

A photograph of a man and a woman sitting in an airport terminal. The man is in the foreground, wearing a white t-shirt, a green and yellow baseball cap, and a white face mask. The woman is behind him, wearing a black and white patterned sweater and a floral face mask. In the background, another person is visible, wearing a dark jacket and a cap, looking at a laptop. The terminal has large windows and bright lights.

A Path to Recovery: Building Back Better

2021 World Aviation Conference

Agenda



1. About Royal Schiphol Group



Royal Schiphol Group

- Airport company with Amsterdam Airport Schiphol as its main airport
- Three regional Dutch airports and international participations, activities and alliances
- All airports create value for society and the economy
- Our ambition following the COVID pandemic is to 'build back better'



Our destination:

Connecting your world

Creating the world's **most sustainable** and **high quality** airports



Quality of **Network**



Quality of **Life**



Quality of **Service**



Enablers

- Safety first
- Robust organization

Key figures Amsterdam Airport Schiphol in 2020

(compared with 2019)

20.9
million
passengers
(-70.9%)

227,304
air transport
movements
(-54.2%)

1.4
million tonnes
of cargo
(-8.2%)

688
million euros
revenue
(1,615 million,
-57.4%)

830
million euros
operating
expenses
(1,039 million,
-20.1%)

-563
million euros
net result
(+355 million)

787
million euros
investments
(860 million)

Structure Royal Schiphol Group



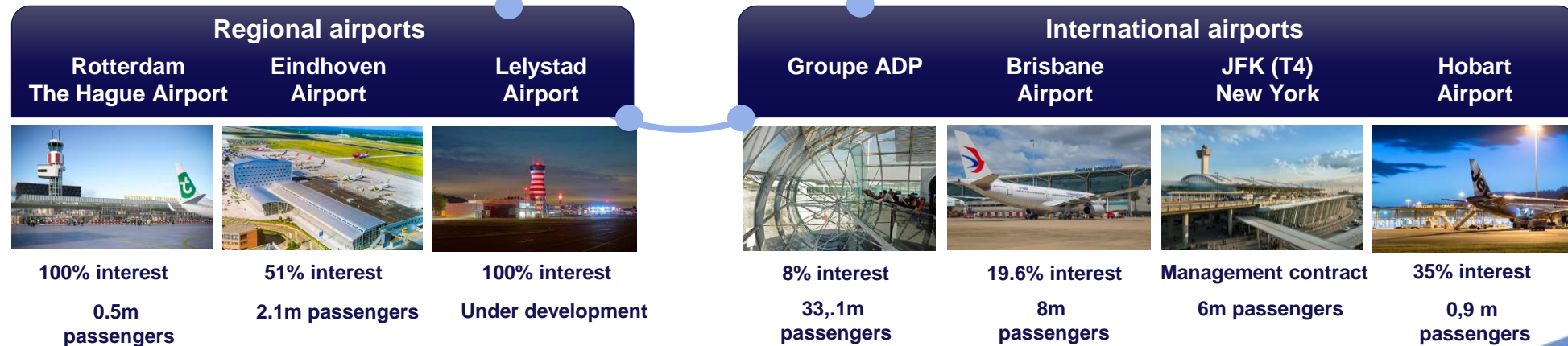
Amsterdam Airport Schiphol

20.9m passengers (2020)



Stable and supportive Shareholder base:

State of the Netherlands:	69.8%
Municipality of Amsterdam:	20.0%
Municipality of Rotterdam:	2.2%
Groupe ADP:	8.0%



'Group of airports' approach adds significant value to all RSG airports

Security &
Border Control

Sustainability

HR

Digital, IT &
Innovation

Operations

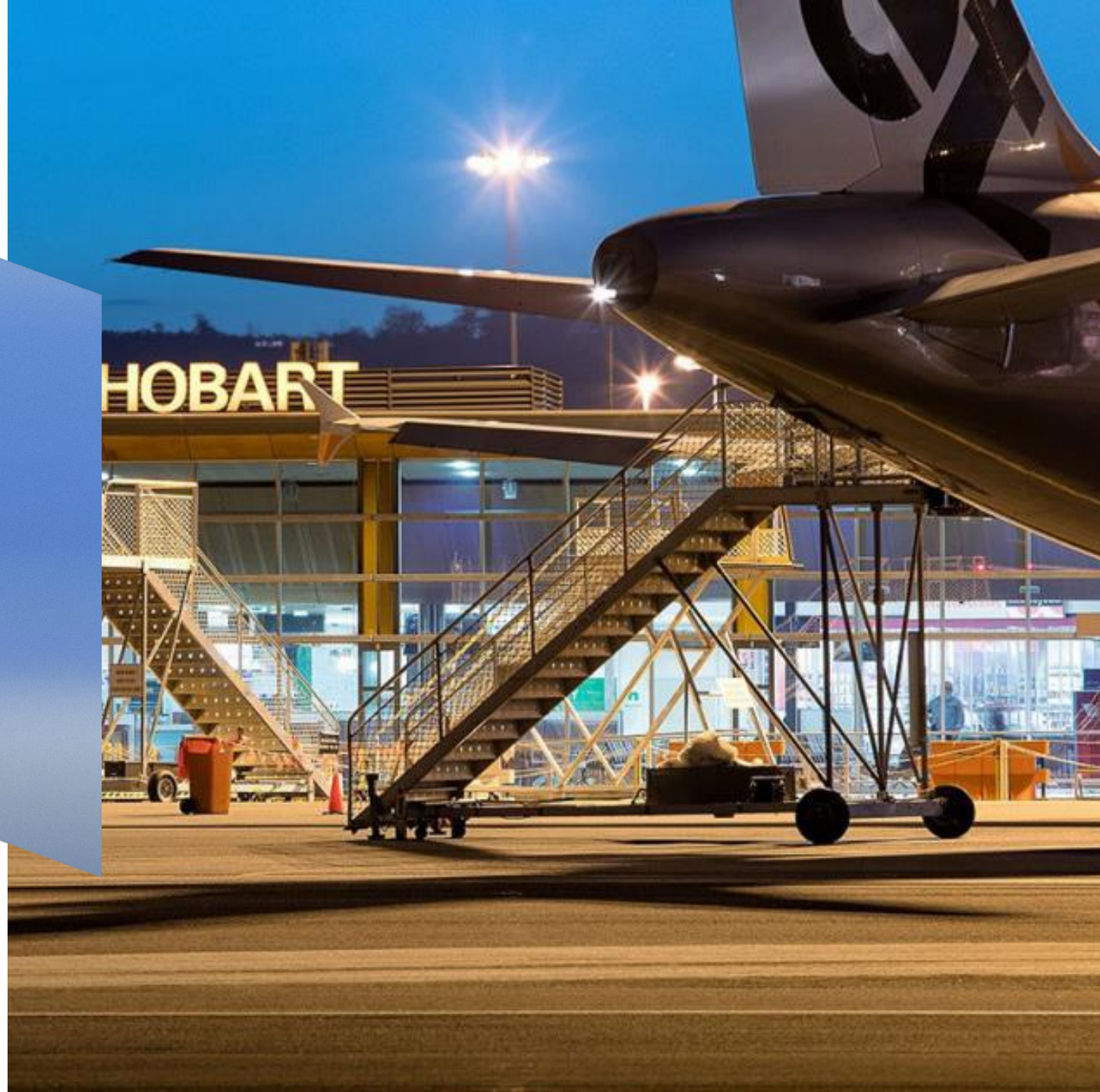
COVID19

Experts and managers in specific domains mutually benefit from experience and best practices within the Group:

- Exchanging knowledge, best practices, lessons learned
- Preventing 'inventing the wheel twice'
- Increasing self awareness by exposure to other business- and governance-models
- Building strong relationships
- Increasing industry knowledge across all airports
- Developing international (brand) standards



2. Regional differences in travel recovery



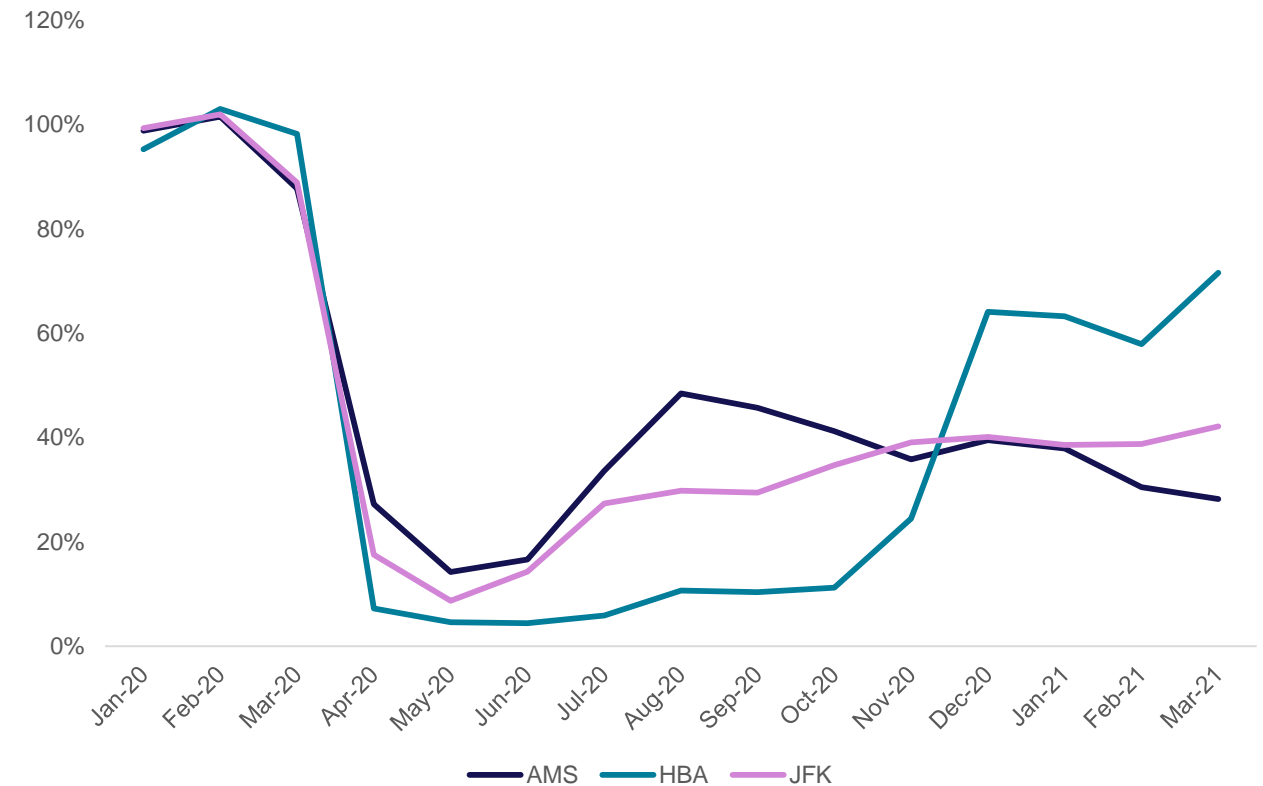
Impact of COVID-19 in 2020: unprecedented

- The consequences of the COVID-19 pandemic for the aviation sector and Schiphol Group's airports are unprecedented. The total number of passengers at Schiphol (AMS) dropped by **70,9%** to 20.9 million (2019: 71.7 million).
- The regional Dutch airports and our international participations experienced a similar decrease in traffic volumes. All of Schiphol Group's airports remained operational.
- The net result for 2020 was **a loss of 563 million euros** (2019: a profit of 355 million euros).
- We see however a difference in regional (traffic) recovery in our portfolio.



Differences in travel recovery: an example

- An overview of the traffic numbers of Amsterdam Airport Schiphol (Netherlands), Hobart Airport (Australia) and JFK New York (US) show some differences in recovery.
- Whereas a steep decline in traffic from March 2020 is evident at all airports, a difference in government policy is noticeable from around June 2020 onwards:
 - **AMS:** travel within Europe allowed for tourists, leading to some traffic recovery in the summer holiday (Jul – Sept).
 - **JFK:** little international travel, however domestic traffic remains possible providing a stable traffic flow of 30-40%.
 - **HBA:** stringent measures and travel restrictions (no domestic traffic allowed) until November, after that domestic travel opens up leading to a substantial increase.



3. Looking ahead: Building Back Better



Impact of COVID-19 in 2020

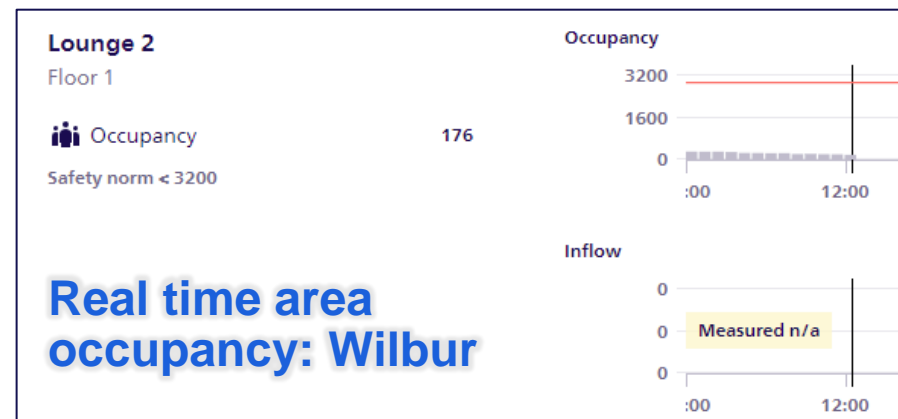
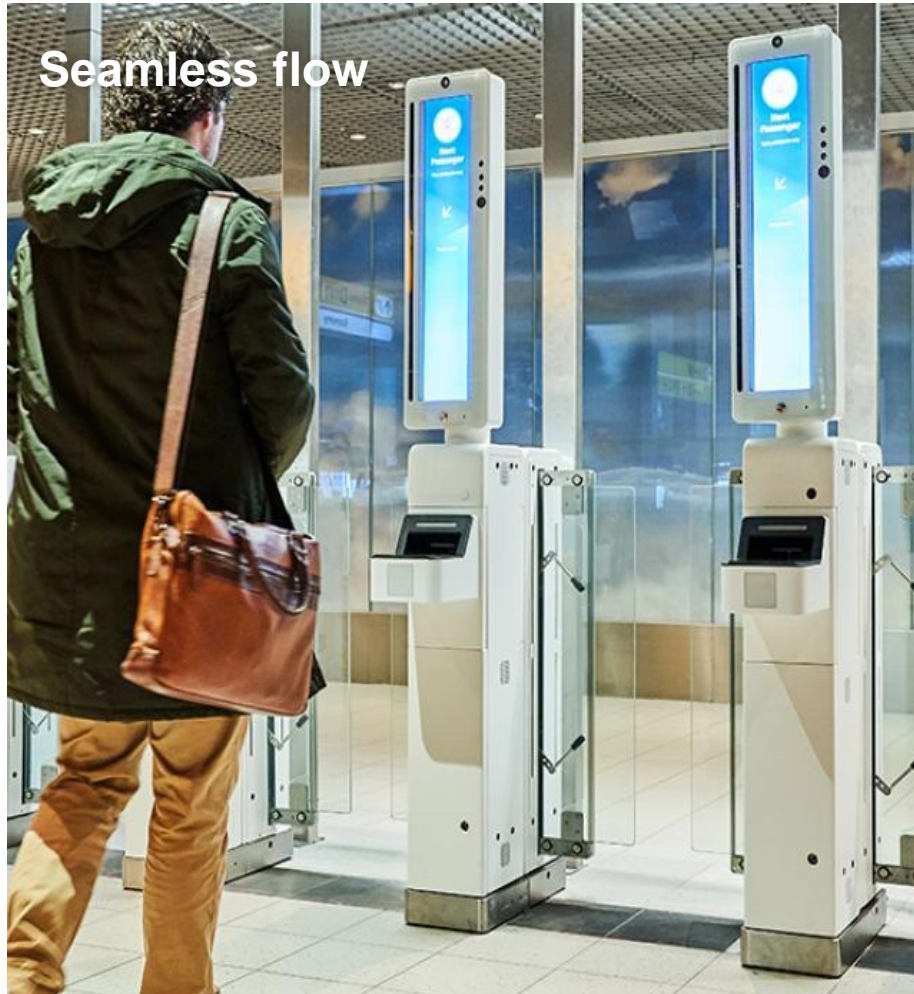
- The outlook for the years to come is very uncertain. Based on current insights, we expect traffic volumes **to return to 2019 levels by mid 2020's (from 2023-2025)**.
- To address the financial challenges and ongoing uncertainty of the pandemic, our focus is on liquidity. In 2020, Schiphol raised **2,235 million euros in additional financing**, including 1,250 million euros in green bonds.
- We intend to emerge stronger from this crisis: **building back better**.

Safe and responsible travel

- COVID-proof airport
- Testing and vaccination
- Travel protocol
- International coordination



Keep on innovating to ensure responsible travel





International coordination

- Together with the (Dutch) aviation sector, we are creating an exit-strategy in cooperation with the Dutch government on **making travel possible again** and **creating travel confidence**.
- This plan should allow for **clear and consistent measures** for intra-EU and inter-EU travel, with regions divided in categories on a risk-based and evidence-based policy, with the epidemiologic data of the European Center for Disease Control as starting point.
- We believe that with the right measures (testing, quarantine, travel corridors, vaccination, (digital) health passports, etc.) travel is possible.
- What we aim for: a clear and consistent framework for the passenger.

Travel in 2021

- Forecast: 27-37 million travellers at AMS
- Recovery starting in summer
- Uncertainties and dependencies
- Focus on safe and responsible travel





Thank you!