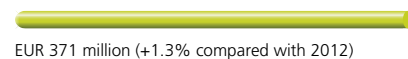




# Consumer Products & Services

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.

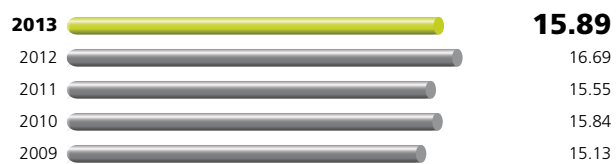
## Consumer Products & Services in 2013

- 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

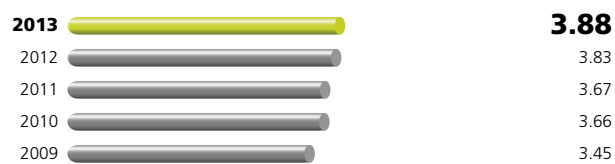
### Spend per passenger Retail Airside

EUR per departing passenger



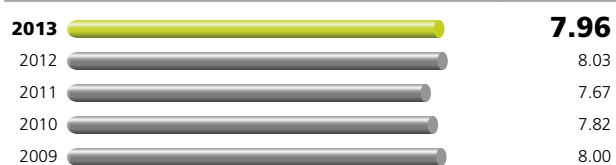
### Spend per passenger Catering Airside

EUR per departing passenger



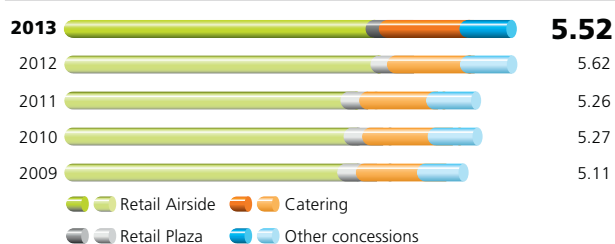
### Parking revenues

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>