



Facts & Figures 2017

April 2018



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About us

Royal Schiphol Group is an airport company with an important socio-economic task. The airports of the group, and Amsterdam Airport Schiphol in particular, create value for society and for the economy. With our mission of **Connecting the Netherlands** we facilitate optimal links with the rest of the world, contributing to prosperity and well-being in the Netherlands and elsewhere.

Connecting the Netherlands is not a task we can perform on our own. We work in association with sector partners, such as airlines, handling agents, air traffic control, Customs and the Royal Netherlands Marechaussee. In collaboration with public transport operators, government authorities and our business partners we have developed our airports into efficient hubs and attractive visitor and work locations. We provide facilities for air transport and undertake to ensure good road and rail access to the airports. Airports are assuming an ever more important role in facilitating flows of passengers and goods, constituting the basis for international trade, knowledge exchange and tourism. This is impossible without good and frequent connections.

Mainport Schiphol's core strength is its network of destinations. By facilitating this network and all the associated activities, Schiphol Group contributes to prosperity. We call this **Connecting to compete**.

The network of connections is also of great social value. The airports make the Netherlands larger and the world more accessible. In other words: we are **Connecting to complete**.

Schiphol Group is the owner of Rotterdam The Hague Airport and Lelystad Airport, and holds a majority share in Eindhoven Airport. Lelystad Airport is being developed into a leisure airport. Schiphol Group is also internationally active.



Mission – Connecting the Netherlands

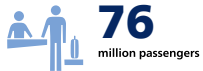
We facilitate optimal links with the rest of the world in order to contribute to prosperity and well-being in the Netherlands and elsewhere. *Connecting to compete and to complete.*

Ambition – Europe's Preferred Airport

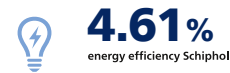
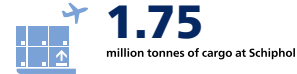
It is Royal Schiphol Group's ambition to develop Schiphol into Europe's Preferred Airport: the airport of choice for travellers, airlines and logistics service providers.

Facts & Figures 2017

Royal Schiphol Group



Amsterdam Airport Schiphol



Key figures 2017 Schiphol Group

EUR million unless stated otherwise	2017	2016	%
Results			
Revenue	1,458	1,423	2.4
Other income and results from investment property	42	71	-40.5
Other income	38	-	100.0
Operating expenses (excluding depreciation, amortisation and impairment)	916	836	9.5
EBITDA ¹	622	658	-5.5
Depreciation and amortisation	264	237	11.5
Impairment	-	2	-100.0
Operating result	359	420	-14.7
Financial income and expenses	-86	-91	-5.5
Share in results of associates	73	67	7.8
Result before tax	346	397	-12.9
Corporate income tax	-60	-86	-29.9
Result after tax	286	311	-8.3
Net result	280	306	-8.7
Total equity			
Total equity	3,978	3,860	3.1
Investments in intangible assets and property, plant & equipment	490	303	61.5
Cash flow from operating activities	267	438	-39.0
Proposed dividend	150	148	1.2

EUR million unless stated otherwise	2017	2016	%
Ratios			
RONA after tax ²	6.1%	7.1%	
Return on equity (ROE) ³	7.2%	8.2%	
Leverage ⁴	35.2%	34.9%	
FFO / total debt ⁵	21.6%	22.8%	
FFO interest coverage ratio ⁶	6.9	6.8	
Earnings per share (in x EUR 1) ⁷	1,503	1,645	
Dividend per share (in x EUR 1)	807	797	
Business volume (in numbers)			
Air transport movements ⁸	547,604	527,285	3.9
Passenger movements (x 1,000) ⁸	75,902	70,001	8.4
Cargo (x 1,000 tonnes) ⁸	1,752	1,662	5.4
Workforce in full-time equivalents	2,180	2,063	5.7

1 Operating result plus depreciation, amortisation and impairment

2 Operating result after tax plus share in results of associates and interest income / (average non-current assets minus deferred tax assets)

3 Net result attributable to shareholders / average total equity

4 Leverage: interest-bearing debt / (total equity + interest-bearing debt)

5 Funds from operations (cash flow from operating activities before changes in working capital) / interest-bearing debt

6 Funds from operations plus gross interest expense / gross interest expense

7 Based on net result attributable to shareholders

8 Schiphol Group: Amsterdam Airport Schiphol, Rotterdam The Hague Airport and Eindhoven Airport

Business model

In order to achieve our mission of **Connecting the Netherlands** effectively and efficiently, we have clustered our core activities around four business areas: Aviation, Consumer Products & Services, Real Estate, and Alliances & Participations. We use this business model to implement our strategy and to determine the success of Royal Schiphol Group.



Aviation



Infrastructure and facilities for airlines, passengers, handling agents and logistics service providers at Schiphol. Safety and security at Schiphol.

Consumer Products & Services



Products and services for travellers and businesses at Schiphol.

Real Estate



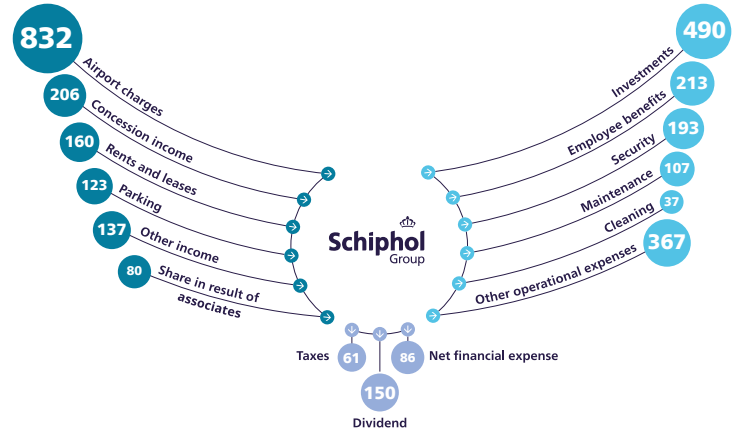
Operational and commercial real estate at Schiphol and other airports.

Alliances & Participations



Participating interests in airports in the Netherlands and abroad, other domestic and international activities.

Business model x EUR million



Shareholders

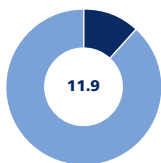
State of the Netherlands	69.8%
Municipality of Amsterdam	20.0%
Municipality of Rotterdam	2.2%
Groupe ADP	8.0%



Aviation

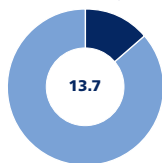
Key figures (EUR million)	2017	2016	%
Total revenue	816	828	-0.6
Operating expenses	666	608	9.6
Depreciation	189	176	7.2
EBITDA	150	214	-29.8
Operating result	-39	37	>100
Average fixed assets	2,365	2,300	2.8

Schiphol passenger market share



Top-10 European airports (in %)
2016: 11.6

Schiphol cargo market share



Top-10 European airports (in %)
2016: 14.1

Punctuality of arrivals

In %

2017	79.0
2016	83.8

Punctuality of departures

In %

2017	68.5
2016	75.5



Consumer Products & Services

Key figures (EUR million)	2017	2016	%
Total revenue	331	306	8.2
Operating expenses	85	81	4.4
Depreciation	30	27	9.9
EBITDA	246	224	9.6
Operating result	216	197	9.6
Average fixed assets	359	348	3.1

Number of parkingspaces

Passengers/visitors	25,968
Employees	14,190
Total	40,158

Shopping area and catering

Shops	241
Catering	107
Services	21
Total outlets	369

Airside retail and catering spend per passenger

EUR per departing passenger

Retail

2017	13.35
2016	13.65

Catering

2017	4.68
2016	4.32



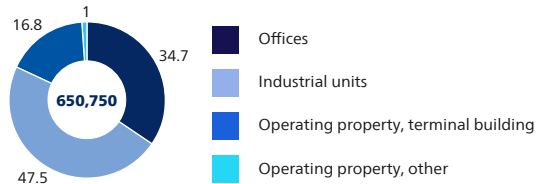
Real Estate

Key figures (EUR million)	2017	2016	%
Total revenue	207	206	0.6
Other income and results from investment property	68	71	-4.7
Operating expenses	112	109	2.7
Depreciation	25	19	31.6
Impairment	-	2	-100.0
EBITDA	163	168	-3.0
Operating result	148	148	-6.4
Average fixed assets	1,972	1,980	-0.4

Occupancy rate In %

2017		89.6
2016		88.7

Real estate portfolio by category (in % of total real estate portfolio)



Alliances & Participations

Key figures (EUR million)	2017	2016	%
Total revenue	184	176	4.3
Operating expenses	133	124	7.3
Depreciation	21	15	39.8
EBITDA	64	53	20.9
Operating result	43	38	13.5
Share in result of associates including interest	78	74	5.0
Average fixed assets	1,156	1,054	9.7

Eindhoven Airport (Number of passengers x1,000)

2017		5,633
2016		4,732

Paris Charles de Gaulle and Paris Orly (France) (Number of passengers x1,000)

2017		101,514
2016		97,163

Rotterdam The Hague Airport (Number of passengers x1,000)

2017		1,733
2016		1,644

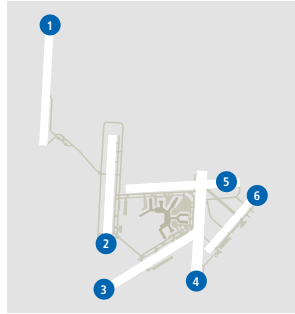
Brisbane Airport (Australia) (Number of passengers x1,000)

2017		23,205
2016		22,678

JFK IAT, New York (USA) (Number of passengers x1,000)

2017		21,328
2016		20,594

Location Schiphol



Airport area: 2,787 hectares

Aircraft stands	Number
Schiphol-Centre	
Passenger stands	150
Buffer stands	33
Cargo stands	20
Schiphol-East	28
Total	28

Runway	Location	Length	Width
1 Polder runway	18R - 36L	3,800 metres	60 metres
2 Zwanenburg runway	18C - 36C	3,300 metres	45 metres
3 Kaag runway	06 - 24	3,500 metres	45 metres
4 Aalsmeer runway	18L - 36R	3,400 metres	45 metres
5 Buitenveldert runway	09 - 27	3,453 metres	45 metres
6 Schiphol-East runway	04 - 22	2,014 metres	45 metres



Our position in the value chain

It is our socio-economic task to provide high-quality aviation infrastructure. As an airport operator, we are responsible for the infrastructural capacity and processes that facilitate passengers, airlines, cargo and baggage. Many parties work together at Mainport Schiphol, and the tools and systems they use are the property of the airport or of its sector partners. The transport processes are the basis of a complex value chain.

Passenger process

More and more passengers check in online or use the self-service kiosks in the departure hall. Passengers and their family and friends at home check travel information on the Schiphol app and website. Passengers arrive by car, bus and train or are dropped off. The airport is responsible for wayfinding throughout the airport site and terminal, and for providing assistance for persons with reduced mobility.

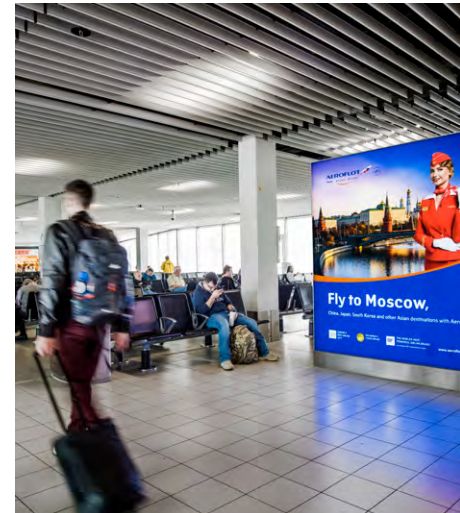
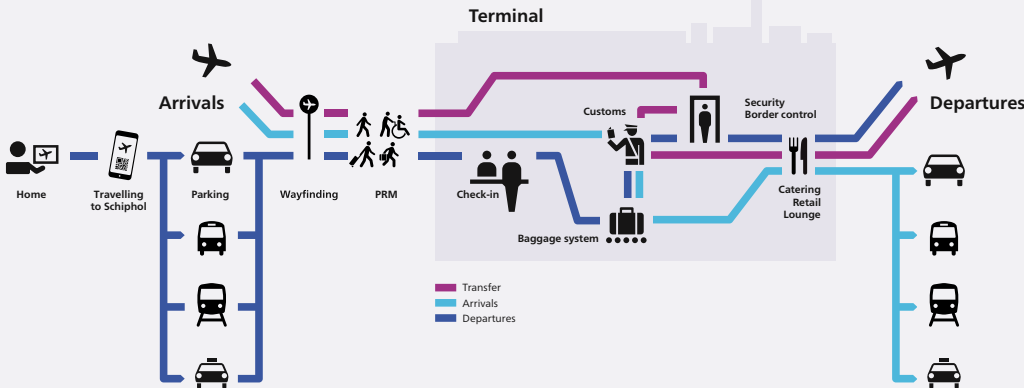
Passengers can check in their bags at a self-service kiosk or at the check-in desk. All passengers and baggage go through a security check; those travelling to non-Schengen destinations additionally have to clear border control.

Passengers wait for their flights to board in the departure lounge, where retail and food outlets are operated by concession. The offering of shops and amenities is developed by Schiphol and these business partners. As soon as the aircraft has been serviced, passengers board from the terminal or are taken to the aircraft by bus.

Arriving passengers collect their baggage in the baggage reclaim hall, where a Customs check can take place.

Passenger value chain

Passenger departs from, lands at or transfers at Schiphol





Airline process

Schiphol Group is the owner of the airport site, builds aprons and runways and constructs and develops real estate, roads and parking facilities. Real estate is the property of Schiphol itself or of the occupants. Schiphol owns the terminal, roads and parking facilities. Security and cleaning companies are contracted by the airport. Airlines are responsible for the safe carriage of passengers, baggage and cargo. The airport is responsible for ensuring the availability and safety of runways, taxiways, aprons and the terminal building. Air traffic controllers guide arriving and departing flights. While Schiphol owns the runways, it is Air Traffic Control that assigns aircraft take-off and

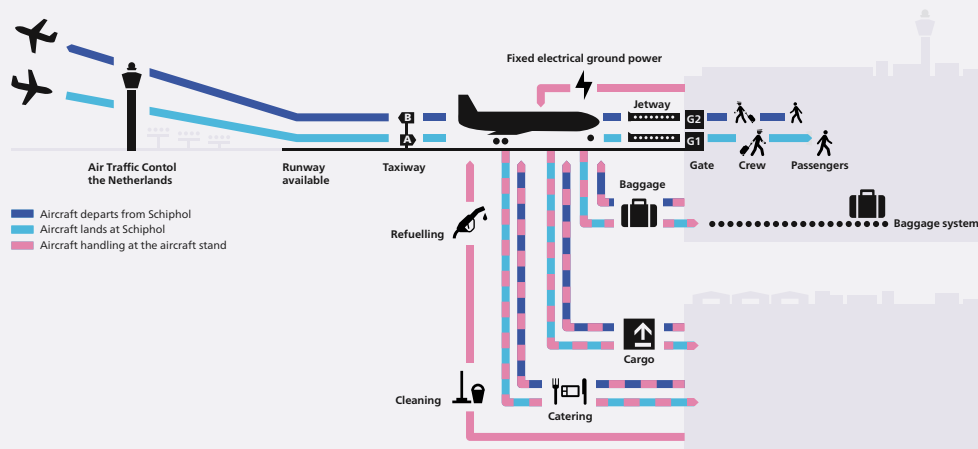
landing runways. From the taxiway, aircraft proceed to their gate or to the designated aircraft stand on the apron when arriving, or to the runway for take-off.

The passenger bridge and the gate are airport assets; the airline or handling agent is in charge of connecting the bridge and all activities associated with the aircraft, including cleaning, refuelling, passenger boarding and deboarding and the loading and unloading of baggage and cargo.

Airline crew, handling staff and cargo also undergo a security check. Cargo may also go through a Customs check, depending on its origin or destination. Most aircraft stands at Schiphol have fixed electrical ground power (FEGP). The baggage system is an airport facility that is used by airline employees and their handling agents.

Airline value chain

Aircraft lands at and departs from Schiphol



Perform today. Create tomorrow.

Schiphol is powering full steam-ahead. And there is a lot of work to be done in a relatively small area which is constantly in use. We are adopting the same pioneering spirit as our founding fathers did in order to build a bright future. Our motto is: **Perform today. Create tomorrow.**

Read on to learn about our upcoming investment projects.

www.schipholtomorrow.com

Upgrades of Piers D - G

Piers D, E, F and G will each be renovated and refurbished one by one. We expect this multi-year project to be completed by 2021.

2017 2018 2019 2020 2021 2022 2023 2024 2025

Schiphol Plaza, Jan Dellaertplein, the railway station and bus station

A decision about the railway station's completion will be made in 2018. This decision will have implications for each of the areas, depending on what option is chosen. Work will probably be completed by 2025.

2017 2018 2019 2020 2021 2022 2023 2024 2025

Landside infrastructural adjustments

Roads including Havenmeesterweg (2017-18) will be adapted, and cables and pipelines will be laid. The road will then be closed for the terminal's construction. Jan Dellaertplein's traffic will be detoured to a new road between P1 and P2, which is to be completed in 2019.

2017 2018 2019 2020 2021 2022 2023 2024 2025

Departures 1 and Lounge 1

The existing spaces will be renovated and expanded. In Departures 1 a mezzanine will offer more space for check-in, security and waiting areas. And in Departure Lounge 1 - behind Departures 1 - flows will be rerouted and the number of facilities increased. The new Departures 1 and Departure Lounge 1 will be completed in 2022.

2017 2018 2019 2020 2021 2022 2023 2024 2025

Terminal, corridor and baggage basement

The new terminal and corridor will be completed in 2023. The new terminal will have its own baggage basement and handling system.

2017 2018 2019 2020 2021 2022 2023 2024 2025

Pier, aprons and temporary corridor

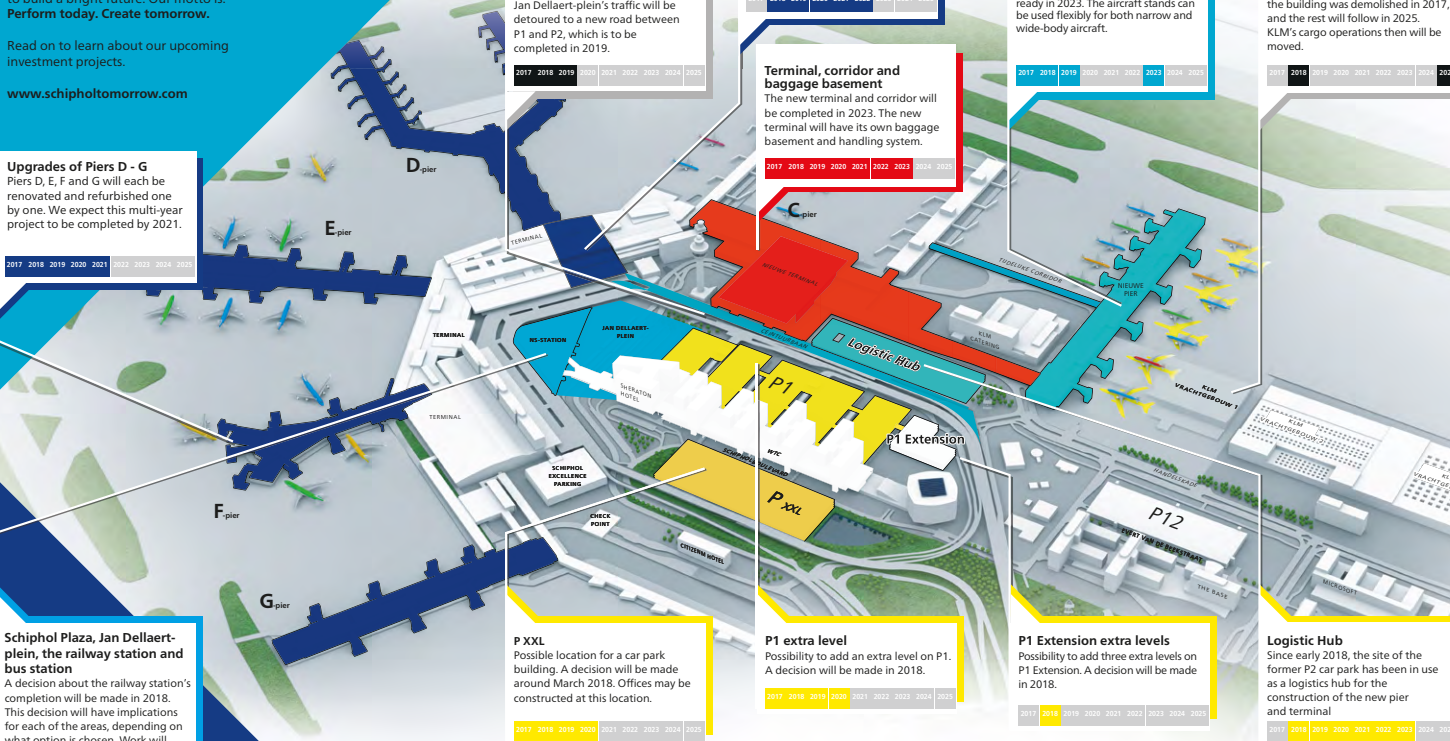
The pier and temporary corridor to pier B will be ready for use by the end of 2019. The temporary corridor will be decommissioned when the terminal and permanent corridor are ready in 2023. The aircraft stands can be used flexibly for both narrow and wide-body aircraft.

2017 2018 2019 2020 2021 2022 2023 2024 2025

KLM Cargo building 1

This building will be demolished in phases for the new pier. A third of the building was demolished in 2017, and the rest will follow in 2025. KLM's cargo operations then will be moved.

2017 2018 2019 2020 2021 2022 2023 2024 2025



P XXL
Possible location for a car park building. A decision will be made around March 2018. Offices may be constructed at this location.

2017 2018 2019 2020 2021 2022 2023 2024 2025

P1 extra level
Possibility to add an extra level on P1. A decision will be made in 2018.

2017 2018 2019 2020 2021 2022 2023 2024 2025

P1 Extension extra levels
Possibility to add three extra levels on P1 Extension. A decision will be made in 2018.

2017 2018 2019 2020 2021 2022 2023 2024 2025

Logistic Hub
Since early 2018, the site of the former P2 car park has been in use as a logistics hub for the construction of the new pier and terminal

2017 2018 2019 2020 2021 2022 2023 2024 2025

Our strategy: mainport development

The central focus of our strategy for the years 2016-2020 is to strengthen Mainport Schiphol. We will use this strategy to fulfil our mission of **Connecting the Netherlands**.

Our strategy is embodied in five themes: Top Connectivity, Excellent Visit Value, Competitive Marketplace, Development of the Group and Sustainable & Safe Performance. Sustainable & Safe Performance is the dimension that connects them.

Top Connectivity

The best connections

The strength of Mainport Schiphol lies in its network of destinations. It is this intricate network that makes Schiphol Europe's best direct connected airport.

We strive to expand the network by adding destinations that support the Mainport. We have maximised the use of existing capacity in and around the terminal and we are creating new infrastructure.

Excellent Visit Value

An attractive airport

We fulfil our ambition to make Schiphol Europe's Preferred Airport by ensuring top quality in our processes, facilities and commercial offering. Digitisation plays a prominent role in this regard. In all our decisions, we take account of the interests of our customers, airlines and travellers in particular, with a central focus on creating a pleasant and memorable experience.



Competitive Marketplace

A prime location

We are developing Schiphol into a location which stands for quality in work and accommodation, with excellent accessibility and convenient parking options. A key reason why international businesses establish themselves here is the proximity to the airport. We are continuously upgrading the working environment by offering flexible lease concepts and facilities.



Development of the Group

A strong group

We strengthen synergies within the group. We coordinate our large investment projects in an integrated manner. We implement organisational improvements as we develop into a High Performance Organisation. We are actively committed to promoting inclusive business practices. We are seeking to expand our international activities, particularly with airports of strategic relevance for the Mainport. We pursue a solid and future-oriented financial policy.



Sustainable & Safe Performance

Sustainability and safety as basic conditions

Sustainability and safety are the basic conditions for everything we do. Our top priority is to ensure a healthy and safe environment for Schiphol workers, travellers and local residents. To us, sustainability means we maintain our focus on long-term developments and seek to create lasting value. To that end, staying in continuous dialogue with our stakeholders is crucial.



Market position (Top-10 European airports)

		Passengers (x million)		Growth	Market share
1.	London Heathrow	LHR	78.0	3.1%	13.5%
2.	Paris Charles de Gaulle	CDG	69.4	5.4%	12.1%
3.	Amsterdam	AMS	68.5	7.7%	11.9%
4.	Frankfurt	FRA	64.4	6.1%	11.2%
5.	Istanbul	IST	63.9	5.9%	11.1%
6.	Madrid Barajas	MAD	53.3	5.9%	9.3%
7.	Barcelona	BCN	47.2	7.1%	8.2%
8.	London Gatwick	LGW	45.6	5.6%	7.9%
9.	Munich	MUC	44.6	5.6%	7.7%
10.	Rome Fiumicino	FCO	40.8	-1.8%	7.1%

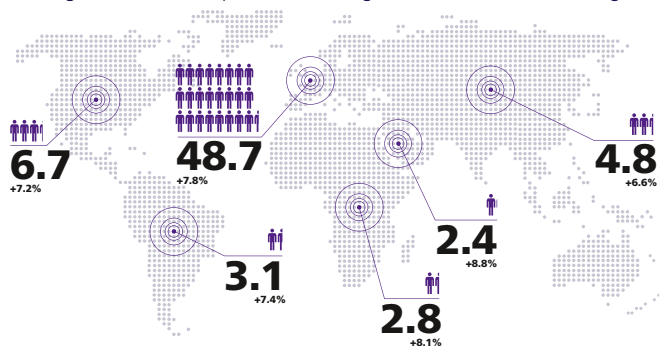
Cargo volume (x 1,000 tonnes)			Growth	Market share	
1.	Frankfurt	FRA	2,109	3.9%	16.5%
2.	Paris Charles de Gaulle	CDG	2,009	2.9%	15.7%
3.	Amsterdam	AMS	1,752	5.4%	13.7%
4.	London Heathrow	LHR	1,698	10.2%	13.3%
5.	Leipzig	LEJ	1,131	8.0%	8.9%
6.	Istanbul	IST	1,052	14.9%	8.2%
7.	Luxembourg	LUX	897	11.9%	7.0%
8.	Cologne/Bonn	CGN	822	6.7%	6.4%
9.	Liège	LGG	717	8.5%	5.6%
10.	Milan Malpensa	MPX	577	7.4%	4.5%

Air transport movements (x 1,000)			Growth	Market share	
1.	Amsterdam	AMS	497	3.7%	12.4%
2.	Paris Charles de Gaulle	CDG	476	0.6%	11.8%
3.	London Heathrow	LHR	474	0.2%	11.8%
4.	Frankfurt	FRA	465	2.7%	11.6%
5.	Istanbul	IST	444	-0.7%	11.0%
6.	Munich	MUC	384	2.6%	9.5%
7.	Madrid Barajas	MAD	374	1.6%	9.3%
8.	Barcelona	BCN	312	3.9%	7.8%
9.	Moscow	SVO	301	13.7%	7.5%
10.	Rome Fiumicino	FCO	295	-5.2%	7.3%

Passengers

Passenger volume and growth per continent

Passenger volume at Schiphol in millions (growth versus 2016; excluding transit)



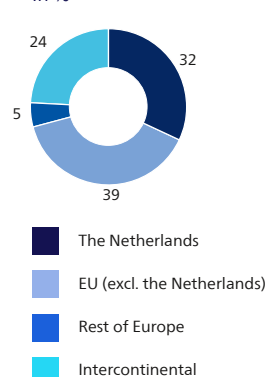
Top 5 European destinations

Airport	Number of passengers
1 London Heathrow	1,688,997
2 Barcelona	1,361,334
3 Paris Charles de Gaulle	1,263,470
4 Rome	1,111,831
5 Dublin	1,080,715

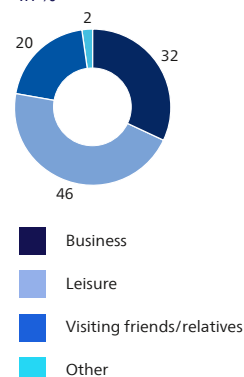
Top 5 Intercontinental destinations

Airport	Number of passengers
1 Dubai	902,591
2 Atlanta	802,550
3 New York	682,031
4 Toronto	569,498
5 Tel Aviv	566,095

Country of residence



Reason for travelling



Passenger volumes 2017 at Schiphol

Numbers by airline

Airline	Aantal	Groei
KLM	32,862,599	7.6%
easyJet	5,554,115	3.8%
Transavia	5,249,403	11.7%
Delta Air Lines	2,821,932	5.6%
TUIfly	1,970,181	3.4%
Vueling	1,534,549	14.3%
British Airways	1,327,119	5.0%
Air France	1,271,213	8.2%
Lufthansa	832,026	1.9%
Flybe	781,498	6.3%
Other	14,310,790	9.1%

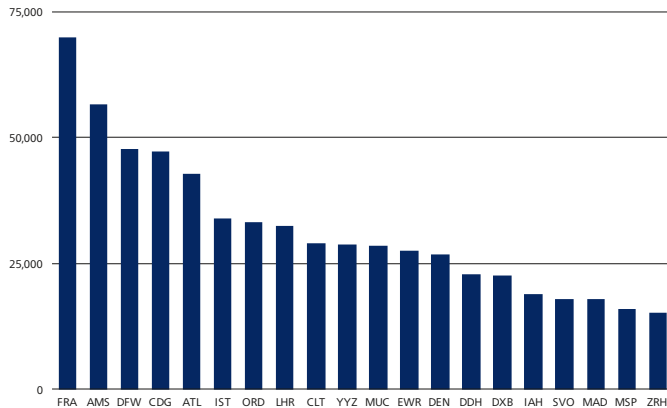
Connectivity

Direct connectivity European airports

Airport	(ranking in 2007)
1 Amsterdam	(6)
2 London Heathrow	(2)
3 Frankfurt	(3)
4 Paris CDG	(1)
5 Istanbul	(20)
6 Munich	(5)
7 Madrid	(4)
8 Barcelona	(7)
9 Rome FCO	(8)
10 London Gatwick	(9)

Hub connectivity worldwide

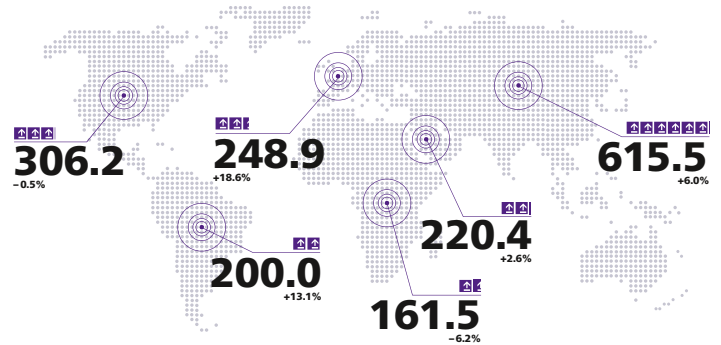
Number of transfer connections per week



Cargo

Cargo volumes and growth by continent

Schiphol cargo x 1,000 tonnes (growth versus 2016)



Corporate Responsibility

Royal Schiphol Group seeks to strike a conscious balance between people, planet and profit. This is reflected in our investment decisions, calls for tenders and other activities. Our results show how we take responsibility and seek to strike the appropriate balance between the positive and negative effects of our activities.

Schiphol Group aims to lead by example when it comes to sustainability in the aviation sector. We strive for three objectives: a clean future for the aviation sector, future-proof airports and a healthy working and living environment. In line with these objectives, two associated long-term targets have been set: a climate-neutral airport by 2040, and a zero waste airport by 2030. We use the Sustainable Development Goals (SDGs) to design and further strengthen our coordinating and leading role, now and in the future.



Waste separation percentage at Schiphol per year

2017 ¹	42.3
2016	34.3
2015	28.4
2014	25.9
2013	36.0
2012	35.0

1 Excluding CAT1 aircraft waste

CO₂ emissions Amsterdam Airport Schiphol

In tonnes	Caused by	2017 ¹	2016 ¹
Scope 1	Natural gas and fuels used within the licences of Schiphol Nederland B.V.	15,668	16,279
Scope 2	Electricity	87,130	85,916
Total CO₂ emissions		102,798	102,195

1 Numbers relate to the emissions and the number of passengers during the operational year.

Number and nature of reports to BAS (Local Community Contact Centre)

Focus group	2017	2016
Number of complainants	8,450	5,927
Number of complaints		
General reports	1,180	757
Period reports	47,305	33,262
Specific reports	33,607	24,371
Total number of reports	82,092	58,390

Awards

Royal Schiphol Group and Amsterdam Airport Schiphol received various distinctions.

Schiphol Group

- Air Transport Research Society (ATRS): Europe's most efficient airport group

Amsterdam Airport Schiphol

- Skytrax: Best Airport Staff in Europe 2018
- Randstad: Most attractive employer in the Netherlands in 2018
- Global Traveler USA: Best Shopping Airport and Best Duty-Free Shopping in Europe 2018
- ACI Europe Best Connected Airport 2017
- ACI Europe Second best world wide hub connectivity in 2017
- Business Traveller UK: Best European Airport 2017 (28th consecutive year)
- Business Traveller Poland: Best Airport in the World 2016
- Routes Europe Marketing Award (in the more than 20 million passengers category)
- World Routes Marketing Award (in the more than 50 million passengers category)
- Baxter Travel Media Annual Agents' Choice Awards (Canada): Favorite International Airport (13th year in a row)
- CAPA Centre for Aviation: Airport of the Year 2017 (in the more than 30 million passengers category)
- Air Transport Research Society (ATRS): Amsterdam Airport Schiphol is the most efficient European airport (in the more than 40 million passengers category)
- Future Travel Experience (Ireland): Most Innovative Airport
- American Institute of Aeronautics, American Association of Airport Executives and Airports Consultants Council: Jay Hollingsworth Speas Airport Award 2017 for the Buitenschot Land Art Park



Other publications

Annual Report 2017

Traffic Review 2017

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Important websites

www.schiphol.nl

www.annualreportschiphol.com

www.bezoekbas.nl

www.youtube.com/schiphol

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