

Improving performance for our passengers means focusing on the main railway network, stations and door-to-door travel

To improve performance for our passengers, NS will specifically focus in the coming years on three core activities: improving services on the main rail network and high-speed rail link, taking care of stations and improving door-to-door travel. To this end, NS will invest more than three billion euros in the next five years in trains, station facilities, better travel information and new payment methods. NS will no longer bid on regional rail concessions in the Netherlands and, in time, do away with Qbuzz. NS divests part of its retail portfolio on train stations. The above is stated in the strategy document, *'Spoorslags Beter'*, which NS is presenting today.

NS's 2016–2019 strategy is focused emphatically on three core activities:

1. **Improved performance on the main railway network, including HSL (and related international train services).**
This means better rail journeys, improved reliability, cleaner trains and investing in new trains. In addition, frequencies will be increased, which will improve timetables for the customer.
2. **Taking care of stations**
The station is people's first point of contact with NS, and our chance to make a good first impression. We will do so by providing smooth, convenient connections and a safe and comfortable stay. We will do this in collaboration with ProRail and regional authorities.
3. **Contribute to improved door-to-door travel**
A journey is from door-to-door, and in this journey NS is a link for the passenger. That is why we want to contribute to the first and last part of people's journey. People's travel experience can be enhanced by introducing new payment methods and by providing better travel information, in which convenience is paramount. We will do this together with government authorities, other transport providers, infrastructure managers and consumer organisations. In this way, the passenger is given maximum control over their own journey.

By focusing on these three core activities, we truly make our passengers our first, second and third priority, while further contributing towards our social role of strengthening sustainable mobility in the Netherlands. Everything we do is guided by one central question: 'Will passengers benefit from this?' NS will be investing more than three billion euros in these core activities in the coming years.

Regional railway concessions and Qbuzz

By choosing to focus on these three core activities, NS has also taken a close look at its overall range of products and services. With its primary focus on the main railway network, NS will no longer be bidding on regional railway concessions in the future. This will also make cooperation with regional transport providers and local authorities easier, as we are partners, rather than competitors. This enhanced cooperation is needed if we are to provide a good range of door-to-door services. NS has therefore also decided to phase out Qbuzz over time. We will be doing this with care, in the interests of the employees and the value of the company.

Retail and property

Hardly anyone in the market was interested in offering commercial services at stations ten years ago. These days, however, there are many large and small operators with the experience, knowledge and scale required to exploit retail locations in stations. This means it is now possible to leave parts of the operation to other parties. The well-known *Kiosk* shops and the *StationsHuiskamer* ('station living room') will remain a familiar brand of NS, as they are directly connected with the passenger and thus belong to one of NS's core activities.

NS owns land and property that does not directly contribute to its strategic focus on its stations and station areas. The policy of selling non-strategic land, which was started a few years ago, will continue in the coming years. In this way, NS's involvement at the stations will change, without causing the qualitative improvements in recent years to be lost.

Targeted growth abroad

The foreign operations of subsidiary Abellio will be focused and expanded (taking into account the business risk) in a limited number of liberalised European markets. The focus will be on Germany and the United Kingdom. Thus NS will continue to gain experience in the European rail market and prepare itself for future developments in the sector. The knowledge and experience gained abroad will be used to benefit travellers in the Netherlands more than has been done in the past.

Over three billion euros of investment in five years

NS will be making targeted investments aimed at improving passenger journeys in the coming five years. The main investments will be in three areas:

1. New trains: € 2.5 billion for expansion and renewal of the rolling stock.
2. More comfort and service for our passengers: € 300 million for innovations in the area of better travel information, better Wi-Fi in trains and at the station, and new payment methods.
3. Station development: NS will invest over € 300 million between 2016 and 2020 in station facilities such as parking and new Kiosks.

High ambitions for 2019; improvements noticeable from 2017

Together with our partner ProRail, we will be doing everything we can this and next year to reduce nuisances on the lines (for example, caused by the shortage of trains and the many cancelled trains) and ensure people's trips are as comfortable as possible, from door to door. At the same time, NS will be focusing on improving customer satisfaction, punctuality, travel information and returns. From 2017, we want to take a big step forwards towards our targets for 2019. In doing so, NS will have to match and combine past records:

- Increase of overall customer opinion to 80.0% (of passengers who gave a score of 7 or higher)
- Increase of passenger punctuality to 92.3%
- Improved travel information to 82.0% (of passengers who gave a score of 7 or higher)

Organisational structure and approach

To achieve these results, NS will need to adapt its organisational structure and procedures in some areas in order to become more effective. In this new organisation, the journey of the customer will be the starting point and there will be more room for skill and staff initiatives. The structure will be simplified and there will be fewer layers and barriers between different departments that are responsible for similar tasks on the main railway network. This structure and approach will be further developed in the coming period.