

Facts & Numbers 2018

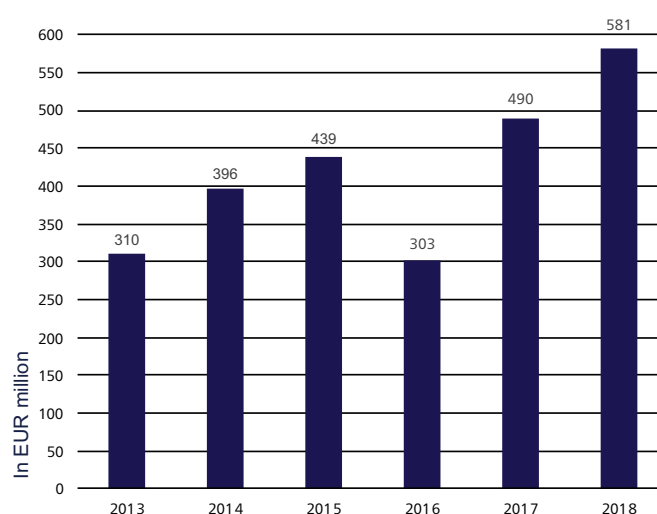
Results 2018

| EUR million unless stated otherwise | 2018 | 2017 | '18-'17 |
|---|--------------|--------------|--------------|
| Net revenue | 1,509 | 1,458 | 3.5% |
| Other income | - | 38 | -100.0% |
| Other income and results from investment property | 107 | 42 | 151.8% |
| Other operating expenses | 981 | 916 | 7.2% |
| Depreciation & impairments | 267 | 264 | 1.1% |
| Operating result | 368 | 359 | 2.6% |
| Financial income & expenses | -90 | -86 | 5.3% |
| Share in results of associates | 97 | 73 | 33.9% |
| Net result | 278 | 280 | -0.4% |

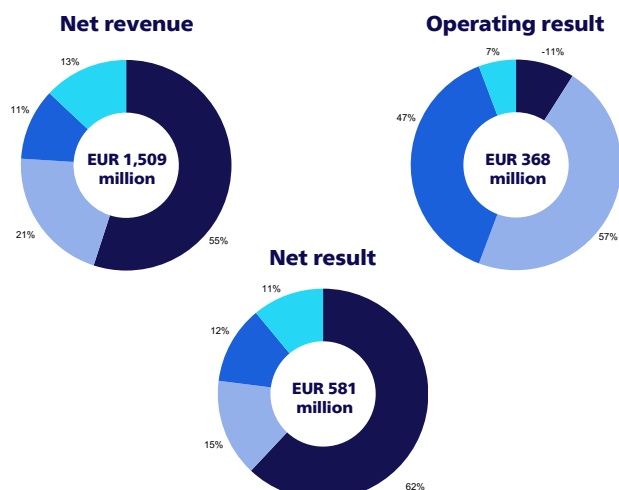
Business model Royal Schiphol Group: four business areas

| | |
|---|---|
| <p>Aviation</p> <p>Infrastructure and facilities for airlines, passengers, handling agents and logistic service providers at Schiphol.</p> <p>Security and safety at Schiphol.</p> | <p>Consumer Products & Services</p> <p>Products and services for travellers and businesses at Schiphol.</p> |
| <p>Real Estate</p> <p>Operational and commercial real estate at Schiphol and other airports.</p> | <p>Alliances & Participations</p> <p>Operation of regional airports and development of international activities.</p> |

Investments



Contribution per business area



| | | |
|--|--|---|
| <p>Investments in 2018: 581 EUR million (2017: EUR 490 million)</p> | <p>37 EUR million redevelopment Terminal 1</p> | <p>25 EUR million development of Lelystad Airport</p> |
| <p>108 EUR million development of the new pier, terminal and the associated infrastructure</p> | | |

Top 10 European airports Passengers

| Top 10 in millions of passengers | | Growth | Market share | 2018 |
|----------------------------------|-----|--------|--------------|-------|
| 1. London Heathrow | LHR | 80.1 | 2.7% | 13.2% |
| 2. Paris Charles de Gaulle | CDG | 72.2 | 4.0% | 11.9% |
| 3. Amsterdam | AMS | 71.1 | 3.7% | 11.7% |
| 4. Frankfurt | FRA | 69.4 | 7.8% | 11.4% |
| 5. Istanbul | IST | 68.2 | 6.4% | 11.2% |
| 6. Madrid Barajas | MAD | 57.8 | 8.4% | 9.5% |
| 7. Barcelona | BCN | 50.1 | 6.1% | 8.3% |
| 8. Munich | MUC | 46.2 | 3.8% | 7.6% |
| 9. London Gatwick | LGW | 46.1 | 1.1% | 7.6% |
| 10. Moscow | SVO | 45.8 | 14.3% | 7.5% |

Top 10 European airports Air transport movements

| Air transport movements (x1,000) | | Growth | Market share | 2018 |
|----------------------------------|-----|--------|--------------|-------|
| 1. Frankfurt | FRA | 501 | 7.8% | 12.0% |
| 2. Amsterdam | AMS | 499 | 0.5% | 12.0% |
| 3. Paris Charles de Gaulle | CDG | 481 | 1.1% | 11.5% |
| 4. London Heathrow | LHR | 476 | 0.3% | 11.4% |
| 5. Istanbul | IST | 448 | 1.3% | 10.7% |
| 6. Madrid Barajas | MAD | 394 | 6.2% | 9.5% |
| 7. Munich | MUC | 392 | 2.2% | 9.4% |
| 8. Moscow | SVO | 350 | 16.3% | 8.4% |
| 9. Barcelona | BCN | 323 | 3.9% | 7.8% |
| 10. Rome Fiumicino | FCO | 305 | 3.5% | 7.3% |

Top 10 European airports Cargo

| Cargo volume (x1,000 ton) | | Growth | Market share | 2018 |
|----------------------------|-----|--------|--------------|-------|
| 1. Frankfurt | FRA | 2,087 | -1.1% | 15.9% |
| 2. Paris Charles de Gaulle | CDG | 1,987 | -1.2% | 15.2% |
| 3. Amsterdam | AMS | 1,716 | -2.5% | 13.1% |
| 4. London Heathrow | LHR | 1,685 | -0.8% | 12.9% |
| 5. Istanbul | IST | 1,237 | 9.6% | 9.5% |
| 6. Leipzig | LEJ | 1,210 | 7.0% | 9.2% |
| 7. Luxembourg | LUX | 895 | -0.3% | 6.8% |
| 8. Liège | LGG | 872 | 21.6% | 6.7% |
| 9. Cologne/Bonn | CGN | 845 | 2.7% | 6.5% |
| 10. Milan Malpensa | MXP | 558 | -3.2% | 4.3% |

Traffic & Transport at Schiphol 2018



Structure Royal Schiphol Group

Shareholders

| | |
|---------------------------|-------|
| State of the Netherlands | 69.8% |
| Municipality of Amsterdam | 20.0% |
| Municipality of Rotterdam | 2.2% |
| Groupe ADP | 8.0% |

Our mission

Connecting the Netherlands

We facilitate optimal links with the rest of the world in order to contribute to prosperity and wellbeing in the Netherlands and elsewhere.

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 alike.

Strategy Royal Schiphol Group

Our job is to maintain and further develop Mainport Schiphol's position as a multimodal hub. To do this, Schiphol Group must be successful across the board.

Our strategy is embodied in five themes:

- Sustainable & Safe Performance
- Top Connectivity
- Excellent Visit Value
- Competitive Marketplace
- Development of the Group

Direct connectivity European airports 2018

| Rank in 2018 | Airport | Rank 2017 | Rank 2008 |
|--------------|----------------------------|-----------|-----------|
| 1 | Frankfurt | 3 | 3 |
| 2 | Amsterdam Airport Schiphol | 1 | 6 |
| 3 | London Heathrow | 2 | 2 |
| 4 | Paris CDG | 4 | 1 |
| 5 | Istanbul | 5 | 18 |
| 6 | Munich | 6 | 5 |
| 7 | Madrid | 7 | 4 |
| 8 | Barcelona | 8 | 8 |
| 9 | Rome FCO | 9 | 7 |
| 10 | Moscow SVO | 11 | 30 |