2015

Facts & Figures

Schiphol
Group

Contents

About us

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. Based on our mission of **Connecting the Netherlands** we facilitate optimal links with the rest of the world, contributing to prosperity and well-being both in the Netherlands and beyond.

Mainport Schiphol's core strength is its network of destinations. It is this network that puts the Netherlands in direct contact with key economic centres across the globe, and that allows Dutch entrepreneurs to conduct business worldwide. Conversely, the network also improves the local region's competitive position by making it an attractive business environment for international companies. This creates a competitive marketplace – a driver for economic growth. By facilitating this network and all the associated activities, Schiphol Group contributes to prosperity. We call this **Connecting to compete.**

This network of connections is also of great social value. Its constituent airports make the Netherlands larger and the world more accessible. The more refined the network, the easier it is for people to connect, share knowledge and bridge cultural differences. In this way, Schiphol also contributes to social networks and social wealth, in a form of personal and cultural enrichment that cannot only be expressed in the bottom line. In other words, we are **Connecting to complete.**

Mission – Connecting the Netherlands
Connecting the Netherlands to the rest of the world in order to contribute to prosperity and well-being in this country and elsewhere: *Connecting to compete and to complete.*

Ambition – Europe's Preferred Airport
It is Schiphol Group's ambition to continue to develop Schiphol into Europe's Preferred Airport: the airport of choice for travellers, airlines and logistic service providers alike.

Facts & figures 2015

Schiphol Group

6.4 billion € total fixed assets

1.9 billion € real estate

64 million passengers

30% employees female

52% EBITDA

10.4% ROE

88% occupancy rate real estate

3.6% absenteeism

Amsterdam Airport Schiphol

322 destinations

295 passenger destinations

1.6 million tonnes cargo

31% business travel

4.1% energy efficiency

58 million passengers

39.5% transfer passengers

40% by public transport

5 main runways

28% waste separated

1.65 kilo CO_2 per passenger

Key figures 2015

EUR million unless stated otherwise	2015	2014	%
Results			
Revenue	1,423	1,438	-1.0
Result on sale of investment property	67	-1	>100.0
Fair value gains and losses on investment property	50	36	39.1
Operating expenses (excluding depreciation. amortisation and impairment)	804	837	-3.9
EBITDA[1]	735	635	15.7
Depreciation and amortisation	223	228	-2.3
Impairments	8	4	78.7
Operating result	505	403	25.3
Financial income and expenditure	-89	-86	3.5
Share in results of associates and joint ventures	60	27	>100.0
Result before tax	477	345	38.3
Corporate income tax	-99	-71	38.2
Result after tax	378	274	38.3
Net result	374	272	37.6
Total equity	3,716	3,453	7.6
Investments in fixed assets	439	396	10.9
Cash flow from operating activities	508	508	-0.1
Proposed dividend	187	138	35.2

EUR million unless stated otherwise	2015	2014	%
Ratios			
RONA after tax[2]	8.3%	6.6%	
Return on equity (ROE)[3]	10.4%	8.0%	
Leverage[4]	37.0%	35.0%	
FFO/total debt[5]	22.0%	26.5%	
FFO interest coverage ratio[6]	6.7	6.4	
Earnings per share[7]	2,010	1,461	
Dividend per share	1,006	744	
Business volume (in numbers)			
Air transport movements[8]	498,580	484,250	3.0
Passenger movements (x 1.000)[8]	64,309	60,591	6.1
Cargo (x 1.000 tonnes)[8]	1,621	1,633	-0.7
Workforce in average full-time equivalents	2,000	2,039	-1.9

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 less deferred taxes)
3   Net result (attributable to shareholders) / Average total equity
4   Interest-bearing debt / (Total equity + interest-bearing debt)
5   Funds from operations (cash flow from operations 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 areas

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 determine the success of Schiphol Group.

Schiphol Group

Inflows:
- 869 Airport charges
- 168 Concession income
- 155 Rents and leases
- 108 Parking
- 153 Other income
- 60 Share in results of associates

Outflows:
- 439 Investments
- 185 Employee benefits
- 183 Security
- 102 Maintenance
- 35 Cleaning
- 299 Other operating expenses

- Taxes 99
- Net financial expense 89
- Dividend 187
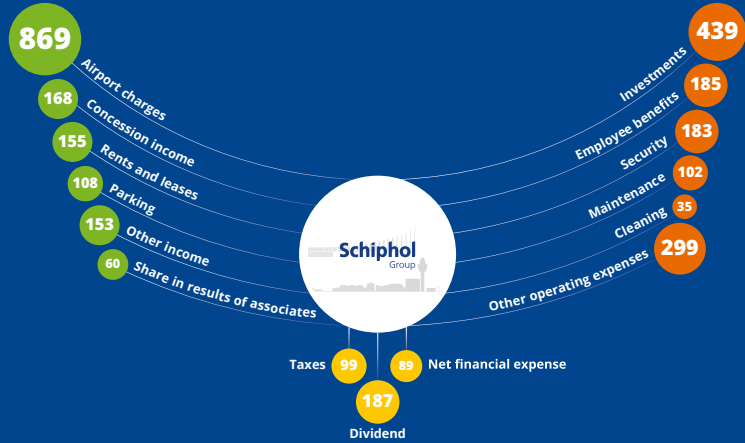
Aviation

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

Consumer Products & Services

Products and services for travellers and businesses at Schiphol.

Real Estate

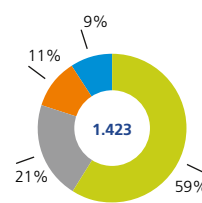Operational and commercial real estate at Schiphol and other airports.

Alliances & Participations

Participating interests in airports in the Netherlands and abroad, other domestic and international activities.
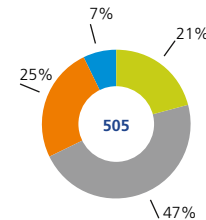
Net revenue
EUR million (in %)

1.423
- 59%
- 21%
- 11%
- 9%

Operating result
EUR million (in %)

505
- 21%
- 47%
- 25%
- 7%

- ■ Aviation
- ■ Consumer Products & Services
- ■ Real Estate
- ■ Alliances & Participations

Aviation

EUR million	2015	2014	%
Total revenue	844	839	0.6
Operating expenses	579	565	2.4
Depreciation	161	163	-1.2
EBITDA	266	274	-3.0
Operating result	104	110	-5.7
Average fixed assets	2,225	2,147	3.6

Consumer Products & Services

EUR million	2015	2014	%
Total revenue	314	361	-13,.0
Other income	50	5	823.9
Operating expenses	102	158	-35.7
Depreciation	24	27	-10.1
EBITDA	262	208	26.0
Operating result	238	181	31.3
Average fixed assets	314	298	5.5

Schiphol passenger market share

2015

11.0

Top-10 European airports (in %)
2014: 10.9

Schiphol cargo market share

2015

14.3

Top-10 European airports (in %)
2014: 14.6

Punctuality of arrivals

In %

2015	83.7
2014	86.1

Punctuality of departures

In %

2015	76.8
2014	79.0

Number of parkingspaces

Passengers/visitors	22,563
Employees	15,086
Total	37,649

Shopping area and catering

Shops before security control	38
Shops after security control	83
Catering outlets before and after security control	80

Airside retail and catering spend per passenger

EUR per departing passenger

Retail

2015	14.45
2014	14.48

Catering

2015	3.98
2014	3.82

Parking revenue

EUR per departing NL passenger

2015	7.91
2014	7.79

Real Estate

EUR million	2015	2014	%
Total revenue	173	175	-1.2
Other income and results from investment property	66	31	117.6
Operating expenses	85	103	-17.3
Depreciation	19	20	-4.6
Impairment	7	4	58.5
EBITDA	154	102	50.4
Operating result	129	79	63.7
Average fixed assets	1,861	1,702	9.3

Alliances & Participations

EUR million	2015	2014	%
Total revenue	187	178	4.7
Operating expenses	133	126	6.0
Depreciation	19	19	1.0
EBITDA	54	51	4.6
Operating result	34	33	4.0
Share in result of associates including interest	63	42	48.3
Average fixed assets	983	921	6.7

Occupancy rate

In %

2015	88.3
2014	87.1

Real estate portfolio by category

(in % of total real estate portfolio)

17% 2% 33%

659,276

48%

	m²
Offices	217,561
Industrial units	316,452
Operating property, terminal building	112,077
Operating property, other	13,186

Participations

In %

|	
Rotterdam The Hague Airport	100
Lelystad Airport	100
Eindhoven Airport	51
Brisbane Airport, Australia	18.72
Aéroports de Paris, France	8
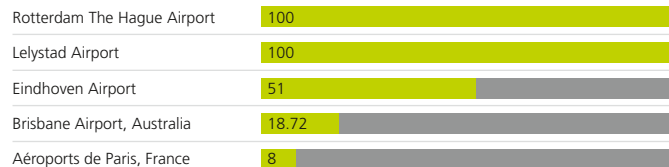
Also active at Terminal 4, JFK Airport, USA, and in Hong Kong, Italy and Aruba.
Strategic cooperation with Incheon Airport, Seoul, South Korea.

Location Schiphol

Aircraft stands	Number
Schiphol-Centre	
Connected	84
Semi connected	13
Disconnected	94
Schiphol-East	
Disconnected	26
Total	**217**
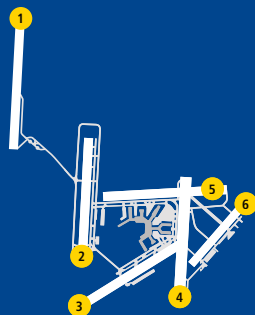
Airport area **2,787 hectares**

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

1916

On 19 September the first military aircraft of the Dutch air force lands at the Schiphol airbase (now Schiphol-East).

1926

With the city hosting the 1928 Olympic Games, the municipality of Amsterdam takes over the management of the civilian airport.

1956

Jan Dellaert's plan for a new airport is approved by the municipality of Amsterdam.

1967

On 28 April, Queen Juliana opens the new Schiphol-Centre.

1993

Opening of terminal-West.

2003

Opening of Polder runway.

2011

On 19 October, Schiphol welcomes its billionth passenger.

2015

Opening of new Hilton hotel.

Central security filters in the entire terminal.

Schiphol's, rich history

1919

KLM is founded. The first KLM aircraft lands from London on 17 May 1920.

1940-1944

On 10 May 1940, the German army bombs Schiphol and uses it as a base for air attacks on England. In 1943 the Americans bomb the airport. What remained is blown up in 1944 by German demolition troops.

1958

Schiphol Airport is founded as a public company with the Dutch government and the municipalities of Amsterdam and Rotterdam as shareholders.

1991

New air traffic control tower is opened. At 101.17 metres, it becomes the tallest air traffic control tower in the world at the time.

1995

Opening of Schiphol Plaza.

2010

Opening of Baggage Hall South, the most advanced baggage system in the world, with six robots.

2016

19 September.

Strategy

To achieve our mission of **Connecting the Netherlands,** we must secure the position of the Mainport. In the process, we must factor in future developments, whether or not they can be predicted. The core principle of Schiphol Group's strategy is increasing connectivity by investing in capacity and quality and offering competitive rates.

Our core strategy is embodied by the following five themes:

Top Connectivity
The best connections

Mainport Schiphol's strength is its network of destinations served by the airlines. The majority of these are served by our home carrier KLM and its partners. It is this intricate network that makes Schiphol one of Europe's key hubs. We strive to expand the network, not only in Europe but intercontinentally as well, particularly by adding destinations that support the Mainport. To continue Mainport development, existing capacity will have to be used even more efficiently and new capacity will need to be created.

Excellent Visit Value
An attractive airport

We aspire to uphold Schiphol's position as Europe's Preferred Airport: the first choice of passengers, airlines and logistic services providers. Top quality is our aim: in our processes, facilities and commercial offering. Even more explicitly than before, our policies will be guided by the interests of clients and passengers. Using new digital technologies, wherever possible, and offering users a digitally enabled airport will play an essential part in this.

Competitive Marketplace
A prime location

We continue strengthening the Mainport through further development of the Schiphol marketplace, as a prime location for work and leisure. A key reason why international businesses establish themselves here is the proximity to the airport. We are always upgrading the working environment and offer flexible, innovative lease concepts. We call this AirportCity 3.0. Schiphol also supports the region's logistics sector and investigates opportunities for new business.

Development of the Group
A strong group

Even more than before, we will act as a group. Our ability to do so will depend to an important degree on improving the Schiphol Group organisation. We are implementing the HPO ('high performance organisation') culture and coordinate major projects more comprehensively than before. We will also make more efficient use of the synergy within our own airport network: we want to make the most of the interplay between Schiphol airport, the regional airports and the group's international activities. We are seeking to expand our international activities, particularly with airports with strategic relevance for the Mainport.

Sustainable & Safe Performance
Sustainability and safety

Sustainability and safety are the most important preconditions for everything we do – they play a permanent, integral part in our decisions. Maintaining a healthy and safe working environment for staff and safe surroundings for passengers and nearby residents is always a top priority. To us, sustainability means we maintain our focus on long-term developments and aim to create lasting value. We could not succeed in this without dialogue with our stakeholders. We seek a careful balance between the social, environmental, commercial and financial interests of people, planet and profit. We aim to realise a reasonable return: our financial policy is solid and forward-looking.

Market position
(Top 10 Major European Airports)

Cargo volume

x 1,000 tonnes			2015	Growth	Market share
1	Frankfurt	FRA	1,993	-2.8%	17.6%
2	Paris Charles de Gaulle	CDG	1,861	-1.6%	16.4%
3	**Amsterdam**	**AMS**	**1,621**	**-0.7%**	**14.3%**
4	London Heathrow	LHR	1,497	-0.2%	13.2%
5	Leipzig	LEJ	984	8.5%	8.7%
6	Istanbul	IST	749	6.4%	6.6%
7	Cologne/Bonn	CGN	743	0.4%	6.6%
8	Luxembourg	LUX	738	4.2%	6.5%
9	Liège	LGG	651	10.1%	5.7%
10	Milan Malpensa	MXP	500	8.8%	4.4%

Passengers (excl. transit-direct)

x million			2015	Growth	Market share
1	London Heathrow	LHR	75.0	2.2%	14.2%
2	Paris Charles de Gaulle	CDG	65.7	3.1%	12.4%
3	Istanbul	IST	61.8	8.7%	11.7%
4	Frankfurt	FRA	60.9	2.5%	11.5%
5	**Amsterdam**	**AMS**	**58.2**	**6.0%**	**11.0%**
6	Madrid Barajas	MAD	46.8	12.0%	8.8%
7	Munich	MUC	40.9	3.3%	7.7%
8	London Gatwick	LGW	40.3	5.7%	7.6%
9	Rome Fiumicino	FCO	40.2	5.1%	7.6%
10	Barcelona	BCN	39.7	5.7%	7.5%

Air transport movements

x 1,000			2015	Growth	Market share
1	London Heathrow	LHR	472	0.3%	12.1%
2	Paris Charles de Gaulle	CDG	469	0.9%	12.1%
3	Frankfurt	FRA	457	-0.7%	11.8%
4	**Amsterdam**	**AMS**	**451**	**2.8%**	**11.6%**
5	Istanbul	IST	448	6.0%	11.5%
6	Madrid Barajas	MAD	366	6.9%	9.4%
7	Munich	MUC	360	0.8%	9.3%
8	Rome Fiumicino	FCO	312	1.3%	8.0%
9	Barcelona	BCN	286	1.3%	7.4%
10	London Gatwick	LGW	266	4.2%	6.8%

Passengers

Passenger volume and growth per continent

Millions of Schiphol passengers (growth versus 2014)

Country of residence

In %

- 33%
- 6%
- 37%
- 24%

- Netherlands
- EU (ex. Netherlands)
- Rest of Europe
- Intercontinental

Reason for travelling

In %

- 31%
- 4%
- 46%
- 18%
- 1%

- Business
- Congress/study
- Leisure
- Visiting friends/relatives
- Other
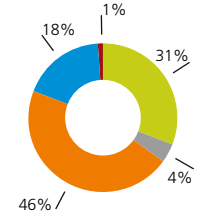
Flight experience last 12 months

In %

- 16%
- 36%
- 28%
- 20%

- First flight
- 1 to 3 flights
- 4 to 10 flights
- > 10 flights

Top 5 Europe

	Number of passengers	2015
1	United Kingdom	8,964,262
2	Spain	4,447,349
2	Germany	3,932,938
4	Italy	3,529,587
5	France	2,894,698

Top 5 Intercontinental

|	Number of passengers	2015
1	USA	4,992,872
2	China	1,466,770
2	United Arab Emirates	1,066,706
4	Canada	1,031,945
5	Netherlands Antilles	573,325

Gender

In %

- 41%
- 59%

- Male
- Female
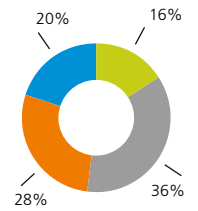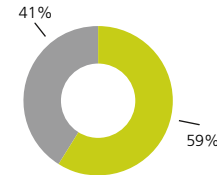
Cargo

Cargo volume and growth per continent

Cargo Schiphol x 1,000 tonnes (growth versus 2014)

Cargo per continent

x 1,000 tonnes

- Inbound
- Outbound

- Europe
- North America
- South America
- Africa
- Middle East
- Asia
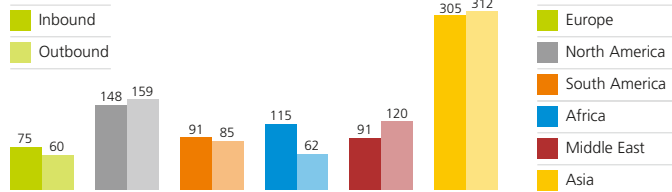
Corporate Responsibility

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. The network of Schiphol puts the Netherlands in direct contact with key economic centres across the globe, and that allows Dutch entrepreneurs to conduct business worldwide. Conversely, the network also improves the local region's competitive position by making it an attractive business environment for international companies. This creates a competitive marketplace – a driver for economic growth. Extrapolation of a 2011 BCG/McKinsey study shows that the aviation industry's contribution to the Dutch economy rose from 26 billion euros in 2011 to 30 billion euros in 2015, or 4.5% of GDP. Aviation activities directly and indirectly generate 300,000 jobs. We take people, the environment and the surrounding region into account in everything we do. We are conscious of the impact of aviation activities, and realise that the benefits and drawbacks of the airport are not evenly distributed across the surrounding region. This is why we are constantly working with our stakeholders to minimise noise and inconvenience and continue to invest primarily with a view to improving the quality of life in the region. Schiphol Group works continually with business partners and sector partners to seek innovative solutions that will enable us to increase sustainability and secure our Mainport position in the long term.

Waste separation percentage at Schiphol

Per year

2015	28.4
2014	25.9
2013	36.0
2012	35.0
2011	30.2

Corporate Responsibility is crucial to both our future resilience (our licence to grow) and our day-to-day business operations (our licence to operate). Schiphol aims to be as well Europe's Preferred Airport as the most sustainable airport.

CO_2 emissions by Amsterdam Airport Schiphol

In tonnes	Caused by	2015[1]	2014[1]
Scope 1	Natural gas and fuel consumption under the SNBV licence	19,954	16,190
Scope 2	Electricity	78,681	81,426
	Total CO_2-emissions	**98,635**	97,616
Passengers	x 1,000	57,581	54,549
CO_2	Kg / passenger	1,71	1,79

1   The figures relate to emissions and the number of passengers over the operating year.

People submitting reports to Bas (local community contact centre)

	Focus group		Habitual complaints	
	2015	2014	2015	2014
Number of complainants	5,462	7,446	35	26
Reports received				
Specific reports	20,392	20,870	114,204	83,437
Period reports	27,197	40,894	98,635	5,530
General reports	685	840	422	275
Total reports received	**48,274**	62,604	**119,616**	89,242

Schiphol Group

Amsterdam Airport Schiphol

Regional airports

Rotterdam
The Hague Airport   Eindhoven Airport   Lelystad Airport

Airports abroad

Aéroports de Paris   Brisbane Airport   JFK (T4) New York

Passengers at regional and international airports

Rotterdam The Hague Airport

Schiphol Group is the owner and operator of Rotterdam The Hague Airport.

Passengers x 1,000

2015	**1.7**	+1.4%
2014	1.7	

Eindhoven Airport

Schiphol Group has a 51% stake in Eindhoven Airport.

Passengers x 1,000

2015	**4.3**	+10.3%
2014	3.9	

Lelystad Airport

Schiphol Group is the owner and operator of Lelystad Airport.
The airport is being developed into a leisure airport.

Air transport movements

2015	**93,818**	-5.0%
2014	102,415	

Groupe ADP (Aéroports de Paris)

In 2008 Schiphol Group entered into a strategic alliance, HubLink, with the Parisian airport company Groupe ADP. Both airport companies have a stake of 8% in each other.

Charles de Gaulle (Paris)

Passengers x million

2015	**65.8**	+3.1%
2014	63.8	

Orly (Paris)

Passengers x million

2015	**29.6**	+2.4%
2014	28.9	

Brisbane Airport (Australia)

Schiphol Australia, a Schiphol Group subsidiary, has a 18.72% share in Brisbane Airport Corporation Holding (BACH), the company operating Brisbane Airport.

Passengers x million

2015	**22.2**	+0.5%
2014	22.1	

Terminal 4 John F. Kennedy Airport, New York (USA)

Schiphol Group is actively involved with the development and expansion of Terminal 4 at JFK Airport.

Passengers x million

2015	**19.6**	+14.6%
2014	17.1	

Aruba Airport

Schiphol Group supports airport activities on Aruba.

Passengers x million

2015	**2.9**	+16%
2014	2.5	

Recognition

Amsterdam Airport Schiphol and our regional airports have received high scores in external surveys and opinion polls. They were again recognised with various awards in 2015.

Amsterdam Airport Schiphol

- Business Traveller UK (United Kingdom): 'Best Airport in Europe', for 26th year in a row.
- Airlines on Airports benchmark among European airports: number 1 overall.
- IATA: Air Cargo Excellence Award, 'Best major European airport'.
- Airport Marketing Awards Routes Europe: Highly Commended in the category of 'Airports above 20 million passengers'.
- Airport Marketing Awards World Routes: nominated (top 5) in the category '50 million passengers plus'.
- Spin Award (for creative digital concepts): online game Destination Unknown.
- Baxter Travel Media Agents' Choice: favourite international airport according to Canadian travel agents for the 11th year in a row.
- ACI Airport Carbon Accreditation 3+

Eindhoven Airport

- Zoover Awards: Most popular airport 2014.
- ACI Airport Carbon Accreditation 3+