

Competitive Marketplace A prime location

Royal Schiphol Group's airports are important engines of economic growth for the Netherlands. Proximity to an airport is often a decisive factor for companies when selecting a location, while features such as accessibility, the supply of accommodation and office space, and logistics are also important considerations for today's business community.

We are working constantly to improve and refine the Schiphol AirportCity concept, which stands for quality with regards to the working environment and accommodation, as well as excellent accessibility and convenient parking options. We offer a wide range of quality facilities - such as retail and food and beverage outlets - and services, for businesses, travellers and visitors alike. Offices, meeting facilities and hotels near the terminal are all performing well, as are logistics services based along the

periphery of the airfield. Our real estate portfolio is being developed accordingly. We are working continuously to improve the quality of the business environment at Schiphol by expanding the range of facilities, and by offering innovative, flexible leasing concepts and services.

Amsterdam Airport Schiphol also plays a central logistical role within the surrounding region. We are currently enhancing this aspect of our service offering by adding new technologies and digital processes as part of the Smart Cargo Mainport Programme. Recent innovations include a registration system allowing logistics service providers and truckers to better plan cargo delivery and collection in the hangars, from the lorry park.

Our regional airports also work with local government authorities and developers to offer companies tailored accommodation options on and around the airport grounds.

Objective	Progress	Achieved in 2018
Non-aviation Guaranteeing revenue flow from non-aviation activities		<ul style="list-style-type: none"> – Strong retail revenues and real estate occupancy – Digitisation and an omnichannel approach to strengthen our retail offering and support shopping intention – Proactive development of parking products; continued success of valet parking service; extension of P3 parking garage
Central Business District Increasing activity in the Central Business District. Widening the range of services, establishing an attractive working environment and ensuring high occupancy rates		<ul style="list-style-type: none"> – Sustained positive momentum in the real estate sector; high office occupancy rates – Expansion work started on The Base complex, to include the new The Base D building – Ever-increasing range of services; success of SPOT: a community of airport-based businesses and employees

Development of the Group **A strong Group**

The synergies between Schiphol's various divisions and areas of activity are among our core strengths. Schiphol Group aims to get the most out of the interactions between Amsterdam Airport Schiphol, the regional airports and the Group's international activities. We are also implementing further organisational improvements by strengthening the business culture at Schiphol and by taking full advantage of new commercial opportunities. This process is aligned with our ongoing evolution as we strive to become a flexible and sustainable High Performance Organisation (HPO).

Our focus is increasingly on developing quality physical infrastructure and capacity, while maintaining adequate yields in order to continue financing these investments independently. We strive for moderate aviation growth at our airports, in balance with the environment. Schiphol is the first European airport to issue a green bond of 500 million to support investment in sustainability projects. We coordinate our large investment projects in an integrated manner, creating synergies principally through increased efficiency within our own airport network. This network is further strengthened through our international collaborations and activities.

Objective	Progress	Achieved in 2018
High Performance Higher scores on the High Performance Organisation (HPO) benchmark		<ul style="list-style-type: none"> – Implementation of recommendations from the 2017 HPO measurement on track
International New international strategy		<ul style="list-style-type: none"> – International activities account for a significant portion of the Group's financial results – New strategy developed