




Welcome on board



SNCB 2015 Activities Report



A warm welcome by the train conductor
and a timely departure - that's all you need.

#service #SNCB

Welcome on board



'Welcome on board', that's how we greet our customers. **Hour after hour, day in day out, in every train.**

A small gesture, but it perfectly reflects our strategy of putting our customers' needs first.

'Welcome on board' expresses our efforts of improving our service and strengthening the role we play in mobility.

2015 was a year in which we made progress in many areas, with more punctual trains, more seats, a service that better meets the demand, the launch of the S network, the order of new double-decker trains and an improved dialogue with our customers and stakeholders.

We have also defined the main orientations of our policy for the near future, as well as indicated how we wish to evolve. **Closer to the customer**, with simple and practical solutions, with investments for a better service and increased comfort, with a focus on a good balance between costs and revenue. In short, **with a focus on a sustainable future.**

Key figures 2015

FINANCIAL*



2,458.1
mln. euro
income



12,044.7
mln. euro
balance sheet total

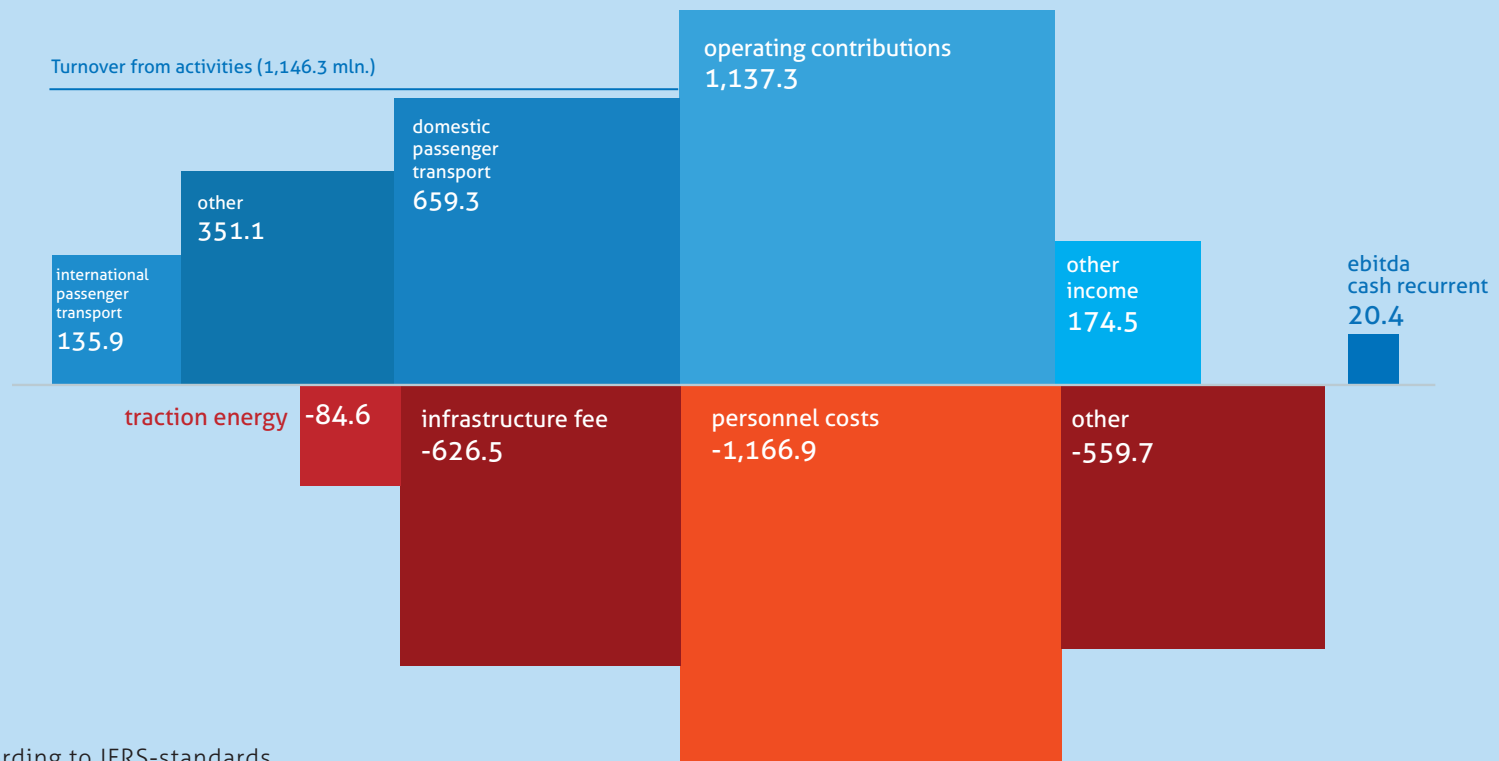


693.9
mln. euro
investments

Improved operational result

The operational result of SNCB amounts to 20.4 million euro, 14.7 million more than last year. This increase is primarily due to a productivity increase. Income decreased by 3.4%, mainly due to the autonomisation of the Thalys activities in April 2015. On a comparable basis (excluding impact Thalys) turnover rose by 2.9 percent to 1,036 billion euro.

Financial dashboard 2015 (mln. euro)



* According to IFRS-standards

OPERATIONAL



226.7 mln.
passengers
domestic
+0.9%



4.9 mln.*
passengers
international
-52.0%



9,926.9 mln.
passenger-km
domestic
+0.1%



405.6 mln.
passenger-km
international
-61.6%



74.1 mln.
train-km
domestic (with
passengers)
-0.1%



90.9%
punctuality
+2.7%



6.58/10
average
satisfaction
-0.11



89
disregarded traffic
signals
+25



361,000
seats



552
stations and stops



19,361
employees (FTE)



20,325
employees (effective)



1,260
recruitment

* The decrease is mainly due to the autonomisation of Thalys in 2015.
The Thalys passengers are no longer included in the SNCB figures.

Highlights 2015

01

29/01

Regus and SNCB open the first flexible workplace in Liège-Guillemins station.

03

01-07-08-15/03

Consultation with stakeholders on transport plan 2017.

05

11/05

New portable terminal ITRIS for train conductors increases service to passengers.

02

01/02

On-board Fare commences: buying a ticket in the train automatically costs €7 more.

04

02/04

Trains to Brussels Airport increasingly successful.

09

29/05

Access to Brussels-National-Airport station now through gates.

25/02

Tournai station completely renovated.

06

19/06
Arlon station is renovated.

08

14/08
Go Unlimited gives young people the opportunity of unlimited travel by train against a reduced fee.

28/08
2 million train passengers to the coast in the summer.

07

03/07 – 15/07
Launch SNCB account on Facebook and Instagram.

09

03/09
Shorter reservation period for individuals with reduced mobility.

25/09
Opening new train museum Train World in Schaerbeek.

10

28/10
SNCB wins prize for best internal magazine of the ABCi (Association Belge de Communication interne).

12

14/12
Launch "S" service for the Brussels Regional Express Network.

14/12
Opening of two new stops Gerموir and Tour et Taxis (Brussels).

18/12
Order of new double-decker trains M7 for 1.3 billion euro.

Vision and mission

Mandate

We are a public service provider that aims to offer its customers **high quality and sustainable mobility** by train, from a multi-modal perspective and with the expansion of our stations as integrated interchanges.

Vision

By giving the **customer centre stage**, we can **play a key role** in Belgium's mobility and reinforce our role as a European hub. In this way, we create **social, ecological and economic added value** (triple P).

Mission

We offer our customers **safe, reliable and efficient mobility solutions** for their diverse travel needs, both at home and abroad. When we develop our activities, **we focus on the customer** in order to create a relevant and profitable service.

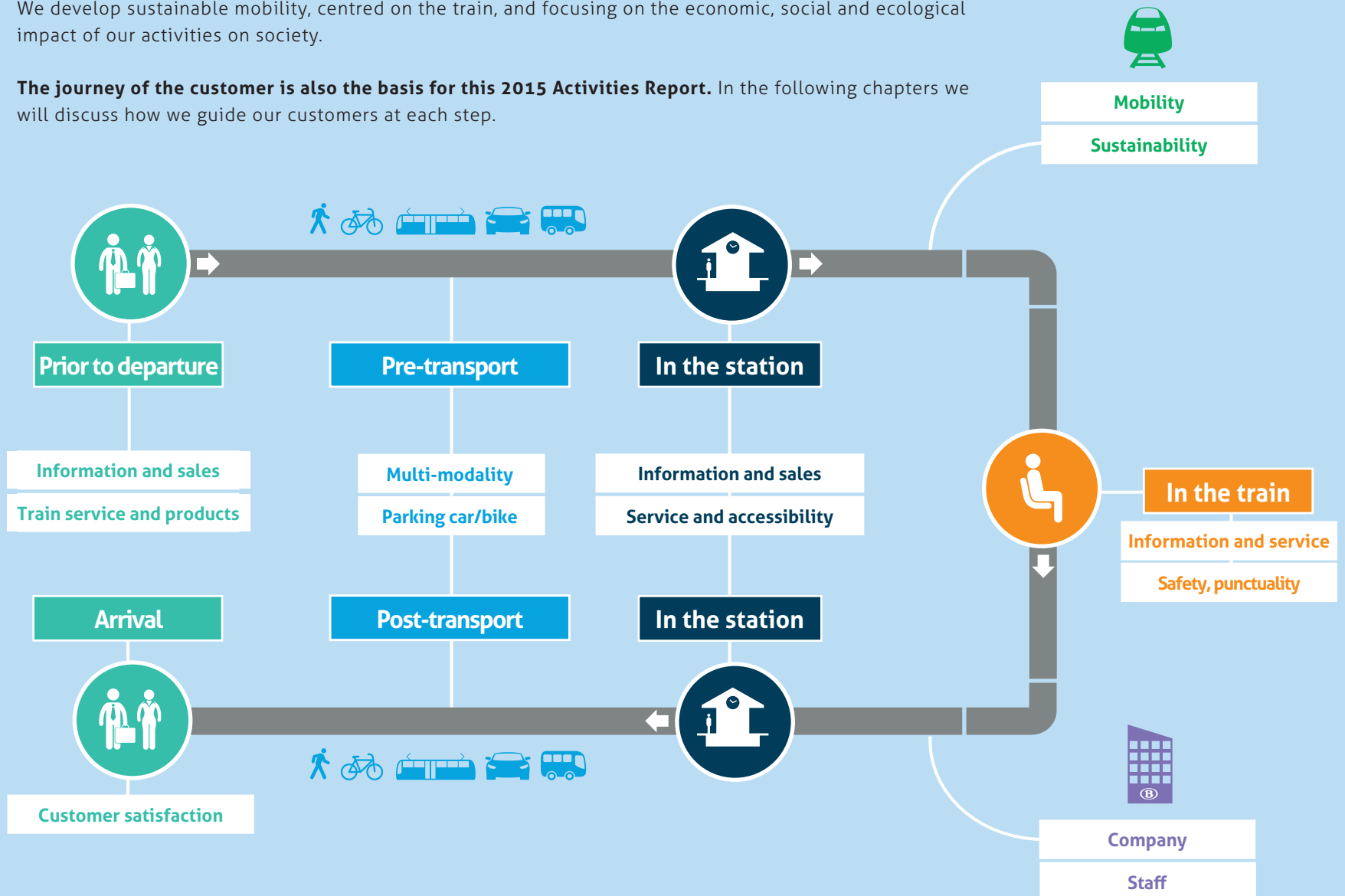


Our strategy

Our strategy focuses on our client over the entire process

All our efforts are focused on supporting our customers during the entire journey as well as offering the expected quality, service and comfort. Therefore we are also committed to corporate social responsibility. We develop sustainable mobility, centred on the train, and focusing on the economic, social and ecological impact of our activities on society.

The journey of the customer is also the basis for this 2015 Activities Report. In the following chapters we will discuss how we guide our customers at each step.



Our short-term strategy

From now on the customer is at the heart of every decision. We focus on three pillars: train service, customer service and communication.

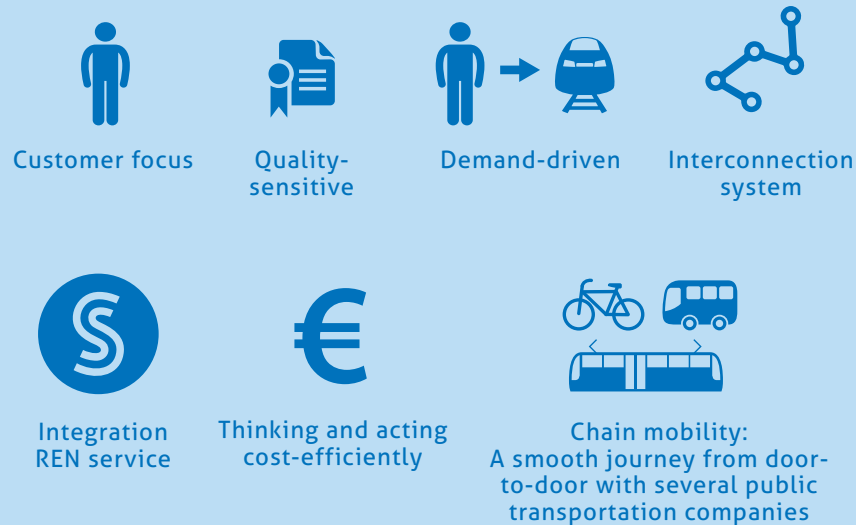
IMPROVED TRAIN SERVICE

1. Transport plan 2017

We aim to optimally coordinate the train service and the demand for mobility. The transport plan of December 2014 was a very important step, resulting in more punctual and less overcrowded trains.

The transport plan 2017 will contain the necessary adjustments in order to meet specific needs. To this end, we will actively engage with the other public transport companies, the regional governments and our stakeholders beforehand.

Objectives transport plan 2017



3 types of trains & a suburban network

The new transport plan 2017 provides for three types of train services.

Trains IC

IC trains provide fast connections between the major cities.

S-Train

The S-service stands for the train service in a 30 km radius around Brussels. SNCB is currently also investigating the possibilities of developing a suburban train service around Antwerp, Ghent, Liège and Charleroi (AnGeLiC).



L-trains in rural areas

The L-trains serve small stations or stops in rural and less populated areas.

2. An international service

Internationally SNCB aims to:

- organize passenger transport in Europe in partnership with the major European operators;
- commercialize service to the customers through its physical and virtual distribution channels in Belgium and abroad;
- make Brussels one of the highest performing multimodal railway hubs.

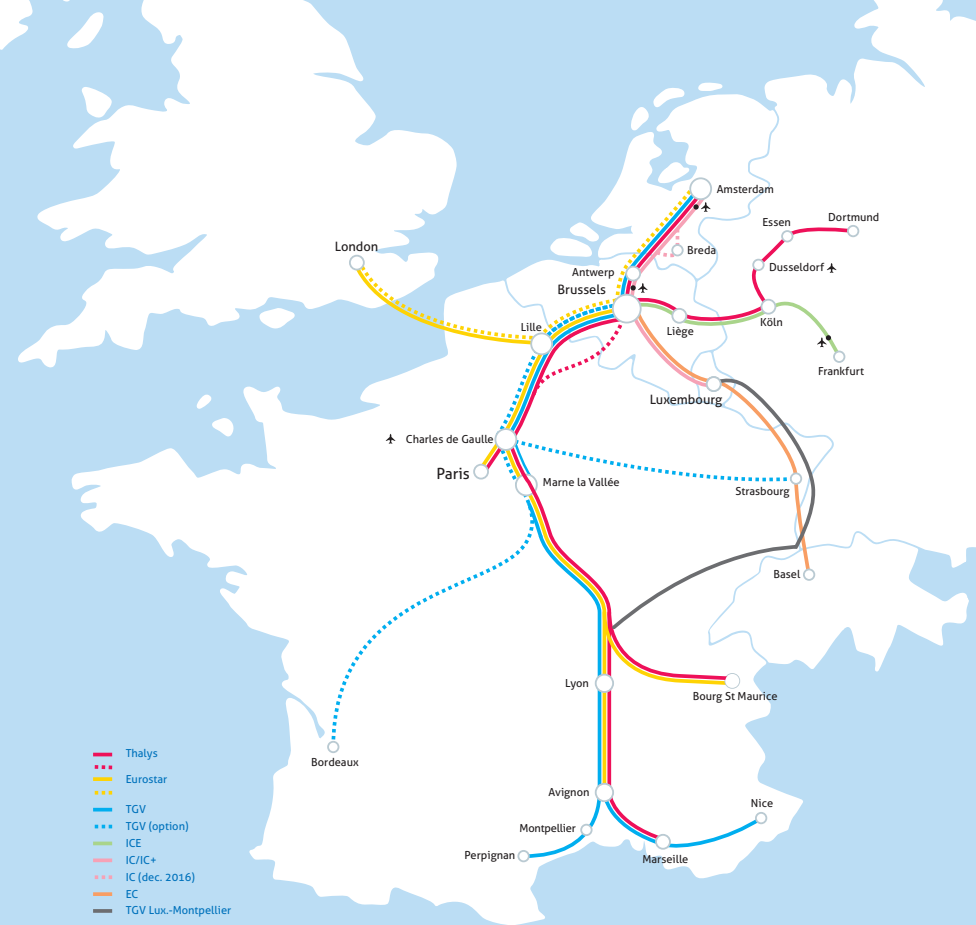
In order to achieve this, we focus on 4 fields of activity:

- railway operator;
- distributor;
- service provider on behalf of third parties;
- maintenance of rolling stock.

Objective SNCB:

Maintain Belgium's position on the European network, through:

- four high-speed lines;
- three important international stations: Brussels-Midi, Liège and Antwerp;
- connections with all major airports (Brussels-National-Airport, Schiphol, Charles de Gaulle, Frankfurt, Düsseldorf and Eindhoven);
- connections between the regions (Euregio Meuse-Rhine);
- shareholder in Thalys (40%) and Eurostar (5%).



IMPROVED CUSTOMER SERVICE

1. Newer trains, more seats

On average, our trains are 22 years old. For similar networks the average is 16. Therefore we are heavily investing in new trains (order M7 double-decker trains). In doing so, we can offer more comfort and adequate seating. Moreover, new trains offer advantages of reliability and maintenance.

We also aim to limit the number of train types (from the current 14 to 8 by 2023). That means we will need less training and spare parts and more processes can be standardized, reducing maintenance costs.



Average age
trains

Objective:

22 ➤ **20**
years (2016) years (2023)



Number of types
of train

Objective:

14 ➤ **8**
(2016) (2023)



Number of seats

Objective:

+105,000
(2023 compared to 2015)
75,000
to replace old rolling stock
30,000
for additional capacity



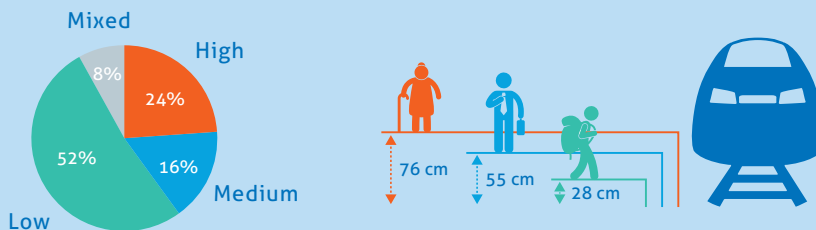
2. Stations and parking designed for the passenger

When renovating or building our stations in the near future, we aim to focus the investments on accessibility and comfort. The emphasis will be on the functional priorities of the passenger.

1. Elevated platforms

Currently there are three platform heights in Belgium, which is a heritage of the past. Low platforms are the most common, we aim to elevate those. This will enable passengers to board and exit the trains quickly.

Platforms in Belgium per type (%)




2. More parking space for cars and bikes

An easy intermodal transfer is a basic prerequisite for a quick journey. By 2018, SNCB wants to have 100,000 parking spaces for bicycles and 65,000 parking spaces for cars.

Objective 2018

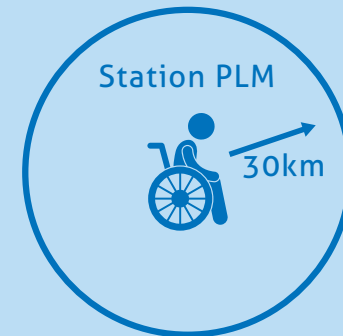

100,000
spaces
+8.4%
(compared to 2015)


65,000
spaces
+8.7%
(compared to 2015)

3. Improved customer service for persons with limited mobility

By 2019, persons with limited mobility (PLM) must have access to a directly accessible station within a 30 km radius of their place of residence: no obstructions on the route to the station building, the ticket counters and the platforms, tactile floor markings for partially-sighted persons, adjusted sanitary and reserved parking spaces.

Objective 2019
50 stations directly accessible



4. Comfort and information

SNCB prioritises good lighting and stations are designed in such a way that the social safety is increased. Cleaning remains a focus.

Finally, we want to make even greater efforts to offer correct information (in real time), especially when traffic is disrupted.



5. Standard stations

In the near future, a standardized approach will be the priority for the medium-sized stations and stops. Equipment and comfort level must be based on the priorities of the passenger.

IMPROVED COMMUNICATION

1. Towards the customer: Wi-Fi in stations and trains

To make travelling by train even more attractive, we will ensure that our customers can make good use of their travel time. By providing internet access in the trains and stations, the passenger has more options to work, catch up on the news or relax.

Technically complex

Trains function as a Faraday cage and block 90% of a mobile phone or Wi-Fi signal. That makes it technically very challenging to offer everyone on board a good connection. Early 2016 SNCB launched a pilot: during 3 months passengers can test two technical solutions. On the basis of this, a business plan will be drawn up.

2. Towards the stakeholders: more intensive dialogue

Our focus on the customer is accompanied by a more intense communication towards our stakeholders. Above all, this involves strategic partners such as the public transport companies STIB, De Lijn and TEC, the passenger associations, the FPS Mobility and Transport and policymakers.

The emphasis is on proactive information and dialogue. Crucial projects or innovations affecting passenger directly, will be presented to and discussed with our stakeholders beforehand. A good example are the information sessions as preparation of the transport plan 2017 and the consultations prior to the order of the M7 double-decker trains.



ZOOM ON PROJECTS AND ACCOMPLISHMENTS



Prior to departure p.16

1. The journey begins at home
2. Establish a dialogue via social media
3. Launch S-network for Brussels
4. A better service
5. The customer always comes first
6. Focus on leisure and young people
7. Travelling smoothly



Pre- and post-transport p.22

1. A multimodal journey
2. Parking car/bike



In the station p.26

1. Readable and correct information
2. Easier purchase
3. Directly accessible stations
4. Safe stations and trains thanks to Securail
5. Clean and tidy stations
6. The most important station projects in 2015



In the train p.32

1. Towards optimum safety
2. Punctuality
3. The new M7 double-decker trains
4. Improved service on board
5. Renovation and maintenance of the trains



Arrival p.50

1. Customer satisfaction
2. Compensation for delays



Mobility and sustainability p.52

1. Market share train: improvement in home to work travel
2. Passenger growth: slight progress
3. Sustainability across the board
4. Energy consumption trains
5. Energy consumption buildings
6. CO₂ emissions



Company and staff p.58

1. Better operational result
2. Benchmark: important difference between the operational performance of SNCB and other operators
3. Doing more with less
4. Replacing leavers and attracting new talent
5. Communication is crucial
6. Promote diversity



Prior to departure

1. The journey begins at home
2. Establish a dialogue via social media
3. Launch S-network for Brussels
4. A better service to the airport
5. The customer always comes first
6. Focus on leisure and young people
7. Travelling smoothly

We welcome the customer at home with a total solution from door-to-door

1. THE JOURNEY BEGINS AT HOME

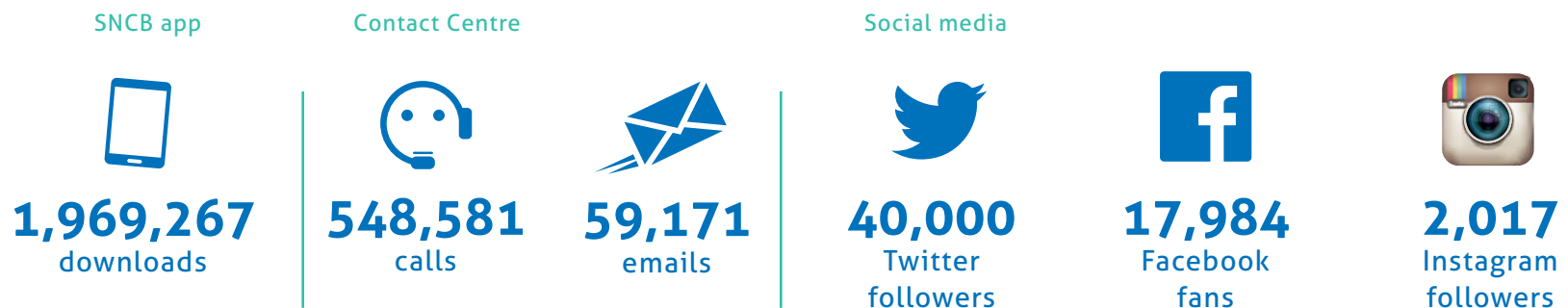
SNCB wants to make information and purchase processes simple and accessible. Thanks to apps and internet applications, all information and purchase possibilities are always within reach for our customers.

The current app has been downloaded almost 2 million times in 2015. Besides the launch of the app for Windows, the switch from SMS tickets to 2D barcodes for Android and iPhone was an improvement as tickets can now also be bought directly via tablet.

2. ESTABLISH A DIALOGUE VIA SOCIAL MEDIA

Following the launch of a Twitter account in October 2013, SNCB took a second important step in July 2015 by opening a Facebook account, followed by Instagram. The dialogue is appreciated, by the end of the year SNCB had almost 18,000 fans.

Social media have a major impact on our communication. Informing on rail traffic in real time is a first major asset. Providing insight into current issues or explaining our operations, also gives us the opportunity to strengthen the relationship with our passengers and stakeholders.

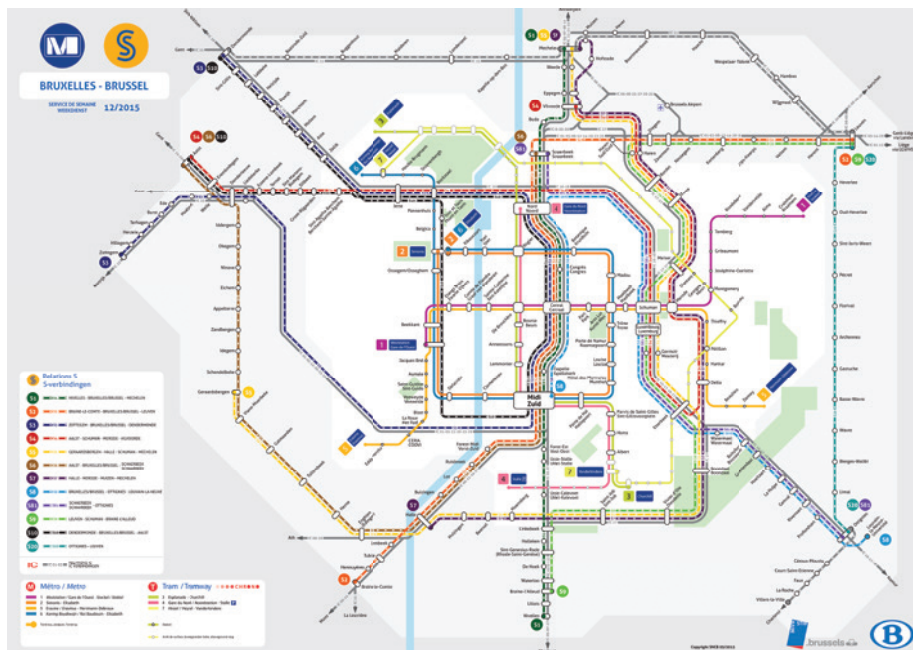


353,228 posts were sent via all SNCB accounts,
83,096 of those were sent by SNCB (reactive and proactive).

Launch of the Brussels S-service and improved service to the airport

3. LAUNCH S-NETWORK FOR BRUSSELS

The S-network provides Brussels with a complete suburban service. The S-network consists of 12 connections in and around the capital with a total of 142 stations and stops. The S-trains travel in a 30 kilometre radius around Brussels. In Flanders, Halle, Geraardsbergen, Zottegem, Aalst, Dendermonde, Vilvoorde, Mechelen and Leuven are the final destinations of the S-connections. On the Walloon side, the S-service travels until Braine-le-Comte, Braine-l'Alleud, Nivelles, Ottignies and Louvain-La-Neuve. In the rush hours, 3 to 4 trains per hour will circulate on the S-connections. The S-network also connects well with the metro, tram and bus network, ensuring practically every destination in Brussels is easily accessible by public transport.



Germoir



Tour et Taxis



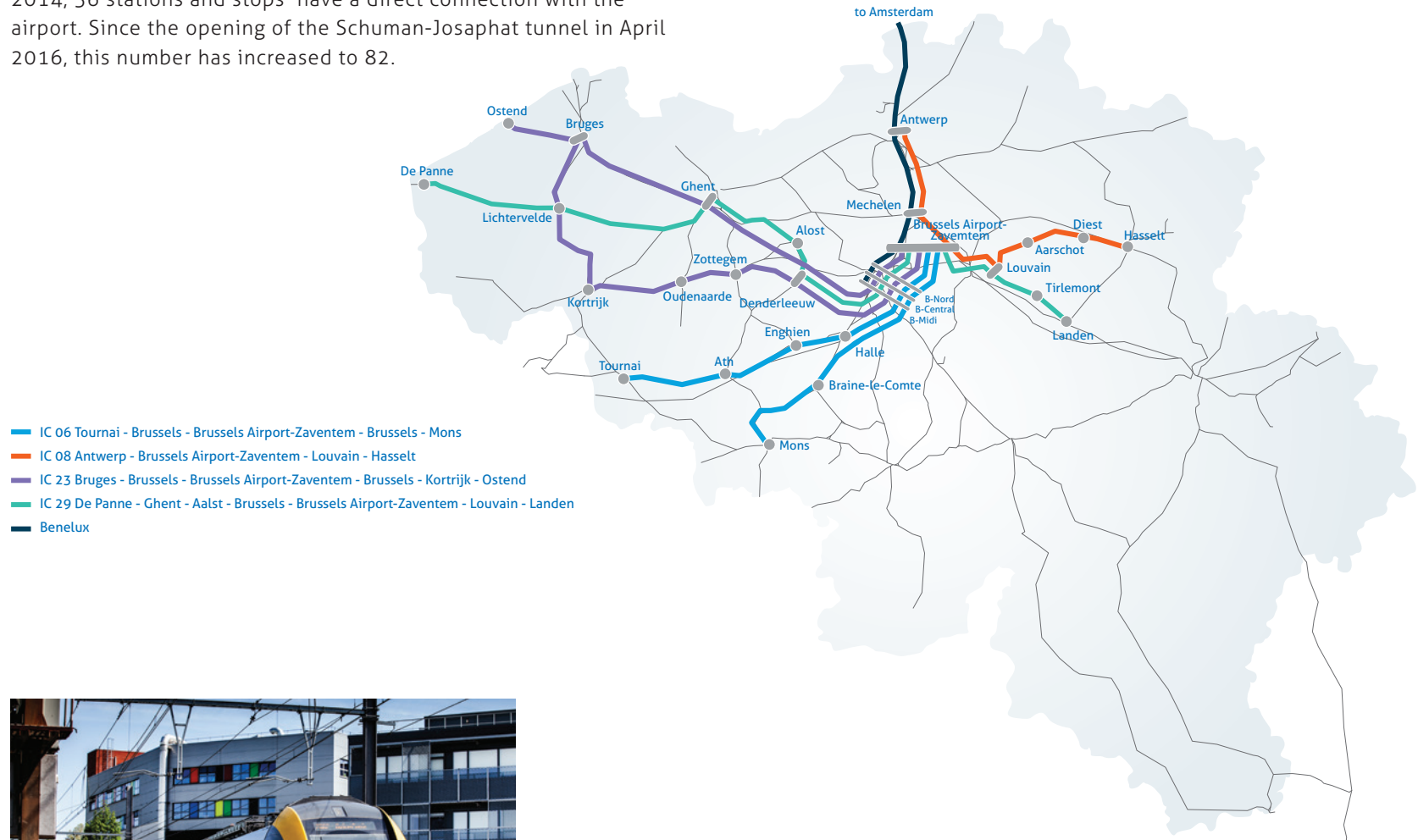
Two new stops: Germoir and Tour et Taxis

In December 2015, two stops of the S-network were opened. Tour et Taxis is close to the site of the same name, in a neighbourhood which is fully in development economically, culturally and in the field of housing. Germoir is a completely new stop on line 161 between Etterbeek and Brussels-Luxembourg. There is a direct connection to the tram and the stop has a lift.

4. A BETTER SERVICE TO THE AIRPORT

56 direct connections with Brussels Airport

Thanks to the implementation of the new transport plan in December 2014, 56 stations and stops have a direct connection with the airport. Since the opening of the Schuman-Josaphat tunnel in April 2016, this number has increased to 82.



Section Mol - Herentals (line 15) electrical from now on

Since December 2015, running on electricity is possible on the section Mol – Herentals. Thanks to the electrification, SNCB can deploy two rush hour trains between Herentals and Brussels-Midi (one in the morning and one in the evening) and also supply the omnibus service between Mol and Antwerp with electric trains.

B-Open or a new commercial approach



5. THE CUSTOMER ALWAYS COMES FIRST

Under the name B-Open, SNCB launches a new commercial approach, with the needs of the client determining our priorities. The customer always comes first in our thinking and acting when developing new services, such as apps and the website, or products. The entire journey should be a qualitative experience.

6. FOCUS ON LEISURE AND YOUNG PEOPLE

SNCB wants to offer an interesting range of products to each traveller for all types of journeys. In 2015 heavy emphasis was placed on young people and leisure travel with a big promotion of the train as the ideal transport vehicle to the summer festivals and the launch of Go Unlimited (unlimited travel at a discount price during a certain period).

7. TRAVELLING SMOOTHLY

Via digital tickets, a chip card granting access to all public transport or all-in prices for both the travel and attractions, we are making travelling easier.



Destination summer festivals

The campaign for the summer festivals is a success. A survey carried out after the campaign showed that 56% of the participants see the train as the ideal mode of transport to festivals.



2,273 participants for original contest

Go Unlimited sought publicity via an original contest in which passengers could change the name of their favourite station. In the end, Gent-Sint-Pieters received the temporary name "Neuzekensland", and Nivelles became "Tarte al djote".

Extra long weekend thanks to the Weekend ticket

With the weekend ticket, SNCB aims at all types of passengers travelling during the weekend. The XXL-promotion during the months July and August attracted almost **2 million passengers**.

WEEK-END XXL -50%
VOYAGEZ À -50% ET PROFITEZ-EN À 200% !

Cet été, la SNCB prolonge tous vos week-ends.
 Avec le Billet Week-end, vous voyagez partout en Belgique à moitié prix. Et comme les week-ends sont encore meilleurs quand ils sont plus longs, cette offre est valable tout l'été, dès le vendredi matin jusqu'au lundi soir !

Achetez facilement vos billets via :

Offre valable du 3/07 au 31/08/2015. Infos et conditions sur sncb.be



Pre- and post-transport

1. A multimodal journey
2. Parking car/bike

We care about the entire journey, including before and after the train ride

1. A MULTIMODAL JOURNEY

We want to offer an easy travel experience. That is why we are investing in easy transfer options and good connections with other public transportation close to the stations. This is being carried out in close cooperation with the public transportation companies and the cities and municipalities.

We are also a partner in projects promoting an alternative mobility, such as Blue Bike (bicycle sharing) and Cambio (car sharing). By providing bike points close to or in the stations, the cyclist can count on good service.

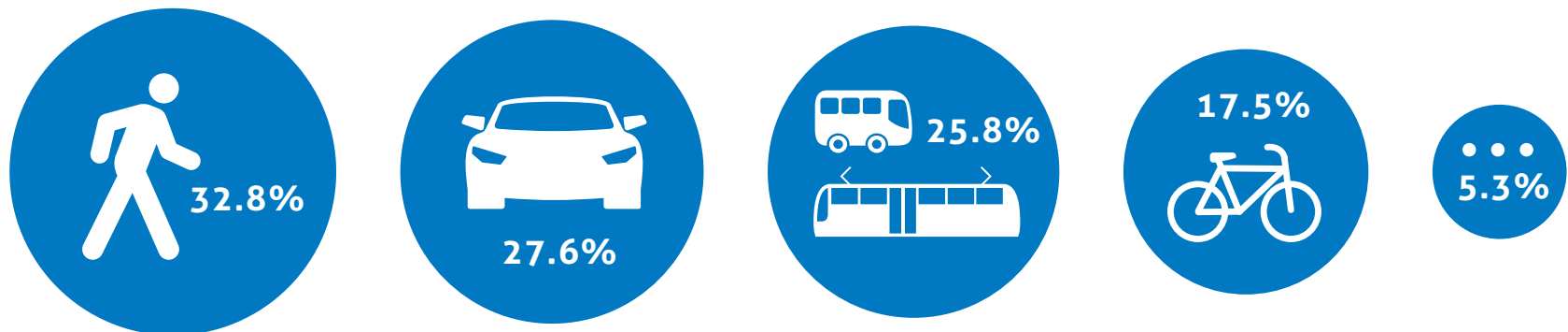
Bike points
in **53** stations



Blue-bike
in **45** stations
140,000
journeys
in 2015

How do our passengers travel to the station? *

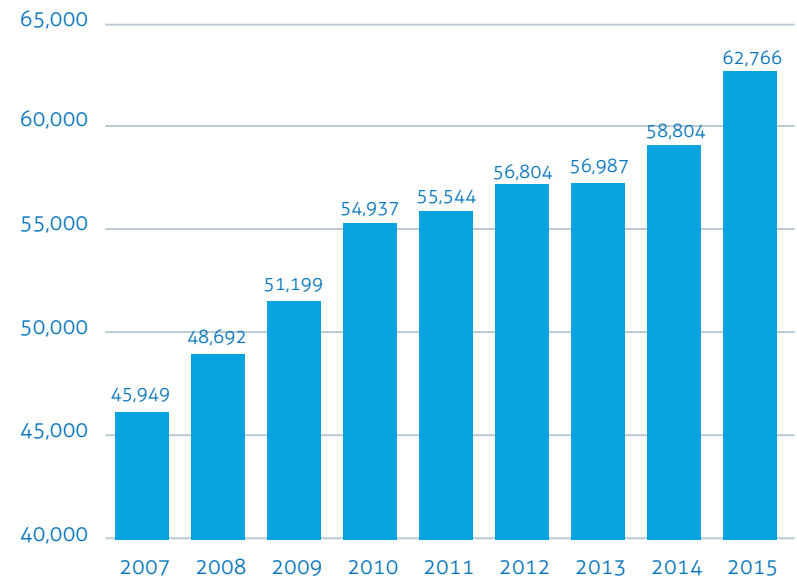
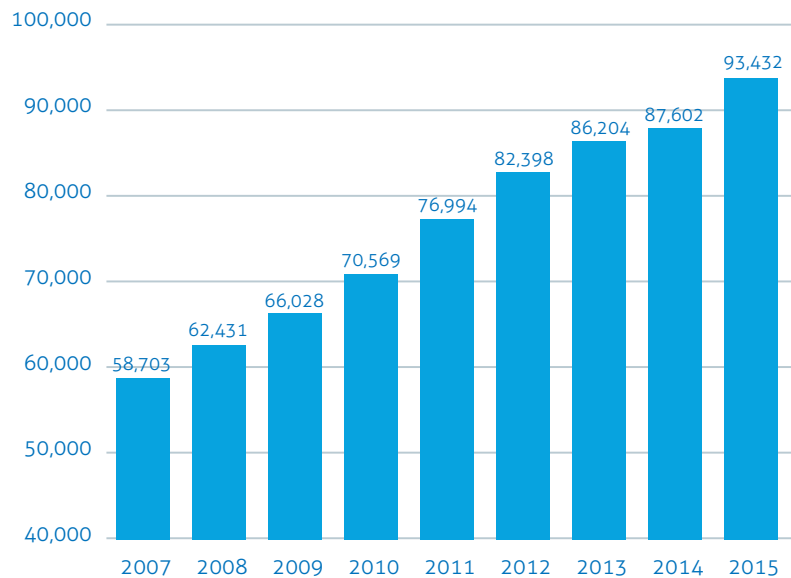
(quality barometer results 2015)



* The total is greater than 100% as some passengers use more than one mode of transport.

2. PARKING CAR/BIKE

Cyclists and motorists benefit from sufficient parking space close to the station. Since 2007, SNCB has invested heavily in new spaces. The number of bicycle parking areas increased by 59.2%, the number of car parks with 36.6%.



Bicycle parking Antwerpen-Berchem: place of honour for the bike

On 25 March 2015 SNCB opened the new bicycle parking at Antwerpen-Berchem station. The comfortable, safe, covered and free bicycle parking for train users with space for 2,150 bikes cost 5.8 million euro. Antwerpen-Berchem serves more than 15,000 passengers, of which at least 20% arrives by bike. In total there are 4,200 bike parking spaces.

A photograph of two men sitting at a round table in a train carriage, playing cards. The man on the left is in profile, wearing a dark blue t-shirt, and is holding a fan of cards. The man on the right is wearing a light blue t-shirt and is smiling while looking at his own cards. The background shows a large window with a view of a blurred landscape, suggesting the train is in motion. The scene is brightly lit, likely from natural light coming through the window.

Parked the bikes at the station and straight into the train.

Now we can relax!

#imgonnawin #friends



In the station

1. Readable and correct information
2. Easier purchase
3. Directly accessible stations
4. Safe stations and trains thanks to Securail
5. Clean and tidy stations
6. The most important station projects in 2015

We offer information and service tailored to our customers' needs



1. READABLE AND CORRECT INFORMATION

Once arrived in the station, the journey has to continue smoothly. Easy-to-find information about the train journey is crucial. In 2015 we adjusted our departure posters and information screens, improving the readability. In case of delays, the information screens now also display the estimated departure time.



725
machines in
538
stations

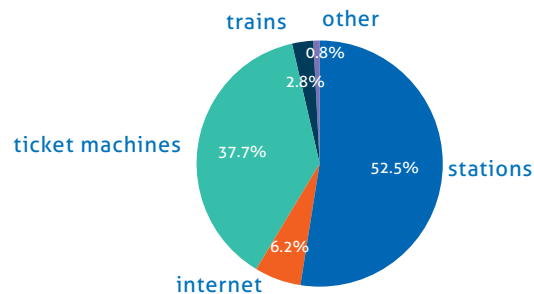


345
counters in
139
stations

2. EASIER PURCHASE

The days of long waits at the ticket counters are behind us. More and more customers buy their tickets or renew their railcard at the machines in our stations. In 2015 37.7% of all tickets were bought using the machines. In December 2015 this had even increased to 42% of ticket sales. The changed purchase behaviour and the need to use the resources available as efficiently as possible, has led to the closing of ticket counters in 34 small stations. Until 2020 no extra ticket counters will be closed.

Share sales channels (number of transactions 2015)



Ticket clerk becomes mobility guide

Given the increased use of machines and digital sales channels, the function of the clerks at the ticket counters is changing. They are becoming mobility guides, actively approaching the customer and suggesting the best solution.

Our stations must not only be easily accessible for all passengers, they must also be safe

3. DIRECTLY ACCESSIBLE STATIONS

SNCB wants to serve persons with limited mobility as good as possible. Our strategy consists of providing a directly accessible station within a 30 km radius of all passengers by 2019.



114 stations are accessible for PLMs
308 mobile access ramps
in order to simplify
24 stair-lifts



17 stations work
with taxi companies



330 audio loop systems for
the hard-of-hearing



Help
107
assistance points

15 stations are directly accessible

In 2015 the stations were re-evaluated, leading to 14 stations losing their direct accessibility status. This has mainly to do with stricter criteria for the platforms.

Shorter reservation time for assistance

Currently people with reduced mobility must reserve assistance 24 hours in advance, which is less than the European legislation (48 hours). This is necessary in order to organize the free assistance when boarding and leaving the train in a good and safe manner.

To further improve our service, in the course of 2016 we want to reduce the reservation time to 3 hours before the direct train connections between 18 stations.



59,559
calls for
assistance

4. SAFE STATIONS AND TRAINS THANKS TO SECURAIL

Securail, SNCB's security service, employs around **540 staff members** ensuring the safety of people in stations and trains. To this end, they cooperate closely with the railway police (federal police) and with the local police in the context of the partnerships with cities and municipalities.

Via a network of almost **5,400 cameras**, the security officers in the Security Operations Center keep a watchful eye on all major stations. Besides the Security Operations Center, there are also 3 local antennas monitoring the camera images and incoming alarms in Brussels, Antwerp and Liège.

5. CLEAN AND TIDY STATIONS

SNCB invests heavily in the cleaning of its stations. Depending on the size of the station, we assess the cleanliness twice or three times a year. It concerns technical measurements which give SNCB the possibility to objectively see what could be improved. The numbers do not reflect the personal experience of travellers.

The average cleanliness score in 2015:

- stations with 20,000 passengers or more: 89.6%
- stations with 10,000 passengers or more: 87.1%
- other stations: 89.9%
- stops: 89.7%



We renovate both small and large stations

6. THE MOST IMPORTANT STATION PROJECTS IN 2015

Ostend

- Complete renovation
- Renovation of station environment

Master plan Ghent-Sint-Pieters

- Complete renovation and expansion into multi-modal hub
- New, wider platforms and rear entrances
- Renovation of station environment

Aalst

- Renovation of station environment

Mechelen

- New station
- Renovation of station environment with greater focus on intermodality



Ieper

- Renovation of station environment
- Completed

Roeselare

- New station
- Renovation of station environment

Liedekerke

- Renovation of station environment
- Renovation of platforms and underpass

Ternat

- Renovation of station environment
- Completed

Lessines

- Renovation of station building

Ath

- Renovation of station interior

Braine-le-Comte

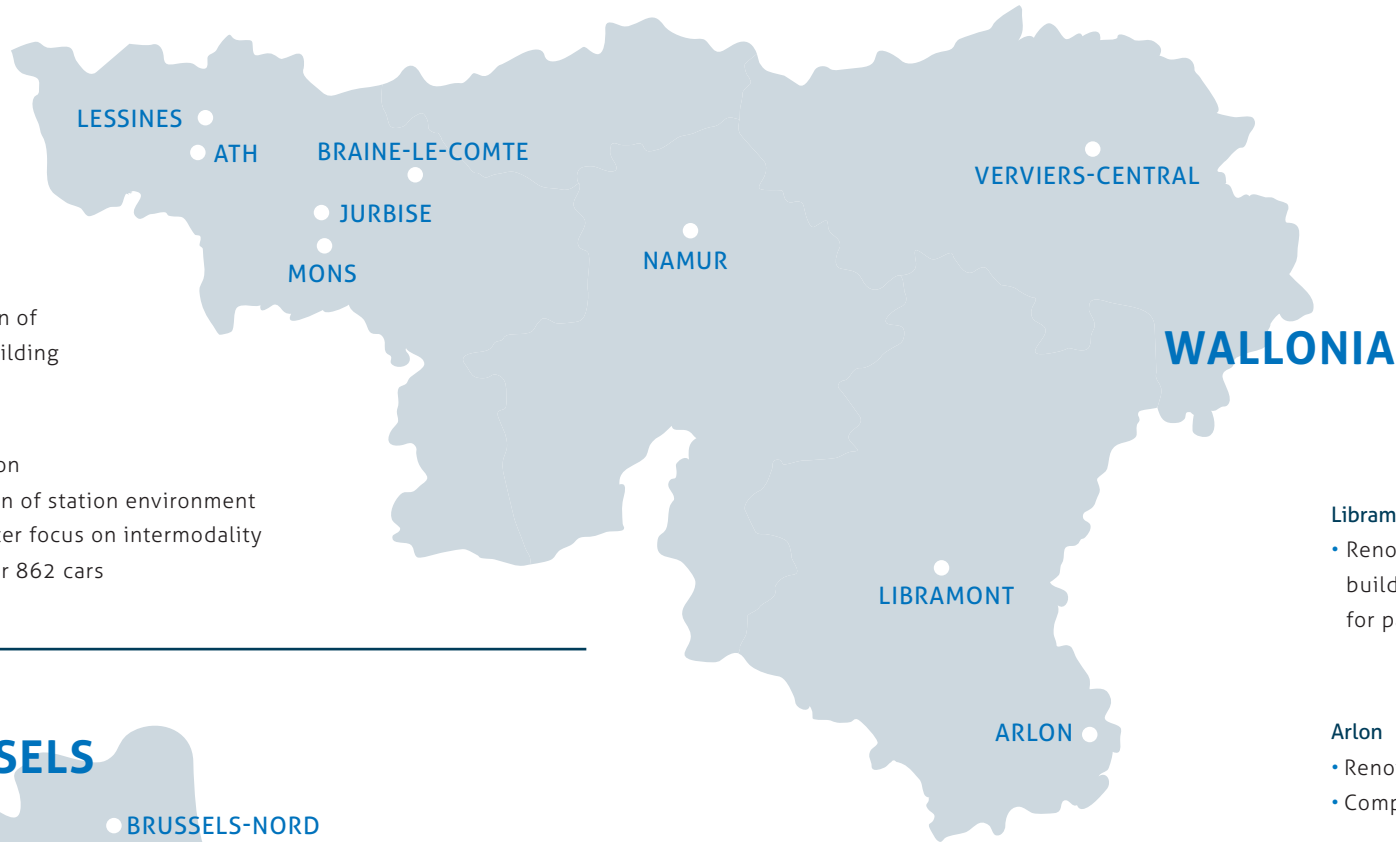
- Renovation of station building
- Construction parking

Namur

- Renovation of station over tracks with addition of bus station
- Parking for 483 cars
- Focus on intermodality

Verviers-Central

- Revamp of interior and platforms



Jurbise

- Renovation of station building

Mons

- New station
- Renovation of station environment with greater focus on intermodality
- Parking for 862 cars

Libramont

- Renovation station building (lobby area for passengers)

BRUSSELS

- BRUSSELS-NORD
- BRUSSELS-SCHUMAN

Brussels-Nord

- Renovation of station
- Complete reorganisation with multimodal facilities and increased retail area

Brussels-Schuman

- New multi-modal station

Arlon

- Renovation of station
- Completed



In the train

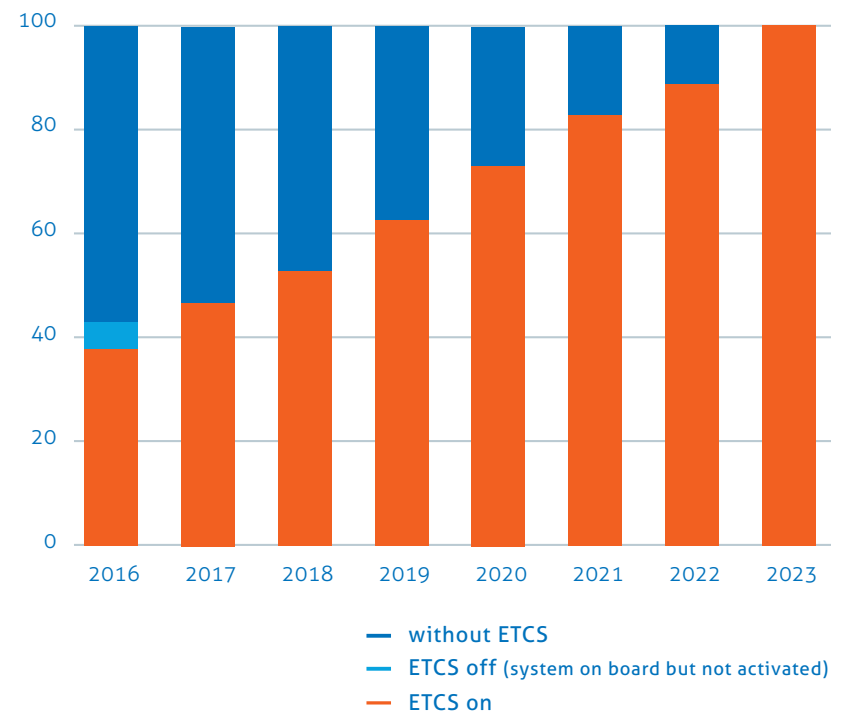
1. Towards optimum safety
2. Punctuality
3. The new M7 double-decker trains
4. Improved service on board
5. Renovation and maintenance of the trains

Safety, always a priority

1. TOWARDS OPTIMUM SAFETY

SNCB is heavily investing in better security systems, in close collaboration with infrastructure manager Infrabel. Since 2013 all our domestic trains are equipped with the automatic stop system TBL1+ and 29 % of our trains have the European safety system ETCS, which constantly monitors the speed of the train and makes it brake or even stop if the reference speed on a section is exceeded. We are committed to equipping all trains with ETCS before the end of 2023.

Calendar implementation European Train Control System ETCS

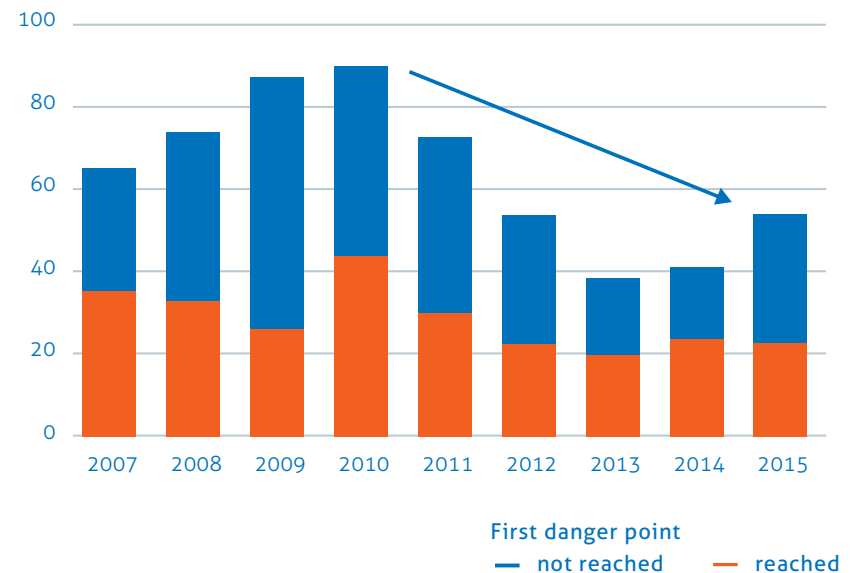


Disregarded traffic signals: positive trend in recent years

Between 2010 and 2015 there were 16% less disregarded traffic signals. The number of disregarded traffic signals on the main tracks and access to the main tracks increased to 52 in 2015 (compared to 40 in 2014). The increase has no additional consequences for the safety as the number of potentially dangerous points reached due to this, remained stable (22 in 2015 compared to 23 in 2014).

This is an important observation for the safety of rail traffic. After all, the safety systems are in place to prevent danger points (switch connections) of being reached. The disregarded traffic signals also happen over shorter distances: two-thirds of the trains disregarding a red signal, comes to a stop after less than 50 meters after the signal.

Number of disregarded traffic signals



What does SNCB do against disregarded traffic signals?



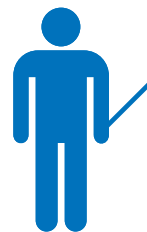
1.

Detailed investigation of all disregarded traffic signals and management via central database



2.

Follow-up on the train driver: medical and psychological research, training and examination



3.

Specific learning modules during basic training and the permanent training



4.

Supervision and follow-up new drivers: awareness-raising sessions (among drivers with few years of service up to 4 sessions per year)



5.

SNCB will also monitor all cases in which an **emergency stop by TBL1+** could prevent a disregarded train signal.



On my way to see my granddaughter.

It's quiet and I feel safe in the train.

#safetravel #foreveryone

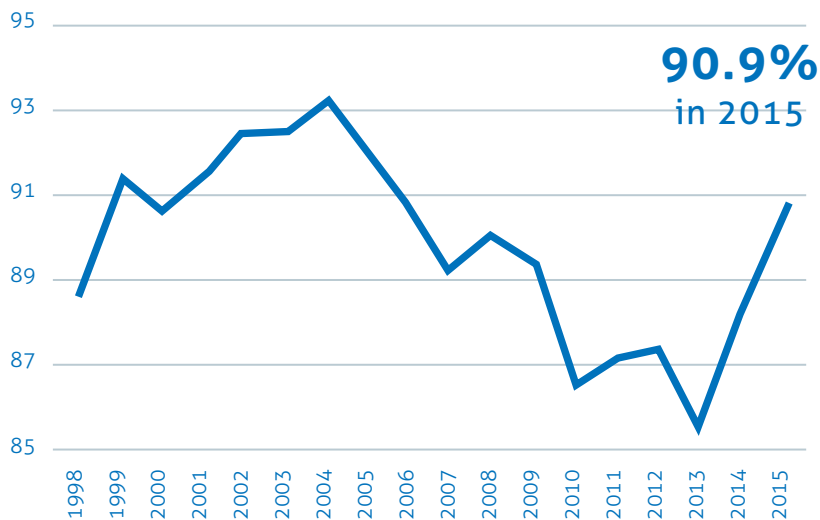
The fight against delays is paying off

2. PUNCTUALITY

Substantial improvement

The substantial improvement of punctuality in 2014 continues in 2015. On average, 90.9% of the trains were on time (+2.7% compared to 2014), the best result since 2005. The implementation of the new transport plan at the end of 2014 had a positive influence, alongside other measures to improve punctuality.

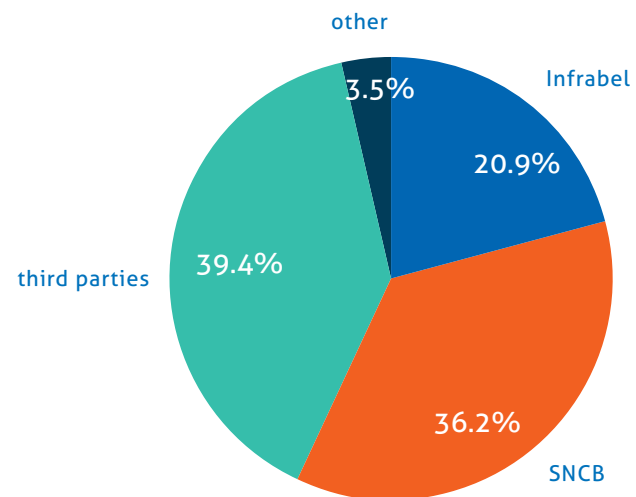
Evolution of average punctuality



Share in the delays

The SNCB share in the delays remained approximately the same compared to 2014, the share of Infrabel is decreasing, while the share of third parties is strongly increasing. Third parties include accidents at level crossings, collisions with a person or evil intent, especially persons too close to the tracks or on the tracks are responsible for the increase in the share of "third parties".

Share in delays

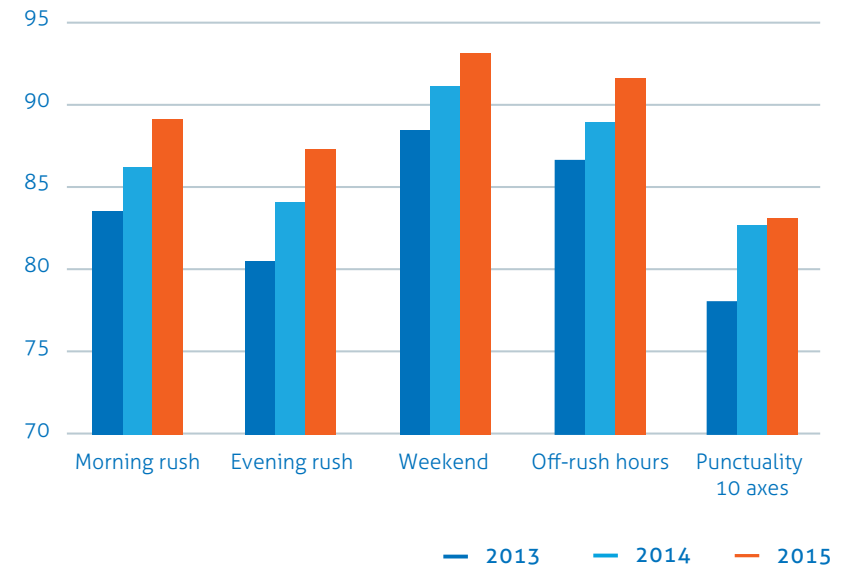


Morning and evening rush also improving

The average punctuality is improving at all times of the day and during weekends. Especially during the morning and evening rush the increase is remarkable.

	2014	2015	Difference
Morning rush	86.2 %	89.1 %	+2.9 %
Evening rush	84.0 %	87.3 %	+3.3 %
Weekend	91.2 %	93.3 %	+2.1 %
Off-rush hours	88.9 %	91.7 %	+2.8 %
Punctuality 10 axes Brussels (morning)	82.6 %	83.0 %	+0.4 %

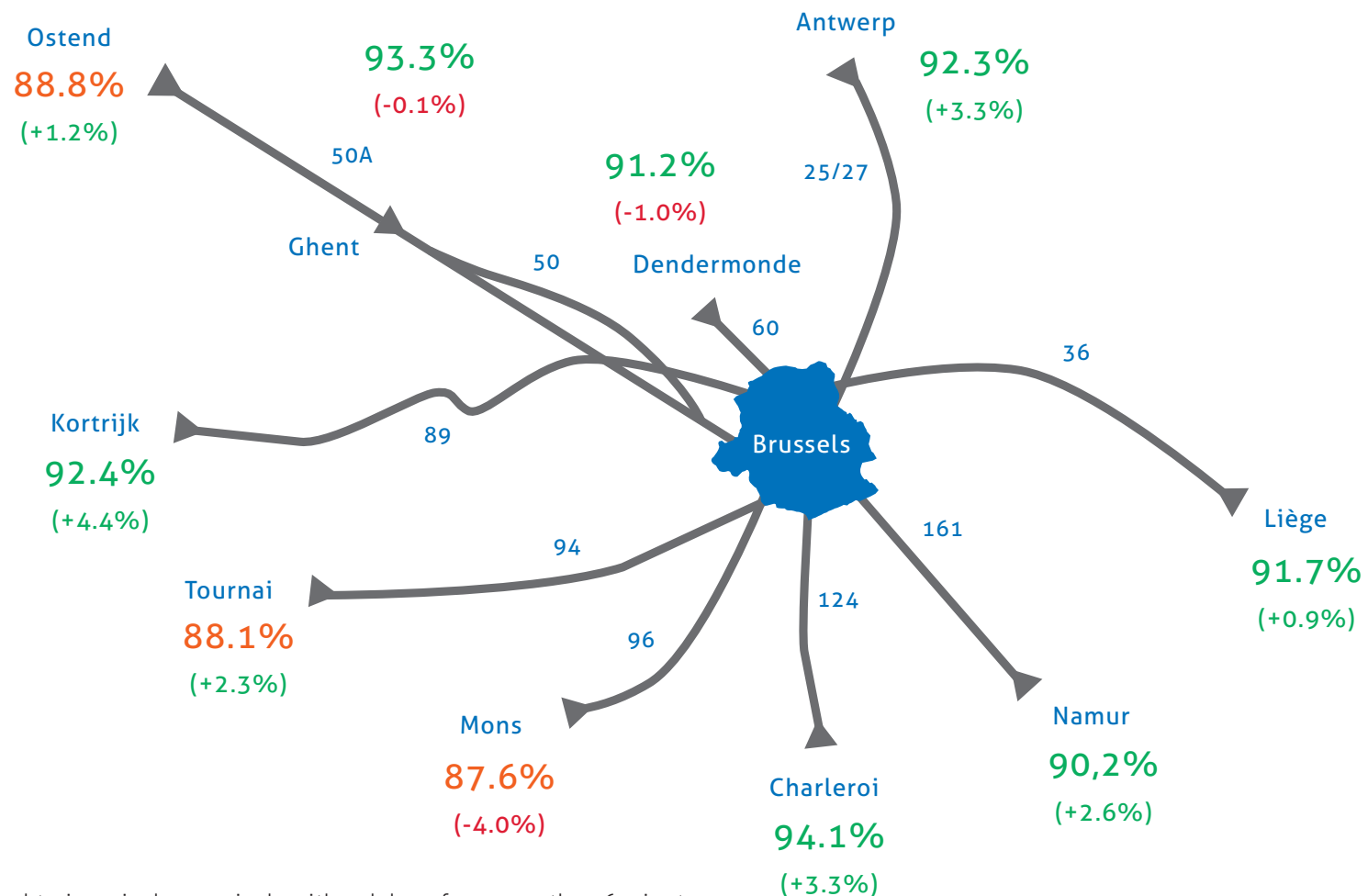
Global punctuality without neutralisation



Global punctuality of 10 major lines upon arrival in Brussels

(average 2015 + increase/decrease compared to 2014)

Most axes to Brussels show a clear improvement compared to 2014, except for the Mons-Brussels line. We have started a specific working group to follow up on this connection and to find a solution for this issue.



Punctual train arrivals or arrivals with a delay of no more than 6 minutes



Going to school in Brussels by train, cool!

No traffic jams, time to study and it's cheap.

#studyinginthetrain #firstexams

5 actions with favourable effect on punctuality

1



The new transport plan of 12/2014

More realistic travel times, a more robust train service and longer connection times improve smoother railway traffic and respect for the train timetables. The new transport plan has a clear favourable effect on the punctuality.

2



Extra attention for first departure trains

If a train is already too late for its first departure, it negatively influences the entire route and it can also disrupt the schedule of other trains. We have made our personnel extra aware of paying attention to the first departure, however the fight is not yet won.

3



Reliable trains

At the beginning of 2015, the new Desiro power cars were faced with a breakdown every 8,000 km. Nowadays, there is only one incident every 50,000 km resulting in delays.

4



More efficient maintenance

We have already made great efforts to improve maintenance by implementing quality processes. We are renovating our workshops to make maintenance more efficient. 20% of our trains are immobilised for maintenance, and we want to reduce this to 14%.

5



Good cooperation SNCB/Infrabel

Systematic consultation with the infrastructure manager pays off.

What could still be improved?

1.



Too many incidents with rolling stock (both with recent locomotives T18 as with the older type T27)



Solution:

better maintenance control for the older trains, more pressure on manufacturers and suppliers of recent equipment.

2.



Communication between the different actors (directors, distributors, workshops, breakdown services...)



Solution:

developing procedures and technical solutions for clearer and faster communication

3.



Delay at first departure



Solution:

stricter follow-up. At the beginning of December 2013, 30% of trains still left with a 1 minute delay and 10% with a delay of more than 3 minutes. In 2015 on average 21.8% of trains at first departure left with more than 1 minute delay and 6.1% with more than 3 minutes.

4.



Punctuality in the morning rush for the connections to Brussels



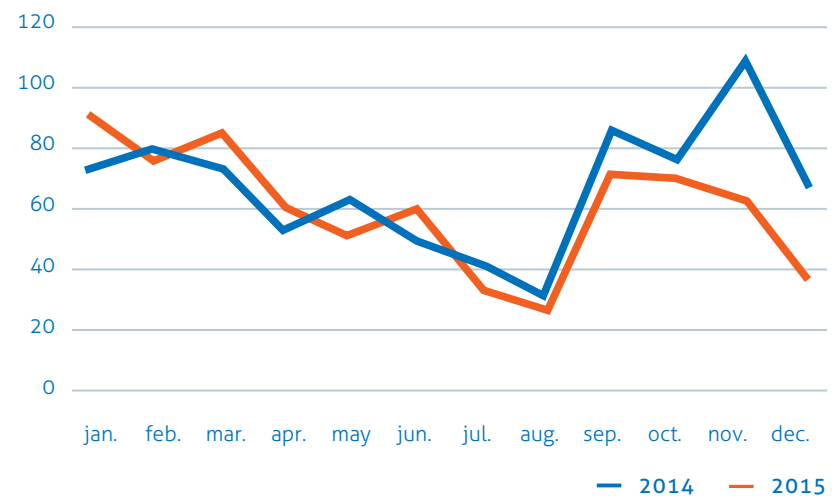
Solution:

the different actions to improve punctuality all play a role in making progress in this respect.

Less overcrowded trains

By improved use of the available seats, permanent monitoring and fast intervention in the composition of the trains, there is a reduction in the number of overcrowded trains. The number of structurally overcrowded trains decreased from around twenty in 2014 to around ten in 2015.

Number of overcrowded trains (+100%)



A woman with blonde hair tied back is sitting in a blue train seat, leaning over a light blue table. She is holding a pen and writing in a notebook. On the table, there is a small card with a circular logo. The train window is visible to her left, showing a blurred view of the outside world. The text is overlaid on the image in orange boxes.

I get most of my inspiration on the move.

Travel time is dream time.

#inspirationonthetrain #daydreaming

3. THE NEW M7 DOUBLE-DECKER TRAINS

445 carriages for more comfort

In December 2015, SNCB ordered new M7 double-decker trains to offer more comfort and adequate seating. The total order requires a historical investment of 1.3 billion euro (the Desiro power cars cost 1.4 billion). The carriages will be delivered in the period 2018-2021.

10 assets of the new M7 double-decker trains

1. **Maximum safety:** the M7 is equipped with the most recent safety systems TBL1+ ETCS v2
2. **Extra comfort:** better chairs, more leg room, higher ceilings for the upper floor and LED lighting
3. Specific attention to **accessibility:** doors above bogies (close to platform) and doors adjusted for persons with reduced mobility
4. **Good equipment for information:** larger LED screens, equipped for installation of the most recent systems for communication and passenger information
5. **Speed:** top speed of 200 km/h
6. **Flexibility:** can be used as power car or with locomotive
7. **Compatible with M5 and M6 double-decker carriages** (130 M5 and 492 M6 carriages)
8. **Extra seats** the 445 carriages offer a total of 50,620 seats
9. High demands in terms of **reliability**
10. Equipped with **telemetry**, which sends important data for maintenance automatically and proactively to the workshops



Customers and stakeholders were able to give extensive input on the design

Opinion of the customer centre-stage

SNCB scored a first with the order of the M7 carriages: it was the first time that customers and stakeholders were closely involved in the process.

At the end of 2014, around 60 people in focus groups were asked their initial reactions to images of the interior and the exterior.

In the autumn of 2015, around 240 customers and stakeholders gave

their opinion on the materials used, chairs and design by testing a converted M6 carriage.

Wherever possible, their remarks were taken into account for the final design of the M7 carriages.



Faster payment and real-time information thanks to ITRIS devices

4. IMPROVED SERVICE ON BOARD



After an extensive test period, SNCB has started to use new devices for the train conductors at the beginning of November 2015. The ITRIS devices replace the old portable computer IBIS. Thanks to ITRIS, we can further improve the service to the customer on board the train. ITRIS is a stunning piece of top technology offering many new possibilities. An important asset is that the train conductor can search real-time information, so he can inform the passengers faster and more efficient.

Ready for the future

Future new developments are still underway, such as charging tickets onto personal MOBIB cards or scanning foreign tickets. ITRIS plays an important part in the information provision, for example via automatic updates and with the possibility of logging on to the information system of the train in the near future (Train Info Services).

All our trains must offer modern-day comfort

5. RENOVATION AND MAINTENANCE OF THE TRAINS

Revitalisation of older trains

To maintain older trains operational over a longer period and to increase comfort, SNCB is renovating part of its trains. The trains are stripped from head to toe, after which they are renovated. These complex assignments are carried out in SNCB's own workshops.

Renovation of the fourfold AM75 power cars

In 2015, the first completed fourfold AM75 power car was introduced. These reliable train carriages from the seventies are not only getting a new look and more comfort (toilets with closed system, multifunctional space, new windows), several technical elements are also improved (cabling, static converter, door control).

Renovation power cars: state of affairs 12/2015



AM75

1 prototype finished
(44 carriages)



AM80 Break

Break: 67 of the 139
renovated



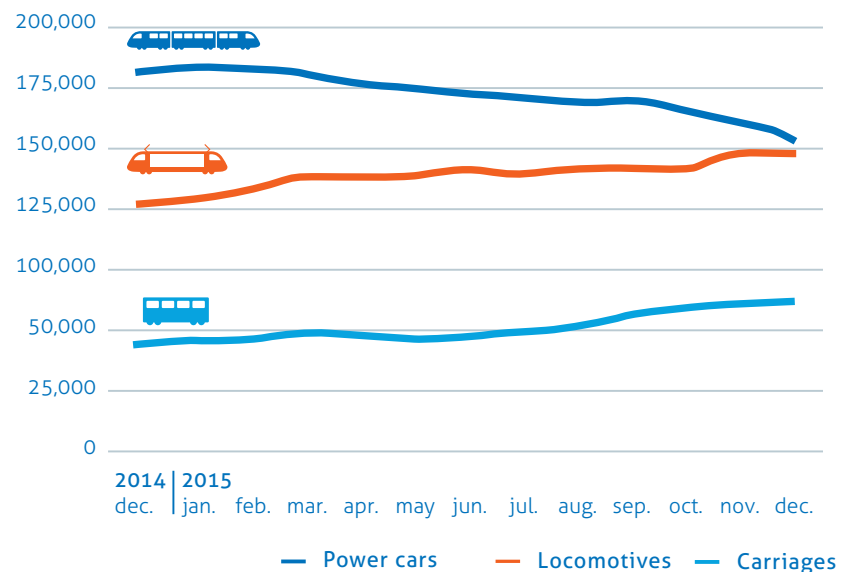
AM86 Sprinter

Sprinter: 22 of the
51 renovated

Stable train reliability

The reliability of our trains has slightly improved compared to 2014. There are differences, depending on the type of train. Among the Desiro power cars the number of breakdowns has strongly decreased and we are reaching a good level of reliability. Especially the locomotives of the older T27 and the recent T18 have too many breakdowns. The carriages don't perform as well, especially because of the innocent teething pains of the recently installed ETCS system with the M6 double-decker trains.

Evolution minutes of delay by type of train



Reliable and maximum available trains are essential for being more punctual

Focus on reliability, availability and cleanliness

1. What are we doing to improve the reliability of our trains?

- Enforcing **high-quality maintenance**, revisions, modernisations and modifications
- Regular quality checks
- Improving the **information exchange on defects** of the equipment thanks to the new portable tablets of the train drivers and conductors. They are the first to be confronted with the problems and so they can inform the workshops of the repairs to be carried out.
- More **intensive information exchange** on manipulation mistakes and carried out repairs by train drivers, recovery services, inspectors...
- Improvement of the **training and working instructions**
- **Fixing teething problems** locomotives T18 and power cars Desiro (MR08) in cooperation with the manufacturer
- Take old trains out of service **as much as possible**

2. How do we increase the availability of the rolling stock?

- Strengthen night and weekend shifts wherever necessary,
- **Analysis of the causes of longer turnaround** and development of a local action plan. This includes:
 - analysis of important recurring and critical tasks
 - composition of maintenance packages with an equal workload
 - critical analysis of the planned maintenance tasks
 - continuous analysis of the supply difficulties and the immobilisations due to missing parts
 - better planning of the wheel renovations and lifting of the rolling stock

3. How are we improving cleanliness?

- **Listen to our customers:**
 - **Better follow-up** on complaints, evaluation and remediation of the issues,
 - **Evaluation of the quality measurements** such as the quarterly cleanliness measurements and the quality barometer
- **Internal quality controls**
- Setting up a **'cleaning' cell** for better coordination and follow-up
- **More targeted prevention measures** and actions to remove graffiti (steering group 'graffiti', better security and protection of the main shunters)
- New **cleaning installations** (toilets, cleaning platforms) and adjust timetable trains to maintenance.
- Additional **local training** for cleaning staff.
- Search for new, more efficient and environmentally friendly **cleaning products**.
- Deployment of mobile **B-Clean teams** throughout the day for heavily used trains.

We are renovating our workshops for more efficient maintenance

Key renovation projects 2015

Several SNCB workshops date from just after WWII and are not suited to maintain our new trains. Therefore, in the period 2016-2020, we will undertake a large renovation operation.

Ostend

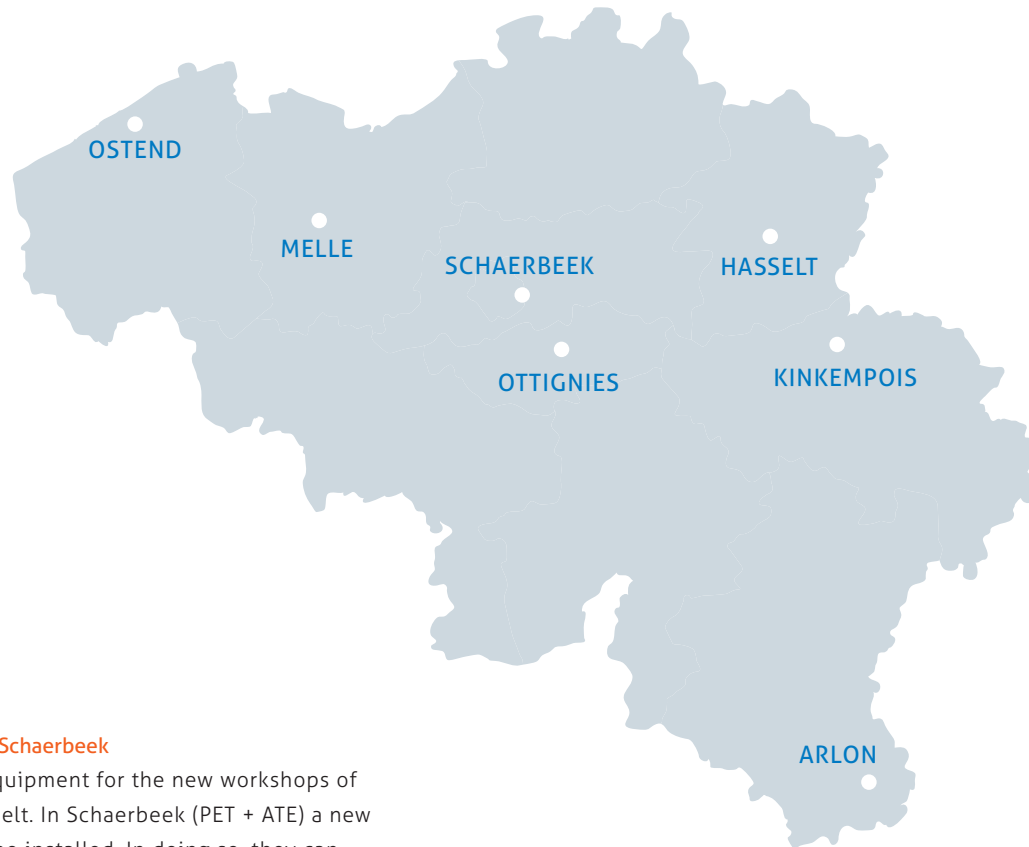
new carriage workshop for TW Oostende and extension of existing building (WET) (2018-2021)

Melle

New workshop (traction workshop and carriage workshop) replaces TW Merelbeke and CW Gentbrugge (2018)

Kinkempois, Melle, Hasselt et Schaerbeek

Own industrial signalling equipment for the new workshops of Kinkempois, Melle and Hasselt. In Schaerbeek (PET + ATE) a new industrial signal cabin will be installed. In doing so, they can shunt on their own terrain independently from Infrabel.



Hasselt

new hall and renovation of existing workshop (lift roof and deepen maintenance pits), with two 200 m tracks (2017)

Kinkempois

new workshop (2017)

Ottignies

new breakdown and maintenance centre (2016)

Arlon

new workshop in Arlon replaces AT Stockem (2016)



We always go on family trips by train.

The kids play, we relax.

#noworries #b-excursions

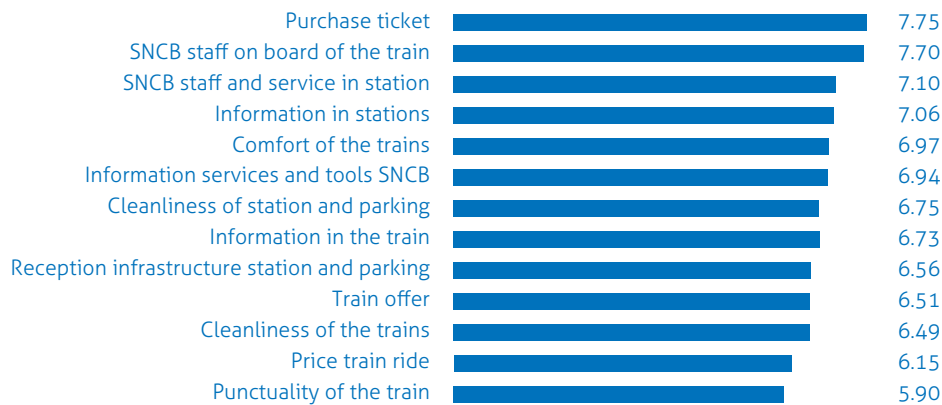


Arrival

1. Customer satisfaction
2. Compensation for delays

1. CUSTOMER SATISFACTION (OUT OF 10)

6.58/10
Average
satisfaction



6 out of 10 customers are satisfied with the services of SNCB. They give a grade of 7/10 or higher.

Most satisfied

At least 70% of the passengers gives a 7/10 or higher for the SNCB staff in the trains, the purchase of the tickets, staff and service in the stations and information in the stations.

Least satisfied

Punctuality of trains doesn't score as well: only 48.1% of passengers is satisfied about this and 27.7% of passengers is not satisfied about this. Other aspects scoring less (less than 60%) are related to the reception infrastructure station & parking, service, cleanliness of trains and the price.

2. COMPENSATION FOR DELAYS



66,539
compensation requests
(-19%)



698,703
euro
paid out
(-31%)



Mobility Sustainability

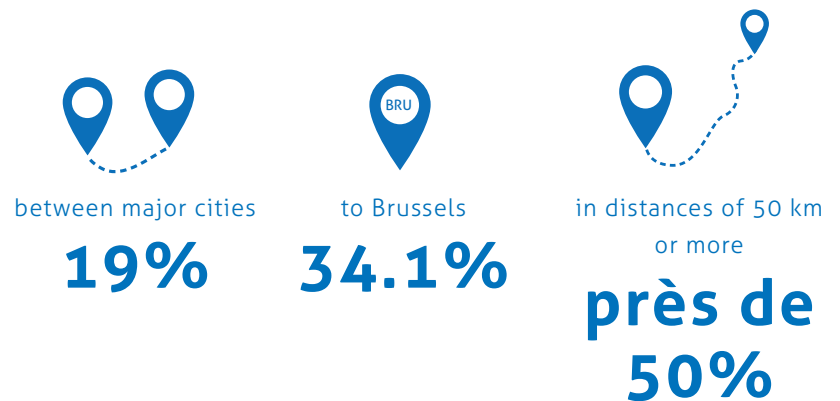
1. Market share train: improvement in home to work travel
2. Passenger growth: slight progress
3. Sustainability across the board
4. Energy consumption trains
5. Energy consumption buildings
6. CO₂ emissions

Our mobility is gaining ground with more train journeys

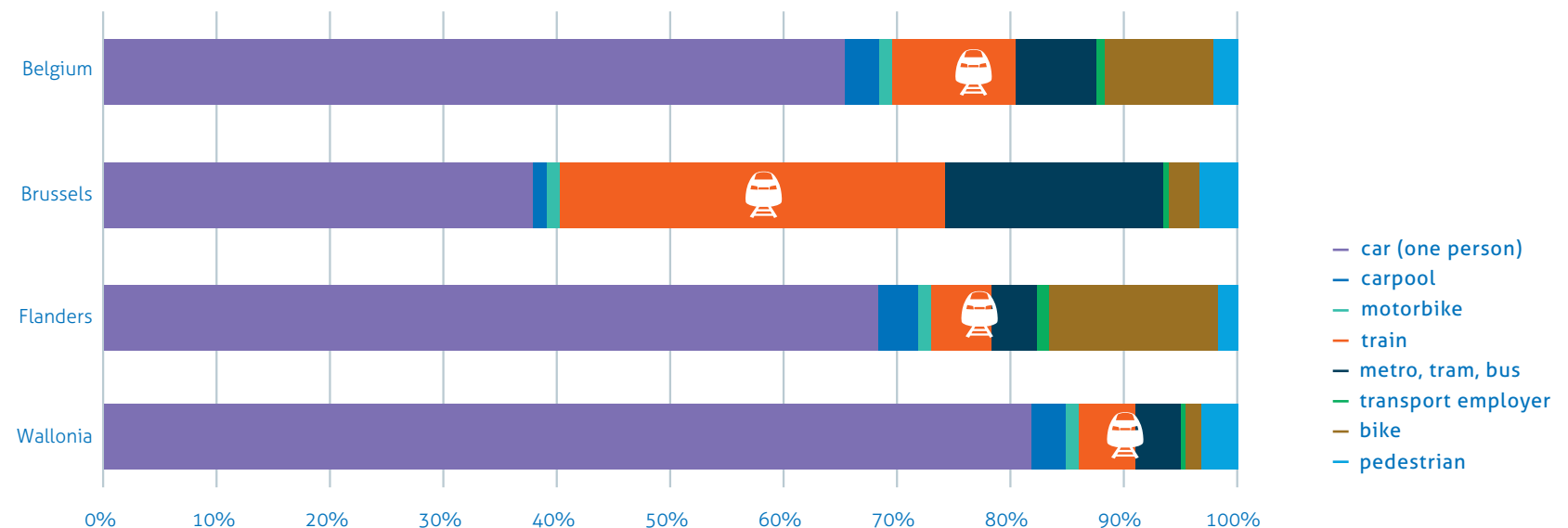
1. MARKET SHARE TRAIN: IMPROVEMENT IN HOME TO WORK TRAVEL

In its "Diagnostics home to work travel 2014", the FPS for Mobility notes the progress made by the train and public transportation in the home to work travel. The research among all Belgian companies with 100 or more employees makes it possible to make important observations for the general modal share of the train in our journeys (approximately 7.4% in 2012).

The train has a strong position in home to work travel (modal share):



Modal distribution 2014 according to workplace



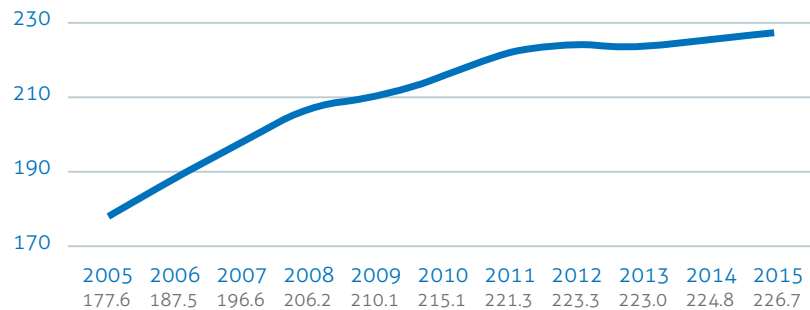
We are still welcoming more passengers

2. PASSENGER GROWTH: SLIGHT PROGRESS

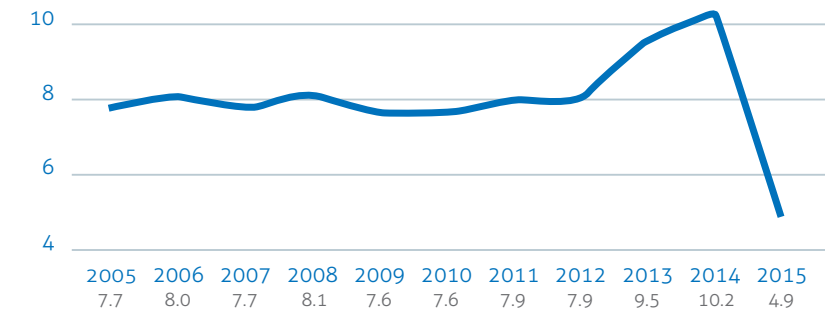
After the spectacular growth between 1995 and 2010, SNCB is now confronted with a slower growth of the number of passengers in domestic transport. In specific segments, the increase is more important, as seen for example in the number of passengers to the airport.

Due to the autonomisation of the Thalys activities, the number of international passengers has been halved. Thanks to the 40% share in Thalys, SNCB continues to play an important role in the development of the international high-speed traffic in our country. Products such as the TGV Brussels-France and the IC to The Hague/Amsterdam served slightly less passengers in 2015, mainly due to the terrorist attack of Paris.

Number of national passengers (million)



Number of international passengers (million)



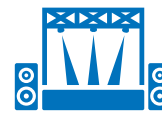
4.2 million
passengers
to the airport (2015)

That is a record number and 7.2% more than in 2014.



2 millions
passengers to the coast
(July/August 2015)

Oostende, followed by Blankenberge, are the most popular destinations for train travellers.



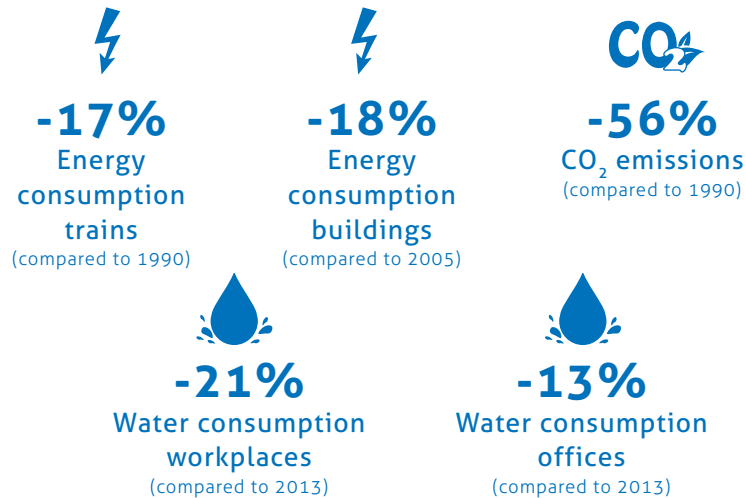
200,000
passengers
to the music festivals
(2015)



860,000
young people
(July/August 2015)

Travelled by train in July and August, or around 325,000 more than the year before. They make use of Go Unlimited, Go Pass 1 or Go Pass 10.

The train is and will remain a sustainability champion



3. SUSTAINABILITY ACROSS THE BOARD

The train is a sustainable mode of transport, and in other areas SNCB is also committed to sustainable solutions, by reducing the energy and water consumption in buildings, or recycling waste.

Overall, the sustainability policy of SNCB is based on three principles:

- Avoid:** avoid unsustainable solutions or actions (e.g. reduce journeys by implementation of stores and offices close to stations);
- Shift:** by transporting more people by train, we make the travel behaviour more sustainable;
- Improve:** technical renovations make trains and buildings more sustainable (e.g. lighter trains, better insulated buildings).

4. ENERGY CONSUMPTION TRAINS

The railways in Belgium use 2% of all of the energy that is needed by all modes of transport combined, but corresponds to 7.4% of passenger traffic and 15.1% of freight transport (figures 2013).

Between 1990 and 2015 the energy consumption per passenger-km decreased by 17%. In 2015 there was a slight increase (4%) compared to 2014, in part due to the cold winter.

5. ENERGY CONSUMPTION BUILDINGS

The energy consumption in the SNCB buildings has decreased by 18% compared to 2005. In that period the use of heating oil and natural gas decreased by 34%, while the electricity consumption increased by 19%. The increase is linked to the strong increase number of car parks, escalators, lifts, illuminated panels and cameras in the stations.

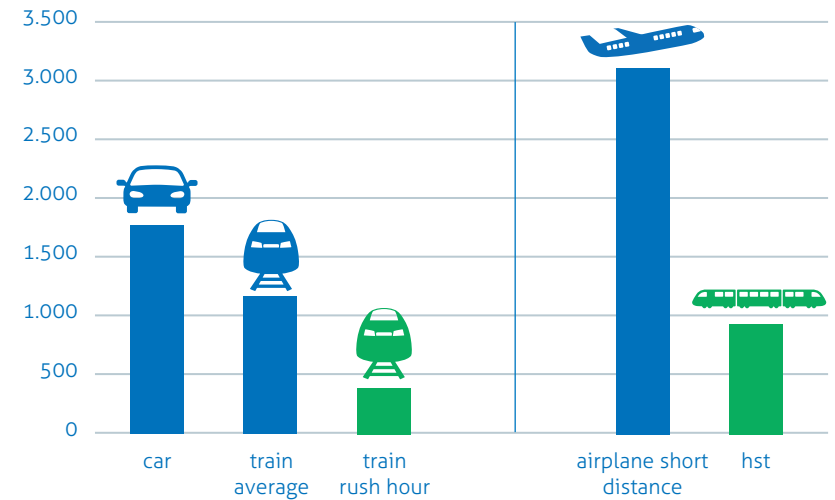
6. CO₂ EMISSIONS

Compared to 1990 the CO₂ emissions have decreased by almost 56%. This does not relate to direct emissions, but emissions caused by the electricity production. Compared to 2014, the CO₂ emissions per passenger-km increased by 18.8% due to the higher production via traditional electricity power stations.

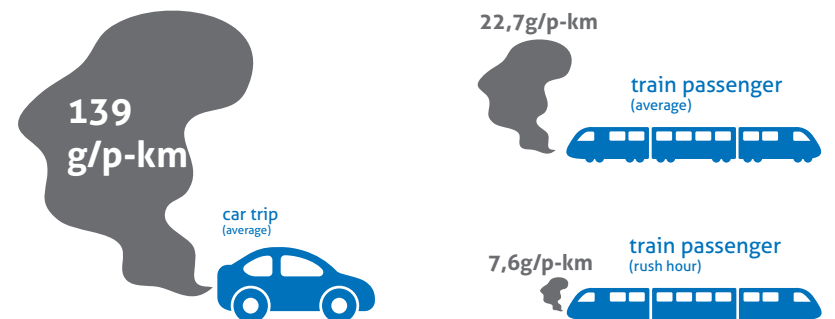


THE TRAIN USES 1.5 TO 5 TIMES LESS ENERGY THAN THE CAR

Energy consumption (kJ/pkm)



THE TRAIN EMITS 6 TO 18 TIMES LESS CO₂ THAN THE CAR



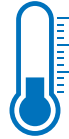
5 GREEN MEASURES



1.

Eco-driving:

The energy consumption of a train can be reduced by 5 to 10% if the train driver drives efficiently.



2.

Heating at less than 5 °C:

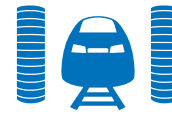
At night we only use heating if the temperature is below 5 °C (switching off heating completely is not recommended due to risk of frost damage).



3.

Sustainable public contracts

e.g. strict environmental clauses for purchase vehicles



4.

Environmentally friendly train wash installations

lower water consumption, use of rainwater, no chemical cleaning agents



5.

Sustainable new workshops



low-temperature heating systems



geothermal heat pumps



cogeneration



air curtain



lighting (high-efficiency, LED)



ventilation with heat exchanger



Solar thermal panels



Re-use of rainwater



Selective waste collection at Schaarbeek workshop.



Company Staff

1. Better operational result
2. Benchmark: important difference between the operational performance of SNCB and other operators
3. Doing more with less
4. Replacing leavers and attracting new talent
5. Communication is crucial
6. Promote diversity

SNCB is back on track to financial recovery

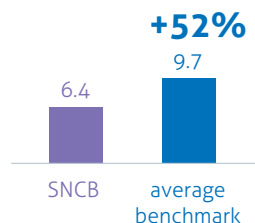
1. BETTER OPERATIONAL RESULT

The operational result increased from 5.7 million euro in 2014 to 20.4 million euro in 2015. We are on track towards financial balance, but there's still a long way to go. Reducing our costs and increasing our income remain the main conditions for a financially sound company.

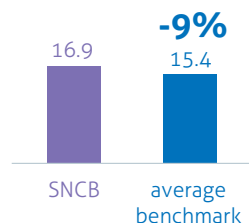
2. BENCHMARK: IMPORTANT DIFFERENCE BETWEEN THE OPERATIONAL PERFORMANCE OF SNCB AND OTHER OPERATORS

The average of the commercial revenue (euro cent/passenger-km) at similar foreign railway operators is 52% higher than SNCB, while the average of their costs (euro cent/train-km) is 9% lower. It concerns the costs outside of the infrastructure fee and the costs for the stations. There is a clear margin for improvement.

Revenue tickets per passenger-km*
(eurocent/p-km)



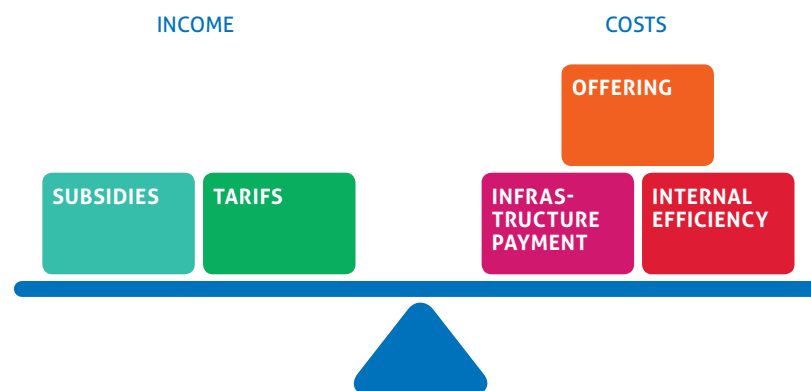
Total costs per train-km*
(euro/t-km)



* benchmark based on data 2013

3. DOING MORE WITH LESS

The government is requiring major cost-cutting efforts from SNCB these coming years. In 2014 and 2015 we made significant steps to reduce our costs, but we have limited control over crucial parameters to make further progress.



As already indicated in the 2014 Activities Report, there is not enough leeway for SNCB to increase its income and control its costs.

The government determines the level of the provisions, but to a large extent also determines the margin SNCB has to adjust its rates.

The service and infrastructure fee also depends on the government, leaving the improvement of our internal efficiency as the main way to reduce costs.

What are we doing ourselves to increase income and reduce costs?



HOW ARE WE INCREASING OUR INCOME?

- **Attract more customers:** for leisure travel, during off-peak hours and in quieter periods, SNCB has margin to transport more customers. The number of customers must grow by favourable prices and targeted promotions.
- **Developing concessions and parking.**
- **Combat fraud.**



HOW DO WE REDUCE OUR COSTS?

- **Increase the commercial speed** of our trains. Due to the many infrastructure works on the railway network the routes of many trains take a lot more time, which has consequences for the deployment of staff and the transport capacity. Through consultation with Infrabel SNCB wants to assess how this can be improved.
- **Increase productivity.** This could be done both by investing in the production means (e.g. renovation of the workshops) as well as optimising the organisation (planning, effective working time).
- **Enhance mode of operation.** SNCB is investigating the possibility of, as is the case in some countries, having one staff member on certain train routes, without compromising on safety.
- **Reorganising distribution:** focus on sales via digital applications and machines and aiming the sales function towards providing information and support for the customer.
- Reducing **overhead and the general costs.**
- **Limit energy consumption.**
- **Reduce IT costs.**
- **Strengthening of the purchasing department.**

A young man and woman are sitting on a train, smiling and laughing. The man is wearing a dark hoodie over a blue t-shirt, and the woman is wearing a yellow hoodie. They are sitting in blue seats. The background is slightly blurred, showing other passengers and the interior of the train.

Festival trains are really cool!

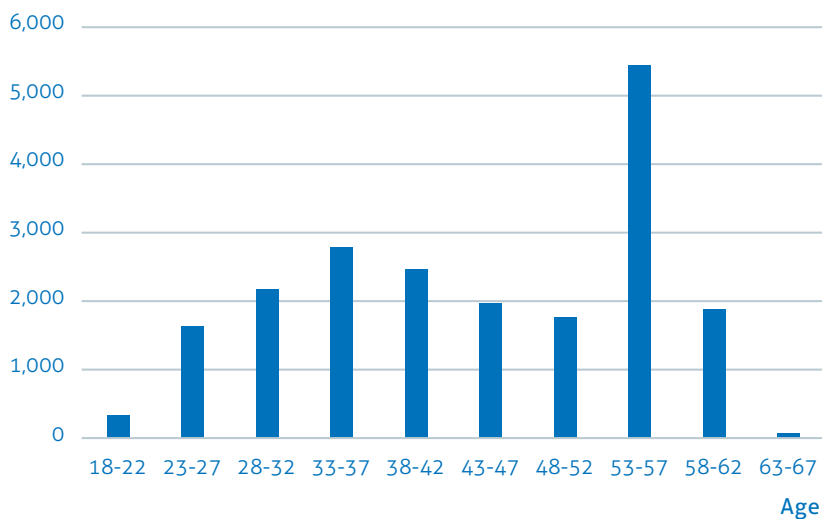
Putting up my tent, relax and party for 4 days.

#swingonthetrain #lol

Strategic priorities: recruitment, communication and diversity

4. REPLACING LEAVERS AND ATTRACTING NEW TALENT

Age pyramid



SNCB has many older employees, of which around a thousand retire annually. **That means we're faced with the double challenge of attracting enough talent and finding the right profiles.** Many jobs are technical and belong to the shortage professions (engineers, electromechanics), while train drivers and conductors have to meet high standards cognitively, mentally and physically. Thanks to a wide and intensive recruitment campaign (via subsidiary HR Rail), SNCB is mostly successful in finding these employees.

5. COMMUNICATION IS CRUCIAL

SNCB operates in a quickly changing and demanding environment: more and more competition, shrinking budgets and ever-higher demands in terms of productivity and efficiency. That is why we are focusing on a new corporate culture. Where extensive legislation and a strict hierarchy used to determine the way of working, we need to **evolve towards an open and transversal company**, which can quickly adapt to change. Therefore we are establishing a strong internal communication, via both traditional and digital media



The staff magazine B&YOU is the heart of the internal communication. After all, less than half of the SNCB staff has access to a personal computer. Last year we were elected best magazine by the ABCI, the French-speaking association for internal communication.



At the end of 2015, SNCB launched a pilot with internal information screens in local work units to transmit up-to-date information faster to the operational staff without their own computer.

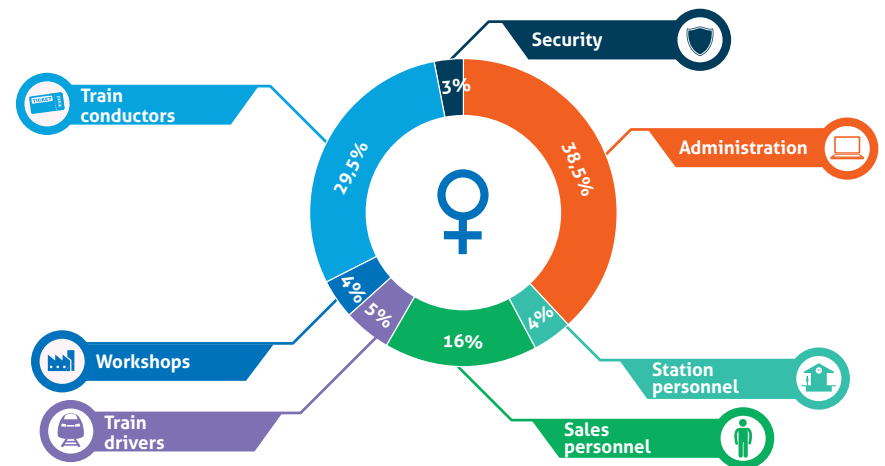


6. PROMOTE DIVERSITY

Where the railway used to be a man's world, slowly but steadily there are more women in the work force. Currently 14.7% of SNCB is female. There is still a strict division between the more technical jobs, where women are still a clear minority, and positions in administration, sales or train conducting, where the share of women is clearly increasing.

The number of employees with different cultural and religious backgrounds are also increasing. As a governmental company, SNCB makes absolute no distinction between its employees, meaning that every form of discrimination is condemned. **We are committed to raising awareness and acting respectfully**, in order for our staff to work together in good relationships.

Personnel categories most wanted by women



Colophon

SNCB 2015 Activities Report - June 2015

Concept: Bruno Van Calster
Text: Bruno Van Calster
Design: Kathleen Van Vaerenbergh
Coordination photos: Veerle Baele, Fabienne Mahieu
Photos: Reporters, Denis Moinil

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