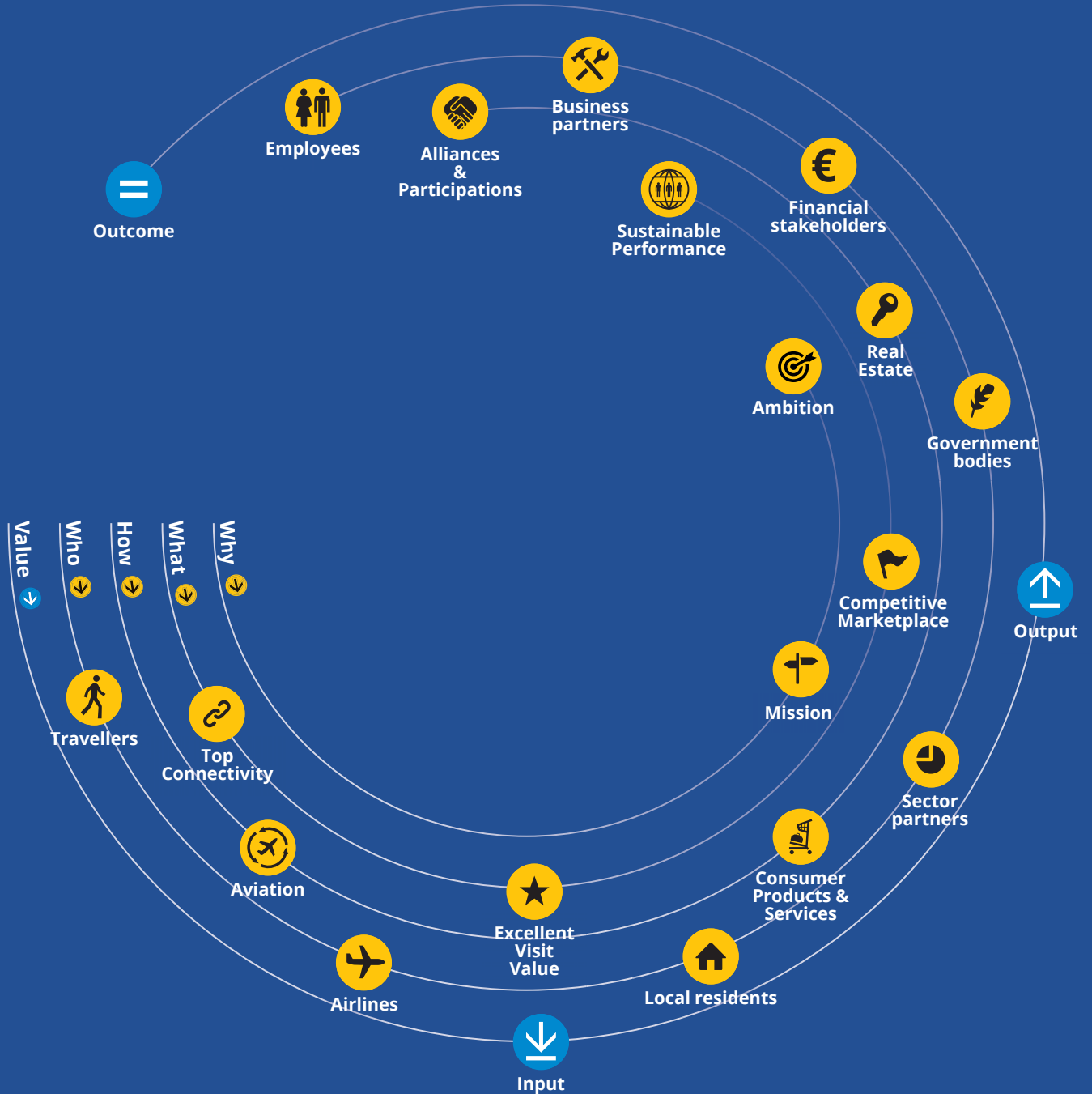


Value creation

Connecting the Netherlands

Schiphol Group's mission is 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.



Why



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.



Ambition

To develop Schiphol into Europe's Preferred Airport for travellers, airlines and logistic service providers alike.

What

Four themes underpin our strategy for accomplishing our job: Top Connectivity, Excellent Visit Value, Competitive Marketplace and Sustainable Performance.



Top Connectivity

- Network of direct destinations
- Airport infrastructure
- Accessibility by road and rail



Excellent Visit Value

- Competitive
- Ease of travel
- Price/quality
- Distinctive



Competitive Marketplace

- Attractive
- Locations, products and services
- Flexible logistics
- Attractive business climate



Sustainable Performance

- Future preparedness
- People
- Planet
- Profit
- Financial solidity
- Stakeholder dialogue

How

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.

Who

Schiphol has many stakeholders who represent a wide range of interests: travellers, airlines, local residents, sector partners, government bodies, financial stakeholders, business partners and employees.



Travellers



Airlines



Local residents

- Alders Platform
- Schiphol Local Community Council
- Local Community Contact Centre Schiphol



Sector partners

- Airlines
- Air Traffic Control the Netherlands (LVNL)
- Handling agents
- Royal Netherlands Marechaussee
- Dutch Customs



Government bodies

- Neighbouring municipalities
- Provinces
- Ministries



Financial stakeholders

- Shareholders
- Banks
- Bond investors



Business partners

- Concessionaires
- Lessees
- Security companies
- Facility service providers
- Construction and installation companies



Employees



Value



Capital

Input

Output

Outcome

Produced

- Airport infrastructure
- Buildings
- Car parks
- Roads

- High-grade facilities and infrastructure
- Competitive airport charges
- Attractive real estate

Social and relationships

- Stakeholder dialogue
- Collaborations

- Relationships with sector partners, business partners, suppliers and employees
- Local support base

Human

- Employees
- Schiphol workers

- Skilled and trained employees
- Diversity
- Safe working conditions

- Connections
- Economic value
- Stakeholder value
- Safety
- Support base
- Brand value
- Committed and motivated workforce
- Water, air and soil quality

Intellectual

- Knowledge
- Expertise

- Brands and concepts
- Innovation

Nature

- Energy
- Raw materials
- Drinking water
- Land holdings

- Emissions
- Noise
- Material use and waste
- Waste water
- Surface water
- Space requirements
- Biodiversity

Financial

- Financial position
- Creditworthiness

- Return
- Credit rating
- Taxes
- Dividend

Prosperity

Well-being

