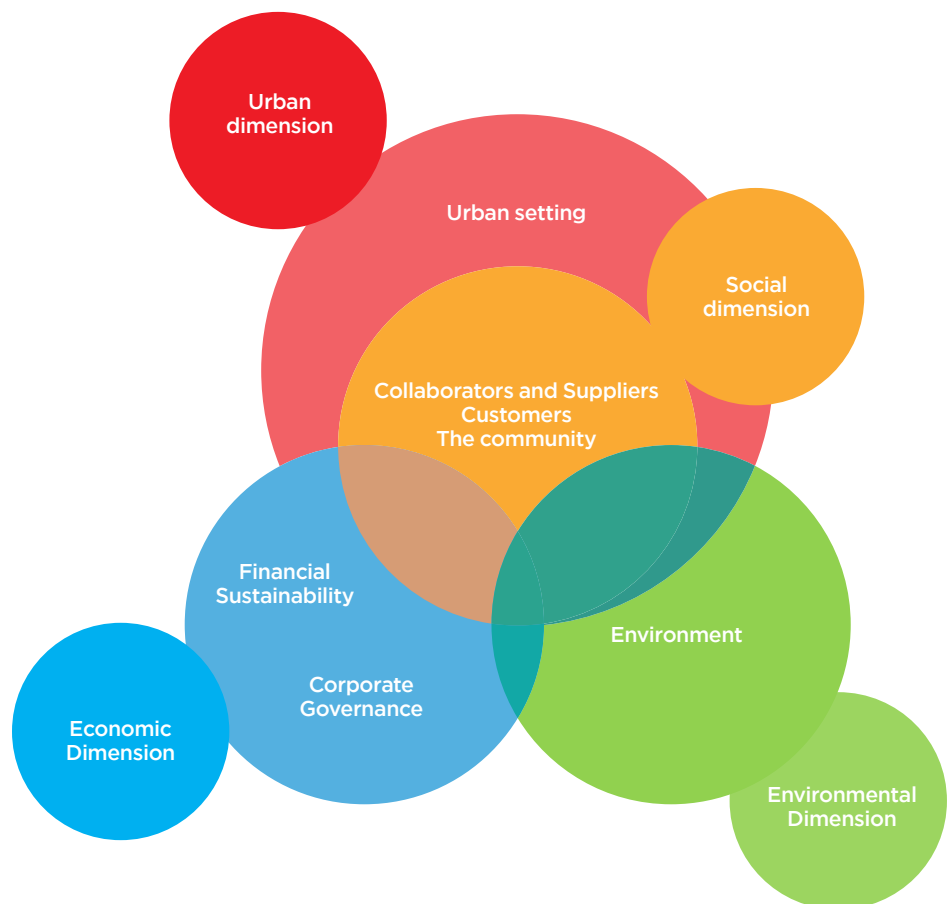


Sustainability Management

Sustainability is both a strategic and crosscutting area in Metro, which is why the company is determined to weave it into its daily existence and employ it as a Corporate Social Responsibility (CSR) tool.

Metro defined its Sustainability Strategy in 2012, and ever since then the company has worked towards integrating sustainability into the various areas of its business. The company hit an important milestone in 2014 when the Board of Directors implemented the Sustainability & CSR Policy.

Given Metro's crucial role in the Santiago public transportation system, this Policy is key in that it provides a fourth dimension—the urban dimension—to Metro's traditional sustainability efforts in economic, social and environmental areas. It also defines seven strategic areas related to the main dimensions.



The Policy defines specific commitments for each area, as follows:

Based on the methodology, a leader was appointed to head up each individual area. Leaders are responsible for attending meetings, making decisions, and discussing material aspects pertaining to sustainability and corporate social responsibility. Moreover, a series of indicators were set for each area as an administrative tool to follow up on sustainability actions.

Customers	Provide a quality riding experience: safe, efficient, accessible and always better.
Collaborators & Suppliers	Adhere to the highest work standards in terms of health and safety by focusing on improving the quality of life of our collaborators. Promote sustainability along the supply chain and support supplier development.
Urban Setting	Contribute to Santiago's urban development through our services and projects.
Community	Add to society and the quality of life of the communities where we work and build, by way of cultural, social and urban projects.
Environment	Foster environmental care by fully adhering to standards, encouraging good practices, fostering within and among other companies the efficient use of resources and energy company-wide.
Corporate Governance	Promote and maintain ethical and transparent conduct in all areas of our business.
Financial Sustainability	Maintain a healthy financial situation that will ensure the company's financial solvency by periodically reviewing medium- and long-term financial forecasts and planning.



2014 Commitments

Strategic areas	2014 Commitments	Outcomes	Remarks
Customers	Continue implementing the Universal Access Program	<input checked="" type="checkbox"/>	Metro installed elevators at seven stations along Lines 1 and 2. An in-house, multidisciplinary technical board was set up to address access issues.
Collaborators & Suppliers	Define sustainability standards for contractors	<input checked="" type="checkbox"/>	Progress was made in this area by including socio-environmental criteria.
	Define a plan to expand bike parking capacity.	<input checked="" type="checkbox"/>	There wasn't any progress in this area.
Community	Start implementing the community relations and internal process indicator strategy in order to foster ongoing improvements in the areas.	<input checked="" type="checkbox"/>	The community relations strategy continued in place with a focus on implementing the Good Neighbor Plan and on internal-external outreach.
Environment	Develop an environmental mitigation program.	<input checked="" type="checkbox"/>	The program continued as such and includes a list of projects, specifically in the area of noise and waste.
	Continue implementing the energy efficiency program in order to meet the 10% energy consumption goal by 2018.	<input checked="" type="checkbox"/>	Metro revamped its lighting at 18 stations along Line 1, in addition to energy efficient programs already in place.

Our Stakeholders

As a main artery in Santiago's public transportation system, we interact with a wide variety of key players in order to attain our goals in all areas of our business.

[G4-24 & G4-25] In 2010, Metro conducted an exercise to identify and prioritize its stakeholders. The latter has enabled us to focus our actions on their real needs and expectations. We continuously review and update our stakeholder map in order to meet their needs accordingly.

Shareholders	CORFO Fisco
Customers	Usuarios de estaciones Pasajeros
Collaborators	Trabajadores Sindicatos Familias de trabajadores
Society	Juntas de vecinos ONG's Medios de comunicación Comunidades del entorno
Authorities	Presidencia MTT. INCL. Sectra Transantiago MOP MEFT Parlamento Gobierno Regional Santiago Municipalidades SERNAC
Suppliers	PYMES Grandes Empresas Subcontratas Autoridades



[G4-27] The table below contains a list of Metro stakeholders, management departments and the main areas involved with each group and their key issues.

Stakeholders	METRO Counterpart	Issues Addressed
<ul style="list-style-type: none"> • CORFO. • Treasury (Min. of Finance) • International Banks • Domestic Banks • Locales and International Bond Issuers 	<ul style="list-style-type: none"> • Chairman • CEO • Comptroller • Legal Counsel • Administration and Finance Manager 	<ul style="list-style-type: none"> • Economic Performance • Investments • Accounting
<ul style="list-style-type: none"> • Passengers • Station Users • Leasers of Commercial and advertising space • Pubic bodies interacting with Metro; SERNAC and OIRS, Ministry of Transportation 	<ul style="list-style-type: none"> • Commercial and Corporate Affairs Department • Operations and Services Department 	<ul style="list-style-type: none"> • Service operations and Status (Schedule met) • Service attributes (Safety and comfort) • Access • Complaints, claims and improvements • (Customer feedback • Groupings
<ul style="list-style-type: none"> • Workers. 	<ul style="list-style-type: none"> • HR Department 	<ul style="list-style-type: none"> • Socio-labor Aspects • Social Benefits • Work/Life Balance • Training • Pay equality and equity • Compensation Policy • Health and Safety
<ul style="list-style-type: none"> • Unions • Federation of Unions 	<ul style="list-style-type: none"> • HR Department 	<ul style="list-style-type: none"> • Labor Aspects • Health and Safety • Economic Performance
<ul style="list-style-type: none"> • Workers' families 	<ul style="list-style-type: none"> • HR Department 	<ul style="list-style-type: none"> • Social Benefits • Work/Life Balance
<ul style="list-style-type: none"> • Neighborhood Associations • NGOs • Nearby Communities • Media 	<ul style="list-style-type: none"> • Commercial and Corporate Affairs Department 	<ul style="list-style-type: none"> • Service Operations • New Project attributes (route) • Impact of construction works • Cultural Activities • Support for social projects • Social & Environmental Actions • Operations projects aimed at improving communities' quality of life
<ul style="list-style-type: none"> • Office of the President, Senate, and Parliament • Ministry of Transportation and Telecommunications • SECTRA. • Metropolitan Department of Public Transportation (DTPM). • Ministry of the Environment (MMA, Office of the Environment Superintendent, Environmental Assessment Agency (SEA) • Ministry de Economy, Development and Tourism (MEFT) • Santiago Regional Government • Municipality Association • Municipalities • National Consumer Association (SERNAC). • State-owned Companies System (SEP) 	<ul style="list-style-type: none"> • Chairman • CEO • Commercial and Corporate Affairs Department • Project Development Department • Engineering and Technology Department 	<ul style="list-style-type: none"> • Legal Compliance • Operations and Service Status • New Projects • Environmental Mitigation Projects • Resource Management • Quality and Safety of Services • Service Development

Stakeholders	METRO Counterpart	Issues Addressed
Suppliers	<ul style="list-style-type: none"> • SMEs • Large Companies • Sub-contractors 	<ul style="list-style-type: none"> • Project Development Manager • Human Resources Department • Administration and Finance Department
	<ul style="list-style-type: none"> • Accounting 	<ul style="list-style-type: none"> • Hiring, Contracts, including Tenders • Supplier Requirements
	<ul style="list-style-type: none"> • Auditing 	<ul style="list-style-type: none"> • Comptroller • Legal Counsel • Administration and Finance Department

[G4-26] Stakeholder Communication and Participation

Stakeholders	General channels of communication	Specific Channels of Communication	Channels of Participation
Shareholders and Investors	<ul style="list-style-type: none"> • Corporate Annual Report & Financial Statements • Quarterly Results • Important Market Information • Website • Sustainability Report. 	<ul style="list-style-type: none"> • Project Progress Reports for Subtrans and Segpres. • SEP-Metro Agreement Performance Report • Operating Report • Internal Audits 	<ul style="list-style-type: none"> • JShareholder Meetings • Periodic Meetings
Customers	<ul style="list-style-type: none"> • Website • Social Media: Facebook, Twitter • Mass Media 	<ul style="list-style-type: none"> • Communications at stations and on trains • On-line Mobile App 	<ul style="list-style-type: none"> • Customer Service Offices • Customer Satisfaction Surveys • Customer Networks
Collaborators	<ul style="list-style-type: none"> • Website • Social Media: Facebook, Twitter • Mass Media • Sustainability Report 	<ul style="list-style-type: none"> • Intranet • “En Anden” Magazine • Bulletin Boards • Digital Newsletter • Mailings • Posters • Theme-Related Pamphlets 	<ul style="list-style-type: none"> • Periodic Meeting with unions • Working Environment Survey • Area and Level Working Environment Committees. • Periodic Area Meetings • Performance Management System • Large-Scale Events



Stakeholders	General channels of communication	Specific Channels of Communication	Channels of Participation
Society	<ul style="list-style-type: none"> • Website • Social Media: Facebook, Twitter • Mass Media • Sustainability Report 	<ul style="list-style-type: none"> • Pamphlets and other information handouts • Worksite Signs and Billboards • Community Media Outlets 	<ul style="list-style-type: none"> • Over-the-Phone Service, direct contact at meetings, field visits, community book
Authorities	<ul style="list-style-type: none"> • Website • Annual Report • Sustainability Report • Other Publications 	<ul style="list-style-type: none"> • Operations and Transantiago coordination report to the MPT • Project Progress reports to Subtrans and Segpres 	<ul style="list-style-type: none"> • Standing Coordination Meetings for joint activities with ministries and other agencies • Participation on technical boards and committees
Suppliers	<ul style="list-style-type: none"> • Website • Media • Newsletters • Sustainability Report 	<ul style="list-style-type: none"> • Contracts • Roadshows for Public Tenders • ProPYME Seal 	<ul style="list-style-type: none"> • Satisfaction Survey • Direct service through E-mails, phone calls and meetings • Annual meetings with contractor

Associations

[G4-16] Metro is a member of several associations and institutions that espouse similar principles and share experiences, good practices and information with Metro.

Association/organization	Our participation in the organization	Projects or Committees The company is involve in	Being an Association Member is a Strategic Decision
International Association of Public Transport (UITP)	Events and meetings	Metro Division LATAM Division UTO Sub-division UTO Safety Commission	<p>Within Metro's international strategy framework, being a member of the UITP is crucial to being the international benchmarking. This allows Metro to share knowhow and collaborate with operators, governments, companies and professionals from the international urban commuter transport industry.</p> <p>In addition to giving Metro the opportunity to learn about cutting-edge technology and pioneer innovations that have been applied by other companies.</p>
Community of Metros (COMET)	Metro presided over the group in 2013 and went back to being a member in 2014.	No. The group does not work under a committee system. Every year the members submit their areas of interest and two are chosen as subjects of a group-level study. These are voted on, and Metro de Santiago participates in the voting process.	<p>Yes, given the importance of the continuous improvement process undertaken by the company, participating in this organization is important because it allows the company to compare itself to its peers and identify best practices that can be implemented at Metro.</p> <p>There are several ways to support, e.g., consultation through forums, studies on topics of interest to metros, direct inquiries with other members, all in keeping with group-defined protocols.</p>

Association/ organization	Our participation in the organization	Projects or Committees The company is involve in	Being an Association Member is a Strategic Decision
Latin-American Association of Metros and Underground Trains (ALAMYS)	Metro de Santiago presides over ALAMYS General Secretariat	Metro de Santiago actively supports the studies carried out within the framework of the Association's Technical Committees (e.g., economic development, fare policy, or project structuring) and in event organization and celebration (conferences, academic forums, seminars and training) that are defined by member annually under the organization's annual work plan.	By participating in ALAMYS, Metro de Santiago is strategically positioned ahead of other Latin American metros, in addition to fostering the exchange of experiences and good practices
National Association of Advertisers (ANDA)	None	Media Committee	Yes, this is considered strategic because it provides Metro with the opportunity to stay abreast of what is going on in marketing and advertising, and leverage the advertising business.
Technological Development Corporation (CchC)	Member Partner and Vice- chair of the Committee on Tunnels and Underground Spaces in Chile	Metro participates periodically on the Committee on Tunnels and Underground Spaces of Chile (CTES-CHILE), in the Associate category. Associates play a key role in the organization by participating on the Board. We are also in Principal's category given the importance of Metro nationally	It is strategic considering the content and the exchange of technical information related to tunnel construction and other related works. The Committee on Tunnels and Underground Spaces of Chile (CTES- CHILE) is a standing technical body that works with professional and institutions from the industry (suppliers, consultants, construction companies, principals, academia, and others) in order to channel concerns, knowhow and information, in other words, it is where participants discuss technical developments, share information, and discuss good practices to further the industry.
Global Compact	Member	Metro has taken part in meetings organized by the Global Compact for the Human Rights Commission and the Labor Relations Commission	The Global Compact summons companies to adopt ten universal principles related to human rights, labor standards, the environment and anticorruption. Metro applies the UN's ten principles regarding sustainability
Action	Partner	Metro is involved in several technical committees with other companies: the community, customers, human resources Programs +Diversity	Provides support so that each partner company and collaboration organization can add economic, social and environmental value to their business and activities and, together, help build a better country.