

# Business model

Schiphol Group distinguishes four core activities: Aviation, Consumer Products and Services, Real Estate, and Alliances and Participations. These activities collectively determine the success of Amsterdam Airport Schiphol as a Mainport and a hub.

Passenger traffic and cargo transport represent the key drivers of Schiphol Group's business model. The development of Schiphol Group's other activities is dependent, to a greater or lesser extent, on this constant flow of traffic. It is crucial that we optimally facilitate air traffic - in other words aviation activities - to keep the process running.

The wide variety of commercial activities at the airport simultaneously serve to elevate the passenger experience and enhance travel comfort. Schiphol Group also offers high-end commercial real estate. In addition, the company has been internationally active for many years. The good returns on these activities allow us to finance in part the necessary investments in large-scale infrastructure projects. Revenues from non-aviation activities are an indispensable source of income since aviation activities are subject to economic regulation and not always sufficient to cover costs.

To ensure we remain Europe's Preferred Airport we have defined four strategic themes that encompass our objectives for the years ahead. The core activities at Mainport Schiphol are linked to these themes. In our operations, we always strike a balance between people, planet and profit.

Read more about the environment in which we operate and about our strategy in the 'Strategy' section.



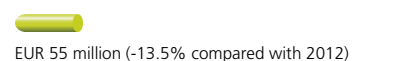


The Aviation business area operates at Amsterdam Airport Schiphol and provides services and facilities to airlines, passengers and handling agents. Aviation supports an efficient and high-quality passenger and cargo process. It is responsible for the design and layout of the terminal, piers and gates, for the baggage system, managing the airfield and the airport infrastructure and for coordinating safety on the airport aprons, roads, grounds as well as inside the airport buildings.

#### Total revenue



#### Operating result



#### Sources of revenue

Revenue is derived from airport charges (aircraft, passenger and security-related fees) and concession income from oil companies for the supply of fuel.

## Aviation in 2013

- Record number of 52.6 million passengers
- Network of 323 destinations
- 3.2% cargo growth to over 1.5 million tonnes
- 70MB baggage system fully operational
- Disruption due to baggage system failure on 3 May
- Successful summer operations thanks to improved collaboration with partners
- Limited rise in airport charges as a result of constructive consultations
- Implementation of the Master Plan begins with Central Security in the non-Schengen area
- Agreement on new noise enforcement standards reached in Alders Platform
- Aviation Act in final phase of evaluation

## Key performance indicators

### Number of scheduled destinations

Passengers and cargo



### IR Rate for baggage handling

(% of baggage delayed)



### Punctuality of arrivals

(in %)



### Punctuality of departures

(in %)



### Passenger market share

Top 10 European airports (in %)



### Cargo market share

Top 10 European airports (in %)



## Key figures

EUR million	2013	2012	%
Total revenue	<b>793</b>	773	2.6
Operating expenses	<b>550</b>	547	0.4
Depreciation	<b>189</b>	163	16.0
EBITDA	<b>244</b>	225	8.2
Operating result	<b>55</b>	63	-13.5
Average fixed assets	<b>2,093</b>	2,100	-0.3

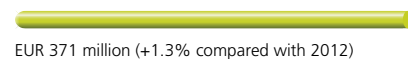
EUR million	2013	2012	%	2013	2012	%
	Aviation			Security		
Total revenue	<b>521</b>	506	2.9	<b>272</b>	267	1.9
Operating expenses	<b>317</b>	316	0.3	<b>232</b>	231	0.6
Depreciation	<b>152</b>	132	14.7	<b>37</b>	30	21.4
EBITDA	<b>204</b>	189	7.8	<b>40</b>	36	10.1
Operating result	<b>52</b>	57	-8.4	<b>3</b>	6	-49.0



# Consumer Products & Services

The Consumer Products and Services business area develops and manages the range of products and services available at Amsterdam Airport Schiphol, the key objective of which is to ensure that passengers enjoy a carefree and comfortable journey. The business area grants concessions for retail and catering outlets, services and entertainment facilities, and operates retail outlets and car parks. It also creates advertising possibilities at Amsterdam Airport Schiphol. The Privium programme and VIP Centre are services designed specifically for premium passengers.

## Total revenue



## Operating result



## Sources of revenue

The share of revenue from this business area is not subject to economic regulations and is derived from retail sales, concession income, car parking charges, rents and leases, advertising and media income as well as other income and management fees.

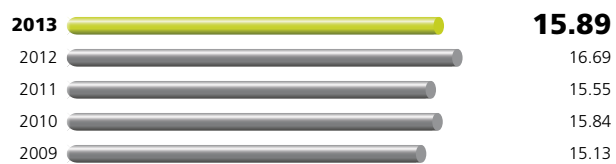
## Consumer Products & Services in 2013

- Higher revenue and operating result
- Spending per passenger on airside retail down by 4.8% to 15.89 euros
- Spending per passenger in airside catering outlets up by 1.4% to 3.88 euros
- Quality impulse for P1 car park
- Slight increase in parking revenue
- Departure Lounge 1 partly renovated as a result of the expansion of the security filter in Departure Hall 1

## Key performance indicators

### Spend per passenger Retail Airside

EUR per departing passenger



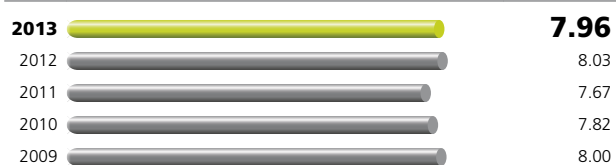
### Spend per passenger Catering Airside

EUR per departing passenger



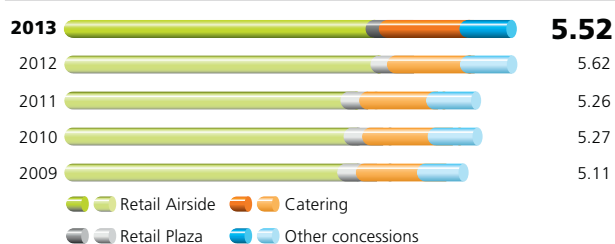
### Parking revenues

EUR per departing NL passenger



### Concession income per departing passenger

EUR per departing passenger



## Key figures

EUR million	2013	2012	%
Total revenue	371	366	1.3
Operating expenses	160	163	-1.7
Depreciation	29	26	15.4
EBITDA	211	204	3.7
Operating result	182	178	2.0
Average fixed assets	282	258	9.3

EUR million	2013	2012	%
Concessions	151	149	1.9
Parking fees	82	81	0.7
Retail sales	85	87	-1.3
Rents and leases	19	17	11.8
Advertising	19	19	-0.5
Other revenues	15	13	11.7
<b>Total revenue</b>	<b>371</b>	<b>366</b>	<b>1.3</b>



# Real Estate

The Real Estate business area develops, manages, operates and invests in operational and commercial real estate at and around airports in the Netherlands and abroad. Of these properties, 86% are located at and around Amsterdam Airport Schiphol. Flexibility, multifunctionality, connectivity, experience and value for money set Schiphol apart as a world-class location. We offer business and logistics service providers a variety of locations, office buildings and business premises and lease options, plus a very special advantage: the immediate proximity of a major international airport.

## Total revenue

EUR 166 million (-2.2% compared with 2012)

## Operating result

EUR 53 million (+133.5% compared with 2012)

## Sources of revenue

The largest source of revenue for Real Estate is the leasing of buildings and property. In addition, the business area generates revenue through the lease of land and the sale of property and buildings. In any given year, the fair value gains or losses on property can influence the group result substantially, either positively or negatively.

## Real Estate in 2013

- Slight fall in revenue
- Higher operating result, due to lower costs and smaller fluctuations in value
- Slightly higher value of existing real estate investments, due to land revaluations
- Occupancy level declined from 91.8% to 86.3%
- Construction of new Hilton hotel and redevelopment of The Base in full swing

## Key performance indicators

### Direct return on investment property

(in %)



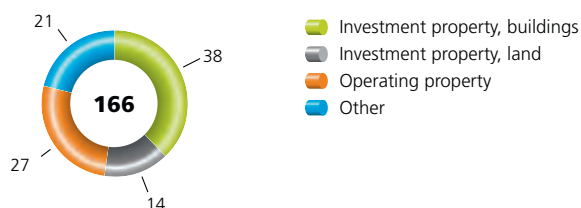
### Occupancy rates

(in %)



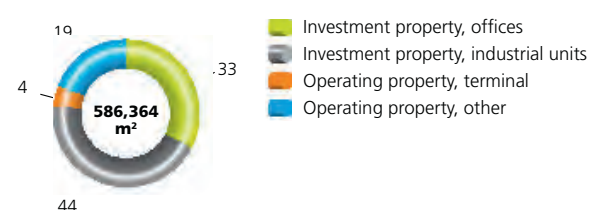
### Revenue split in 2013

EUR million (in %)



### Property portfolio per category

(as % of total square metres)



## Key figures

EUR million	2013	2012	%
Total revenue	166	170	-2.2
Result on sale of investment property	-	12	
Fair value gains on property	3	-23	
Operating expenses	81	97	-16.8
Depreciation	17	15	14.3
Impairment	17	23	-23.4
EBITDA	88	61	45.1
Operating result	53	23	133.5
Average fixed assets	1,539	1,521	1.2

>Returns (in %) <sup>1</sup>	2013		2012	
	Direct return	Indirect return	Direct return	Indirect return
Investment property	5.8%	0.1%	5.0%	-2.2%
Real estate under construction or in development	-7.9%	0.0%	-7.1%	0.0%
Real estate for operational activities	12.1%	0.0%	12.0%	0.0%
<b>Total returns</b>	<b>5.1%</b>	<b>0.1%</b>	<b>4.9%</b>	<b>-1.7%</b>

1) Returns on average fixed assets, before tax



# Alliances & Participations

Within the Netherlands we have stakes in three regional airports: Eindhoven Airport (51%), Rotterdam The Hague Airport and Lelystad Airport (both wholly owned). Other activities such as Schiphol Telematics and Schiphol Utilities also come within the scope of the Alliances & Participations business area, as do our activities at foreign airports (in Paris, New York and Brisbane). In addition, we support airport activities on Aruba.

## Total revenue



EUR 166 million (+4.8% compared with 2012)

## Total result (including share in results of associates, interest income and dividend)



EUR 87 million (-0.4% compared with 2012)

## Sources of revenue

The principal sources of revenue from the domestic airports are airport charges and parking fees. Schiphol Telematics supplies telecom services to companies. Schiphol Utilities accounts for revenues relating to the transport of electricity and gas, and to water supply. The foreign airports contribute to revenue for this business area in the form of management, performance and intellectual property fees. Furthermore, they contribute to the net result through a share in the results of associates, dividend and interest income.

## Alliances & Participations in 2013

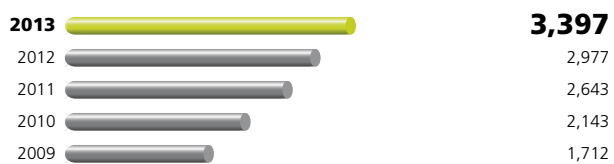
- Increase in revenue and operating result
- Substantial contribution from Brisbane Airport and Aéroports de Paris to the results
- Expansion of New York JFK Terminal completed
- Growth in passenger volumes New York JFK Terminal 4: +36.1%
- Expansion of terminal and new airport hotel at Eindhoven Airport
- Launch of transavia.com and Ryanair bases at Eindhoven Airport
- Growth in passenger volumes at Eindhoven Airport: +14.1%
- Growth in passenger volumes at Rotterdam The Hague Airport: +24.9%



## Key performance indicators

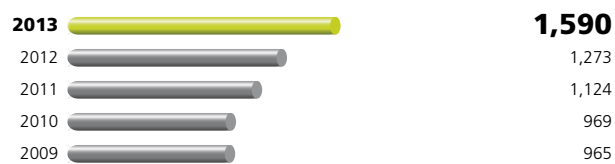
### Eindhoven Airport

Passengers x 1,000



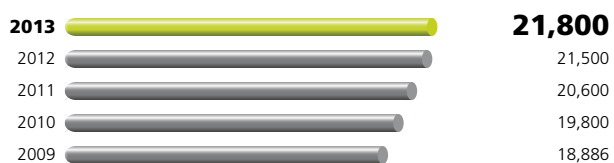
### Rotterdam The Hague Airport

Passengers x 1,000



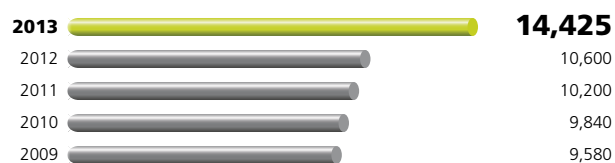
### Brisbane Airport (Australia)

Passengers x 1,000



### JFK IAT, New York (USA)

Passengers x 1,000



## Key figures

EUR million	2013	2012	%
Total revenue	<b>166</b>	158	4.8
Fair value gains and losses on property	<b>-0</b>	-1	
Operating expenses	<b>122</b>	114	7.4
Depreciation	<b>13</b>	12	7.4
EBITDA	<b>43</b>	43	0.3
Operating result	<b>30</b>	32	-4.1
Share in result of associates including interest	<b>56</b>	55	1.7
Average fixed assets	<b>932</b>	883	5.6

EUR million	International airports		Domestic airports		Other participations		Total	
	2013	2012	2013	2012	2013	2012	2013	2012
Revenue	<b>10</b>	11	<b>79</b>	66	<b>78</b>	81	<b>166</b>	158
Operating result	<b>6</b>	8	<b>15</b>	13	<b>10</b>	11	<b>30</b>	32
Share in result, interest charges and result on other investments	<b>56</b>	55	-	-	-	-	<b>56</b>	55
<b>Total result</b>	<b>62</b>	63	<b>15</b>	13	<b>10</b>	11	<b>87</b>	87
Average asset base	<b>754</b>	727	<b>105</b>	90	<b>73</b>	65	<b>932</b>	883