



The Power of the Mainport

Schiphol Group Strategy, 2016-2020

Pioneering and Innovation



Schiphol Group is ambitious. We aim to be Europe's Preferred Airport, and to stand out in terms of connectivity, quality, efficiency, customer experience, innovation and sustainability. We cannot be Europe's biggest airport – but we can be the best. And we are working hard to make it happen. By increasing our capacity and quality. Through the introduction of central security and development of the unique 'security as a service' concept. By constantly working on improving our processes. We do all this in close collaboration with our many business partners. Together, we make Schiphol stronger.

And we need to. These are turbulent times for the aviation sector: competition is fierce, and will only intensify in the years to come. Consumers and travellers are shopping on-line more and more, and we are also seeing fundamental shifts in the real estate sector. These dynamics present both opportunities and threats. At Schiphol Group, we are aware of them and act accordingly.

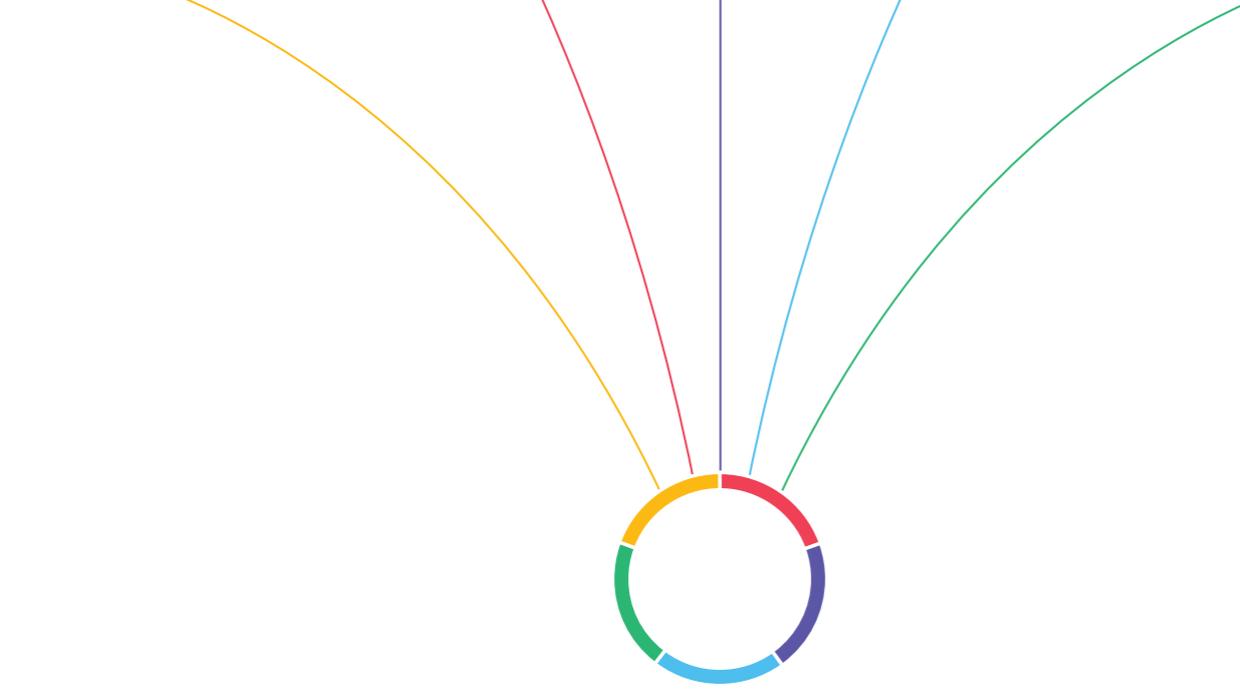
This booklet outlines our strategy for the next five years, which builds on the previous strategy and is based on five key principles: Top Connectivity, Excellent Visit Value, Competitive Marketplace, Development of the Group and Sustainable & Safe Performance. Our chosen trajectory is based on a thorough market analysis, and accounts for various macro-economic scenarios.

Sustainable enhancement of Mainport Schiphol remains at the core of the strategy. Connecting the Netherlands to the world, and the world to the Netherlands, that's what it's all about. For as well as ensuring economic growth and jobs, connections also foster well-being. They enable people to grow and develop, wherever in the world they may be.

The strength of the Mainport is therefore key to all that we do. Whether we are active in Lelystad, Paris, Brisbane or New York: it's all about Mainport Schiphol. In 2016 Schiphol will celebrate its centenary – a time for us and our partners to look back on a long tradition of pioneering and innovation. This tradition has brought us a long way, which is why we plan to continue in the same vein. The next hundred years beckon!

Jos Nijhuis

President & CEO of Schiphol Group



The Power of the Mainport

Schiphol Group aims to strengthen the competitive position of Mainport Schiphol. This means boosting the airport's capacity. Schiphol, travellers, airlines and other businesses in and around the airport must also be able to count on an appealing product: the best quality at a competitive price. Other spearheads of the 2016-2020 Strategy include: the development of the airport as a bustling commercial centre, new non-aviation sources of income, and enhancements to our internal organisation. Safety and sustainability are a priority in everything we do. Read on for an overview of the plans.

The Mainport is of vital importance to the Netherlands

Strengthening the Mainport is our responsibility. We cannot do it alone. As the airport operator, Schiphol is but one of the many parties who contribute to the Mainport. The beating heart of Mainport Schiphol is the network of destinations serviced by the airlines, of which KLM is by far the largest. It is this network that makes Schiphol one of the major hubs in Europe.

Our role is to coordinate the airport processes, which are carried out by airlines, ground handlers, Air Traffic Control the Netherlands, the Dutch Border Police (Koninklijke Marechaussee) and Dutch Customs. All of these partners work under the realisation that the Mainport is essential to the Netherlands. It is our job to facilitate their work so that they can grow to reach their maximum potential. After all, the strength of the Mainport is determined by us all.

Schiphol Group operates in a dynamic environment. This environment offers us new opportunities, however it also presents the organisation with a number of challenges. The aviation sector is experiencing uncertain times. Although the world economy is improving, recovery in Europe is still far from robust. Middle-eastern airlines are competing with those in Europe. Major hubs have sprung up in Istanbul and the Gulf region. Our home carrier KLM is also feeling the effects. At the same time, the network of low-cost carriers is expanding and focusing more and more on the business market. One positive development is the fact that Schiphol has continued to grow, despite this fierce competition. It has put greater pressure on existing capacity, however.

Significant shifts are also evident in non-aviation activities. Old retail models, for example, no longer reflect modern consumer purchasing behaviour – people are buying more online, and making fewer in-store purchases. The real estate market has also changed. We can no longer extrapolate reliably from past growth rates.

Connecting the Netherlands to the world, and the world to the Netherlands

Although the changes in our environment came as no surprise, developments in aviation have forced us to take a critical view of the Mainport's performance. We do this all the time, and the 2016-2020 Strategy is the logical continuation of the manner in which Schiphol has developed over the previous decades.

Our operations could be more effective and more efficient, and they will need to be. To achieve this, we will work in close collaboration with sector partners, our home carrier KLM and all of our business partners.

We invest in solid relationships, with a long-term vision. The field in which we operate is complex, and enhancements to the Mainport are only justified if they are in harmony with the surrounding environment and can rely on support from the local residents, public administrators, government authorities and other stakeholders.

Connecting the Netherlands

The strength of Mainport Schiphol lies in its network of connections. It is this network that puts the Netherlands in direct contact with key economic centres across the globe, and that allows Dutch entrepreneurs to conduct business worldwide. Conversely, the network also improves the local region's competitive position by making it an attractive business climate for international companies. This creates a competitive marketplace – a driver for economic growth.

By facilitating the network as efficiently as possible, Schiphol Group contributes to prosperity not only in the Netherlands, but also beyond. In other words, we are **Connecting to compete**.

This network of connections is also of great social value. Schiphol welcomes the world, and the airport makes the Netherlands larger and the globe more accessible. The more refined the network, the easier it is for people to get in touch, share knowledge and bridge cultural differences.

This is another way in which we contribute to people's well-being. It is a form of personal and cultural enrichment – a benefit that cannot only be expressed in the bottom line. In other words, we are **Connecting to complete**.

The Mainport

Amsterdam Airport Schiphol is a multi-modal hub for passengers and cargo flows, and is of vital importance to the Dutch economy.

This public interest gives Schiphol a Mainport status, just like the Port of Rotterdam.

Mainport Schiphol is characterised by the constant interaction between the airport and the surrounding metropolitan region. This interaction creates a feedback loop that further bolsters the quality of the hub and the degree of business activity, elevating both the airport and the surrounding region to the top of the international rankings.

Competitive region
An attractive region to live and work in, and for tourism

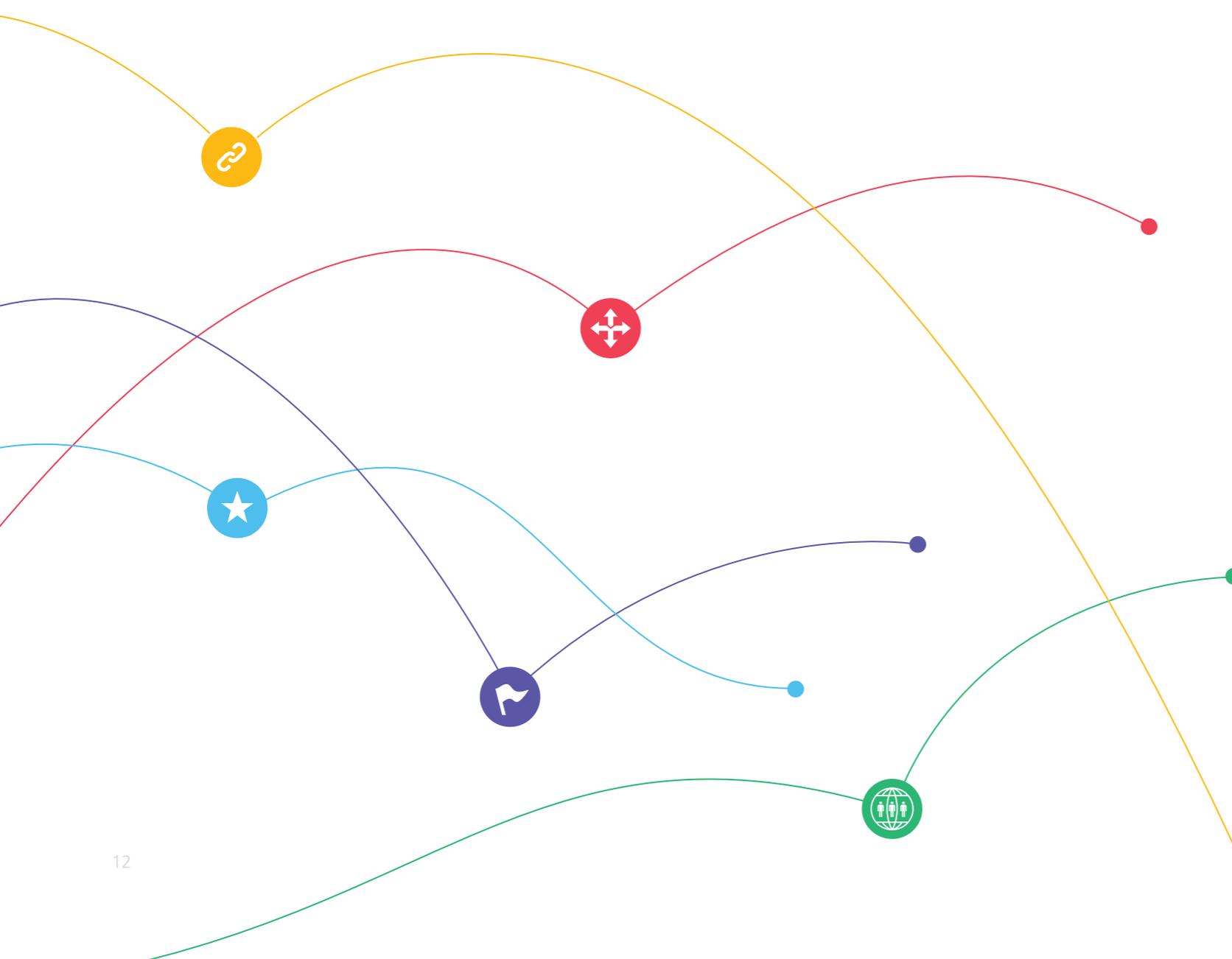
Competitive airport
An attractive and efficient hub

Strong network
KLM / SkyTeam
Driver for
Mainport Schiphol

International business climate
The Netherlands as a competitive business location

The five key themes

Our strategy is based on five key themes: Top Connectivity, Excellent Visit Value, Competitive Marketplace, Development of the Group and Sustainable & Safe Performance. What does this mean?



*This strategy
will strengthen
the Mainport
for the future.*

Firstly: **Top Connectivity** reflects our aim to facilitate a comprehensive network of connections both in the air and over land. Sufficient capacity will be indispensable. In this regard, two major projects spring to mind in the years ahead: Lelystad Airport will open in 2018, creating the necessary buffer to allow Schiphol to grow as a hub. A new pier and terminal are also under construction at Schiphol itself, guaranteeing sufficient operational capacity for the future and keeping airport comfort and service quality at the desired high levels.

Secondly: **Excellent Visit Value**. We want to offer an airport that appeals to travellers, airlines and all other businesses and partners in and around Schiphol. After all, the airport cannot be the biggest – but it can be the best. We want Schiphol to remain the first choice of travellers, airlines and logistics providers for the next five years. That is our ambition: to be Europe's Preferred Airport.

Thirdly, we aim to create a favourable climate for business, so that Schiphol can grow into AirportCity 3.0 with world-wide allure. A world-class location to work, do business and spend time: A **Competitive Marketplace**. This dynamic business environment will also provide Schiphol Group with opportunities for generating new non-aviation sources of income.

The fourth theme, **Development of the Group**, refers to growth of our own organisation by means of investment in human capital, creating links between Mainport Schiphol and regional airports, and through our international participations and partnerships. Because our Group is more than the sum of its parts.

And finally, **Sustainable and Safe Performance**: the two core principles that are key in everything we do.

World-class connections

Although our customers include a large number of airlines, the lion's share of our network of connections is run by our home carrier KLM, in terms of both passenger travel and cargo. It is the airport's job to help maintain this network and to expand it where possible. This requires excellent infrastructure – and adequate capacity especially – both in the air and on the ground. What are Schiphol Group's plans?

Our priorities are outlined below.



White and grey areas

There are European and international destinations that are still not serviced from Schiphol, but which we believe would help bolster the strength of the Mainport. There are also destinations that we believe deserve a higher frequency of service. These 'white' and 'grey' areas will be focal points to connect to our network.

Selective growth

Schiphol's capacity is under pressure, permitting only selective growth. In the years ahead we will do all we can to increase the capacity of the Mainport to ensure that service quality remains at the highest level. Discounted rates at the regional airports in both Lelystad and Eindhoven will attract a share of the holiday flights, gradually creating more room for growth in Mainport movements. The development of the regional airports is therefore of crucial importance to the Mainport, and they will also intensify their focus on traffic to and from the local region.

Increasing capacity and efficiency

The development and construction of a new pier and terminal – a large-scale building project that will significantly raise capacity at Amsterdam Airport Schiphol – forms part of this ambition. Like Lelystad Airport, this is a project that will only start to bear fruit in the mid-to-long term. This presents us with a major challenge, especially regarding peak-hour scheduling. We want to gain a better understanding of the factors that influence capacity, and share this knowledge with all parties in the chain.

Accessibility

Mainport Schiphol cannot do without a comprehensive railway and road network and the availability of sufficient parking, aspects that benefit not only travellers, but also commuters and cargo transport movements. We have identified several opportunities for improving landside connectivity, such as the construction of the new P3 car park. We are also looking to the region: given the current pressure on the road network and the maximum railway load surrounding the airport, we would like to join forces with our partners in the sector to consider the possibilities for an extra connection to Amsterdam. It is urgently needed – why not link up to the new North-South metro line?



An attractive airport

How can we remain Europe's Preferred Airport for both travellers and airlines? How can we create an attractive business climate for international companies? By offering the best quality at an attractive price. Schiphol continually invests in high-quality capacity and a quality range of commercial products, for the benefit of travellers, airlines and all others who use the airport.

Airlines are not the only ones who expect services to be reliable and all airport processes to run smoothly – other businesses with operations at Schiphol (logistics service providers in particular) expect the same. For travellers, the airport needs to be a pleasant place to stay, and one where they feel safe and respected, whoever they are and wherever they come from.

We can collaborate with our partners to improve our services and expand and modernise our range of facilities. This is how we plan to stand out, because this is the only way we will remain Europe's Preferred Airport. We are committed to quality, which is why we pay close attention to evaluations and feedback gathered from travellers and airlines.

For travellers

We aim to be an airport that exceeds expectations, with an attractive range of commercial products and the highest possible service levels. Schiphol must offer a unique experience: an airport as a city open to everyone, and as a meeting place in a pleasant environment. Like a real world city, this is a domain that all travellers can make their own. An inspiring place that is part of a dynamic world and which – despite the hustle and bustle – retains its human character and always offers room for a personal touch. This type of airport does not create itself.

This is why we are placing passenger comfort first in the development of the new terminal and pier, and the refurbishment of the gate areas (the Gate Process Innovation project). We are also looking at the specific wishes of elderly passengers, and are going in search of business partners whose expertise and scale can help better align our products and services with our travellers' needs. A prime example is the recent joint venture with the German tax-tree retailer, Gebr. Heinemann. Like everywhere else, the character of retail outlets will also continue to change at the airport. We also want to enable travellers to make purchases via other, digital channels (such as online, mobile apps and social media).

Other digital channels exist that offer major potential, such as the intelligent integration of mobile apps that guide passengers smoothly and reliably from their front door to the gate: one single fluid motion, including detailed information and in real time, free of obstacles and other inconveniences. Of course, creating a digitally enabled airport is more easily said than done. Although we have enormous amounts of digital data at our disposal, the trick is to tap into it in a responsible manner. We are inviting developers to come up with creative ways to integrate the available data packages – and they are most welcome at our planned 'hackathons' in the years ahead!



For airlines

Airlines are at the core of our strategy. Whenever we aim to optimise operational processes, we look at things from the perspective of the airlines, who expect smooth service, speed, flexibility, security and reliability. We also do all we can to remain the European hub with the lowest costs, and to maintain our position relative to the hubs in the Middle East. In other words: we want to continue to offer airlines the best possible quality at the lowest costs.

In the years ahead we plan to further streamline the implementation of the knowledge available in the sector, such as through the joint development of business cases. Although it is true that such cases can sometimes result in investments that Schiphol Group must pass on via airport fees, these same investments often enable airlines to make such significant cost reductions that more than compensate for the higher fees. The self-service drop-off points are a recent example, that allow passengers of any airline to check their baggage.

It is difficult to predict what the world will look in five years' time; various scenarios are possible for future trends in goods and passenger flows. This instability is forcing us to adopt a high degree of flexibility, which will allow us to adapt our strategic choices as circumstances dictate. This principle will be reflected in the basic design of both new and existing facilities, which we intend to keep as generic as possible. This will enable us to meet the specific needs of airlines with only a few minor adjustments.

Reliability and efficiency will be increased by intensifying our role as coordinator, made possible through the Smart Operations and Collaborative Decision Making (CDM) programmes. Aircraft ground handling involves a range of parties, each of which has made their own process as streamlined as possible. But this does not necessarily mean that their individual processes are coordinated just as effectively – that requires intensive collaboration and information exchange.

Improving the cargo logistics chain.

For logistics companies

We aim to improve the cargo logistics chain, as competition in cargo handling revolves around speed and efficiency. We also wish to contribute to cost-cutting innovations for logistics suppliers. The primary role we see for ourselves is one of coordination, and we will make every effort to bring the relevant parties together. In conjunction with Dutch Customs, for example, we are working on the implementation of e-freight, enabling the efficient (i.e. digital) clearing of goods without the tedious use of paper and stamps.



*Our ambition:
Europe's Preferred Airport*

World-class location

Mainport Schiphol is a crossroads for passengers and goods flows: a logistics hub in the centre of the metropolitan region of the Dutch delta. This regional context makes the airport an attractive location for international businesses, particularly those in the logistics sector. As a competitive marketplace, the Mainport is not only a location where businesses can exchange knowledge and expertise – it also acts as a driver for economic growth. The ongoing interaction between the airport and the environment creates momentum that generates new business, and by so doing, new jobs. This industry also serves a social purpose, as it provides opportunities for professional development.

As a competitive marketplace, the Mainport is where businesses can exchange knowledge and expertise.



The AirportCity 3.0

The concept of the airport as a bustling commercial centre revolving around the people who work and visit is the objective of our plans for AirportCity 3.0. The vibe and the community face of the AirportCity are what we intend to strengthen in the years ahead, by investing in a pleasant working environment and by making modifications to improve the quality of public spaces. The atrium in the new building The Base is a good example: it is a lively meeting place for all those who work at Schiphol.

The trick is to match the available facilities and property to the dynamics as effectively as possible. Our real estate portfolio will focus primarily on commercial property for international offices and first-line logistics parties. We aim to follow developments in the property market by catering for the 'new style of working', and offering shorter, more flexible lease contracts in buildings that are multi-purpose and sustainable.

Profile of the region

We are aware that the airport is but one link in a logistics chain that spans a far greater region. And it is precisely international distributors and transport companies that look not only at the airport, but at the bigger picture. This highlights the importance of working together to ensure that the entire region continues to develop as a logistics hub. Projects with this in mind include the joint effort with the municipalities of Amsterdam and Haarlemmermeer to promote the region abroad as a favourable business climate, and our involvement with the Amsterdam Airport Area, an alliance of public and private parties working to promote the Amsterdam metropolitan region internationally. We also participate in Dutch trade missions abroad.

Non-aviation activities

We will continue to search for new sources of income, particularly in non-aviation areas. These revenue streams can contribute substantially to the group's financial results, allowing us to maintain a healthy financial position and promote a strong Mainport.

*Only by working
as a team can we
strengthen the
Mainport.*



A strong Group

A key element of our strategy is the strengthening of our own organisation: firstly by investing in human capital, and secondly by getting the most out of the interaction between Schiphol Airport, the regional airports and the Group's international activities. Because only by working as a team can we strengthen the Mainport.



High Performance Organisation

People who come to work at Schiphol become part of a learning organisation – and the bar is set high, because there is always room for improvement. All employees are given the chance to develop: they dare to move forward, and possess vitality and mobility. The entire organisation is also aware of the public service it performs. Professionalism, transparency and social entrepreneurship run in the organisation's blood.

International participations

To increase the financial resilience of the Group and thereby strengthen the position of the Mainport, we remain in search of international participations, such as our developing operations at Terminal 4 of John F. Kennedy International Airport in New York, or our strategic alliance with Aéroports de Paris. These partnerships enable us to gather valuable experience with other business models. Through this international presence, we aim to increase recognition of the Schiphol brand and raise passenger numbers and cargo volumes at our own airport.

Integrated capacity planning

Another strategy for strengthening the group involves the integrated coordination of capacity planning, a particularly important aspect when it comes to spatial developments. Maintaining an overview of the entire chain of supply roads, parking, terminals and gates will be a particular challenge. Our objective is to take an integrated approach at strategic, tactical and operational level.

Innovation

Schiphol has been well-known as an innovative organisation since it was founded, and current levels of competition and rising pressure on existing capacity are forcing us to breathe new life into this tradition. In the years ahead, we will be pushing innovation even further, putting our own expertise and that of our partner knowledge institutions to even better use. Everybody in the Group will be given the opportunity for creative experimentation: we want to be a testbed for new technology and sustainable growth. But perhaps the most important prerequisite for an innovative climate resides in ourselves – that we should show courage and dare to imagine the future.



Sustainable and secure

The fifth theme encompasses the two principles that are key to everything we do: sustainability and safety.

Just Culture

Let us start with safety. A healthy and safe working environment is our top priority in everything we do. This might seem to go without saying, especially in the aviation industry. But it is precisely safety that warrants our constant attention and a proactive attitude when it comes to compliance with existing and future regulations, risk management and monitoring. As a High Reliability Organisation (one that is aware of the risks and complexity of the system in which it operates) we take an active stance in cultivating what is often referred to as a 'just culture', or a professional environment in which mistakes are seen as learning opportunities. We must therefore be able to report errors openly and without fear of the possible consequences. We wish to promote this culture not only throughout our own organisation, but also among our stakeholders, sector partners and all other airport users.

People, planet, profit

To us, sustainability means never losing sight of the long term and a willingness to generate long-lasting value, in both our business operations and our relationships with stakeholders. We view it as our social responsibility to carefully weigh up social, ecological and commercial interests, to find the right balance between people, planet and profit. It is essential to the Mainport that Schiphol Group maintains a solid financial position and meets the expectations of its shareholders. We will be investing in airport accessibility, clean transport, effective alignment between education and the labour market, motivated people from diverse backgrounds, improving the quality of the living environment, recycling as many materials as possible, generating sustainable energy and reducing CO₂ emissions, all in partnership with our stakeholders.



1916

First military aircraft lands at Schiphol, 19 September 1916.



1919

Founding of KLM Royal Dutch Airlines.



1956

Jan Dellaert's plan for a new airport is approved.



1991

The opening of the new air traffic control tower, then the tallest in the world.



2010

Opening of the South Baggage hall, with six baggage robots.



2011

The billionth passenger enters Schiphol Airport.

Where will we be in 2020

World-class Connections

An Attractive Airport

A World-class Location

A Strong Group

Sustainable and Secure

The network
We will maintain the current network.

International
We will have expanded our international activities.

Security
We will be a High Reliability Organisation with a pro-active security culture.

Lelystad Airport
Lelystad Airport will be fully operational.

Non-aviation
We have secured our non-aviation income sources.

New pier and terminal
The construction of the new pier and terminal will be on schedule, and in accordance with the set budgets.

Automation
Digital support for passengers, and opening of the retail 'omnichannel'.

Comfort
We will have implemented Gate Process Innovation, with improvements to gate waiting comfort

High Performance
Our continued efforts to improve our own organisation will be reflected in high scores on the High Performance Organisation (HPO) benchmark.

Accessibility
We will have prepared projects for improving Schiphol's land-side accessibility, targeting the train station, access roads and parking capacity.

Central Business District
Activity in the Central Business District will have increased significantly to include a wider range of services, an attractive working environment and high occupancy rates.

Growth
Agreements with our stakeholders will enable growth beyond five hundred thousand flight movements per year after 2020.

Lowest costs
We will be the lowest-cost hub in Europe, and will have optimised our operational processes in collaboration with our business partners, enabling further cost reductions.

Sustainability
We will be acknowledged as a leading enterprise in the field of Corporate Responsibility

Strategic plan 2013-2017

versus

Strategic plan 2016-2020

Although the new strategy does not represent a major change of direction, some aspects do clearly differ from the current strategy.

The guiding principle for the strategy is our **mission**, which has been recalibrated to 'Connecting the Netherlands', losing its second half: 'to all major economic, political and cultural centres in the world'. By making this change, we wish to highlight that the Group's mission also applies to regional and international activities, and allows a broader interpretation of the concept of 'connectivity'. It is about connecting Dutch businesses to improve prosperity (connecting to compete) and about connecting individuals to foster well-being (connecting to complete).

Our **ambition** is still to be Europe's Preferred Airport, however we wish to raise our focus on achieving this objective with the Group as a whole. This was our reason for adding a new strategic theme: **Development of the Group** (i.e. a strong Group), which also fully recognises the Group's international activities and refers explicitly to strengthening the organisation and its people.

Another new addition, under the **Top Connectivity** theme (world-class connections), is the attention devoted to the capacity challenge. This will include taking better advantage of the current capacity and the realisation of new capacity, not only at Amsterdam Airport Schiphol, but also at the Group's regional airports.

Excellent Visit Value (an attractive airport) includes a greater focus on our customers (travellers, airlines and logistics partners). We aim to take a more sector-wide approach and offer facilities and processes that are adaptable and future-proof, while also making optimum use of digital possibilities. More specifically, the new strategy includes a major focus on digital customer support, including relevance to commercial products and services.

The 2016-2020 focus of the **Competitive Marketplace** (world-class location) theme will lie on the continued development of the AirportCity concept (AirportCity 3.0), with an increased focus on the A-locations in our real estate portfolio.

We also wish to work on identifying and developing new activities to generate new, supplementary non-aviation sources of income.

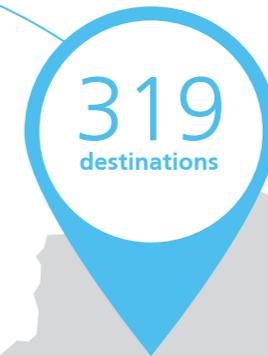
The theme of **Safe & Sustainable Performance** (sustainable and secure) has been inserted into the other four principles like a skewer, highlighting our focus to be sustainable and secure in all that we do. 'Safety' has been added here in order to stress that the importance of safety can never be overstated.

Financially we will need to stay within a number of important limits, but we wish to emphasise that our financial objectives play a far from decisive role in the new strategy.

We are convinced that these refinements to the strategy will set us in good stead for the next five years, and will secure our position as Mainport for the future.

Facts & figures Schiphol Airport

Data from 2014



Summary

The aviation sector is moving fast. Schiphol Group is working to strengthen Mainport Schiphol. As an important economic hub. And to maximise its value to society – socially and culturally. In the Netherlands and beyond.

Our ambition is to be Europe's Preferred Airport. Our 2020 strategy concentrates on five strategic principles.

Top Connectivity

Schiphol is building on its network, both in the air and on land. Optimum connectivity requires capacity. Two major projects spring to mind that will allow Schiphol to expand: Lelystad Airport, and the construction of the new pier and terminal.

Excellent Visit Value

Our airport is first choice among travellers, businesspeople and airlines. We offer the best quality at a competitive price. Schiphol cannot be the biggest airport, but it can be the best: offering convenience to both travellers and airlines, with digital support from the front door to the gate. The best airport in Europe.

Competitive Marketplace

Schiphol is a world-class location to work, do business and spend time. International companies base themselves here because of the network connections and the region's competitive position. This is AirportCity 3.0, with global appeal.

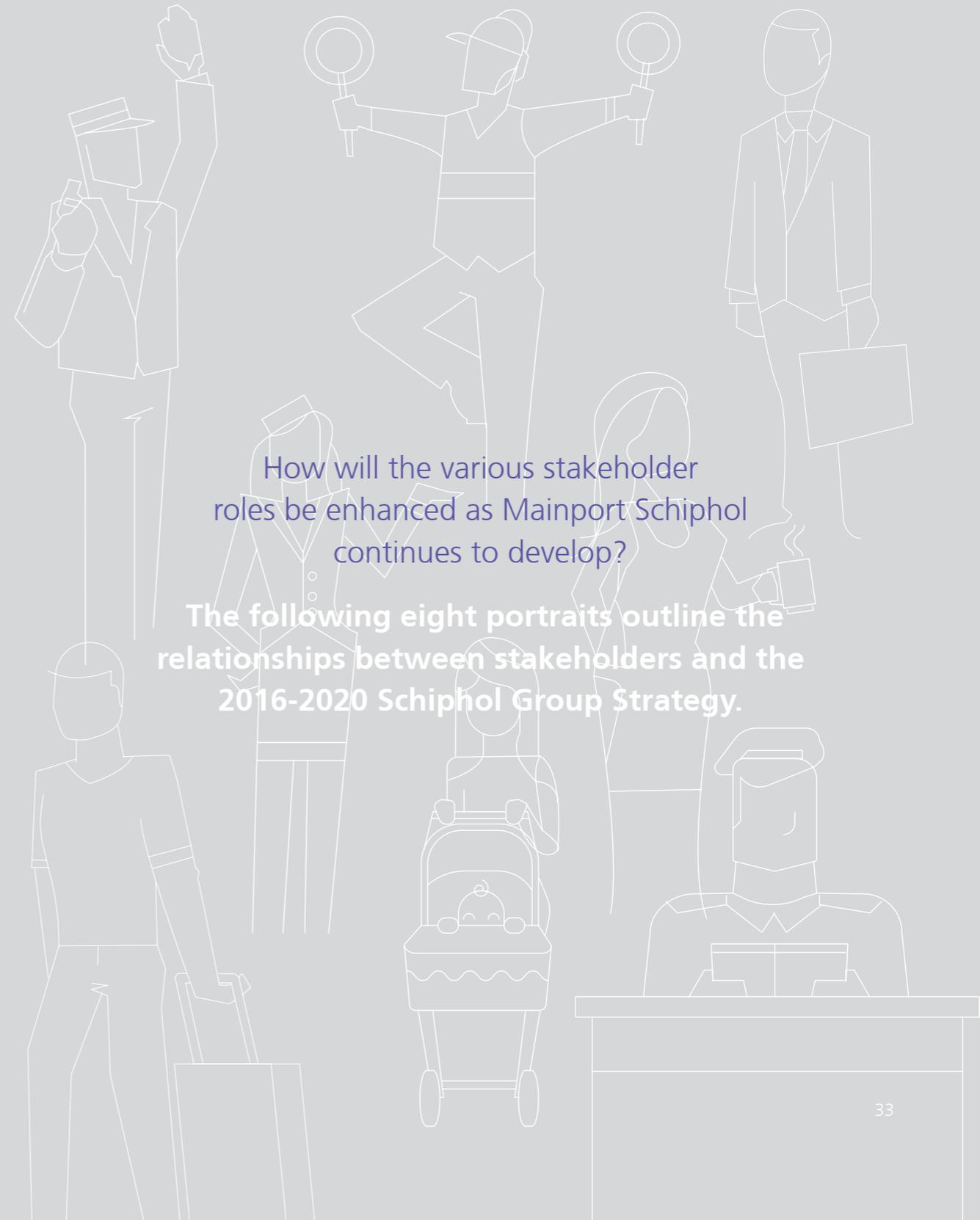
Development of the Group

We need to act as a group. The regional airports and our international activities aim to reinforce the Mainport. We also invest in our own people, who deserve the opportunity to shine. Because the Mainport is all about people.

Safe and Sustainable Performance

Safety and sustainability are a priority in everything we do. We view it as our responsibility to carefully weigh up social, ecological and commercial interests. In other words: people, planet and profit.

This will connect the Schiphol of today with Schiphol in 2020, putting the Mainport in a stronger position for the future.



How will the various stakeholder roles be enhanced as Mainport Schiphol continues to develop?

The following eight portraits outline the relationships between stakeholders and the 2016-2020 Schiphol Group Strategy.

Travellers

Take the Norwegian passenger who regularly travels to China for business. There are no direct connections from Oslo, so he needs to go via a European hub. Why does he choose Amsterdam, and not Frankfurt or London? Our imaginary Norwegian's answer seems too simple to be true:

"Why? It's a nice transfer, everything's always so smooth and fast. No fuss or bother. And I always pick up a bottle of Dutch jenever tax-free, they love that in China. On the way back I catch up with the Asian distributors based here at Schiphol. It's never a problem if those meetings run over – there are always plenty of other flights to Oslo."

A hot spot for business people

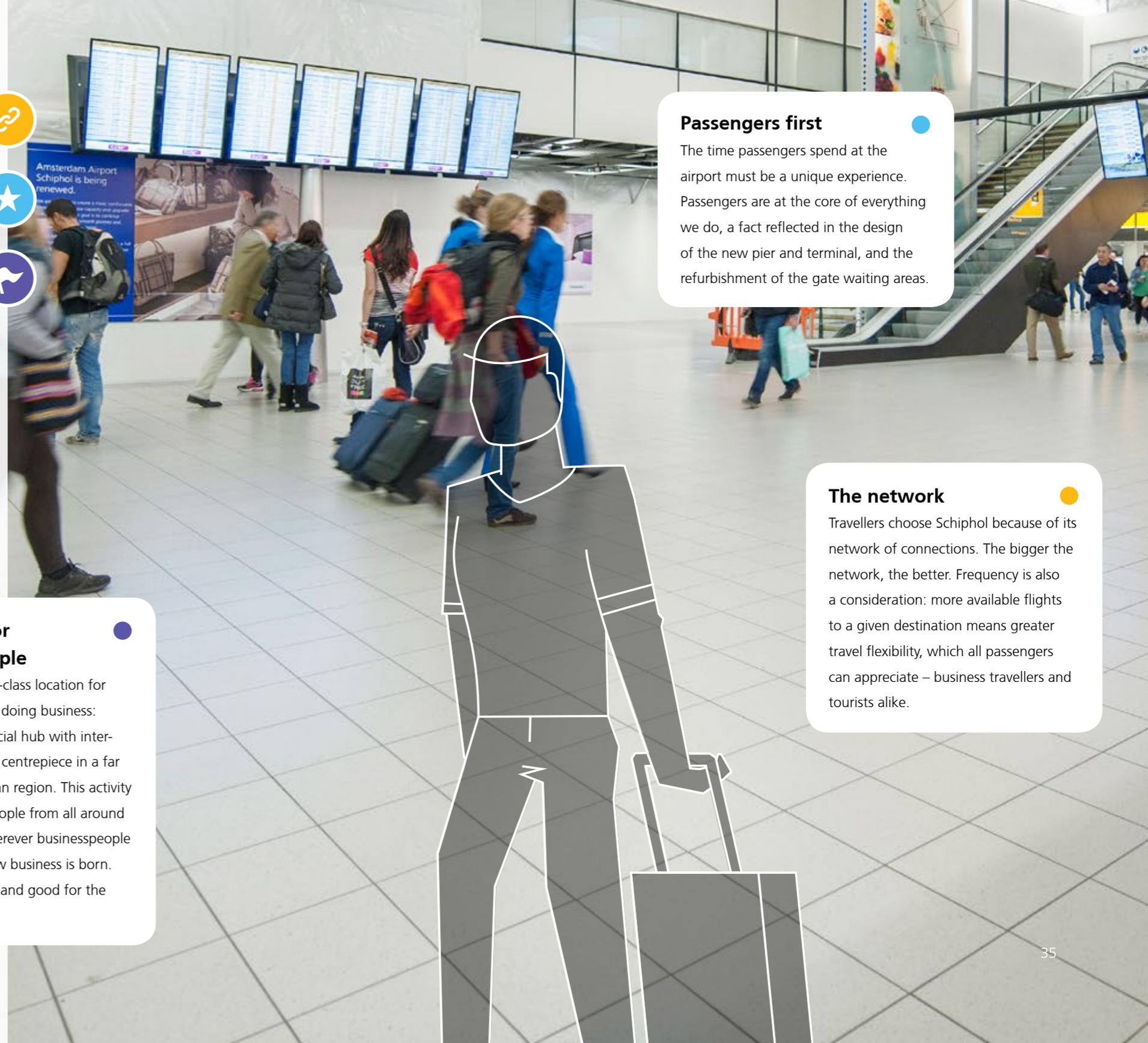
Schiphol is a world-class location for spending time and doing business: a bustling commercial hub with international allure, the centrepiece in a far greater metropolitan region. This activity attracts businesspeople from all around the globe, and wherever businesspeople come together, new business is born. It's good for them, and good for the Netherlands.

Passengers first

The time passengers spend at the airport must be a unique experience. Passengers are at the core of everything we do, a fact reflected in the design of the new pier and terminal, and the refurbishment of the gate waiting areas.

The network

Travellers choose Schiphol because of its network of connections. The bigger the network, the better. Frequency is also a consideration: more available flights to a given destination means greater travel flexibility, which all passengers can appreciate – business travellers and tourists alike.



Efficiency



Lelystad Airport and the new pier and terminal at Schiphol are projects that will only start to bear fruit in the mid-to-long term. Until that time we must make do with the existing capacity, which means increasing efficiency and collaborating effectively with both airlines and other partners in the sector.

Value for money



What makes an airport attractive to airlines? First and foremost: reliable service and smooth processes. High quality at a competitive price.

Focus on airlines



We also need to listen carefully, to matters such as discussions on airport fees, or when jointly developing business cases. One such success story is the development of the self-service baggage drop-off with KLM, which means greater convenience for travellers and substantial savings for airlines.

Capacity



All airlines count on sufficient capacity. That's why we are opening Lelystad Airport: to free up space at Schiphol, where we are also building a new pier and terminal. Of course the airlines are actively involved in designing both the physical setup and the facilities.

Thinking ahead



A climate that favours innovation, and new digital and other technologies – such as cargo, where the introduction of e-freight offers a digital system for faster goods processing. It's a win-win for airlines.

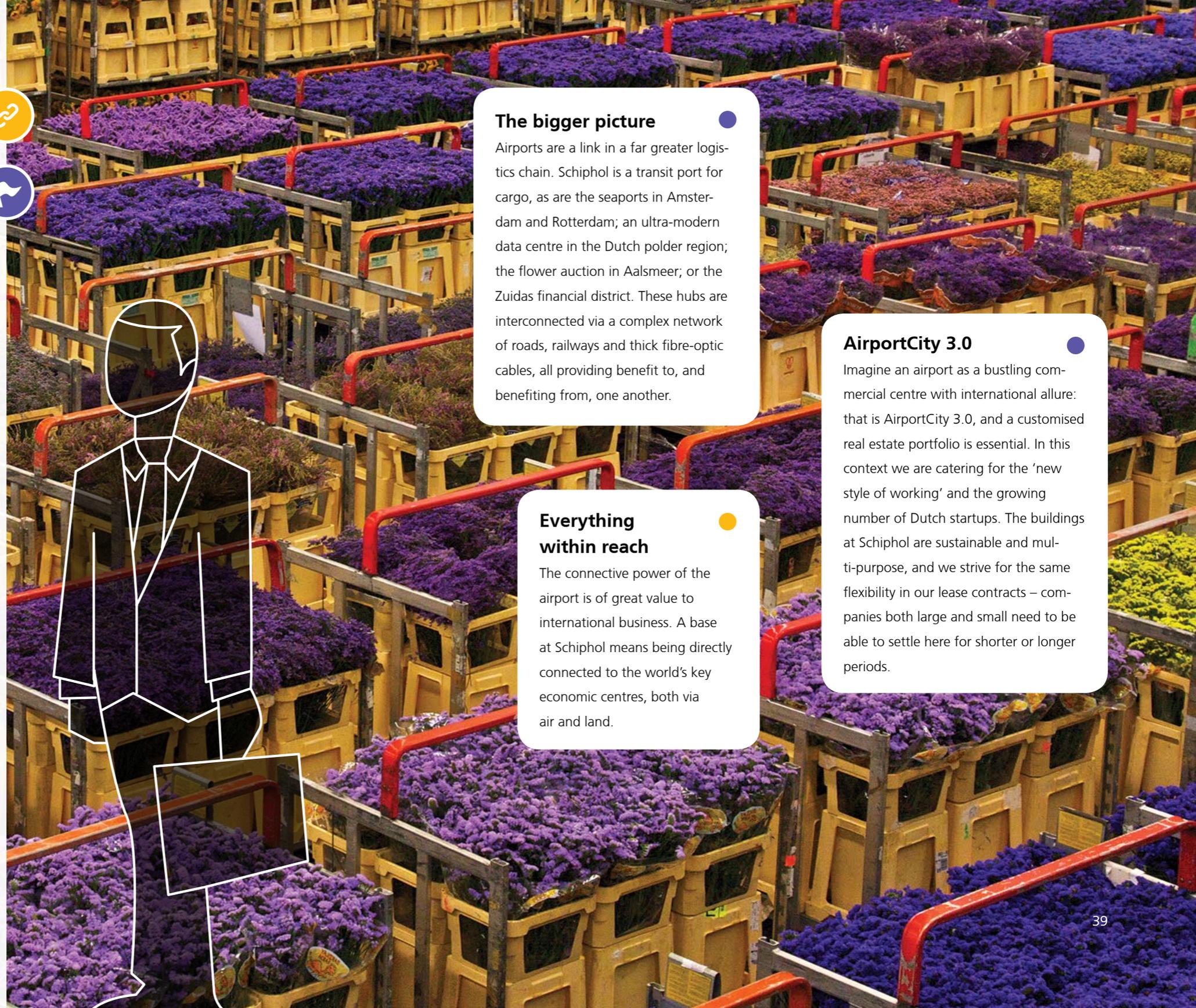
Airlines

The airlines form the basis of the Mainport, generating the passengers and goods flows. KLM is Schiphol's largest, and has been since the pioneering years of Dutch aviation. A strong hub can only exist with a strong network carrier. Of course our customers include other airlines, not only at Schiphol, but at the regional airports as well. They number over one hundred in total: what are their expectations from the airport company?



International businesses

Take the software giant and Asian distributor who are looking for a European headquarters and distribution centre. They have several major cities to choose from. So what makes them choose for Schiphol? The combination of a vast network of international connections, and the competitive power of the extended metropolitan region. Schiphol plays an important part in this regional logistics hub, which connects the Netherlands to the world, and the world to the Netherlands. Businesses that settle here contribute to a network that spans the entire globe.



The bigger picture

Airports are a link in a far greater logistics chain. Schiphol is a transit port for cargo, as are the seaports in Amsterdam and Rotterdam; an ultra-modern data centre in the Dutch polder region; the flower auction in Aalsmeer; or the Zuidas financial district. These hubs are interconnected via a complex network of roads, railways and thick fibre-optic cables, all providing benefit to, and benefiting from, one another.

Everything within reach

The connective power of the airport is of great value to international business. A base at Schiphol means being directly connected to the world's key economic centres, both via air and land.

AirportCity 3.0

Imagine an airport as a bustling commercial centre with international allure: that is AirportCity 3.0, and a customised real estate portfolio is essential. In this context we are catering for the 'new style of working' and the growing number of Dutch startups. The buildings at Schiphol are sustainable and multi-purpose, and we strive for the same flexibility in our lease contracts – companies both large and small need to be able to settle here for shorter or longer periods.

Your dream job ●

Schiphol is an inspiring place to work, where people can create valuable networks, engage in professional development and embark on a career. In this melting pot of professionals, good ideas practically present themselves. You could be the founder of the next groundbreaking initiative! This type of individual development is important to the Mainport, which makes it important to us all.

The learning organisation ●

Learning is something we do together: with colleagues, friends and our social environment. We have so much quality in our ranks, in so many different places... we need to make the most of it! Mobility and vitality are key. Don't be afraid to change direction, to seek out colleagues who excel in other areas, and learn to understand each other better. Reinvent and enhance yourself, both at a professional and organisational level.

A question of courage ●

Schiphol is an innovative organisation, and always has been. That's why everyone in the organisation is given the freedom to innovate and try out creative experiments – both literally and figuratively. This means that sometimes things can go wrong. But perhaps the most important prerequisite for an innovative climate resides in ourselves – that we show courage and dare to imagine the future.

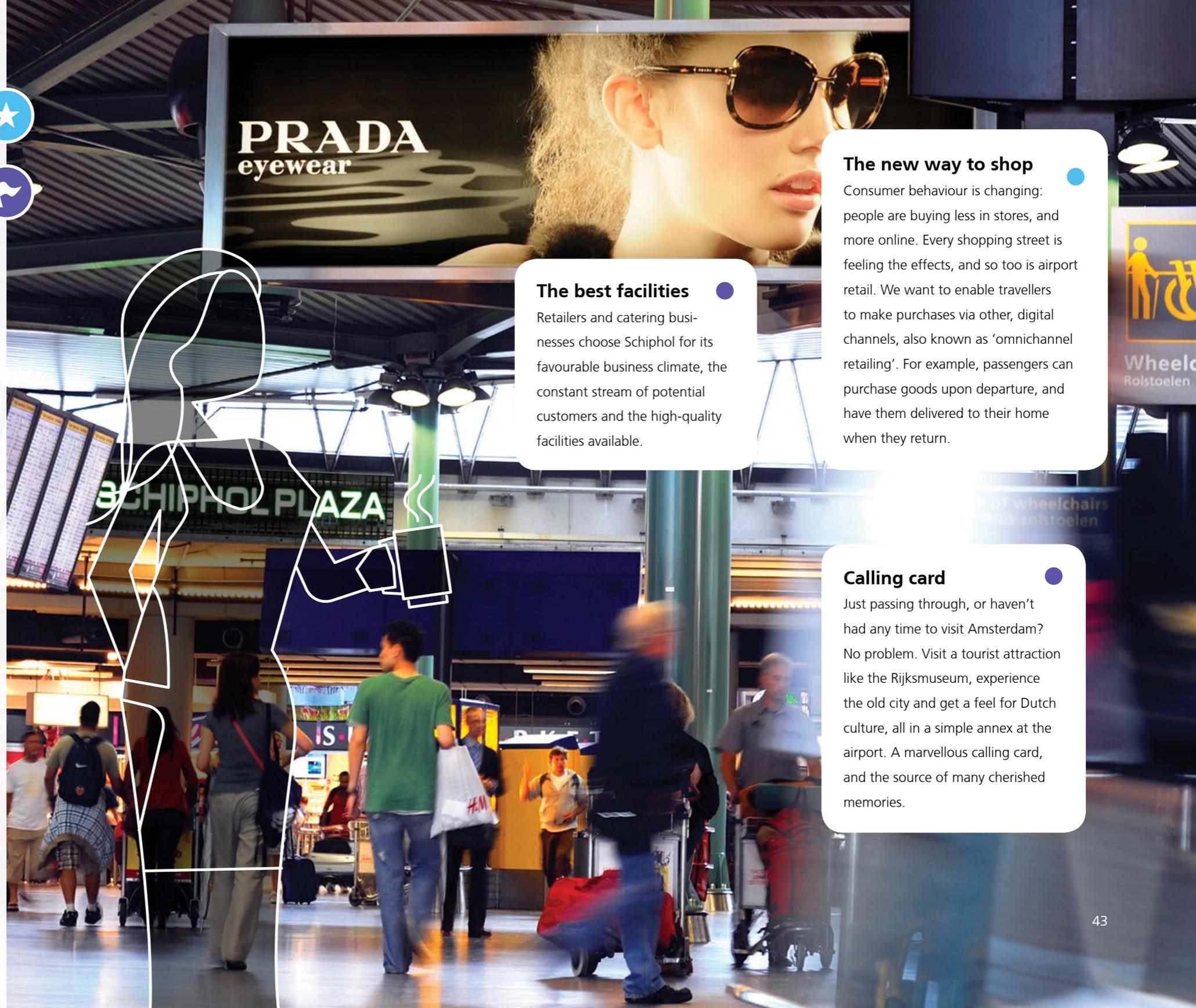
Schiphol employees

Schiphol employees grow both personally and professionally as the airport develops, which is what makes them come to work with a smile. Schiphol is a nursery for talent: a learning organisation at every level. That is why we invest in our own people. They deserve the opportunity to shine, as do the employees of all other businesses and organisations at the airport. Because the Mainport is about people. And about working together.



Terminal businesses

The stores and catering establishments in the terminal give character to the airport, and the products and services available in the departure lounges guarantee a unique experience. There is something for everyone: shop in one of our many beautiful flagship stores, or visit the Schiphol branch of the Rijksmuseum. Need to relax? Take a pressure point massage, or have a glass of bubbly at the oyster bar. Perhaps your first welcome to the Netherlands will be from the barista. And if you pass through regularly, he will probably be there next time too – with the same perfect cappuccino and a friendly smile.



The best facilities

Retailers and catering businesses choose Schiphol for its favourable business climate, the constant stream of potential customers and the high-quality facilities available.

The new way to shop

Consumer behaviour is changing: people are buying less in stores, and more online. Every shopping street is feeling the effects, and so too is airport retail. We want to enable travellers to make purchases via other, digital channels, also known as 'omnichannel retailing'. For example, passengers can purchase goods upon departure, and have them delivered to their home when they return.

Calling card

Just passing through, or haven't had any time to visit Amsterdam? No problem. Visit a tourist attraction like the Rijksmuseum, experience the old city and get a feel for Dutch culture, all in a simple annex at the airport. A marvellous calling card, and the source of many cherished memories.

Links with the metropolitan region

Schiphol is one of the driving forces behind the surrounding metropolitan region. The Aalsmeer Flower Auction is happy to have the airport nearby – and vice versa, of course. More flower sales means more cargo transport. Interconnectedness of regional activities is one important element that enables goods to move properly, and companies to exchange knowledge and skills. This creates a competitive marketplace that drives economic growth.

The voice of local residents

The local residents have a clear voice in the Schiphol Community Council (ORS) and other representative platforms, such as the Schiphol Quality of Life Foundation (Stichting Leefomgeving Schiphol). The Schiphol Local Community Contact Centre (Bewoners Aanspreekpunt Schiphol) registers complaints from around the Schiphol area and reports on them.

The 'polder model' in the Schiphol Local Community Council

The 'polder model' is a typically Dutch phenomenon, and Schiphol is a textbook example of this consensus-forming approach. It's in our blood, and we're proud of it. All Schiphol plans are always discussed extensively in the Schiphol Local Community Council (Omgevingsraad Schiphol, ORS). The ORS contains representatives from the government, the aviation sector, sector organisations and local residents, all of whom must reach agreement together. Sometimes it can be tricky, but we always get there in the end.

The environment

Everybody agrees: the Mainport is good for the Netherlands. But we also know that activities in and around the airport have impact on the immediate surroundings, the environment and the road network. If we want to strengthen the Mainport, we need to do all we can to limit these adverse effects. One primary condition for growth, therefore, is support from all parties involved: from local residents, public administrators, government authorities and other stakeholders.



Accessibility partners

The connective power of the airport lies in the combination of multiple modes of transport. Schiphol is an air, road and railway hub. Fast connections and quick transfers are good for travellers, commuters and transport of goods. This is the domain of our logistics partners, which include the Department of Public Works and Water Management (Rijkswaterstaat), ProRail and the Dutch Railways (NS). Our interests are closely intertwined, which is why we intend to work together on improving mutual connectivity.



Safety

With so many comings and goings in such a small area, safety and security are top priority. Like our logistics partners, we are aware of the potential risks of such a busy hub, which is why we share the same safety culture.

Connections to Amsterdam

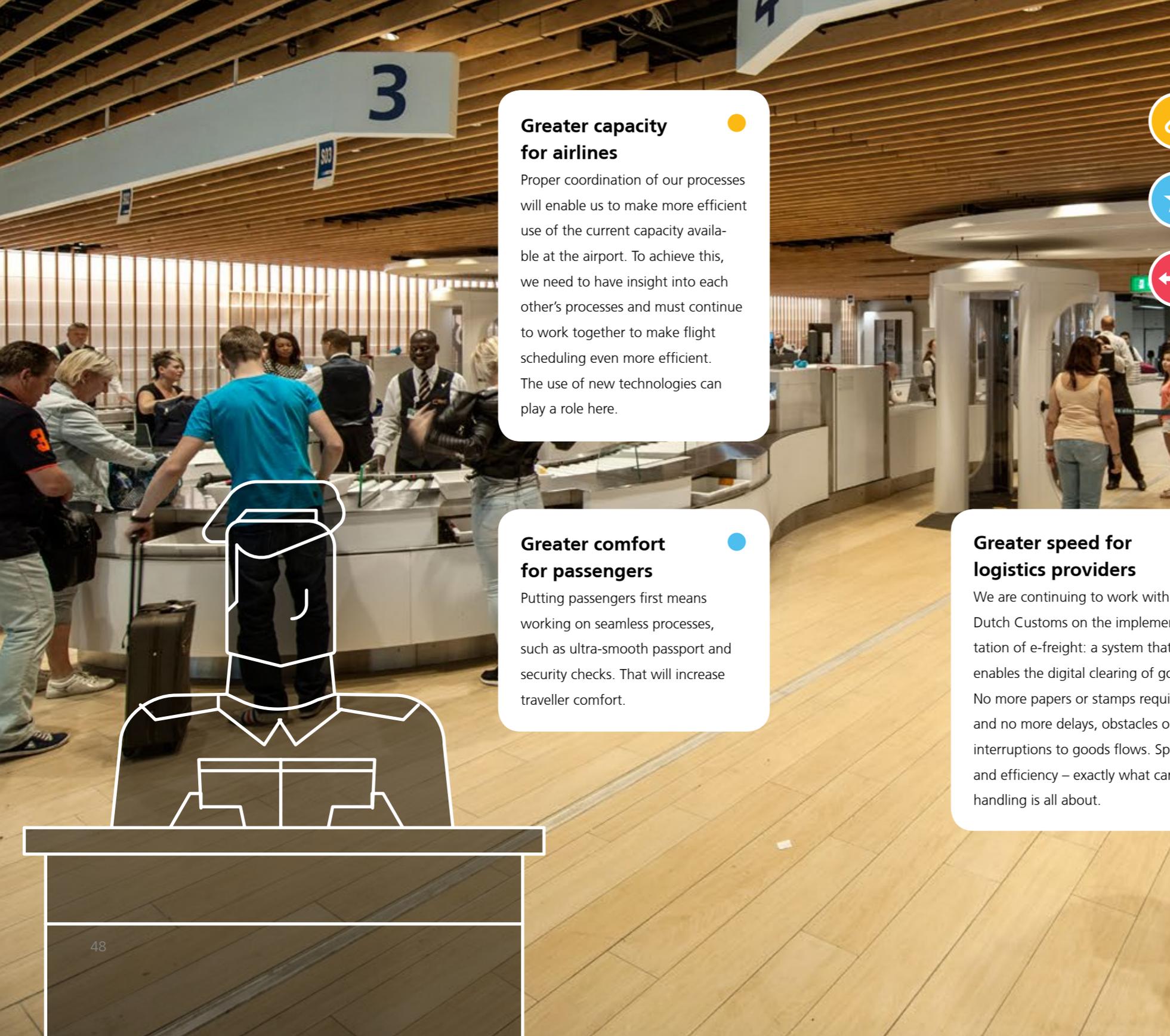
The existing railway network surrounding the airport is running at maximum capacity. We need an additional connection to the city of Amsterdam. We are eager to consider the possibilities – perhaps a metro connection to the city, or an additional railway line via Amstelveen?

Capacity and accessibility

Growth at the Mainport requires greater capacity, and not just in the air. Everything is interconnected. If passenger numbers increase at the airport, so too will the pressure on the railway and road networks, which are already overloaded. Multiple projects are underway to increase this capacity, such as the A9 detour at Badhoevedorp and the construction of the new car parks.

Green transport

We support travellers who want their trips to and from the airport to be as environmentally-friendly as possible. They can help the environment by taking the train, or a sustainable taxi.



Greater capacity for airlines

Proper coordination of our processes will enable us to make more efficient use of the current capacity available at the airport. To achieve this, we need to have insight into each other's processes and must continue to work together to make flight scheduling even more efficient. The use of new technologies can play a role here.

Greater comfort for passengers

Putting passengers first means working on seamless processes, such as ultra-smooth passport and security checks. That will increase traveller comfort.

Greater speed for logistics providers

We are continuing to work with Dutch Customs on the implementation of e-freight: a system that enables the digital clearing of goods. No more papers or stamps required, and no more delays, obstacles or interruptions to goods flows. Speed and efficiency – exactly what cargo handling is all about.



Sector partners

Airlines, ground handlers, Air Traffic Control the Netherlands, the Dutch Border Police (*Koninklijke Marechaussee*) and Dutch Customs all play a key role in all of the airport's activities. They are responsible for safety, both on the ground and in the air, with each partner looking after their part of the process. But we all have the same goal in mind: maintaining a powerful Mainport. While this may seem self-explanatory, it is anything but. These partners all look beyond their own backyards and show great flexibility, for which we should express our gratitude.

