



Management agenda

The management agenda is derived from the long-term strategic objectives of Schiphol Group. Below, we give an overview of the progress that has been made in 2012 and look ahead to 2013.

What have we achieved in 2012

Schiphol Group had eleven management targets for 2012. More than half of these targets were achieved and progress was made on almost all other targets. The fact that some targets have not been completely achieved, can be attributed to the difficult conditions in the sector, which has led to increased pressure on our cost base. This is why we have decided to adapt the phasing of construction plans.

As a result of these developments, Schiphol Group was not able to complete its Master Plan in 2012, although it was able to make significant progress with regard to the coordination of the plan with the main parties in the sector. At the same time, the need to invest increased because the capacity must be expanded and safety and quality must be maintained.

Schiphol has further improved the price-quality ratio. On the other hand, Schiphol still aims to improve the transparency and manageability of the costs.

Extensive discussions in connection with the Aviation Act, to which Schiphol Group again actively contributed in 2012, have not yet had the intended result. There is still no agreement on future economic regulation.

With respect to stakeholder management we have booked varying results. The dialogue with the local community can be seen as positive. On the other hand, we feel that our dialogue with the sector and politics needs to improve in 2013.

2012 was a good year from an operational perspective. We welcomed 51 million passengers.



Objective	Realised
Strengthen market position	
Preparation of an integrated Master Plan in which Corporate Responsibility is firmly rooted, drawn up in consultation with the most important stakeholders.	
Development of a financing plan and identification of the financial consequences for Schiphol Group and airlines.	
Guarantee capacity and quality on the basis of the Interim Plan for the next one to five years.	
Competitive price/quality ratio through improved cost control and a better insight into factors that determine cost.	
Evaluation of the Aviation Act: strive for a regulatory system that better supports long-term investment programmes and enables gradual development of airport charges. This regulatory system should strengthen the current dual-till system and allow for the possibility of a retail or other incentive system for airlines.	
Effecting revenue growth in the areas of retail and catering by tailoring the range of available products and product presentation more effectively to changing passenger needs.	
Further integration of Corporate Responsibility and risk management into the planning & control cycle and day-to-day operations by simplifying processes and raising awareness among employees.	
Stakeholder management: safeguarding our 'Licence to operate' and 'Licence to grow' by further identifying and fulfilling our socio-economic responsibilities. Communication on this subject should become more effective.	
Anticipating changing conditions in the real estate market through the optimisation of our property portfolio and further improvement of services to tenants.	
Strengthening the cargo market position through a range of measures, including expansion of the network of cargo destinations.	
Continuation of the reorganisation project in order to achieve the envisaged organisation with respect to scope and competencies within a timeframe of three to five years. Structured action will also be taken in response to the results of the latest employee commitment survey.	

Target met (100%)

Target largely but not entirely met

Target met only to a limited extent

Management agenda 2013

Also with respect to 2013, the Management Board has formulated eleven management targets. These targets are linked directly to the five-year Strategic Plan 2013-2017 that was prepared in 2012.

The management agenda 2013 is characterised by a focus on the development of the Mainport by means of competitive

airport charges, the completion of a final Master Plan and by increasing support. Furthermore, the management agenda 2013 focuses explicitly on the development of our organisation when it comes to obtaining and developing the right skills and the further integration of Corporate Responsibility in all our processes.

Management agenda 2013	Top Connectivity	Excellent Visit Value	Competitive Marketplace	Sustainable Performance
Develop a shared vision together with stakeholders to stimulate future development of the Mainport	●	●	●	●
Finalise the Master Plan and start with the realisation of the first phase terminal South and first phase Pier A	●	●	●	●
Build a long term relationship based on mutual trust with key stakeholders				●
Realisation of five main investment projects according to planning, within budget, with minimal operational impact and with specific attention for Corporate Responsibility	●	●	●	●
Invest all the necessary efforts to assure that, after evaluation, the Aviation Act is acceptable for Schiphol Group				●
Ensure sufficient financial liquidity for the organisation and ensure access to funding				●
Consolidate international activities and, where possible, strengthen the international position				●
Integrate and embed Corporate Responsibility in the organisation				●
Increase financial result through further implementation of Retail Vision 2020 and maintaining Real Estate market position	●	●	●	●
Develop a lean organisation				●
Improve the efficiency of the organisation by reducing bureaucracy				●