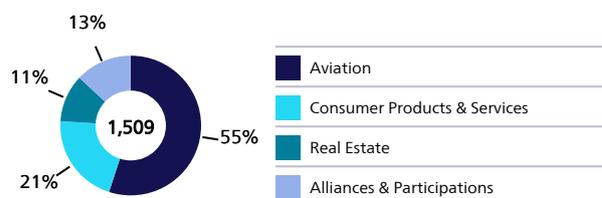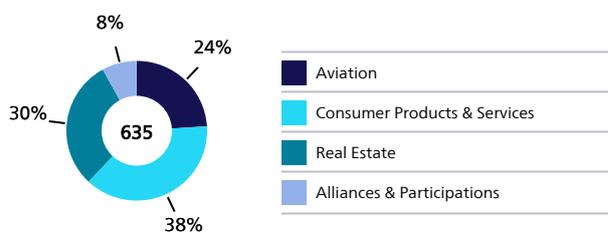# Portfolio of services

Our services are an important and rapidly evolving component of our core business, and a key driver of overall Group performance. Today, Schiphol is a thriving marketplace serving a growing community of businesses and their employees. Being able to offer our customers world-class retail, real estate, and parking services therefore remains a top priority for Royal Schiphol Group going forward. This area of our operations links directly to our strategic themes of Competitive Marketplace and Excellent Visit Value, and also encompasses several key business areas, including our Consumer Products & Services and Schiphol Real Estate (SRE) divisions.

Despite ongoing discussion around further growth at Schiphol, our retail and other non-aviation services remain a dynamic and fast-developing area of our Group operations. They are also a key source of new innovations and developments: 2018 saw a number of further developments within our real estate portfolio, as well as the launch of new digital innovations and parking products.

Revenue
(EUR million)

1,509

- 55% — Aviation
- 21% / 13% / 11%
- Aviation
- Consumer Products & Services
- Real Estate
- Alliances & Participations

EBITDA
(EUR million)

635

- 24%
- 8%
- 30%
- 38%
- Aviation
- Consumer Products & Services
- Real Estate
- Alliances & Participations

The Elephant Parade

On 1 September 2018, 34 members of the Elephant Parade paid a visit to Schiphol Airport. The Parade is a travelling open-air exhibition that generates funds for Elephant Family, an NGO helping to preserve and protect endangered Asian elephants. The elephants have been on the road since 2007, and on 12 October they left Schiphol for the next leg of their journey: Rio de Janeiro.

Consumer Products & Services

With our Consumer Products and Services operation, we aim to create a world-leading airport experience that exceeds the expectations of our guests. To achieve this, we work hard to meet the needs of our customers and develop attractive commercial propositions for passengers, visitors and airport employees alike, all the while supporting the wider ambitions of Royal Schiphol Group.

Given the fast-changing market in which we operate, it is crucial that we continuously improve the way we work in close alignment with our partners, embracing new technologies and ideas where possible. Using a mix of digital solutions and traditional approaches, we remain closely engaged with our customers across all key contact points, as they make use of retail, food and beverage services, and other facilities in the terminal. As we strive for excellent customer satisfaction and a strong NPS score, our focus is on interacting with our customers in a way that is personalised and directly relevant to each individual.

The core activities of Consumer Products and Services include retail, food and beverage, commercial services, parking and mobility services, media, and premium services.

Retail and food and beverage

Revenues from retail and food and beverage are an important source of non-aviation income. However, in recent years, airside retail earnings have struggled to keep pace with rises in traveller numbers, reflecting a growing trend towards online shopping among consumers. In 2018, Schiphol's per-passenger airside retail spend totalled 13.13 euros, down from 13.35 euros in 2017. Meanwhile, the average individual's airside food and beverage spend grew by 2.7% to 4.81 euros.

Spend per departing passenger at Schiphol
(in EUR)

	2018	2017	Index
Retail airside	13.13	13.35	98.4%
Food & beverage airside	4.81	4.68	102.8%
Total	**17.94**	**18.03**	**99.5%**

Amid changing consumer profiles and behaviours, we strongly believe airports can remain highly attractive platforms for retailers and media campaigns. A stronger focus on new brands and partnerships, a more innovative mindset and more flexibility will improve the appeal and accessibility of airside retail. Services is a growth category, as more and more customers put 'experience' at the core of their commercial spending decisions.

2018 saw a number of such initiatives taking place at Schiphol: over the course of the year, we introduced more than 30 new retail concepts, stores and branded shops, including pop-up stores and temporary outlets. Furthermore, we launched two pilot food-delivery services in partnership with Deliveroo and Thuisbezorgd.nl, allowing passengers to order food to their gate

and office workers to their work address, respectively. Meanwhile, we continue to promote cross-pollination between media and retail through innovative campaigns and concepts.

We continue to develop personalised online marketing via the airport's wifi service. Going forward, we plan to increasingly leverage technology, as well as data and insights, to introduce new retail and dining concepts and develop a high-quality, customer-oriented approach.

Number of outlets at Schiphol

	Airside	Schiphol Plaza
Food & beverage	78	32
Retail	137	45
Services	14	7
Total	**229**	**84**

Parking

In 2018, revenues from parking totalled 80.10 million euros. This is a decline in growth, which was largely attributable to a reduction in our overall parking capacity during the first half of the year following the demolition of the P2 parking facility, in late 2017, to make room for the construction of the new pier and terminal. Fortunately, we were able to reuse 99% of the concrete from the P2 garage for the renovation of the Sierra Platform. This resulted in a 35,000-tonne-reduction in the use of raw materials, saving around 900 truck movements.

In addition, the P3 long-stay parking garage was closed for three months of the year for extensive expansion and renovation work. These capacity constraints were offset by our new P4 basic parking product, introduced in April 2018. The P4 car park offers 2,500 parking places to provide sufficient parking capacity in busy times. In addition, September saw the launch of a new 'free-floating' car-sharing service, car2go, which has made electric cars available to travellers at the P1 WTC Schiphol Airport car park. A number of additional electric charging stations were also installed throughout our car parks during the year.

We will continue to expand our parking product offering in 2019. In particular, the P3 redevelopment project is due for completion in spring. As well as offering 2,500 additional parking spaces, the renovated multi-storey parking garage will include a new canopy, as well as a new 22,000m^2 roof on which 6,072 solar panels will be installed. Combined, the panels will generate a 1.8MWp, power supply, equivalent to 600 households. This feature, which is being developed in collaboration with Dutch energy supplier Eneco, allows Schiphol Parking to source 20% of the power needed to run the airport's parking facilities from locally generated solar energy, including the use of the electric charging points.

The world's smallest ad agency

On 14 May, the Schiphol Media team opened 'The Smallest Ad Agency in the World' at Jan Dellaertplein. Six teams of two creatives manned the agency for 24 hours in a tiny office in the centre of the square from where they drew up fresh campaign ideas for companies looking to advertise at Schiphol. The advertisers had the option of submitting briefings to the creative team. A total of 90 briefings were received, surpassing all expectations.

By the end of the 24-hour marathon, 19 brand-new campaign concepts had been created. Booking.com, the Van Gogh Museum and Tony's Chocolonely were just some of the satisfied advertisers, along with early-stage companies Ace & Tate, and Chinese electric scooter maker NIU.

Several non-profit organisations and social enterprises also made use of the Media team's services: the Melanoma Foundation wanted a design to inform travellers about the importance of good sun protection, while MISCQ was looking to drive awareness of its innovative plastic substitute made from elephant grass paper. Schiphol is currently working with several of these organisations to put their ideas into practice.

Pray, meditate and relax in silence

In April 2018, a new Meditation Centre was officially opened on the second floor of Departure Lounge 2 at Schiphol. This is a unique location: no other airport in the world offers a space for silence beyond security that is open to people of all faiths and convictions. The Centre is also the working base of the Airport Chaplaincy and its team of volunteers. Around 60,000 people, mostly travellers, come here during the year to pray, meditate, or receive spiritual support. The Meditation Centre is also used as place of worship for terminal-based employees.

Expanding Privium and VIP service

Privium, Schiphol's service programme for frequent business travellers, continued to grow over 2018, with the total membership base rising beyond 65,000. A second, temporary Privium lounge, after security control, opened its doors in late 2017 and proved highly popular among members. This lounge will be expanded and renovated in order to create a larger, permanent facility. We also began renovating and enlarging the Privium security and border passage gates in the terminal in the latter part of the year, as a result of which Privium Card holders will soon be able to travel with even greater speed and comfort through Schiphol.

Additional recent enhancements to our Privium service include the introduction of a new centralised database for storing biometrics relating to memberships. The new data storage system, which fulfils all privacy regulation requirements, makes it easier for Privium members to organise and make changes to their membership.

The renewed Schiphol VIP service, an important service proposition aimed primarily at premium business travellers, is also proving highly popular, with more than 17,500 arriving and departing VIP passengers during 2018. We plan to renovate and increase the capacity of the VIP Centre in the short term to accommodate increasing demand for the service.

Real estate

Driven by a favourable business climate in the Netherlands, demand for premium real estate at prime locations is rising across the Amsterdam Metropolitan Region (MRA). In 2018, Schiphol's overall (commercial and logistics) average occupancy rate rose to 91.1%. Demand was particularly strong in the commercial property segment: we achieved a 91.7% tenant occupancy level across our rented office locations, with occupancy especially high throughout Schiphol's Central Business District. We also welcomed several new globally operating companies as tenants, including Honeywell and Heineken. The occupancy rate for our warehouse buildings, meanwhile, was 93.2%.

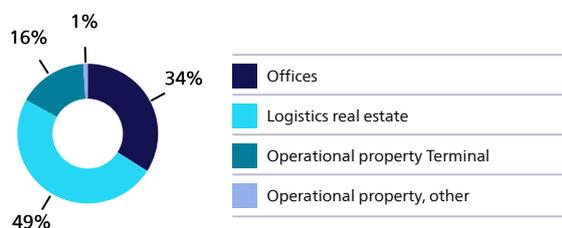**Average occupancy rate of commercial real estate**
(in %)

2014	2015	2016	2017	2018
88.4	88.3	88.7	89.6	91.7
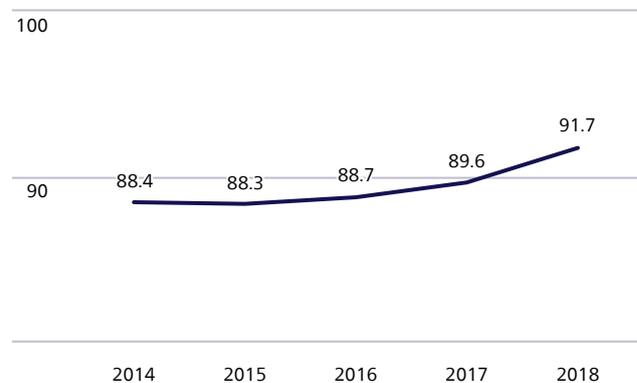
Amid growing demand for office rental properties, we further expanded our commercial real estate capacity during the year with the addition of several new development projects. In December 2018, Schiphol, in collaboration with Microsoft, opened the refurbished 'Outlook' SMART building. Meanwhile, the new The Base D office complex and car park moved closer to completion, with construction work set to finish in the third quarter of 2019. Work also continued on three further projects: the Tristar 1 office block, the new Air Traffic Control the Netherlands (LVNL) building and the KLM Business Lounge for non-Schengen passengers. Several other major projects are in the pipeline for 2019 and beyond. As part of the Terminal 1 redevelopment, Schiphol Real Estate will oversee construction of new offices, business class lounges and other business premises in the terminal. We are also developing a new office building in the Central Business District.

Real estate portfolio per category

(as a % of total real estate portfolio of 673,066 m²)

- 34% Offices
- 49% Logistics real estate
- 16% Operational property Terminal
- 1% Operational property, other

In the logistics real estate category, we continued to experience excellent occupancy rates across the first-tier cargo buildings at Schiphol. Again, this highlights robust demand from local operators as well as the unique nature of our cargo offering, including the airport's good operational efficiency, its efficient Customs procedure, the excellent connections with the rest of Europe, and Schiphol's strong network of cargo businesses. In 2018, we began preparatory work on a new first-tier cargo building at Schiphol-Southeast. This extensive development will replace much of the logistics space that is being lost through the Taxiway Quebec expansion project, which is resulting in the demolition of several cargo buildings at Schiphol-South. The new development will also include a parking area for heavy goods vehicles, complete with eating and washing facilities, as well as a waiting area for drivers. An innovative call system will also alert drivers when it is time to load or unload goods, minimising wait times and increasing road safety.

'Flex and connect'

As well as offering high-quality physical spaces, it is important that we continue enhancing our real estate product by offering value-added services that meet the current expectations and demands of tenants. To this end, SRE has developed a flexible commercial lease concept called 'Flex', through which we offer tenants the opportunity to adjust and scale up their leases according to the changing needs of their business. Furthermore, through new initiatives such as Spacemaker, companies are able to sublet

rooms for meetings and workshops to other users on a short-term basis via an online marketplace. We have also launched a pilot scheme with technology company, Smart Parking, through which customers offer their parking spaces to other tenants on an ad-hoc basis.

Community and networking opportunities are also important drivers of tenant satisfaction and retention. Through the SPOT Schiphol Community, which is part of SRE's wider 'Connect' concept, we have created a collaborative environment where employees of the 500+ companies located on the Schiphol site can meet online and offline to network, share ideas and take part in discussions and events. The SPOT community grew by 25% in 2018 to more than 3,500 individual members. In October 2018, we also launched a pilot version of the Spot Schiphol Smart App, allowing community members to book meeting rooms, register for community events, order meals from the restaurants in Schiphol Plaza, and expand their local network.

Sustainable, healthy, smart

As we maintain and develop our real estate portfolio, we are conscious of the potential impact on the environment, as well as our responsibility to ensure the health of the people working in these spaces. In this sense, our long-term real estate ambitions are closely aligned with the Group's wider health and sustainability objectives, to become both a zero-waste and zero-emissions organisation by 2030. We are also exploring ways to make our properties energy-positive in the near future. In the short term, we will be strengthening our energy-reduction efforts by installing underground aquifer thermal energy storage (ATES) systems at WTC Schiphol 1 and The Base.

We will continue using the BREEAM assessment method to monitor the overall sustainability performance of our commercial buildings. Steadily, we are introducing state-of-the-art SMART infrastructure technologies that allow us to monitor and support our health and sustainability goals and to promote 'Flexibility, Connectivity and Efficiency' with regard to the use of our properties. Our Healthy Office pilot is already providing valuable insights with a view to improving the wellbeing of our tenants going forward.

Our long-term aim is for all buildings on the Schiphol site to be sustainable by design and to be built using circular, environmentally friendly construction practices. Reaching this objective will be a collaborative process involving various partners across the value chain. In January 2018, we launched the Sustainable Main Contracting initiative to ensure all third-party construction contracts contain clear guidelines with regard to maximising energy-efficiency and climate comfort. Further information on Schiphol's circular transition effort can be found in Raw materials and residual flows, in the People, environment and community section of Our results.

'The Outlook': Schiphol's first SMART office

On 1 December 2018, the renovated Outlook building opened its doors, becoming the first SMART office building on the Schiphol site. The building, which houses Microsoft's Dutch headquarters, was extensively redeveloped by the company in collaboration with Schiphol Real Estate. The renovated building uses SMART technology to understand and improve the experiences of both Microsoft employees and building visitors, while also providing a number of important sustainability benefits.

'The Outlook' is equipped with an intricate network of sensors. These gather information on how users interact with the building, measuring occupancy rates and energy usage, as well as key ambient conditions such as noise levels, temperature, CO_2 levels and light. Greater insight into these processes will allow Microsoft to use its workspaces in a way that is healthier and more energy-efficient. The information generated by the building will also assist Schiphol in expanding the SMART concept to other properties around the airport site.

📶 Digital

High-quality digital processes have become increasingly central to our way of working, and data can now be considered the oxygen of Schiphol's day-to-day airport operations. Working closely with different aviation partners, in 2018 we were able to build on the success of 2017's Digital Airport Programme (DAP) by embedding technology and data even more deeply into our chain of processes. In this way, we are striving to create better experiences for our customers and a smoother operational flow, so that Schiphol remains a safe and pleasant environment for all those who use the airport.

Schiphol's digital strategy is empowering our employees and customers, enabling us to leverage data and technology and introduce new ways of working that directly benefit both of these user groups. In 2018, we took steps to simplify our digital organisational structure and align our digital value streams with key strategic objectives:

– Excellent customer experiences, resulting in improved NPS and passenger revenues.
– Airport and airline performance, supporting on time and safe performance.
– Smart assets and buildings, optimising asset utilisation and sustainability.

Our digital principles

Further digitisation and digital innovation are crucial in 2019 and beyond if we are to create value and achieve our ambitions. We will continue our transition towards a fully futureproof, value-driven digital airport, by improving how we collect, use and share our data, and by continuing to integrate and embrace new technologies across our different operations.

Our employees stand to play a key role in this transformation, and it is important that, collectively, we welcome this change and feel comfortable working with new tools and technologies. To this end, our Digital Transformation team has been working with different business units across the Group to accelerate their digital knowledge and competences. In October 2018, Schiphol's digital teams hosted the latest instalment of Schiphol's annual Digital Week: a series of different workshops and events aimed at informing employees of the value of digital solutions and new ways of working. Our ultimate vision is for digital solutions to become fully intertwined with our business processes, so that each team or unit takes end-to-end responsibility for its own digital processes.

Schiphol's Chief Digital Officer is responsible for developing a fully sustainable, digital organisation, and is directly supported by the Data & Analytics team, as well as the Transformation team and Innovation hub.

A seamless passenger experience

As highlighted, one of the core aims of our digitisation programme involves improving how travellers and other users experience our airport. The Seamless Flow project, which we began piloting in 2017, is helping us to streamline the customer journey at Schiphol, from arrival through to check-in, security and boarding. Seamless Flow involves the use of biometrics (the science and technology of analysing human body characteristics) to recognise passengers based on their passports and a facial scan. This allows them to pass swiftly through the various touch-points in the airport terminal without having to show their passports and boarding passes each time.

Working closely with our airlines, as well as the government, Customs and various Schiphol teams, we have continued trialling the technology to better understand its use and the potential benefits. We will expand the pilot in 2019 with a view to eventually making permanent, widespread use of the technology. Importantly, Seamless Flow is GDPR compliant by design and meets the highest standards regarding data protection and privacy. In December 2018, an agreement was reached in principle between Schiphol and the government whereby all costs attributed to the Seamless Flow project will be divided equally between the two parties.

Meanwhile, we are supporting the migration of passengers to digital platforms where they can obtain travel information, plan journeys and make the most of the services provided at Schiphol. In 2018, 38% of passengers made use of the newly redesigned Schiphol.nl website and Schiphol app to access important travel information, while 50% of those using airport parking services reserved their space online. As part of this process, we have taken the decision to close a number of physical information desks in the Schiphol terminal and replace these with a more varied, multichannel approach.

Schiphol as a data hub

Data is now the starting point for understanding and guiding our different airport processes. As we become increasingly data-driven as an organisation, the information collected via our daily activities has, in turn, become a valuable resource for our aviation partners. By effectively gathering and storing information regarding aircraft movements, passenger flows, security wait times, and countless other data points, Schiphol has become a 'data hub' that other organisations can use to inform and enhance their own processes. For example, through the use of application programming interface (API) software, airlines are able to obtain real-time information around the movements and timings of departing passengers in a process known as 'SmartGate' planning. In total, more than 1.5 billion 'API calls' on our data were made during 2018 by airlines, travel agents and other external parties.

2018 also saw further integration of 'Wilbur' into our planning processes. Wilbur is a customised application developed in-house

Rolling out the new mobile network

In October 2018, we began the rollout of a comprehensive indoor multi-operator mobile network at the airport, in collaboration with network operators KPN, T-Mobile and VodafoneZiggo. Using a system of more than 30 antenna installations, the new network will ensure excellent mobile coverage throughout all public areas and non-public areas of the airport.

Installation will take place in stages over the course of 2019, with the new network scheduled to be fully operational in 2020. Once in place, all mobile operators will use the same mobile network across Schiphol's terminal and piers, offering users improved reception and quality while also saving space and energy. The network will support new-generation communications systems, such as 5G, and will be integrated with the emergency services network and the radio system used at Schiphol.

An omnichannel approach to traveller information

From 2019, Schiphol will be using new communication channels to better assist passengers in the terminal who have queries or problems. Our recent customer survey reveals that passengers are keen to make greater use of online channels and chat facilities when looking to access information. They would like to be able to communicate with Schiphol irrespective of their location.

Going forward, passengers will be able to reach a Schiphol member of staff 24 hours a day via a combination of telephone, WhatsApp, chat and 16 physical terminal self-service points. Mobile assistants are also able to attend to passengers in person regarding complex queries or problems. With passengers making less and less use of the seven information desks permanently installed in the terminals, we have decided to begin phasing out this approach from April 2019 onwards. The function of the desks will gradually be taken over by the new 24-hour information services during the course of 2019.

at Schiphol that allows us to harness real-time and predictive information to anticipate potential queues or bottlenecks in different parts of the airport terminal. This insight enables us to adapt the required staffing capacity in real time and up to four hours in advance in order to better manage passenger flows and avoid congestion. We have embedded Wilbur permanently into our chain of processes and will be exploring ways to expand its use over the months ahead.

Looking after assets and buildings

Increasingly, we are using digital solutions to tackle the physical infrastructure problems encountered in daily airport life. In particular, a core element of Schiphol's digitisation programme involves using smart technology to monitor the state of properties and assets throughout the airport site. We now have 70,000 sensors positioned strategically within the terminal from which we are able to collect real-time information on the performance of elevators and walkways. Any malfunctions are immediately identified and resolved to minimise disruption to passengers, while maintenance can be planned better through analysing how these devices perform over a wider timeframe.

Our Digital team is also working closely with the Real Estate division as well as commercial tenants to integrate smart infrastructure into the built environment at Schiphol.

Information security and GDPR

In 2018, Schiphol continued its GDPR implementation project in accordance with the General Data Protection Regulation (GDPR), which came into force on 25 May 2018. The project, which is centred on the '10 steps roadmap' developed by the Dutch Data Protection Authority, sets out a series of actions for Schiphol and our regional airports to follow. These include organising a communication programme to raise employee awareness, creating an overview of all processing activities, updating contractual agreements with external parties, running risk assessments on both new and existing processes, and developing procedures regarding the rights of data subjects.

A new governance model has also been introduced to ensure future compliance with GDPR across our Group operations, with more than 25 'privacy champions' assigned to various business units. A new Data Protection Officer has been appointed to oversee the final elements of GDPR implementation in 2019.

☺ Customer appreciation

Schiphol wants to remain one of Europe's top airports; however, we can only ensure this by continuing to offer quality, comfort and service. Using the Schiphol Perception Monitor as well as individual customer appreciation studies at Eindhoven and Rotterdam The Hague Airports, we monitor our travellers' appreciation levels over time. Schiphol also participates in the

Airport Service Quality (ASQ) benchmark survey, through which Schiphol's appreciation levels are compared with those of 14 medium-to-large hub airports in Europe.

Amsterdam Airport Schiphol

For 2018, we set ourselves the goal to achieve a Net Promoter Score (NPS) of at least 35 (target 2017: 34). Our travellers' appreciation of Amsterdam Airport Schiphol decreased in 2018, with the airport's NPS falling from 34 to 32. This was mainly due to lower appreciation scores for Schiphol's arrival and transfer processes. In 2019, we are aiming for an NPS of 34.

Specifically, the NPS awarded to the airport's arrival processes fell from 31 to 27. Waiting times, including for baggage reclaim and Customs, as well as wayfinding and walking distances were among the main reasons given for this decline. Appreciation for Schiphol's arrival processes was also influenced by the adjustments to our parking product that followed the demolition of the P2 parking garage. While our customers are steadily familiarising themselves with the airport's new parking offering, these appreciation levels have yet to return to where they were before the P2 closure. The increased use of remote aircraft-handling services, where passengers are transported to the terminal by bus, also had a detrimental impact on the experience of arriving passengers.

We also witnessed a decrease in our NPS from 38 to 36 in relation to transfer passengers. The leading factors cited by travellers included wayfinding, the atmosphere within the terminal, food and beverage and other facilities, general hygiene, waiting comfort, and the number of available seats at departure gates. Increased crowding within the terminal was also mentioned.

The overall appreciation levels shown by Schiphol's departing (OD) passengers remained consistent with 2017. The NPS relating to waiting times at security improved considerably, from 61 to 65. On the other hand, our departing passengers' appreciation for our adjusted parking service is not yet back to its previous level.

The overall decrease in customer appreciation is also reflected in the ASQ benchmark: Schiphol dropped one place in the ranking in 2018, to eighth.

Measuring airline customer satisfaction

We are in regular contact with airlines and other aviation stakeholders regarding day-to-day operations at Schiphol. We also consult closely with our partners on a tactical and strategic level: through a combination of monthly partner meetings and one-to-one sessions, we keep our airline customers updated on key developments, including issues relating to capacity restrictions. These interactions also help us understand the needs and expectations of airlines operating at Schiphol, as well as those of the wider aviation community.

Schiphol has introduced a new system for gauging airline customer satisfaction. As of 2018, each airline has a dedicated point of contact within Schiphol Group for day-to-day operational matters. Meanwhile, any questions regarding network development are addressed to a second contact person within the Aviation Marketing department. To date, we have largely received positive ratings from the airlines regarding our organisation and how we operate our airport.

These positive ratings are backed up by a new quantitative survey, completed in October 2018, which functions as a baseline measurement. Schiphol received a general satisfaction score between 'good' and 'very good' from the airlines. Schiphol received a similar score for its role as an airport operator. This new measurement system has enabled us to identify several key areas of potential improvement. In particular, many of our customers have expressed concerns surrounding the air traffic movement ceiling at Schiphol, including its potential impact on future flight growth and the quality of the airport's remote-handling operations. Our airline customers also noted the complexity of Royal Schiphol Group as an organisation, with some respondents citing a lack of clear and adequate responses to incidents and complaints. We will be taking concrete steps during 2019 to address these improvement opportunities and further strengthen our relationships with the airlines.

Real estate tenant satisfaction

Ensuring tenant satisfaction is crucial in achieving a high level of retention among occupants. The results of the 2018 Schiphol Real Estate Resident survey reveal that 86% of office occupiers rate their building as either 'good', 'very good' or 'excellent', maintaining the levels seen in 2017. Schiphol's consistently high tenant satisfaction levels are owed, in large part, to efforts by Schiphol's Real Estate (SRE) division to meet the evolving needs of residents with innovative products and solutions. These approaches are discussed in detail in Portfolio of services.

Awards

Royal Schiphol Group and its airports received various distinctions in 2018.

Royal Schiphol Group
– Air Transport Research Society (ATRS): Europe's most efficient airport group
– International Airport Review Award: Technological solution of the year for digital infrastructure
– Randstad employment agency: Most attractive employer
– AWVN Trophy: Most inclusive organisation
– Henri Sijthoff Award: Best annual report 2017 (non-listed category)

Amsterdam Airport Schiphol
– SKYTRAX: Best Airport Staff Europe
– ACI Europe: Eco-Innovation Award
– Business Traveller UK: Best European Airport (29th consecutive year)
– Business Traveller the Netherlands: Best Airport
– Cargo News Asia: Best Airport Europe
– BTMF Business: Best Airport
– Global Traveler USA: Best Airport in Europe, Best Shopping Airport and Best Duty-Free Shopping in Europe
– TR Business: Travel Retail Award
– Frontier: Best F&B Partnership of the Year (with HMSHost and Portland Design for food court in Departure Lounge 1)
– Trazee Travel: Favorite Airport in Europe and Favorite Airport Shopping
– MSCI European Property Investments Awards: Best performing balanced fund in the Netherlands (for Schiphol Real Estate)
– Hotel Investment Conference London: Single Asset Transaction of the Year (awarded to Schiphol Real Estate for its Hilton transaction)
– Canadian Travel Agents' Choice Awards: Favourite International Airport (14th consecutive year)
– ATRS: Most efficient European airport (more than 40 million passengers category)
– World Routes Airport Marketing Award: Highly Commended (3rd consecutive year)
– Children's Council TOP Award: Most equal collaboration
– Computable Award for Digital Airport Programme

Eindhoven Airport
– Iconic Award: Innovative Architecture (for new departure gates)

People, environment and community

This section of our results links directly with one of our most important strategic themes: Sustainable and Safe Performance. At Royal Schiphol Group, we realise that the success of our business will increasingly depend on the wellbeing of the world around us. For this reason, safety and sustainability provide us with our licence to operate and to grow. They are also key indicators against which we judge our success and measure performance.

The 2015 Paris Agreement, and the subsequent landmark report issued by the UN Intergovernmental Panel on Climate Change (IPCC) in October 2018 highlight the need for urgent action to prevent global temperatures rising beyond a level that would cause irreparable damage to the planet and its communities. The aviation industry will naturally have a major role to play in meeting this goal. With society's dependence on aviation set to strengthen further in the years ahead, it is vital we respond to this growing demand in a responsible manner.

By working responsibly and collaboratively, key industry players like Schiphol can balance their own performance and goals with the needs of local communities and the wider environment. The 'Smart and Sustainable' action plan recently agreed by the Dutch

aviation industry is a clear example of this collaboration in practice (see Supply chain responsibility section for further information). An important milestone is that we have integrated sustainability within Schiphol's future airport charges structure: landing and take-off charges will give preference to aircraft that are quieter and more environmentally friendly. More information can be found in Supply chain responsibility.

In 2018, Schiphol was involved in a wide range of initiatives aimed at ensuring the positive impact of our activities. Together with other airports and ACI Europe, we share information and collaborate in order to speed up sustainable development. In particular, we highlight the role we are playing within the global aviation sector to drive sustainability and bring about a better future for people and planet.

Making airports sustainable

Royal Schiphol Group takes the lead in creating a sustainable and responsible environment in which to connect the Netherlands. Our ambition is to operate the most sustainable airports in the