

# NS in a nutshell



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# Working together for more satisfied passengers

A student travelling to college in Rotterdam, a group of friends going shopping in Utrecht or a commuter returning home from the office in Zwolle — every day, more than a million people use NS trains in the Netherlands.

They want to spend their time at stations and on trains usefully and pleasantly, with a book, a cup of coffee or a sandwich, listening to Spotify on their Wi-Fi. Sockets in the trains let them recharge their laptops. Everyone can use high-quality, up-to-date journey information to remain in control of their trip. They can use the public transport bicycle OV-fiets for the final leg of their journey. NS is making this possible, both now and in the future.

NS is making lasting improvements to the performance it delivers for passengers, focusing on better performance on the main rail network, world-class stations and helping make the door-to-door journey go smoothly. Our employees are deeply committed to these goals and we are doing it as sustainably as possible.

Since 2017, all our electric trains in the Netherlands have been running entirely on renewable, green power. When we upgrade our trains, we reuse 95% of the materials either in-house or elsewhere, for example reusing the rubber trim from the windows to make rubber play tiles. We are also investing in new trains, expanding the capabilities of the journey planner and investigating alternative methods of payment.

NS is collaborating with a number of other parties on a shared long-term vision of mobility in the Netherlands. As the largest carrier in the Netherlands, we are at the heart of society. People depend on us. NS takes that public responsibility seriously. We do this by listening to our passengers, consulting frequently with the franchising authority — the Ministry of Infrastructure and Water Management — and with local and national political bodies and by collabo-

rating closely with numerous organisations, from the passengers' organisation ROVER to the trade unions.

We also look ahead. People are increasingly on the move in and around the cities. It is becoming increasingly busy in the Arnhem-Nijmegen region, for example. All this growth raises the question of how we are going to make our cities and surroundings accessible and pleasant to live in. One answer is to make public transport an obvious and natural choice, for example by running six Intercity trains an hour rather than four, and by improving the door-to-door journey. NS is working with various partners to put this into practice. This is how we are working together on high-quality public transport and more satisfied passengers.



# 1. The profile of NS

## NS: 180 years of progress in the Netherlands

From the first track from Haarlem to Amsterdam in 1839 to the new Sprinter trains in the 2019 timetable, NS has been driving mobility and progress in the Netherlands for 180 years. The oldest predecessor of NS, the Hollandsche IJzeren Spoorweg-maatschappij (HIJSM), was founded in 1837. NS was privatised in 1995. With nearly 1.3 million rail passengers a day, we still play a very significant social role in the domestic market. Since 2002, the NS subsidiary Abellio has gained an increasing share of train traffic in the United Kingdom and Germany in particular.

## Company form: public limited company with the State as the shareholder

Nederlandse Spoorwegen is a public limited company with the Dutch State as the sole shareholder. The Ministry of Finance holds the shares. Each year, NS pays a dividend to the Dutch State. That dividend was 37 million euros in 2018. NV Nederlandse Spoorwegen is at the head of a group that

includes NS Operatie, Commerce & Development, NS Stations and Abellio. In addition to the staff functions such as HR, Finance and IT, NS is organised as follows:

### NS Operatie

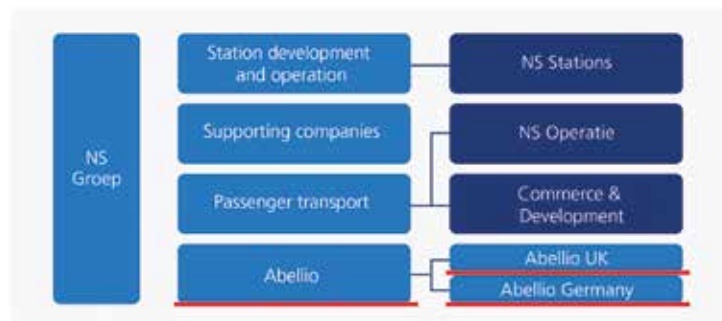
Responsible for rail transport on the Dutch main rail network, including the high-speed line HSL South. Maintenance, repairs and cleaning of our trains in the Netherlands are covered by NS Operatie, as well as modernising them and making them more sustainable.

### NS Commerce & Development

Develops train services in the medium and long term, as well as sales and service activities and customer service.

### NS Stations

Operates, develops and manages 400 stations, both large and small, in the Netherlands. Over recent years, NS Stations has worked with ProRail and municipalities to invest in and refurbish various stations, emphasising that the stations should be 'clean, intact and safe'.



## Abellio

Handles the acquisition and operation of public transport concessions in Germany and the United Kingdom.

## Governance of NS

The Executive Board bears the responsibility for managing NS. It reports to the Supervisory Board and the shareholder, the Ministry of Finance. The NS Executive Board has five members: Roger van Boxtel (Chairman and CEO), Bert Groenewegen (Finance Director), Marjan Rintel (Director of Operations) and Tjalling Smit (Director of Commerce & Development). The position of Chief Governance, Risk & Compliance Officer is currently vacant. The Executive Board draws up the

vision and associated mission, strategy and objectives. Certain decisions by the Executive Board must be approved by the Supervisory Board or the shareholder, for example major investments concerning the purchase of new trains. The Supervisory Board oversees the policy of the Executive Board and advises the board members. In the spring of 2019, the Supervisory Board consisted of: Gerard van de Aast (chair), Jeroen Kremers, Marike van Lier Lels, Nebahat Albayrak, Janet Stuijt and Pim van der Feltz.



Roger van Boxtel



Bert Groenewegen



Marjan Rintel



Tjalling Smit



# 2. NS in the Netherlands

NS operates trains on the Dutch main rail network, including HSL South. We have a franchise to do this (2015–2024) that was granted to NS by the Ministry of Infrastructure and Water Management in a private contract subject to conditions. We transport 1.3 million passengers a day on the main rail network in our Intercity and Sprinter trains. The franchising authority, the Ministry of Infrastructure and Water Management, included twelve key performance indicators in the franchise that NS must satisfy. A midterm review will be carried out in 2019 to evaluate the franchise results.

## HSL South

The services available on the HSL have expanded enormously in recent years and there are now 269 trains running on an average weekday. The number of passenger-kilometres on the HSL has risen by a factor of three in the past five years. NS has added a train set to the Intercity direct trains to meet the increasing demand. We are seeing greater passenger satisfaction (83% give us a score of 7 out of 10 or higher) and can therefore conclude that the greater range of services and shorter journey times are appreciated. In short, the HSL is meeting a growing demand.

## Cross-border journeys: NS International

NS International is the cross-border arm of NS, offering rail transport to destinations abroad. NS International includes high-speed train services such as Thalys, ICE International, Eurostar and TGV.

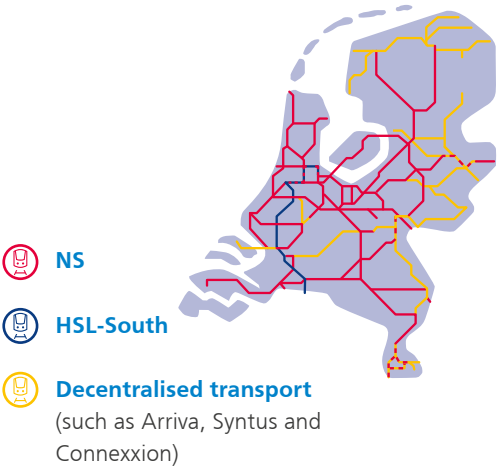
## NS's twelve performance targets

Our operational performance is improving from year to year. As a result, NS comfortably satisfied all twelve performance targets

(minimum values) in both 2017 and 2018. Those values were determined for each year at the start of the franchise by the Ministry of Infrastructure and Water Management.

## Our trains: 2.5 billion euros in investments

Every working day, NS runs more than 5,000 Sprinter and Intercity trains to provide over 1.3 million train journeys. NS is investing in purchasing, refurbishing and upgrading trains, largely in response to growing passenger numbers.



Performance	Score in 2018	Score in 2017	Minimum value for 2018	Target value for 2019
Overall customer satisfaction	86%	80%	74%	80%
Overall customer satisfaction for the HSL	83%	77%	68%	73%
Customer satisfaction with personal safety	90%	88%	81%	83%
Punctuality for passengers (to 5 minutes)	92,6%	91,6%	88,9%	91,1%
Punctuality for passengers (to 15 minutes)	97,7%	97,4%	96,7%	97,3%
Punctuality for passengers (to 5 minutes) on the HSL	82,5%	83,5%	82,1%	84,1%
Quality of NS connections to other carriers	95,8%	95,0%	94,0%	95,6%
Seat availability at peak times	95,1%	95,0%	94,3%	95,5%
Seat availability at peak times (HSL)	94,0%	96,0%	91,2%	94,9%
Top 10 busiest trains	2,5%	2,4%	4,9%	4,0%
Journey information in the train sector	85,0%	84,7%	81,4%	83,1%
Information on the train and at stations about delays	85,2%	83,2%	75,0%	80,0%

The top priorities are proven technology, sustainability and convenience for passengers. Passengers have more seating and travel in greater comfort because the availability of trains has increased. The investment in the procurement and upgrading of rolling stock totals €3.5 billion for the period to 2022.

## Modernisation and upgrading

NS is modernising a total of 125 double-decker train sets (VIRMm1 and VIRM 2/3) with 657 carriages in total. In the process, 95% of the materials will be recycled. The first refurbished Sprinter trains (SLT type) with toilets and retractable steps came into operation in 2018. The upholstery of all the seating in these trains was also renewed. In 2019, all SLTs will be getting new, artificial leather upholstery. The expectation is that

all 131 train sets will have been renovated by the end of 2021.

## New Sprinter trains

The first of the 118 new Sprinters ordered from the Spanish train manufacturer CAF starting running on the track in 2018. In the same year, NS ordered 88 more Sprinter trains from CAF. This means we are expanding the number of seats by a further 15,000.

## New Intercity trains

At the end of 2018, the train manufacturer Alstom opened the production factory for the New Generation Intercity trains in Poland. These are the new NS Intercity trains that will run from 2021 onwards – fast single-decker trains that are suitable for both conventional tracks (the main rail network)



and the high-speed line. There will be 25,000 extra seats in total.

### Accessible rail transport

NS wants everyone to be able to travel without any problems. We make it as easy as possible for passengers to travel independently, and offer assistance where necessary. That means accessibility is taken into account when we develop new products and services. The majority of the accessibility measures are suggested by the target group itself.

When we develop these ideas, we work closely with people with functional disabilities.

We introduced journey assistance at nine additional stations in 2018, making a total of 127 stations that offer this service. We also started a trial for visually impaired passengers in which they receive assistance at three stations in finding their connecting train or bus. More and more Sprinter trains have retractable steps.

### Our trains

	Number of train sets on 1-Jan-2019	Seating capacity
SGM	87	16.866
SLT	131	34.562
SNG	28	4.965
DDAR	17	7.329
Flirt	58	10.564
ICRmh	36	22.355
VIRM	176	86.773
ICMm	137	34.562
DDZ	50	23.224
ICNG	0	79 trains ordered. Will be coming into use in 2020-2022.
DDM1	9	5.292
<b>Total</b>	<b>729</b>	<b>246.756</b>

Rail passengers are increasingly positive about the 402 train stations in the Netherlands, as is shown by NS's 2018 Station Experience Monitor, in which 80,551 passengers took part. 76% of passengers give train stations a score of 7 out of 10 or higher. This percentage was only 65% in 2014. A key factor in this improvement is the major renovations of large stations in the Netherlands. NS now has its sights set on about 200 smaller stations that are due an upgrade. NS is making improvements to them, centred on the themes of good coffee, sheltered waiting, clean toilets and water taps. NS is reserving €65 million for this from 2019. NS plans to have opened 35 StationsHuiskamer outlets ('station living rooms') by 2021. Together with ProRail, the public authorities and the other carriers, NS aims to make the journey and the time spent in and around stations as pleasant and comfortable as possible.

### Retail at the station

About ten years ago, there were no other market players interested in operating businesses at stations, so NS embarked upon the commercial operation of retail outlets, in part at the request of the government, as a way of making stations more attractive and liveable. This has been a success. The guiding principle in NS's retail policy now is that we let the market do what it can now do itself. In its strategy, NS has elected to continue to operate certain formats: Kiosk (including the vending machines), StationsHuiskamer, Railcatering, AH to go and Julia's. They are closely connected to the passenger experience and therefore constitute part of our core activities.

Combined with a platform at the same height, wheelchair users are able to board trains independently at increasing numbers of stations. We provide journey information to passengers about this.

### NS and the stations

Stations are hubs for mobility and quality of life. They are places you arrive at, depart from or linger at for a while.

We offer a range of facilities at stations so that visitors can spend their time there comfortably and make the most of that time. The station experience accounts for 25% of the customer satisfaction score.



### A level playing field

NS occupies a special social and economic position in Dutch society. Fair competition takes top priority. Compliance with national and international legislation and regulations is important for this reason too. In our strategy, we stated that NS can only achieve this by cooperating with other carriers as a good partner. It is essential that we prevent any actual or apparent conflicts of interest. We are doing this by meeting and exceeding the requirements of the Railways Act and the Competitive Trading Act. This is our contribution, under the supervision of the Dutch Authority for Consumers and Markets, to fair and open competitive relationships.

In close collaboration with ProRail, we have set up a portal in which we offer services and facilities, such as check-in posts and staff rooms, to all carriers in the context of the Railways Act in a transparent and non-discriminatory way.

### NS is facilitating the door-to-door journey

Our customers' journeys do not start and end at the station, of course. They usually set out by bicycle, sometimes on foot, or by car or another form of public transport. The end station is also seldom the final destination. People can use a public transport bicycle, the bus or a shared car for the final stage. To keep rail travel attractive, we are investing in forms of transport that complement the train. This lets us ensure a pleasant journey to and from the station and help make the door-to-door journey more convenient.

### Self-service bicycle storage facilities

In 2018, 46 bicycle storage facilities at stations were converted into the new self-service format. The storage facilities have a new entrance with transparent access gates. Cyclists can use their public transport smart-card to store their bicycles free of charge for the first 24 hours.

### OV-fiets

Passengers made 4.2 million trips by OV-fiets, the public transport bicycle, in 2018. That compares to 3.1 million trips only one year earlier. We recycled around 1,000 public transport bicycles in 2018 and increased the number of bicycles by 6,000 in order to meet growing customer demand. The Netherlands had 20,500 public transport bicycles at the end of 2018.

### Car parking

6% of rail passengers go to the station by car and park there. In 2018, over 500 additional P+R spaces were created at five stations. The number of P+R spaces close to stations is now over 47,000 (2017: 44,000).



### NS Zonetaxi

NS Zonetaxi has been available at 244 additional stations since the end of 2018. Passengers can now make use of NS Zonetaxi at 377 stations. The service is easy to arrange with online booking and payment in advance using iDEAL. You no longer have to register as an NS Zonetaxi member.

### Our employees

NS is one of the biggest employers in the Netherlands and is a strong brand in the labour market. We have nearly 22,000 employees who make people's door-to-door journeys possible in the Netherlands every day. We welcomed almost 5,000 new colleagues in 2018, either starting permanent jobs or temporary assignments or part-time jobs alongside their study or other work. Sufficiently skilled and healthy employees

are crucial for NS in putting our strategy into practice. NS aims to be an attractive employer and consequently prioritises not just the need to maintain professional skills, but also the development of talent and leadership and the recruitment of talented new colleagues.

### Travelling and working safely

Rail travel is one of the safest forms of mobility. NS is constantly seeking to improve safety by focusing on two elements: managing the safety risks and improving our safety performance. We are continually working with the sector on a broadly supported vision with respect to railway safety and the sound implementation of measures, such as learning from near incidents. Passengers' perceptions of safety at stations and on trains have improved in recent years. In





2018, 90% of passengers gave a score of 7 out of 10 or higher, as opposed to 88% in 2017. As regards personal safety, NS focuses on reducing the number of incidents directed at passengers or staff. We are also paying attention to curbing nuisance behaviour and vandalism at stations and on trains. Agreements about this have been made in the public transport-wide High Impact Crime action programme.

### **A sustainable company**

#### **100% wind power**

1 January 2017 was a major milestone for NS and the Netherlands as all our electric trains in the Netherlands have been running completely on green power since then. The electricity needed to run the trains is generated by wind farms in the Netherlands, Belgium and Scandinavia. NS also no longer runs diesel trains for passenger transport.

NS is one of the biggest electricity consumers in the Netherlands. We use 90% of it for running trains and 10% for our buildings. The electricity used in all NS buildings in the Netherlands is now also completely 'green' as it is generated by wind power. The gas used in our buildings will be fully climate-neutral by 2020.

#### **The circular economy**

NS uses a lot of materials in trains, workshops, stations and offices. Our goal is to use these materials economically and give them a second life when we part with them. For trains and public transport bicycles, for example, we look at whether they can continue a little longer after an overhaul. When we dispose of products or parts, we look at whether it is possible to use them some-

where else. For example, train side panels and luggage racks can be used to reinforce dykes and river banks. Such measures mean 95% of the modernisation of trains already uses a circular economy approach.

#### **Our mission and vision**

We may be proponents of the railway but that does not mean we have to be stuck in a rut. We lead the way in thinking about mobility. That fits with NS's position as a major carrier. It is no longer appropriate to see the train and the car as rivals. Rather, the question is how they can complement one another.

If motorists are no longer able to get into or out of the city, we look for alternatives. Similarly, when the train ends but passengers want to continue further, we look for alternatives too. If we can only put ourselves in the place of passengers and our fellow carriers, we will be able to offer everyone the certainty of always being able to get to a train station and always being able to get home. This means working with ProRail to make the station and surrounding area the beating heart of every city. It is our goal to raise mobility in the Netherlands to the next level — and make it world-class.

To make sure that the Netherlands remains accessible, we are now tightening up our strategy based on our mission and vision. In 2019, we are working on the strategic directions that NS can take in the Netherlands and on the details of the choices that would entail.

#### **NS and the Mobility Alliance**

Over the next few decades, the Netherlands will be facing major economic, social, mobility and sustainability challenges. Urbanisation is also set to continue. Healthy, pleasant living environments will come under increasing pressure. A shortfall of 600,000 homes is forecast for the period to 2025. Good connections to public transport must be part and parcel of the major task of building new homes for the Netherlands. Demand for mobility will keep growing, driven by the greater population density. Quieter areas have their own challenges as they face pressure on the supply of public mobility solutions. That requires innovative, smart and tailored solutions.

NS is collaborating with a number of other parties on a shared long-term vision of mobility in the Netherlands. We are doing this partly within the vision of the future for public transport, which is coordinated by the Ministry of Infrastructure and Water Management and involves all players in the public transport sector: national and local authorities, ProRail and carriers (including NS). NS is one of the initiators of the Mobility Alliance, which combines organisations from the bicycle, car, road freight, ferry, bus, tram, metro and rail transport sectors. The Mobility Alliance is focusing on an ambitious plan with a vision of mobility in the period to 2030. It has started pilot projects on paying for use.



# 3. NS and its stakeholders

In addition to daily contact with passengers, NS maintains close relations with a wide variety of stakeholders. This dialogue, which is based on trust, is letting us jointly seize opportunities and accept or mitigate risks at an early stage. These contacts also often provide valuable expertise and ideas for our organisation and for better, more sustainable services for our passengers.

NS is a service provider that has a social role at the very heart of society. There is a great deal of interest in our organisation among the general public and elsewhere – passengers, the media, politicians and other stakeholders. The ongoing dialogue with our stakeholders is crucial for NS.

## NS and central government

NS is inextricably linked to the politicians in The Hague with the Ministry of Finance as its shareholder and the Ministry of Infrastructure and Water Management as the main franchise authority. What is more, NS is a company with a key social task. This means the Dutch Parliament regularly discusses NS. Some important topics for politicians are the performance on the main rail network, personal safety and the future of the railways in the Netherlands.

NS frequently invites MPs, ministers and civil servants for working visits. We are happy to show people our operations and ambitions; during their visits, we let our guests experience for themselves what goes on in our round-the-clock business. We have intensive discussions with our franchising authority, the Ministry of Infrastructure and Water Management, about such topics as NS's performance, transport capacity, the door-to-

door journey, the HSL South services, safety, accessibility and the timetable.

We talk to our shareholder, the Ministry of Finance, about subjects such as our performance, the profitability requirement, remunerations, strategy, appointments, major investments and the norm for returns from State participations.

## Working together on high-quality, sustainable and accessible public transport

NS collaborates a great deal with other organisations in the interests of passengers. We are constantly talking to the key stakeholders. We have listed some of them below, along with the main topics of discussion.

### ProRail

We hold frequent discussions with ProRail about topics such as joint projects, services and performance, the timetable, stations, safety and winter measures.

### Interest groups: LOCOV

In the national public transport users' forum LOCOV, NS regularly has discussions with the broader base of passenger and consumer organisations. This statutory forum consists of formal meetings and handles



requests for advice from NS on various issues that are relevant for consumers and passengers. There are also numerous informal themed sessions and working visits. Recommendations made by LOCOV regularly result in us changing a decision. We actively bring participating organisations on board, such as ROVER, Ieder(in), the KBO union of senior citizens' organisations and the ANWB (the Dutch automobile association), for topics that have a longer-term impact. Examples include the purchase of new rolling stock, changes to the timetable and service interruptions.

## Carriers

NS collaborates a great deal with other carriers, such as tram, bus, train and metro companies. Typical issues are making sure the timetables are aligned and ensuring a level playing field at stations. NS also works with

all the other carriers that operate in the Netherlands in the sector association OV-NL.

## Trade unions and the works council

NS has an intensive and committed relationship with the works council and trade unions. We discuss matters such as the collective labour agreement, personal safety, the pension plans, the personal and social implications of changes to the organisation, and the strategy.

## Mobility Alliance

NS, ANWB, RAI (the association for manufacturers and importers of vehicles), Transport and Logistics Netherlands and twenty other mobility organisations have joined forces in the Mobility Alliance, which aims to keep the Netherlands moving. The members are taking action, prompted by a shared sense of urgency because the Netherlands is becoming so congested as well as a realisa-

tion that there are opportunities to make mobility in the Netherlands cleaner, smarter and safer. They are presenting a joint plan in 2019 that will put their aims into practice.

### Regional cooperation

Local and regional authorities are important partners for NS. We consult with them frequently through the three regional divisions on such topics as the timetable, area development, new stations, regional requirements and joint projects. NS also takes part in the Public Transport and Railway discussion bodies with representatives of public authorities.

There were talks in 2018 with the provincial executive members responsible for Traffic and Transport. The topics discussed included the Intercity to Berlin, Greater Amsterdam and specific service timetables. The provincial executive members recognise NS's distinct position in society compared with the local carriers in regional tenders but they see this mainly in specific cases and from a strategic and financial perspective. The members were positive about the attention NS is paying to the regions and the fact that we took the initiative to start a dialogue. They thought it was good for the relationship and a reason for further, more detailed talks.

### Media

NS is one of the most talked about brands in the Netherlands. NS is mentioned in about 100 editorial items a day on average (in newspapers, online news, radio and televi-

sion). NS is also often discussed on social media, in about 1,800 messages a day on average. That is why it is important for NS to have good contacts with the media and social media users.

### Services for passengers

NS's passengers can contact us 24 hours a day, seven days a week, through customer services or by phone, e-mail or the website. Our social channels and NS Community are fully-fledged and highly valued means for providing services to our passengers. The Twitter account @NS\_online is our best-known social medium with 223,000 followers. Our customers know how to contact our customer service department, mainly using social media (87,000), e-mail (25,000) and the phone (153,000) to do so.

Follow NS online:



[twitter.com/NS\\_online](https://twitter.com/NS_online)



[facebook.com/  
nederlandsespoorwegen](https://facebook.com/nederlandsespoorwegen)



[instagram.com/ns\\_online/](https://instagram.com/ns_online/)



[linkedin.com/company/  
nederlandsespoorwegen/](https://linkedin.com/company/nederlandsespoorwegen/)



[youtube.com/ns](https://youtube.com/ns)

## 4. Our operations abroad

The NS subsidiary Abellio (previously NedRailways) has been operating in the passenger transport markets in the United Kingdom and Germany since 2002. The strategy in both countries is founded on preparing, learning and earning.

### Abellio UK

Acquires and runs rail and bus franchises in the United Kingdom (Greater Anglia, Merseyrail, ScotRail, West Midlands and Abellio UK Bus). 13,000 staff in the United Kingdom work together to transport 800,000 passengers a day.

### Abellio Germany

Acquires and operates rail franchises only. In 2018, Abellio Germany operated six franchises in six contiguous federal states. Abellio Germany carries about 171,000 passengers a day. There are 2,000 employees working for Abellio Germany. Abellio Germany started operating the Dieselnetz Sachsen-Anhalt and Rhein-Ruhr-Express franchises in December 2018.

### Preparing

In the early 2000s, NS decided to enter the deregulated railway market to prepare for the liberalisation of European markets, in line with legislation such as the EU's Fourth Railway Package. Since then, Abellio has built up a strong position in the United Kingdom and in the regional railway market in Germany. At the same time, other European rail companies such as the state enterprises DB and SNCF are active in the Dutch public transport market.

### Learning

NS is learning from Abellio's experience operating in highly competitive and commercial environments. At the same time, Abellio uses best practices from the Netherlands in its bids and when running its operations abroad. This means that both NS and Abellio learn from the experience of bidding for and operating franchises.

### Earning

Abellio seeks to achieve lasting positive financial results by managing risks effectively and keeping investments to a level that is acceptable for NS. The ultimate goal is to build up a diverse portfolio of long-term sources of income and achieve solid results.

### Governance of Abellio

The subsidiary Abellio is kept more at arm's length with respect to NS. It has its own board with an associated governance structure. This includes a number of additional requirements, for example for reporting and business planning, bids for new franchises, financing, risk management, HR policy and IT. The NS Executive Board monitors the course of business and realisation in relation to the business plan, checks that governance is functioning as it should and supervises bids for new franchises. An important prerequisite is that Abellio's risks should be manageable and its activities should have added value for NS.

## Financial results

In 2015, Abellio achieved revenues roughly on a level with NS's revenue in the Netherlands for the first time. Abellio is now operating four British rail franchises and about 8% of the bus services in London, with total revenue of around €2.67 billion (including Merseyrail). In 2018, Abellio Germany achieved €356.8 million in income from its current activities; this will increase to around €800 million in 2021.



# 5. Milestones in 180 years of NS

- |  |  |
|--|--|
| <b>1837</b> Foundation of the Hollandsche IJzeren Spoorweg Maatschappij (HIJSM) company in Amsterdam   | <b>1978</b> First section of Schiphol Airport route opened from Amsterdam to Zuid-Schiphol   |
| <b>1839</b> Ceremony to open the first railway line in the Netherlands: Amsterdam-Haarlem              | <b>1989</b> 150 years of NS. Railway plan Rail 21 passed by Dutch Parliament   |
| <b>1863</b> Foundation of the Maatschappij tot Exploitatie van Staatsspoorwegen (SS) company           | <b>1991</b> Introduction of public transport student card  |
| <b>1881</b> Parliamentary inquiry into the operation of the railway network                            | <b>1995</b> Formal privatisation of NS; separation of infrastructure and operation   |
| <b>1889</b> Amsterdam Centraal station opened. It was designed by architect Pierre Cuypers             | <b>2002</b> All trains made non-smoking  |
| <b>1908</b> First electric railway line opened: Rotterdam Hofplein-Scheveningen                        | <b>2003</b> NS acquired Merseyrail, its first foreign rail franchise   |
| <b>1925</b> Women-only carriages abolished   | <b>2009</b> HSL South opened from Schiphol to the Belgian border   |
| <b>1934</b> First streamlined diesel train (diesel III) introduced                                     | <b>2011</b> Ministry of Infrastructure and Water Management awarded NS the main rail network franchise for 2015–2024                                 |
| <b>1938</b> Foundation of NV Nederlandsche Spoorwegen following merger of railway companies HSM and SS | <b>2015</b> Parliamentary inquiry into Fyra  |
| <b>1944</b> Nationwide railway strike  | <b>2016</b> NS presented its new strategy, 'Spoor-slags Beter'   |
| <b>1962</b> Harmelen train disaster. Automatic Traction Control (ATC) introduced after this            | <b>2017</b> All electric trains in the Netherlands running on green power  |
| <b>1968</b> Introduction of current NS logo and yellow as the colour for passenger trains              | <b>2018</b> First Eurostar train with passengers from London to Amsterdam  |
| <b>1975</b> Train hijackings near the Drenthe villages of Wijster (1975) and De Punt (1977)            | <b>2019</b> Midterm review: interim measurement by the Ministry of Infrastructure and Water Management of performance of main rail network franchise |



## 6. Facts & figures



1.3 million train journeys per day



18 billion passenger-kilometres per year  
*(growth of 2.4% in 2018)*



More than 9 million people travel with NS each year in the Netherlands



Amsterdam Centraal: 184,000 passengers per day



All trains run on wind power

86%

Customer satisfaction in 2018: 86% give a score of 7 out of 10 or higher



6,830 km of track (would stretch from Utrecht to Tibet), 9,000 sets of points



3,430 drivers, 2,950 conductors, 2,500 shifts a day



Revenue in 2018: 5.9 billion euros with a profit of 116 million



Busiest railway networks in the world  
1. Switzerland  
2. Netherlands  
3. Japan



Punctuality for passengers in 2018: 92.6%



500 million journey recommendations per day (including NS app)

### **Colofon**

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### **Contact**

For more information or to contact NS,  
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