

2014



Facts & Figures





Contents

About us	2
Facts & figures 2014	4
Key figures 2014	6
Business areas	8
Aviation	10
Consumer Products & Services	11
Real Estate	12
Alliances & Participations	13
Location Schiphol	14
Schiphol's rich history	16
Schiphol constructs, converts and connects	18
Investments	19
Market position	20
Passengers	22
Cargo	24
Corporate Responsibility	26
Schiphol Group	28
Passengers at regional and international airports	29
Awards	32

About us

Schiphol Group is an enterprise that operates airports in the Netherlands, conducts international activities and participates in airports abroad.

Operating Amsterdam Airport Schiphol is the Group's largest activity. Schiphol Group is the owner and operator of Rotterdam The Hague Airport and Lelystad Airport, and holds a majority share in Eindhoven Airport.

Of Europe's main hub airports, over the years Amsterdam Airport Schiphol has grown into Europe's Preferred Airport, with direct connections to 319 destinations. In 2014 the number of travellers served by Schiphol grew by 4.6% to almost 55 million, and 1.6 million tonnes of cargo were handled. More than five hundred companies are based at Schiphol, employing around 65,000 people in total. The activities at and around Schiphol are an important driver of the sustainable growth of the Dutch economy. At the end of 2014, Schiphol Group employed 2,104 people, the majority of whom (1,915) worked at the Schiphol location.

Schiphol Group has four shareholders: the Dutch state, the municipality of Amsterdam, Aéroports de Paris and the municipality of Rotterdam. The company aims to achieve a reasonable return on its equity based on moderate increments in airport charges and a stable dividend distribution trend.

Schiphol Group collaborates closely with foreign airports which can strengthen its position, including the airports operated by Aéroports de Paris, a company in which we have an 8% cross-participation. In addition, we are involved in Terminal 4 at JFK International Airport in New York, are engaged in a strategic collaboration with Incheon Airport, have an interest in Brisbane Airport

and conduct operations at the airports of Hong Kong and Aruba. In all, these international activities account for a significant part of Schiphol Group's results.

We aim to provide efficient, reliable and inspiring facilities for airlines and travellers alike. In terms of operational management we collaborate closely with sector partners, such as the airlines, handling agents, Air Traffic Control the Netherlands (LVNL), Dutch Customs and the Royal Netherlands Marechaussee, government bodies, business partners such as retail and catering companies, and security businesses. Close, long-term and constructive collaboration with all of these parties is key to the permanent success of airport operations. And since it is crucial to generate support for our activities among stakeholders in our environment, we also maintain close contact with local residents.

Mission – **Connecting the Netherlands**

Permanently 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 en 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 2014

Schiphol Group



5.8

billion €
total fixed assets



43%



1.6

billion €
real estate



8.2%



61

million
passengers



88%

occupancy rate
real estate



31%

employees
female



3.6%

absenteeism

Amsterdam Airport Schiphol



319

destinations



55

million
passengers



296

passenger
destinations



40%

transfer
passengers



1.6

million tonnes
cargo



27.1%

by public
transport



31%

business travel



5

main runways



2.7%

energy efficiency



26%

waste separated

Key figures 2014

EUR million unless stated otherwise

	2014	2013 ¹	%
Results			
Revenue	1,474	1,364	8.1
Result on sale of investment property	1	-	
Fair value gains and losses on investment property	-2	3	
Operating expenses (excluding depreciation, amortisation and impairment)	837	796	5.1
EBITDA ²	635	571	11.3
Depreciation and amortisation	228	248	-8.1
Impairments	4	17	-75.9
Operating result	403	305	32.1
Financial income and expenditure	-86	-90	-4.8
Share in results of associates and joint ventures	27	61	-55.1
Result before tax	345	276	24.9
Corporate income tax	-71	-45	57.2
Result after tax	274	231	18.5
Net result	272	227	19.5
Total equity			
	3,453	3,309	4.3
Investments in fixed assets	396	323	22.4
Cash flow from operating activities	508	462	10.0
Proposed dividend	138	135	2.5
Credit rating (long term)			
			2014
Standard & Poor's		A+	(stable outlook)
Moody's		A1	(stable outlook)

EUR million unless stated otherwise

	2014	2013 ¹	%
Ratios			
RONA after tax ³	6.6%	6.1%	
Return on equity (ROE) ⁴	8.2%	7.0%	
Leverage ⁵	35.0%	36.2%	
FFO/total debt ⁶	26.5%	26.0%	
FFO interest coverage ratio ⁷	6.4	5.8	
Earnings per share ⁸	1,461	1,222	
Dividend per share	744	727	
Business volume (in numbers)			
Air transport movements ⁹	484,250	468,996	3.3
Passenger movements (x 1,000) ⁹	60,591	57,556	5.3
Cargo (x 1,000 tonnes) ⁹	1,633	1,531	6.7
Workforce in average full-time equivalents	2,039	2,058	-0.9

¹ Comparative figures for 2013 have been restated as a result of the introduction of IFRS 11

² Operating result plus depreciation, amortisation and impairment

³ Operating result after tax plus share in results of associates and interest income / (Average non-current assets less deferred taxes)

⁴ Net result (attributable to shareholders) / Average total equity

⁵ Interest-bearing debt / (Total equity + interest-bearing debt)

⁶ Funds from operations (cash flow from operating activities before changes in working capital) / interest-bearing debt

⁷ Funds from operations plus gross interest expense / gross interest expense

⁸ Based on net result (attributable to shareholders)

⁹ Schiphol Group: Amsterdam Airport Schiphol, Rotterdam The Hague Airport and Eindhoven Airport

Business areas

Schiphol uses three mutually reinforcing business areas to bring the AirportCity concept into practice: Aviation, Consumer Products & Services and Real Estate. The fourth business area, Alliances & Participations, focuses on our regional airports and international business activities.



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.

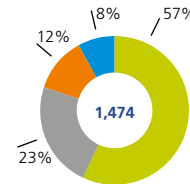
Alliances & Participations



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

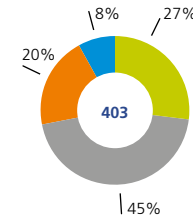
Net revenue

EUR million (in %)



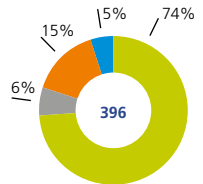
Operating result

EUR million (in %)



Investments

EUR million (in %)

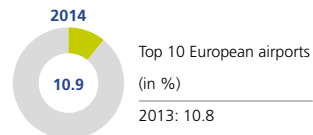




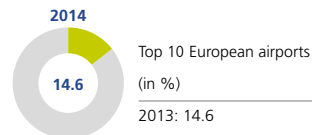
Aviation

EUR million	2014	2013	%
Total revenue	839	793	5.7
Operating expenses	565	550	2.8
Depreciation and amortisation	163	189	-13.5
EBITDA	274	244	12.3
Operating result	110	55	101.2
Average asset base	2,147	2,093	2.6

Passenger market share



Cargo market share



Punctuality of arrivals



Punctuality of departures



Consumer Products & Services

EUR million	2014	2013	%
Total revenue	366	366	0.0
Operating expenses	158	156	1.3
Depreciation and amortisation	27	29	-9.9
EBITDA	208	210	-0.9
Operating result	181	180	0.6
Average asset base	298	282	5.7

Spend per passenger Retail Airside

EUR per departing passenger



Spend per passenger Catering Airside

EUR per departing passenger



Parking revenue

EUR per departing NL passenger





Real Estate

EUR million	2014	2013	%
Total revenue	205	145	41.5
Operating expenses	103	75	37.9
Depreciation and amortisation	20	17	14.0
Impairments	4	17	-75.9
EBITDA	102	74	38.4
Operating result	79	39	100.5
Average asset base	1,702	1,478	15.2

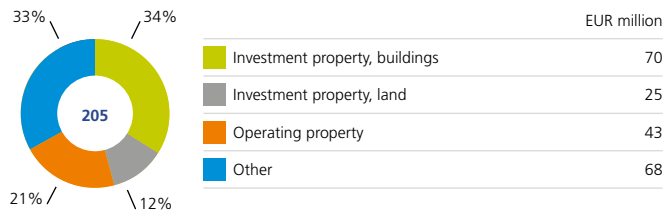
Occupancy rate

In %

2014	88.4
2013	86.3

Revenue split in 2014

EUR million (in %)



Alliances & Participations

EUR million	2014	2013	%
Total revenue	178	166	7.6
Operating expenses	126	122	3.0
Depreciation and amortisation	19	13	45.7
EBITDA	51	43	18.4
Operating result	33	31	7.0
Share in results of associates incl. interest and dividend	42	56	-24.5
Average asset base	921	929	-0.9

Participations

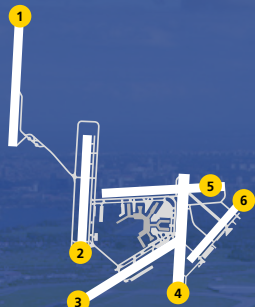
In %

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	98
Disconnected	110
Schiphol-East	
Disconnected	14
Total	222



Airport area

2,787 hectares

Runways	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 Runway 18R-36L.

2011

On 19 October, Schiphol welcomes its billionth passenger.



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.

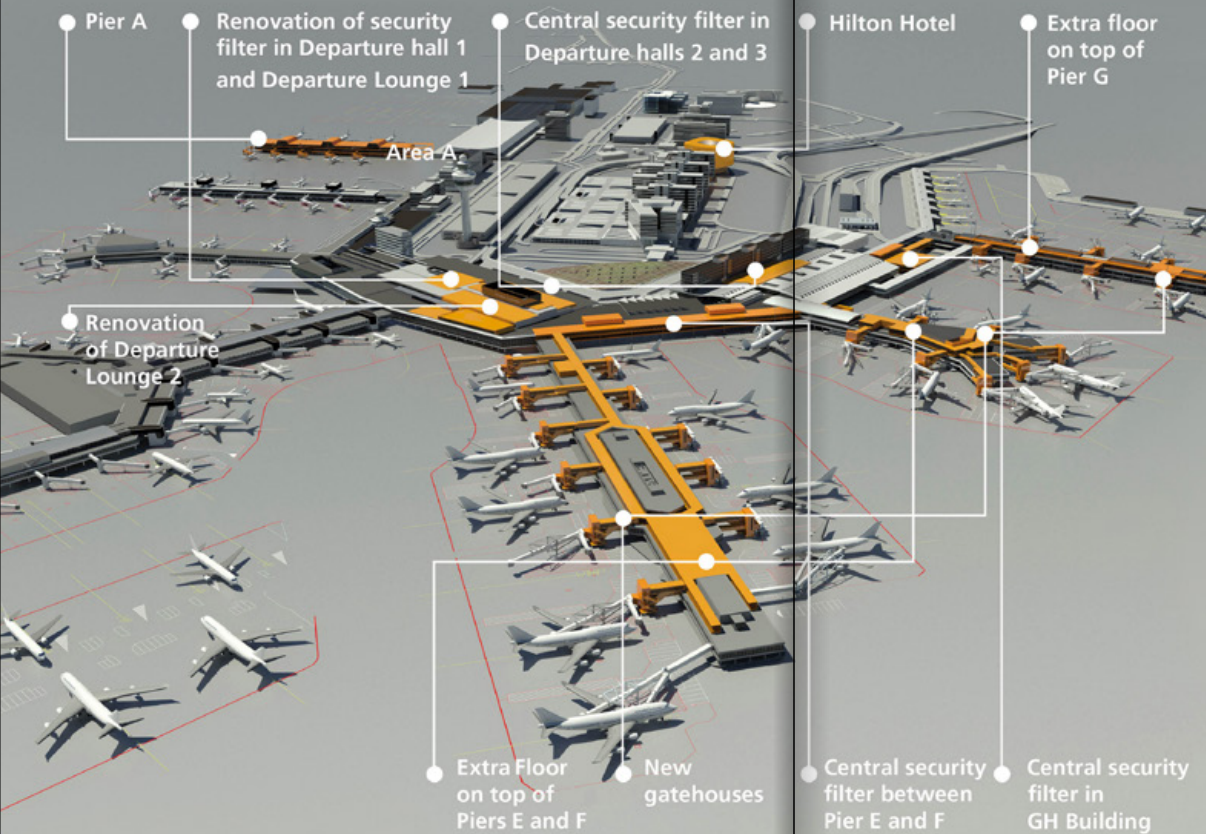
2010

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

2015

Central security filters in the whole terminal.

Schiphol constructs, converts and connects



Investments

In 2014 we invested 396 million euros in fixed assets (323 million euros in 2013), which is 22% higher than in 2013.

Main investments in 2014

- 168 million euros for central security in the non-Schengen area of the terminal;
- 47 million euros for the new Hilton hotel;
- 32 million euros for major maintenance;
- 16 million euros for the new security filter in Departure Hall 1;
- 14 million euros for ICT;
- 12 million euros for the Northwest buffer apron;
- 11 million euros for the Sierra taxiway;
- 9 million euros for renovating Departure Lounge 2;
- 9 million euros for redesigning the fork of Pier D;
- 7 million euros for property redevelopment (The Base).

Market position

(Top 10 Major European Airports)



Passengers (excl. transit-direct)

x 1,000		2014	Compared to 2013 in %
1	London Heathrow	LHR 73,375	+1.4%
2	Paris Charles de Gaulle	CDG 63,749	+2.8%
3	Frankfurt	FRA 59,429	+2.6%
4	Istanbul	IST 56,955	+10.8%
5	Amsterdam	AMS 54,941	+4.6%
6	Madrid Barajas	MAD 41,833	+5.3%
7	Munich	MUC 39,572	+2.7%
8	Rome Fiumicino	FCO 38,289	+6.5%
9	London Gatwick	LGW 38,123	+7.6%
10	Barcelona	BCN 37,559	+6.7%

Cargo volume

x 1,000 tonnes		2014	Compared to 2013 in %
1	Frankfurt	FRA 2,051	+1.8%
2	Paris Charles de Gaulle	CDG 1,896	+1.1%
3	Amsterdam	AMS 1,633	+6.7%
4	London Heathrow	LHR 1,499	+5.3%
5	Leipzig	LEJ 911	+2.7%
6	Cologne	CGN 739	+3.1%
7	Luxembourg	LUX 708	+5.1%
8	Istanbul	IST 704	+13.8%
9	Liège	LGG 591	+5.3%
10	Milan Malpensa	MPX 460	+9.1%

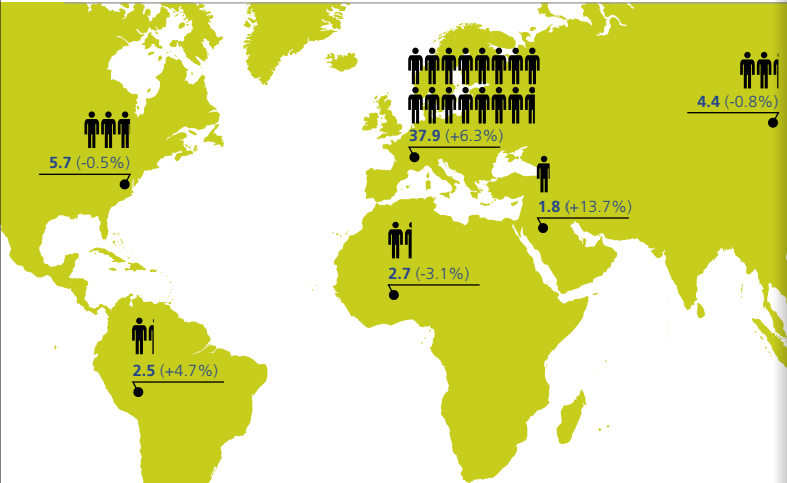
Air transport movements

x 1,000		2014	Compared to 2013 in %
1	London Heathrow	LHR 471	+0.2%
2	Paris Charles de Gaulle	CDG 465	-1.5%
3	Frankfurt	FRA 463	-0.7%
4	Amsterdam	AMS 438	+3.0%
5	Istanbul	IST 422	+9.0%
6	Munich	MUC 357	-1.2%
7	Madrid Barajas	MAD 343	+2.9%
8	Rome Fiumicino	FCO 308	+3.3%
9	Barcelona	BCN 284	+2.7%
10	Moscow	DME 278	+5.4%

Passengers

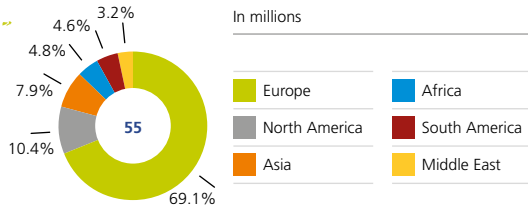
Passenger volume and growth per continent

Millions of Schiphol passengers (growth versus 2013)



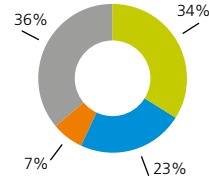
Passengers per region

In millions



Residence

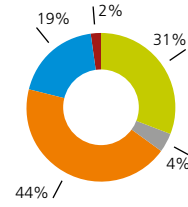
In %



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

Reason for travelling

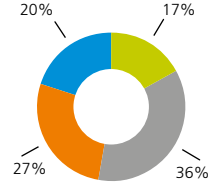
In %



- Business
- Congress/study
- Leisure
- Visiting friends/relatives
- Other

Flight experience last 12 months

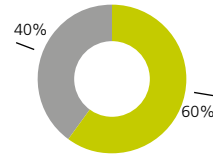
In %



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

Gender

In %

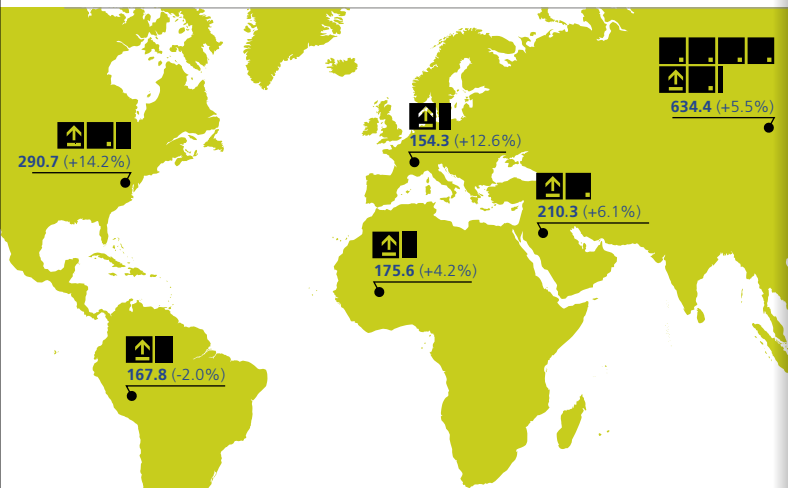


- Male
- Female

Cargo

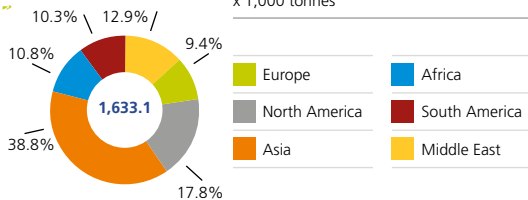
Cargo volume and growth per continent

Cargo Schiphol x 1,000 tonnes (growth versus 2013)



Cargo per region

x 1,000 tonnes



Corporate Responsibility

Schiphol is a Mainport: a hub of interlinked air, road and rail connections that plays a major role in the development of the region and the national economy. Schiphol Group's strategy seeks to maintain and bolster the airport's position. Our company operates a financially sound and efficient business and stands for the creation of sustainable value. We consciously balance the interests of people, planet and profit. For us at Schiphol, how we achieve our business goals is as important as achieving them. For Schiphol, corporate responsibility means conducting business with respect for people, the environment and the local community.

Five hundred companies are active at the Schiphol location. Schiphol therefore works continually with these businesses and other stakeholders to seek innovative solutions that will enable us to increase sustainability and secure our Mainport position in the long term. Corporate Sustainability is crucial to both our future resilience (our licence to grow) and our day-to-day business operations (our licence to operate). In order to serve as and remain Europe's Preferred Airport, Schiphol fulfils its responsibility for five social themes: sustainable employment, accessibility, climate-friendly aviation, raw materials and residual waste streams, and the local community, noise and air quality.

See also: www.annualreportschiphol.com, *Our results* and www.schiphol.nl/cr

CO₂ emissions by Amsterdam Airport Schiphol

In tonnes	Caused by	2014	2013
Scope 1	Natural gas and fuel consumption under the SNBV licence	15,994	19,309
Scope 2	Electricity	79,156	85,639
Scope 3	Indirect emissions of own activities	6,136	2,746
Total CO₂emissions		101,286	107,694

People submitting reports to Bas (Bewoners Aanspreekpunt Schiphol), and the nature of the reports

	2014	2013
Number of people submitting reports	7,472	4,624
Number of specific reports	104,307	93,045
Number of period reports	46,424	28,189
Number of general reports	1,115	537

Waste separation percentage at Schiphol

Per year	
2014	25.9
2013	36.0
2012	35.0
2011	30.2
2010	34.0

Schiphol Group



Amsterdam Airport Schiphol



**Rotterdam
The Hague Airport**



Eindhoven Airport



Lelystad Airport

Regional airports



Shareholders

State of the Netherlands	69.8%
Municipality of Amsterdam	20.0%
Municipality of Rotterdam	2.2%
Aéroports de Paris	8.0%



Aéroports de Paris



Brisbane Airport



JFK (T4) New York

Airports abroad

Passengers at regional and international airports

Rotterdam The Hague

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

Passengers x 1,000



Eindhoven Airport

Schiphol Group has a 51% stake in Eindhoven Airport.

Passengers x 1,000



Lelystad Airport

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

Air transport movements



Aéroports de Paris

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

Charles de Gaulle (Paris)

Passengers x 1,000



Orly (Paris)

Passengers x 1,000



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 1,000



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 1,000



Aruba Airport

Schiphol Group supports airport activities on Aruba.

Passengers x 1,000



Awards

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 2014.

Amsterdam Airport Schiphol

- SKYTRAX: Best Airport in Western Europe. The airport has ceded its third position and now ranks number 5 in the global ranking. Presented at the World Airport Awards 2014.
- Highly Commended Routes Europe Marketing Award, and Highly Commended World Routes Marketing Award (50-million-plus passengers category).
- Moodie International: Best Mobile App. Plus an honourable mention as est Facebook Page and Best Twitter Feed.
- Cargoneews Asia: Best Airport in Europe (for the 19th time). Presented during the Asian Freight & Supply Chain Awards.
- IATA: Cargo Excellence Award.
- Airport Going Green Award for Schiphol's Corporate Responsibility programme, presented by the Chicago Department of Aviation.
- Future Travel Experience Award 2014: Best Airport Security Initiative.
- Blue Insurance Travel Media Awards 2014: Best International Airport.
- Grand Prix Content Marketing: Schiphol TV best video channel.
- Zoover Awards: Best Airport 2014.

Rotterdam The Hague Airport

- Zoover Awards: Best (Regional) Airport 2014.

Eindhoven Airport

- Zoover Awards: Most Popular Airport 2014.



Other publications

Annual Report 2014

Traffic Review 2014

Address, telephone numbers and websites of Schiphol Group

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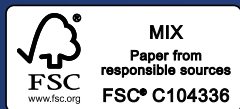
www.schiphol.nl

www.annualreportschiphol.com

www.youtube.com/schiphol

www.schiphol.nl/schipholvernieuwt

www.bezoekbas.nl



Concept & realisation: C&F Report

Print: deabrummelkamp