Value creation model

Value

Input

We deploy valuable resources

Business model

to enable our business model

Who

Airlines

Travellers

Local residents
– Schiphol Local Community Council
– Schiphol Local Community Contact Centre
– Community platforms

Sector partners
– Airlines
– Air Traffic Control the Netherlands (LVNL)
– Handling agents
– Dutch Customs
– Royal Netherlands Marechaussee

Government bodies
– Neighbouring municipalities
– Provinces
– Ministries

Financial stakeholders
– Shareholders
– Banks
– Bond investors

Business partners
– Concessionaires
– Lessees
– Security companies
– Facility service providers
– Contractors

Employees

Network and special interest organisations

Knowledge institutions

Manufactured capital
Short-term focus
– High-quality terminal facilities
– Attractive real estate
– Varied range of mobility services and parking products

Long-term focus
– Smart buildings
– Robust infrastructure

Natural capital
Short-term focus
– Energy
– Raw materials
– Water
– Land holdings

Long-term focus
– Renewable energy
– Circular materials

Human capital
Short-term focus
– Trained and highly motivated employees
– Employees of business and sector partners

Long-term focus
– Inclusive and adaptive workforce

Social and relational capital
Short-term focus
– Good reputation
– Good relationships with sector partners, business partners and suppliers

Long-term focus
– Valuable long-term stakeholder relations
– Strategic partnerships

Intellectual capital
Short-term focus
– Knowledge and expertise
– Strong brands and concepts
– Digital solutions

Long-term focus
– Innovation and data

Financial capital
Short-term focus
– Solid financial results
– Sustainable investments

Long-term focus
– Strong financial position
– High creditworthiness

Why

Mission
Connecting the Netherlands: Facilitating optimal links with the rest of the world in order to contribute to **prosperity** and **wellbeing** in the Netherlands and elsewhere

Ambition
To develop Amsterdam Airport Schiphol into **Europe's Preferred Airport** for travellers, airlines and logistics service providers alike

How

In order to achieve our mission effectively and efficiently, we have clustered our core activities around four business areas:

Aviation
Providing services and offering/ managing infrastructure

Consumer Products and Services
Creating products and services for travellers

Real Estate
Developing and managing real estate at and around our airports

Alliances & Participations
Operating the regional airports and developing international activities

↑ **Output**	═ **Outcome**	**Impact**
to focus on results	that create value for our stakeholders and the local community.	This means we have an impact on society:

What

We create Sustainable and Safe performance

Number of people experiencing severe noise disturbance around Schiphol:
150,000 *(target < 180,000)*

CO_2 emissions per passenger:
0.44 kg *(target < 1.43 kg)*

Energy efficiency at Schiphol:
6.06% *(target 5.92%)*

Waste separation:
42.7% *(target 43%)*

Runway incursions: 50

LTIF 0.3 *(target <3)*

Sustainability and safety as foundations
Sustainability and safety are key priorities in everything we do. Aviation activities have an impact on the quality of life in our environs due to noise disturbance and emissions. We aim to reduce our negative impact on our environment and pursue a proactive approach with our sector partners to make the aviation industry more sustainable. With all partners, we continuously enhance airport safety management processes, but also promote safety awareness among employees, visitors and contractors.

We contribute to the GDP of the Netherlands by creating inclusive employment at and around our airports, as well as indirect employment thanks to the economic activity generated by those airports.

Aviation accounts for 7-8% of Dutch carbon emissions. We pursue a proactive approach in our relationship with sector partners with a view to making the aviation industry more sustainable. Moreover, we invest in resilient infrastructure.

We facilitate Top Connectivity

Number of direct destinations at Schiphol: 327 *(target > 300)*

Number of passengers at Schiphol: 71.1 million

Total number of passengers:
79.2 million

Accessibility of Schiphol by public transport: 46.3% *(target 40%)*

The best connections
Schiphol's strength lies in its network of destinations. It makes Schiphol one of Europe's best directly connected airports. Our strategy is to facilitate moderate and controlled growth at Schiphol with a focus on Mainport-related traffic. This is required in order to balance the benefits and negative consequences of air travel. We invest in resilient infrastructure. Landside accessibility represents one of the long-term challenges facing our airports with regard to potential congestion. We stimulate the expansion of public transport infrastructure.

Fossil-fuel-driven operations negatively affect the local air quality. We contribute to a healthy and pleasant environment for residents and workers by promoting clean mobility and reducing emissions of fine and ultra-fine particles, in collaboration with our partners.

We offer Excellent Visit Value

Customer appreciation at Schiphol - NPS score: 32

ASQ ranking: #8 in Europe

An attractive airport
We fulfil our ambition to make Schiphol Europe's Preferred Airport by ensuring quality in our processes, facilities and commercial offering. The significant growth in passenger numbers puts pressure on our quality levels and impacts the passenger journey. Digitisation plays a prominent role in improving processes and customer experiences.

The construction sector has a significant impact on resource depletion. We contribute to circular solutions through the efficient use of raw materials and resources and actively collaborate to promote circular processes at the airport.

We create a Competitive Marketplace

Average occupancy of real estate portfolio: 91.1%

Spend per departing passenger on airside at Schiphol:
17.94 euros

A prime location
We continue to develop Schiphol into a prime location for businesses and visitors, with good accommodation, office space and logistics real estate, and convenient parking facilities. We are offering innovative, flexible lease concepts and services. In our terminal building, we cater to the needs of our passengers by offering a wide range of retail and food and beverage outlets, and services. We strive for the principles of the circular economy in the construction of new buildings such as the new pier, terminal and offices, in order to preserve and increase the value of natural resources.

We contribute to reducing the impact on climate change by using renewable energy and fuels. In addition, we are able to adapt our infrastructure in response to changing weather conditions.

We strengthen the Development of the Group

Internal job mobility:
17.1% *(target 15%)*

Absenteeism:
4.7% *(Verbaan standard 3.5%)*

HPO score on track for level 4 *(target level 4)*

Return on Equity: 7.0%

Credit rating (S&P's): A+

A strong Group
We strengthen our company through collaboration between the airports in our Group. We take a proactive approach in building upon international opportunities. We implement organisational improvement as we develop into a High Performance Organisation and actively promote inclusive business practices. We pursue a solid and future-oriented financial policy.

We collaborate with business partners and stakeholders to strengthen and accelerate our contribution to the SDGs.

Cohesion

Material aspects	Strategic themes	Key risks

Material aspects

- Safety
- Community engagement
- Noise
- CO$_2$ emissions
- Air quality
- Raw materials & residual flows
- Supply chain responsibility

Sustainable & Safe Performance

Key risks

- C. Business Continuity Management
- E. Environmental Regulatory Changes
- F. Information Security
- G. Project Execution
- H. Regulation & Compliance
- I. Safety & Security

Material aspects

- Network of destinations
- Airport capacity
- Accessibility

Top Connectivity

Key risks

- A. Airport Accessibility (Landside)
- B. Airport Capacity (Airside & Terminal)
- D. Connectivity Performance
- G. Project Execution

Material aspects

- Customer appreciation
- Security
- Digital

Excellent Visit Value

Key risks

- A. Airport Accessibility (Landside)
- C. Business Continuity Management
- F. Information Security
- I. Safety & Security

Material aspects

- Regional significance

Competitive Marketplace

Key risks

- A. Airport Accessibility (Landside)

Material aspects

- Employment practices
- Integrity
- Financial solidity
- Contracting practices

Development of the Group

Key risks

- G. Project Execution
- J. Workforce