

Leveraging our Transportation Hub to become a Green AirportCity

SMARTER CITIES FORUM – IBM

Berlin, 24 June 2009



Schiphol Group

Amsterdam Airport Schiphol is Schiphol Group's key asset: a strong Hub airport in Europe with all key infrastructure in place

Company overview (2008)

- #5 airport group in Europe with 50.1 million PAX ⁽¹⁾
- #3 for cargo with 1.6 million tonnes
- Voted #1 airport in Europe for quality of service ⁽²⁾
- Revenue: €1,154 million
- Operating result: €294 million
- Investments / Capex: €350

- Passenger distribution Amsterdam Airport Schiphol:

Transfer
43%



Origin &
Destination
57%

Key infrastructure



- **Terminal with 7 piers**
 - 199 aircraft stands (96 connected, 103 remote)
 - Capacity: 60 million PAX, extendable to 65 million
 - Cargo capacity: 2 million tonnes
- **5 main runways**
 - Nominal capacity: 110 ATM / hour
 - 2008: 428k ATM

(1) In 2008 (in Europe), including 47.4 million PAX via Amsterdam Airport Schiphol
(2) Source: Business Traveller 2008

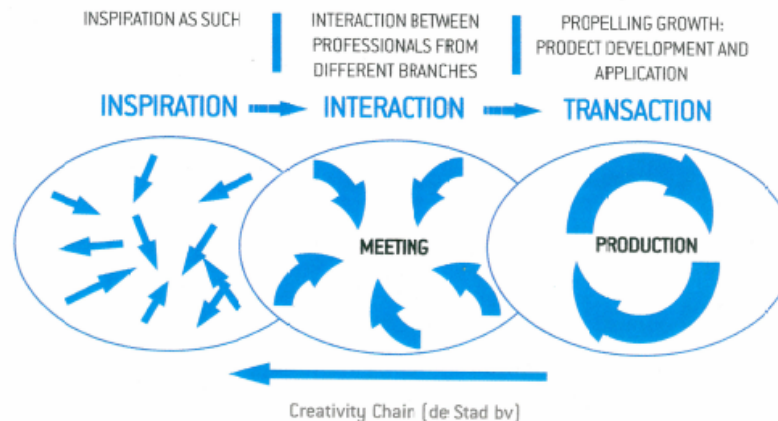
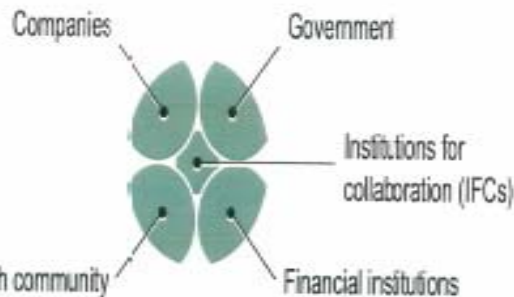
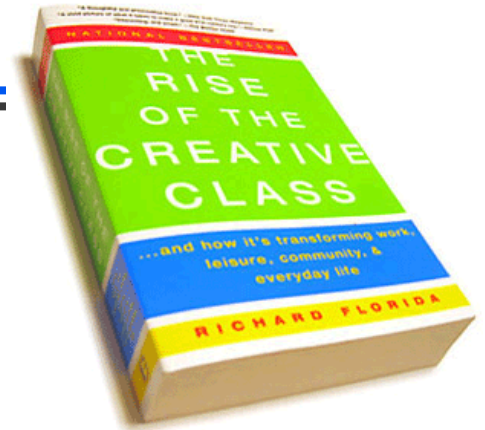
AirportCity

City without housing but with a strong business concept

We aim to facilitate high valued economic clusters

Companies that contribute in more than one way

Locations as PMC's / workplaces in the creative city



13th International Conference on Urban Planning and Regional Development in the Information Society
3rd International Vienna Real Estate Conference | GeoMultimedia 008

**MOBILITY NODES
AS INNOVATION HUBS**

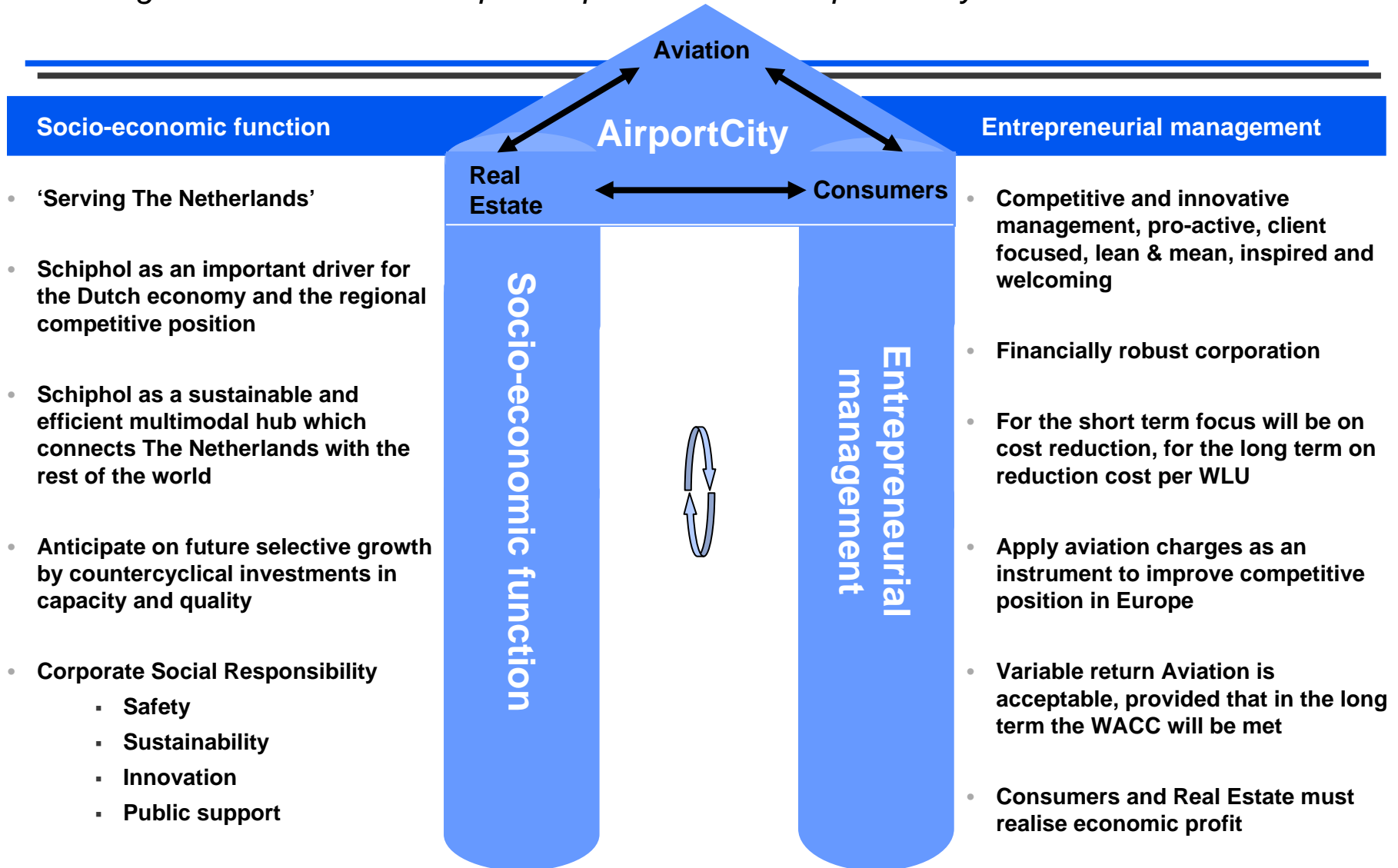


REAL CORP 008

May 19-21, 2008, Vienna International Airport

Strategy

Strategic focus based on two pillars: profit + social responsibility



- ‘Serving The Netherlands’
- Schiphol as an important driver for the Dutch economy and the regional competitive position
- Schiphol as a sustainable and efficient multimodal hub which connects The Netherlands with the rest of the world
- Anticipate on future selective growth by countercyclical investments in capacity and quality
- Corporate Social Responsibility
 - Safety
 - Sustainability
 - Innovation
 - Public support

- Competitive and innovative management, pro-active, client focused, lean & mean, inspired and welcoming
- Financially robust corporation
- For the short term focus will be on cost reduction, for the long term on reduction cost per WLU
- Apply aviation charges as an instrument to improve competitive position in Europe
- Variable return Aviation is acceptable, provided that in the long term the WACC will be met
- Consumers and Real Estate must realise economic profit

The Goal

The Airport's next challenge is green

From transportation hub to Green Airport City



Green AirportCity

Sustainability as new focus

AirportCity (1990's – now)

Business model of the Airport

Mainport (1980's – now)

Economic impact of the airport on the region

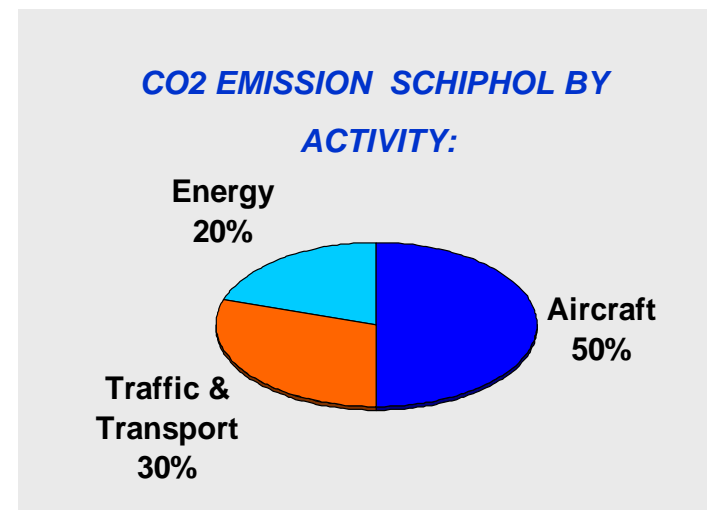
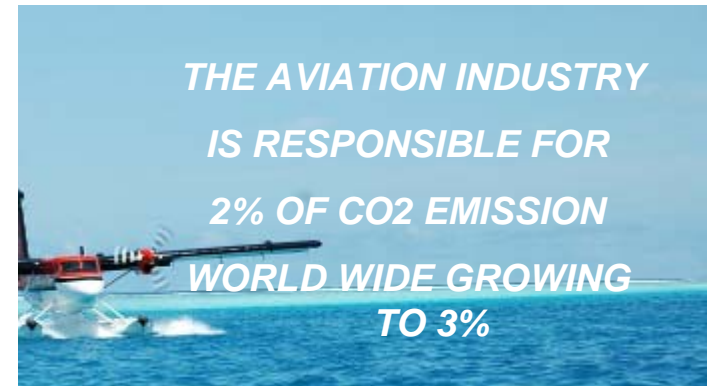
Airport (1920's – now)

From national infrastructure to hub in a global alliance

The challenge of becoming green

Securing our license-to-operate whilst growing and retaining our reputation

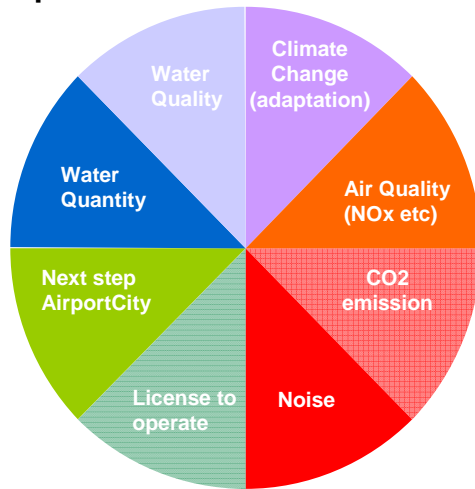
- **Mitigating risks:**
 - **By 2020: 20% renewable energy**
 - **By 2012 CO2 neutral for our own activities**
 - **Climate adaptable airport**
- **Competitive cost level**
 - **Contributing on core activities and cost efficiencies**
- **Creating preference for Schiphol**
 - **Enhancing brand value for customers and employees**
 - **Differentiating products**
- **New options**
 - **Innovation through partnerships**
 - **New products & markets**



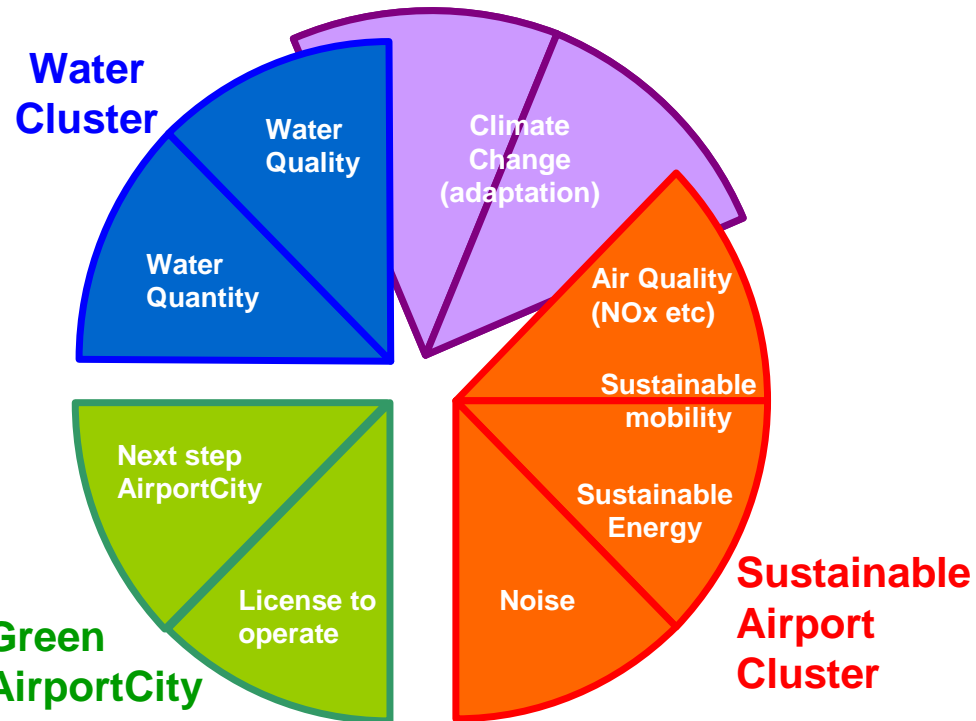
The Solution

Leveraging our AirportCity hub into an innovation cluster

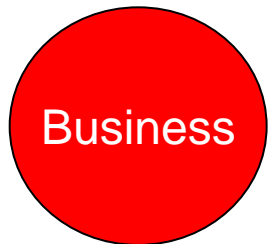
Sustainability challenges airport



Market / Reputation challenges



Demand market & government



Cluster is also a network and community which will scale up innovations at the airport

Creating a network

Through teaming with others, enabling new technologies and by building a reputation



Partners joining:

- **Universities of Delft and Wageningen, TNO**
- **Municipality, Province and relevant Ministries**
- **KLM, Rabo and Imtech**
- **Dutch Water Technology partners**



Projects are under development

Focus



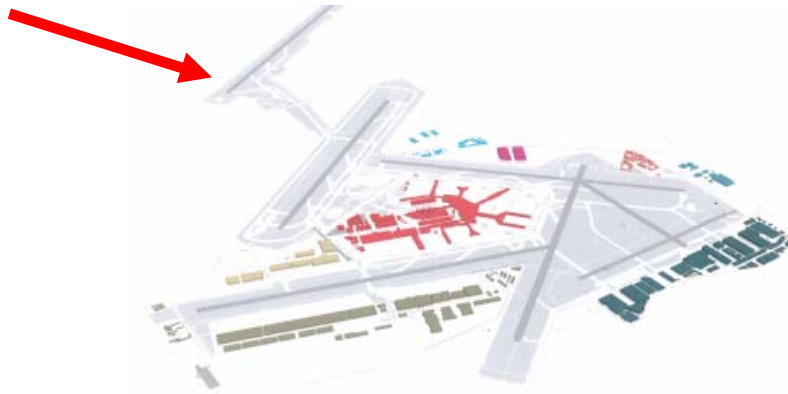
electric fuel

- **Introduction emission measuring and an emission database**
- **Sustainable mobility concepts**
- **Photovoltaic energy**
- **Biodegradable use of airplane de-icing liquid**
- **Development of an energy and drink-water producing Airport/City area**

Partners: Imtech, ProRail, TuDelft, Norit

At the beginning: start of process was solving a problem

EcoBarrier in combination with area development

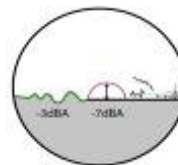


Branded sustainability

*Get a hold on changing meanings
Enhancing value creation*



*The community theGROUNDS
drives sustainability*



Summary

*Area development by growing communities. Sustainability through branding.
New opportunities through teaming with partners*

- To become a global platform where today's issues of sustainability in the total domain of aviation will be addressed, Schiphol Group strives to create a community where the highest knowledge is translated into state of the art new products and business concepts. The community and it's members aim to create solutions for sustainable AirportCities of the future. Not just talk: **“connect to transition”**.
- The community will be both a substantial cluster agglomeration where parties meet and co-create, face-to-face as well as a virtual cluster community.
- Parties that participate in this sustainability push are governmental agencies, knowledge centers and businesses. The theme of a sustainable AirportCity includes sustainable water and energy management.
- Seeing the many implications of words such as “sustainability” and “innovation”, Schiphol Group has chosen to create it's own brand: theGROUNDS which will evolve through time.



**WE CAN MAKE THIS
PLACE SUSTAINABLE
YOU KNOW HOW.**

theCOMMONGROUNDS 

