

2016

Facts & Figures



Contents

About us	2
Facts & figures 2016	4
Key figures 2016	6
Business areas	8
Aviation	10
Consumer Products & Services	11
Real Estate	12
Alliances & Participations	13
Location Schiphol	14
New pier (2019) and terminal (2023)	16
Our strategy: Mainport development	18
Market position	20
Passengers	22
Cargo	24
Corporate Responsibility	26
Passengers at regional and international airports	28
Awards	32

About us

Royal 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. With our mission of **Connecting the Netherlands** we facilitate optimal links with the rest of the world, contributing to prosperity and well-being in the Netherlands and elsewhere.

Connecting the Netherlands is not a task we can perform on our own. We work in association with sector partners, such as airlines, handling agents, air traffic control, Customs and the Royal Netherlands Marechaussee. In collaboration with public transport operators, government authorities and our business partners we have developed our airports into efficient hubs and attractive visitor and work locations. We provide facilities for air transport and undertake to ensure good road and rail access to the airports. Airports are assuming an ever more important role in facilitating flows of passengers and goods, constituting the basis for international trade, knowledge exchange and tourism. This is impossible without good and frequent connections.

Mainport Schiphol's core strength is its network of destinations. By facilitating this network and all the associated activities, Schiphol Group contributes to prosperity. We call this **Connecting to compete**.

The network of connections is also of great social value. Airports make the Netherlands larger and the world more accessible. In other words: we are **Connecting to complete**.



Mission – Connecting the Netherlands

We facilitate optimal links with the rest of the world in order to contribute to prosperity and well-being in the Netherlands and elsewhere.
Connecting to compete and to complete.

Ambition – Europe's Preferred Airport

It is Royal Schiphol Group's ambition to develop Schiphol into Europe's Preferred Airport: the airport of choice for travellers, airlines and logistics service providers.

Facts & figures 2016

Royal Schiphol Group



6.4

billion €
total fixed assets



46%



1.5

billion €
real estate



8.2%



70

million
passengers



88.7%

occupancy rate
real estate



30.3%

employees
female



4.0%

absenteeism



1.0

Lost Time Injury
Frequency (LTIF)



33.6%

waste separated



1.56

kilo CO₂
per passenger

Amsterdam Airport Schiphol



322

destinations



63.6

million
passengers



479

thousand air
transport movements



37.8%

transfer
passengers



1.7

million tonnes
cargo



42.4%

by public
transport



4.72%

energy efficiency



349

outlets



17.97

€ spend per passenger
on airside

Key figures 2016

EUR million unless stated otherwise	2016	2015	%
Results			
Revenue	1,435	1,423	0.8
Other income and results from investment property	71	67	7.1
Other income	-	50	>100
Operating expenses (excluding depreciation, amortisation and impairment)	848	804	5.4
EBITDA1	658	735	-10.4
Depreciation and amortisation	237	223	6.2
Impairment	2	8	-78.8
Operating result	420	505	-16.8
Financial income and expenses	-91	-89	2.3
Share in results of associates	67	60	11.6
Result before tax	397	477	-16.7
Corporate income tax	-86	-99	-12.7
Result after tax	311	378	-17.7
Net result	306	374	-18.1
Total equity			
Total equity	3,860	3,716	3.9
Investments in intangible assets and property, plant & equipment	303	439	-30.8
Cashflow from operating activities	438	508	-13.7
Proposed dividend	148	187	-20.7

EUR million unless stated otherwise	2016	2015	%
Ratios			
RONA after tax ²	7.1%	8.3%	
Return on equity (ROE) ³	8.2%	10.4%	
Leverage ⁴	34.9%	37.0%	
FFO / total debt ⁵	22.8%	22.0%	
FFO interest coverage ratio ⁶	6.8	6.7	
Earnings per share ⁷	1,645	2,010	
Dividend per share	797	1,006	

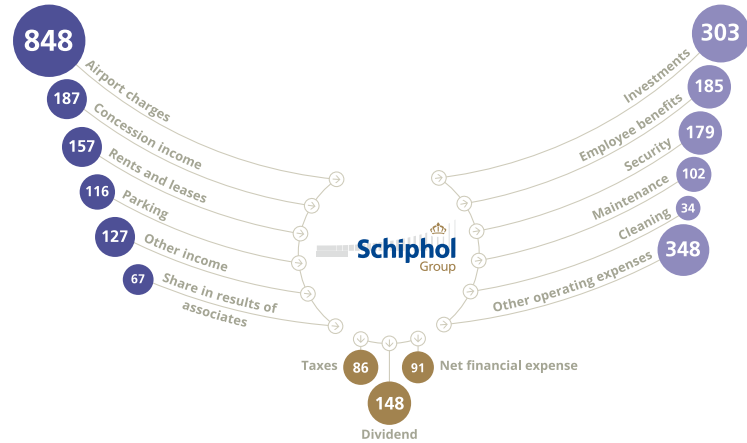
Business volume (in numbers)

Air transport movements ⁸	527,285	498,580	5.8
Passenger movements (x 1,000) ⁸	70,001	64,309	8.9
Cargo (x 1,000 tonnes) ⁸	1,662	1,621	2.5
Workforce in average full-time equivalents	2,063	2,000	3.2

- 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 minus deferred tax assets)
- 3 Net result attributable to shareholders / average total equity
- 4 Leverage: interest-bearing debt / (total equity + interest-bearing debt)
- 5 Funds from operations (cash flow from operating activities 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 to determine the success of Royal Schiphol Group.



Aviation



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

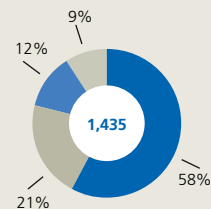
Alliances & Participations



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

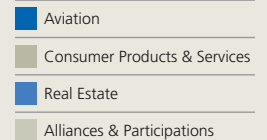
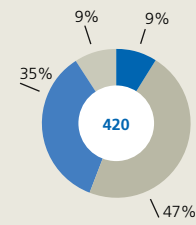
Net revenue

EUR million (in %)



Operating result

EUR million (in %)



EUR million	2016	2015	%
Total revenue	828	844	-1.9
Operating expenses	615	579	6.2
Depreciation	176	161	9.1
EBITDA	214	266	-19.6
Operating result	37	104	-64.0
Average fixed assets	2,300	2,225	3.4

Schiphol passenger market share

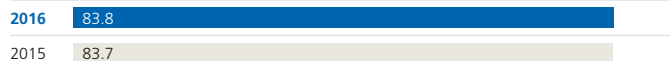


Schiphol cargo market share



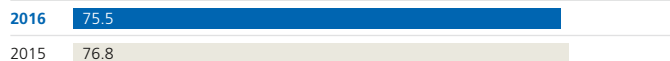
Punctuality of arrivals

In %



Punctuality of departures

In %



EUR million	2016	2015	%
Total revenue	306	314	-2.6
Other income	-	50	-100.0
Operating expenses	81	102	-19.9
Depreciation	27	24	13.4
EBITDA	224	262	-14.4
Operating result	197	238	-17.1
Average fixed assets	348	314	10.7

Number of parkingspaces

Passengers/visitors	23,621
Employees	15,339
Total	38,960

Shopping area and catering

Shops	219
Catering	97
Services	33
Total outlets	349

Airside retail and catering spend per passenger

EUR per departing passenger
Retail

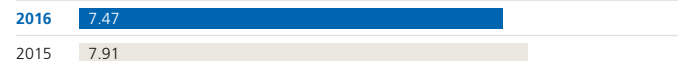


Catering



Parking revenue

EUR per departing NL passenger





Real Estate

EUR million	2016	2015	%
Total revenue	206	173	19.4
Other income and results from investment property	71	66	7.2
Operating expenses	109	85	28.6
Depreciation	19	19	-0.6
Impairment	2	7	-76.1
EBITDA	168	154	9.0
Operating result	148	129	14.8
Average fixed assets	1,980	1,861	6.4

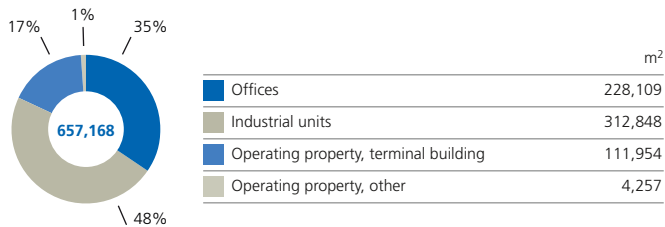
Occupancy rate

In %



Real estate portfolio by category

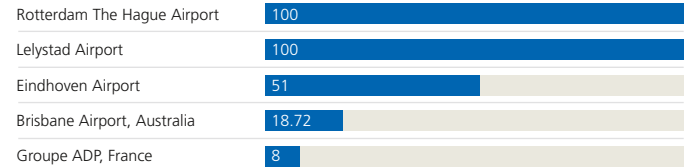
(in % of total real estate portfolio)



Alliances & Participations

EUR million	2016	2015	%
Total revenue	181	187	-3.1
Operating expenses	129	133	-3.6
Depreciation	15	19	-21.4
EBITDA	53	54	-2.0
Operating result	38	34	11.2
Share in result of associates including interest	74	63	17.6
Average fixed assets	1,054	983	7.2

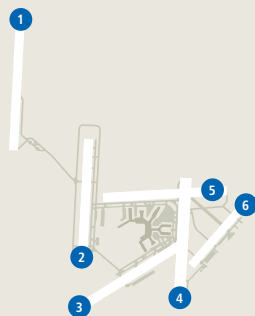
Participations



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	
Passenger stands	94
Buffer stands	84
Cargo stands	19
Schiphol-East	28
Total	225



Airport area **2,787 hectares**

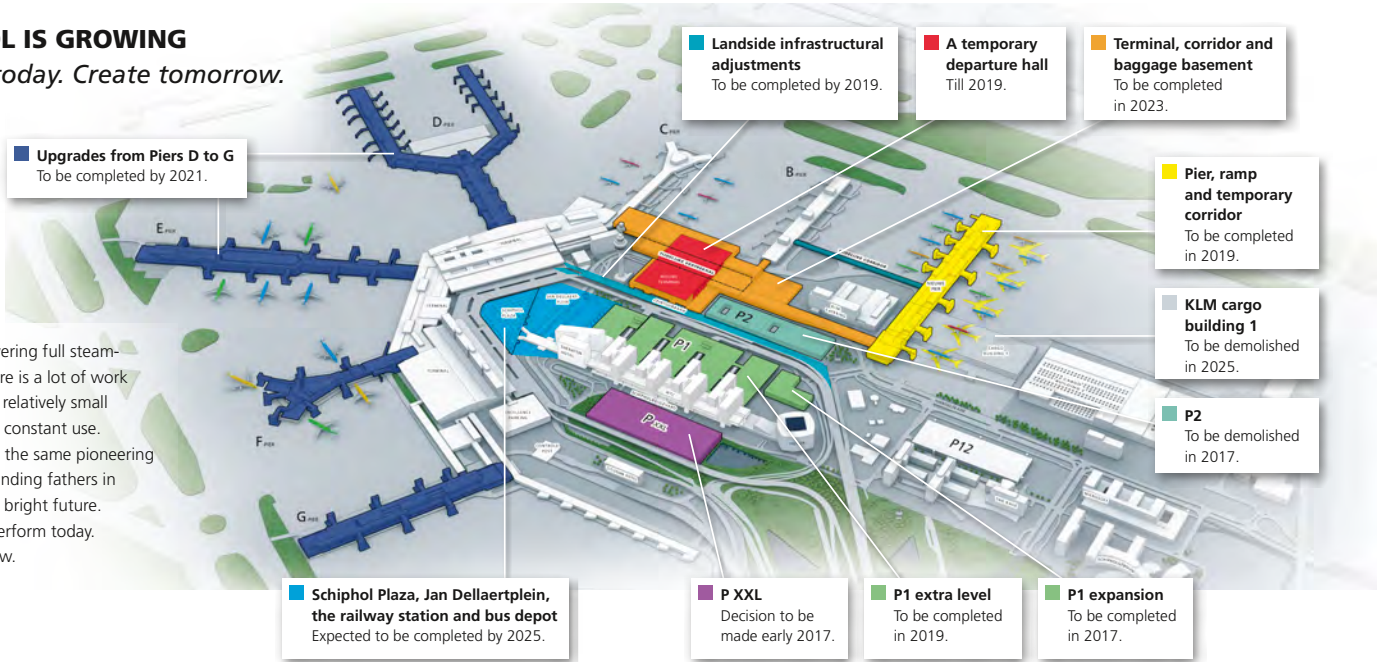
Runway	Location	Length	Width
1 Polder runway	18R - 36L	3,800 metres	60 metres
2 Zwanenburg runway	18C - 36C	3,300 metres	45 metres
3 Kaag runway	06 - 24	3,500 metres	45 metres
4 Aalsmeer runway	18L - 36R	3,400 metres	45 metres
5 Buitenveldert runway	09 - 27	3,453 metres	45 metres
6 Schiphol-East runway	04 - 22	2,014 metres	45 metres



New pier (2019) and terminal (2023)

SCHIPHOL IS GROWING

Perform today. Create tomorrow.



Schiphol is powering full steam-ahead. And there is a lot of work to be done in a relatively small area which is in constant use. We're adopting the same pioneering spirit as our founding fathers in order to build a bright future. Our motto is: Perform today. Create tomorrow.

Our strategy: Mainport development

The central focus of our strategy for the years 2016-2020 is to strengthen Mainport Schiphol. We will use this strategy to fulfil our mission of Connecting the Netherlands. We will continue to develop Amsterdam Airport Schiphol as one of the world's most important hub airports, with an intricate network of destinations.

Our strategy is embodied in five themes: Top Connectivity, Excellent Visit Value, Competitive Marketplace, Development of the Group and Sustainable & Safe Performance. Each theme has its own focus area; Sustainable & Safe Performance is the dimension that connects them.



Top Connectivity The best connections

Mainport Schiphol's principal strength is its network of connections. The majority of these are served by our home carrier KLM and partners. It is this intricate network that makes Schiphol one of Europe's key hubs. We strive to expand the network by adding destinations that support the Mainport. To continue Mainport development, current capacity in and around the terminal will have to be used even more efficiently and new capacity will be created.



Excellent Visit Value An attractive airport

Our ambition is for Schiphol to be Europe's Preferred Airport and the first choice among passengers, airlines and logistics service providers. We strive for top quality in our processes, facilities and commercial offering, while taking into account the interests of customers and passengers. The passenger experience is key. We invest in processes and resources that will improve this experience. We aim to be a leading digital airport.



Competitive Marketplace A prime location

We are continuing to strengthen the Mainport through further development of AirportCity Schiphol as a prime location for work and leisure, boasting excellent accessibility and good parking options. A key reason why international businesses establish themselves here is the proximity to the airport. Improvements to the quality of the working environment are ongoing, by adding the offer of innovative lease concepts and services.



Development of the Group A strong group

A great focus is on the synergy that we can develop as a group. We want to improve the Schiphol Group organisation. We are evolving into a High Performance Organisation and are actively promoting inclusive business practices. We coordinate our large investment projects in an integrated manner. We are seeking to expand our international activities, particularly with airports of strategic relevance for the Mainport. Schiphol has a sound and forward-looking financial policy.



Sustainable & Safe Performance Sustainability and safety as basic conditions

Sustainability and safety are the basic conditions for everything we do and will only become more important in the years to come. Our responsibility for these themes, which transcend the interests of our business, is a fixed and integral consideration in the decisions we make. Maintaining a healthy and safe working environment for staff and safe surroundings for passengers and nearby residents is a top priority. To us, sustainability means we maintain our focus on long-term developments and seek to create lasting value. Staying in continuous dialogue with our stakeholders is crucial. We carefully balance the social, environmental, commercial and financial interests of people, planet and profit, increasingly measuring our value creation against more than financial criteria alone.

Market position

(Top 10 Major European Airports)



Passengers (excl. transit-direct)

x million		2016	Growth	Market share
1	London Heathrow	LHR 75.7	1.0%	13.8%
2	Paris Charles de Gaulle	CDG 65.9	0.2%	12.4%
3	Amsterdam	AMS 63.5*	9.1%**	11.6%
4	Frankfurt	FRA 60.7	-0.4%	11.1%
5	Istanbul	IST 60.2	-1.7%	11.0%
6	Madrid Barajas	MAD 50.4	7.7%	9.2%
7	Barcelona	BCN 44.1	11.2%	8.1%
8	London Gatwick	LGW 43.1	7.1%	7.9%
9	Munich	MUC 42.2	3.2%	7.7%
10	Rome Fiumicino	FCO 41.6	3.3%	7.6%

* incl. transito 63.6 million passengers ** incl. transito 9.2%

Cargo volume

x 1,000 tonnes		2016	Growth	Market share
1	Frankfurt	FRA 2,029	1.8%	17.2%
2	Paris Charles de Gaulle	CDG 1,953	2.7%	16.6%
3	Amsterdam	AMS 1,662	2.5%	14.1%
4	London Heathrow	LHR 1,541	3.0%	13.1%
5	Leipzig	LEJ 1,048	6.4%	8.9%
6	Luxembourg	LUX 802	8.7%	6.8%
7	Istanbul	IST 783	-0.5%	6.6%
8	Cologne/Bonn	CGN 771	3.8%	6.5%
9	Liège	LGG 661	1.5%	5.6%
10	Milan Malpensa	MPX 537	7.4%	4.6%

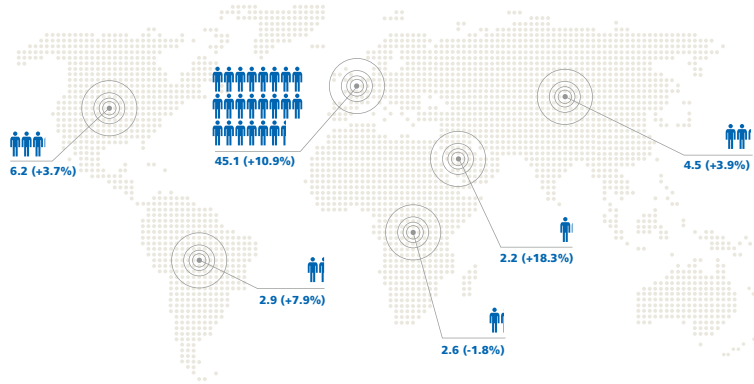
Air transport movements

x 1,000		2016	Growth	Market share
1	Amsterdam	AMS 479	6.3%	12.1%
2	London Heathrow	LHR 473	0.2%	11.9%
3	Paris Charles de Gaulle	CDG 472	0.8%	11.9%
4	Frankfurt	FRA 453	-0.9%	11.4%
5	Istanbul	IST 449	0.4%	11.3%
6	Madrid Barajas	MAD 377	3.1%	9.5%
7	Munich	MUC 374	3.9%	9.4%
8	Rome Fiumicino	FCO 311	-0.3%	7.8%
9	Barcelona	BCN 305	6.6%	7.7%
10	London Gatwick	LGW 279	5.0%	7.0%

Passengers

Passenger volume and growth per continent

Passenger volume at Schiphol in millions (growth versus 2015; excluding transit)



Top 5 leisure destinations

Number of passengers **2016**

1	United Kingdom	14%
2	Spain	11%
3	United States of America	8%
4	Italy	7%
5	Germany	5%

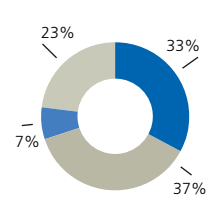
Top 5 Intercontinental destinations

Number of passengers **2016**

1	United States of America	28%
2	China	9%
3	Canada	7%
4	United Arab Emirates	6%
5	Netherlands Antilles	3%

Country of residence

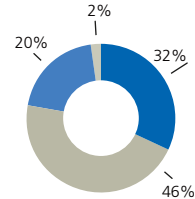
In %



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

Reason for travelling

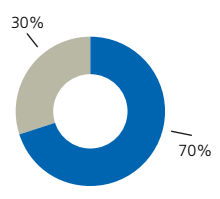
In %



- Business
- Leisure
- Visiting friends/relatives
- Other

Gender

In %



- Male
- Female

Passenger volumes at Schiphol 2016

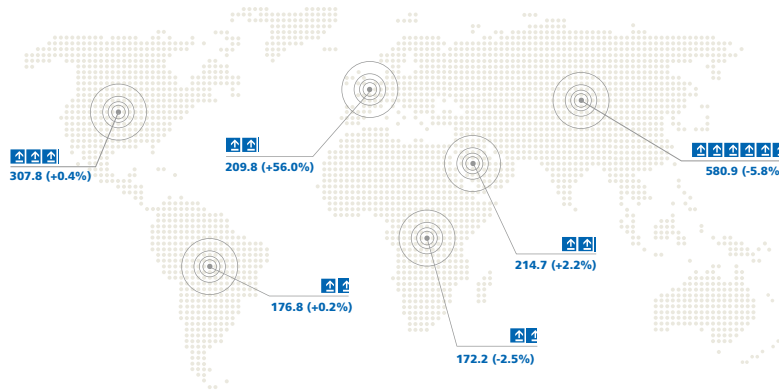
Numbers by airline

	Total	Growth
KLM	30,539,100	6.50%
easyJet	5,352,766	19.60%
Transavia	4,698,957	10.70%
Delta Air Lines	2,673,303	-1.90%
TUIfly	1,906,082	16.90%
Vueling	1,342,713	51.80%
British Airways	1,264,299	3.40%
Air France	1,174,922	-4.60%
Lufthansa	816,377	-2.50%
Flybe	734,965	28.90%
Other	13,122,050	11.40%

Cargo

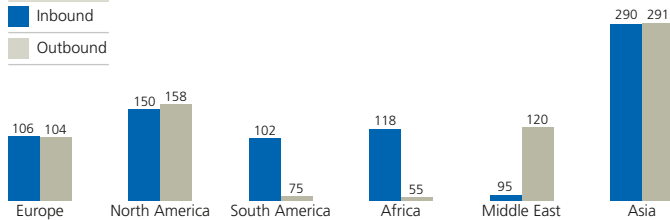
Cargo volume and growth per continent

Schiphol cargo x 1,000 tonnes (growth versus 2015)



Cargo per continent

x 1,000 tonnes



Corporate Responsibility

Royal 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.

There is considerable awareness these days that we are living in a vulnerable environment whose resources are finite. Indeed, we are facing environmental challenges on a global scale. For Schiphol, Corporate Responsibility is not so much a programme as a way of thinking and working that must be integrated in all aspects of its organisation.

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

Waste separation percentage at Schiphol

Per year

Year	Percentage
2016	34.3
2015	28.4
2014	25.9
2013	36.0
2012	35.0

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.

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 a Zer0 Waste Airport in 2030 and the most sustainable airport.

CO₂ emissions by Amsterdam Airport Schiphol

In tonnes	Caused by	2016 ¹	2015 ¹
Scope 1	Natural gas and fuels used within the licences of Schiphol Nederland B.V.	16,279	19,954
Scope 2	Electricity	85,916	78,681
Total CO₂-emissions		102,195	98,635

¹ Numbers relate to the emissions and the number of passengers during the operational year.

Number and nature of reports to BAS

	Focus group		Habitual complainants	
	2016	2015	2016	2015
Number of complainants	5,927	5,462	35	35
Reports received				
Specific reports	24,371	20,392	151,976	114,204
Period reports	33,262	27,197	6,115	4,990
General reports	757	685	328	422
Total number of reports	58,390	48,274	158,419	119,616

Schiphol Group



Passengers at regional and international airports

Rotterdam The Hague Airport

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

Number of passengers in million

2016	1.65	+0.3%
2015	1.64	

Eindhoven Airport

Schiphol Group has a 51% stake in Eindhoven Airport.

Number of passengers in million

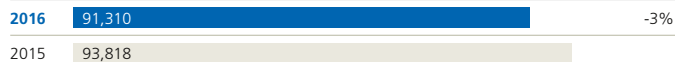
2016	4.7	+9.3%
2015	4.3	

Lelystad Airport

Schiphol Group is the owner and operator of Lelystad Airport.

The airport is being developed into a leisure airport.

Air transport movements

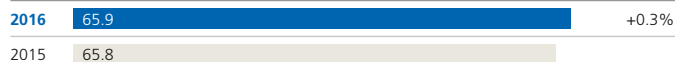


Groupe ADP (Aéroports de Paris)

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)

Number of passengers in million



Orly (Paris)

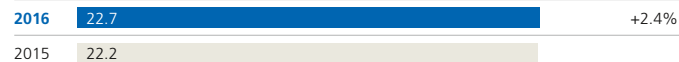
Number of passengers in million



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.

Number of passengers in million



JFK IAT, New York (USA)

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

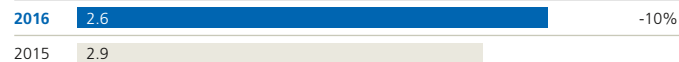
Number of passengers in million



Aruba Airport

Schiphol Group supports airport activities on Aruba.

Number of passengers in million



Awards

Schiphol Group and Amsterdam Airport Schiphol received various distinctions during 2016.

Schiphol Group

- Randstad Award 2016: Most attractive employer in the Netherlands.
- SDG Inspirator Logistics Sector (Schiphol Group 2015 Annual Report).
- Second place in the Ministry of Economic Affairs' Transparency Benchmark (Schiphol Group 2015 Annual Report).

Amsterdam Airport Schiphol

- Business Traveller: Best European Airport 2016 (27th time).
- IATA: Air Cargo Excellence Award, 'Best major European airport'.
- European Design Awards London: Hilton Amsterdam Airport Schiphol.
- Baxter Travel Media Annual Agents Choice Award (Canada): Favourite International Airport 2016.
- Routes Marketing Award Europe
- (in the more than 20 million passengers category).
- Routes Best Overall Airport Marketing Award.
- SEO report (commissioned by ACI): Second hub world-wide in number of direct destinations.
- Star Alliance Trade Awards: 'Innovative Entrepreneurship 2016'.



Other publications

Annual Report 2016

Traffic Review 2016

Address, telephone numbers and websites of Royal Schiphol Group

Postal address

P.O. Box 7501
1118 ZG Schiphol
The Netherlands

Visitor's address

Evert van de Beekstraat 202
1118 CP Schiphol
The Netherlands

Royal Schiphol Group

tel: +31 (0)20 - 601 9111

www.schiphol.nl

www.annualreportschiphol.com

www.youtube.com/schiphol

www.bezoekbas.nl



Concept & realisation: Graphic Invention

Print: Be Ink