



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.

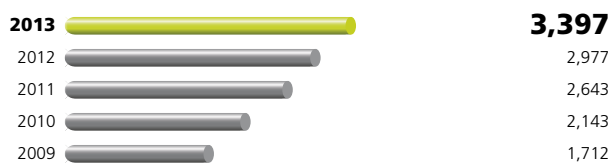
Alliances & Participations in 2013

- 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

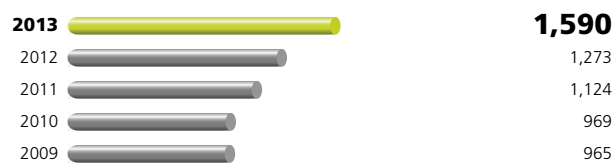
Eindhoven Airport

Passengers x 1,000



Rotterdam The Hague Airport

Passengers x 1,000



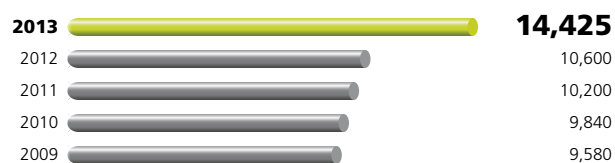
Brisbane Airport (Australia)

Passengers x 1,000



JFK IAT, New York (USA)

Passengers x 1,000



Key figures

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

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