

RFQ St. Louis Lambert International Airport

RFQ response

Royal Schiphol Group

"NOTICE: The data on pages of this proposal identified by an asterisk (*) contains technical or financial information constituting trade secrets. The proposer requests that such information be used only for the evaluation of the proposal, but understands that any disclosure will be limited to the extent that the City considers proper under the law. If the City enters into an agreement with this proposer, the City shall have the right to use or disclose such information as provided in the agreement, unless otherwise obligated by law."



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Executive Summary and Strategic Rationale

Dear members of the Airport Advisory Working Group of the City of St. Louis,

Royal Schiphol Group N.V. (RSG) is enthusiastic and honored to be submitting a response to the City of St. Louis' Request for Qualification (RFQ) relating to the public-private partnership involving St. Louis Lambert International Airport (St. Louis Airport). We fully understand that this transaction represents a bold step by the City's leadership, and we appreciate how challenging and complicated the process can be. The City is taking a positive step in making St. Louis Airport the gateway to the region that everyone in St. Louis can be proud of, and we are very interested to be part of it. We are uniquely qualified to help the City of St. Louis realize their primary objectives for St. Louis Airport's public-private partnership.

As a strategy, we do not pursue the operations of large blocks of airports, or chase every opportunity. We are selective in pursuing only those opportunities in which we can make a positive impact on the passenger experience and on the operational and financial aspects of the airport and its surrounding area. This ensures that we can commit the proper and adequate resources to do it right, and there's an opportunity to engage in meaningful partnerships that connect us to the local community and the region. The opportunity in St. Louis has all of these attributes, and we believe that St. Louis Airport has great potential. Our partnerships and interests in our international activities are part of a long-term strategy, and our current international participations span decades. We fully expect that the St. Louis P3 would be the start of a long-term relationship, and a most welcome addition to the Royal Schiphol Group of airports and a way to transform the St. Louis Region.

RSG owns, operates, master-plans, and carries out capital programs and real estate development activities throughout its airport network, and in no place is this more prevalent than at one of the world's most advanced, digital, modern and passenger centric airports: Amsterdam Airport Schiphol. RSG has been the pioneer of the "AirportCity" concept since the 1990's. As the master planner and real estate developer of Schiphol's AirportCity, we have been able to attract some of the world's most prominent companies to our airport, including US firms such as Microsoft, Honeywell, Cargill and Coty; as well as many of the world's major airlines, cargo operators, and over 180 retailers. In total over 500 companies, all of which have created high-skilled jobs and economic growth to the regions we serve. We believe this approach and expertise is relevant in unlocking substantial value, new routes and other opportunities for St. Louis Airport and the St. Louis region given the large amount of available space that is yet to be developed for both aviation and non-aviation activities on the St. Louis Airport site.

Amsterdam Airport Schiphol is home to one of the largest airport/ rail links in Europe, connecting the airport to high-speed intra-European rail lines as well as local mass transit systems, where train stations are conveniently located directly inside the airport terminal complex. RSG participates with the Dutch government and other transport companies in the exploration and development of a hyperloop system designed to further develop the airport's transit hub function (much like the hyperloop system that is currently being investigated in the St. Louis region). We see tremendous opportunity to link St. Louis Airport's development with similar initiatives better linking the airport with the surrounding region. This could include building links to new transport modalities and new developments such as business centers, residential, retail, and/or entertainment districts on or surrounding the airport property; representing areas of development where we have significant experience and expertise.

Additionally, we recognize that there is idle capacity at the airport in terms of air traffic volume, including a significant under-utilization of St. Louis Airport's Terminal B complex, and believe that our extensive experience in air service development, and connections with many of the world's major airlines present real opportunities to grow St. Louis Airport's air service network, including additional flights to Europe and other international destinations.

RSG's is a long-term infrastructure investor, which gives us broad access to capital that is subject to a more long-term look at investment returns than is typical with many of the private equity funds currently active in the airport P3 market. These returns expectations leave more space to make capital investments in St. Louis Airports infrastructure and provide additional room for the City of St. Louis to retire its outstanding airport debt, and provide better opportunities for the City to realize significant future revenue streams for non-airport purposes.

Our 22 years of experience in New York's JFK Terminal 4 has given us unique insight into the U.S. market, and we are proud to have successfully carried out over \$2 billion in capital projects there and have transformed the terminal into the centerpiece of JFK Airport, increasing passenger traffic from just over 5M to over 20M annually, increasing annual revenue to over \$400M, and creating hundreds of millions in proceeds to the Port Authority of New York and New Jersey; most of which was carried out in partnership with local (MWBE) businesses, consultants, and contractors, whose local knowledge, combined with our airport and real estate development expertise was key to our outstanding success in New York. We would very much welcome the opportunity to bring this unique set of capabilities to St. Louis Airport and in so doing, make your region the global gateway to the US Midwest.

RSG has been following the St Louis P3 process for some time, and during this period, we have had a number of discussions with industry experts, consultants, and financial investors, some of which we have had successful partnerships in the past. At the moment, we have elected to move forward with our RFQ submission based solely on our expertise and experience in airport operations and development, until such time that the RFP is issued. Each transaction is unique, and we wish to understand the details of the requirements in order to team up with partners whose experience best match the requirements of the City's proposal. We are currently in advanced discussions with a number of local and international investors and consultants, all of whom have relevant experience in airport and P3 transactions. When selected to participate in the RFP process, RSG will be able to finalize a uniquely qualified team in very short order.

We are convinced that the subsequent information provided in our response adequately defines our extensive experience and expertise, as well as our commitment to the major projects that we have undertaken over the past decades.

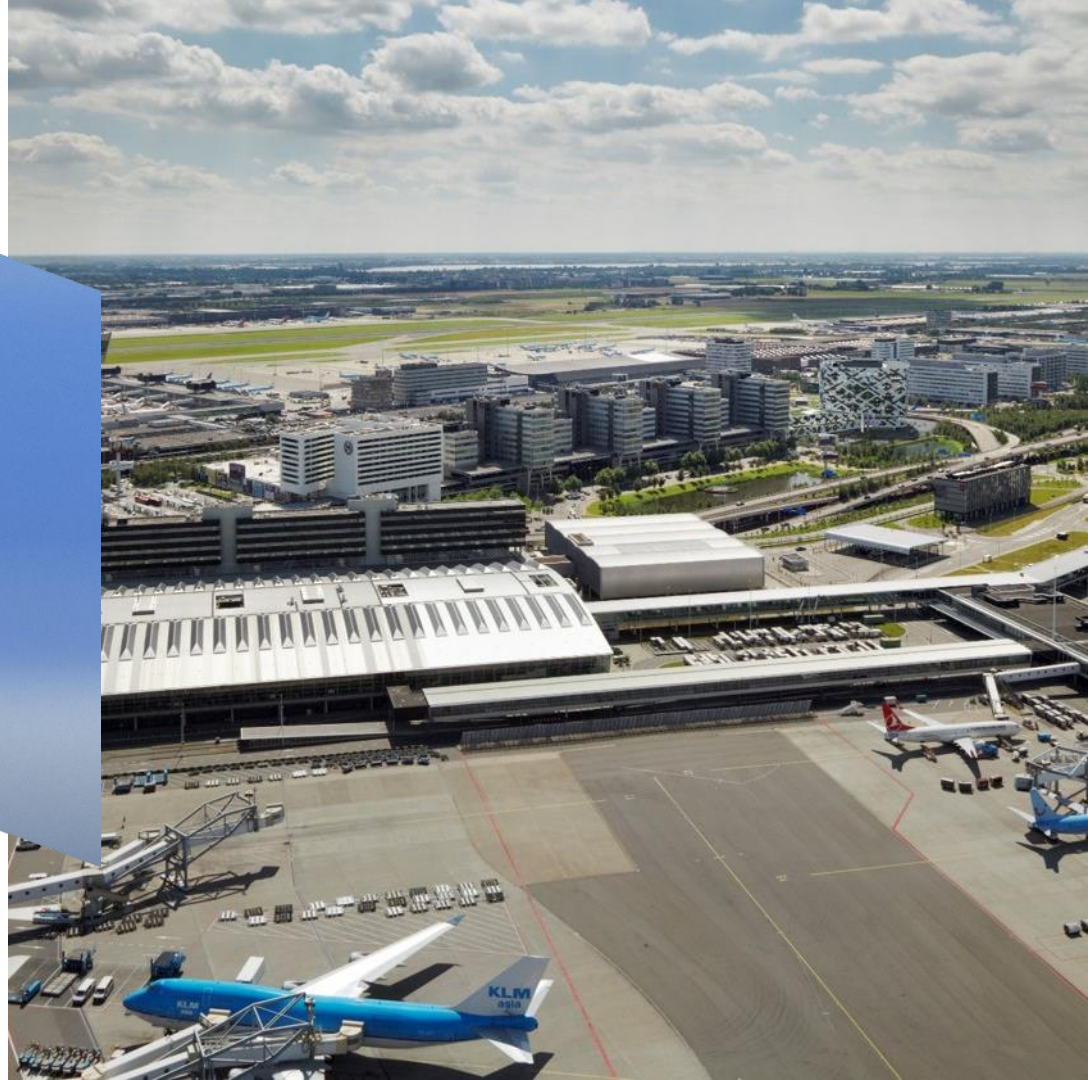
We look forward working together on the future of St. Louis Lambert International Airport,

Kind regards,

Dick Benschop
President & CEO of Royal Schiphol Group N.V.

Jabine van der Meijs
Executive Vice President and CFO of Royal Schiphol Group N.V.

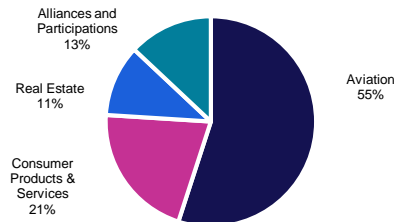
About Royal Schiphol Group



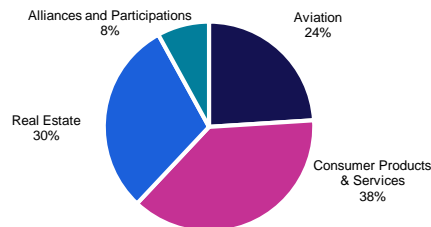
Royal Schiphol Group

- Award winning International Airport Group with Amsterdam Airport Schiphol, several international participations and three regional airports in the Netherlands
- Understanding its strong socio-economic function combined with solid entrepreneurial business operations
- Experience in managing large airports (e.g. Amsterdam Schiphol Airport, Paris Charles de Gaulle, John F. Kennedy International Airport (JFK) Terminal 4) and smaller regional airports (e.g. Eindhoven Airport, Rotterdam The Hague Airport and Lelystad Airport)
- Developer, owner and manager of offices, warehouses and other commercial real estate on and around the different Schiphol Group Airports
- Amsterdam Airport Schiphol being Europe's third largest air cargo hub in 2018
- Financially solid with the State of the Netherlands as the largest shareholder
- Current long term credit rating
Standard & Poor's: A+ stable outlook
Moody's: A1 stable outlook

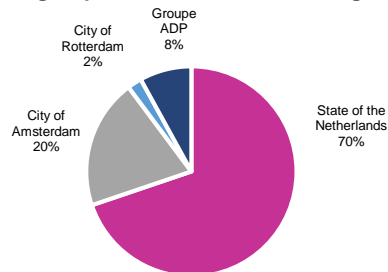
FY18 Revenue Contribution



FY18 EBITDA Contribution




Stable group of shareholders with long term focus



Key Highlights¹




Schiphol Group manages a variety of assets on international airports

Airport	2018 passengers	Involvement
 JFK Terminal 4	21.6 million	Management contract since 1997 (until 2043)

Airport	2018 passengers	Involvement
 Groupe ADP	281 million	Strategic alliance, 8% cross-shareholding.

Airport	2018 passengers	Involvement
 International Airport Reina Beatrix, Aruba	2.5 million	Supply of management and technical support since 2004

Airport	2018 passengers	Involvement
 Princess Juliana International Airport	1.4 million	Supply of management and technical support since 2019

Stockholm/Göteborg (2003-2014)
Joint venture for managing commercial activities

Milan (2002-current)
Participation in the development of Real Estate at Milan Malpensa Airport

Airport	2018 passengers	Involvement
 Amsterdam Schiphol Airport	71.7 million	100% ownership and operation
 Eindhoven Airport	6.2 million	51% ownership and operation
 Rotterdam The Hague Airport	1.9 million	100% ownership and operation
 Lelystad Airport	n/a	100% ownership and operation

Airport	2018 passengers	Involvement
 Seoul Airport Incheon	68.3 million	Strategic partnership since 2011

Guangzhou (2008-2010) • Hong Kong (2003-current)
Contract to manage retail activities at Baiyun airport 18.7% equity stake in Tradeport Hong Kong (logistics)

Jakarta (2004-2010)
Contract to implement Sapphire programme

Airport	2018 passengers	Involvement
 Brisbane Airport	23.6 million	19.61% ownership (recently increased)

Airport	2018 Passengers	Involvement
 Hobart Airport	2.7 million	35% ownership since 2019 (recently acquired)

- Schiphol airports
- Groupe ADP airports (8% cross-shareholding since 2008)
- Other international airport activities

'Group of Airports' approach adds a significant value to all (current) RSG airports



Group of Airports

- Schiphol Group's investments and operations benefit from an active management approach. As a Group of Airports, Schiphol offers:
 - to **create synergies**
 - to **enable and stimulate the exchange of knowledge**, best practices and staff across these existing airport relationships
 - to further facilitate this, **knowledge networks** have been put in place within the Group. These are created by and for subject experts, in the areas of:
 - Security and border control
 - Commerce
 - Digital and Innovation
 - Sustainability
 - Capital projects
 - Operations

We add value as a strategic partner, based on extensive experience of our people and partners



- For St. Louis Airport, Schiphol Group's relevant experience includes, apart from Airport operating experience, pioneering the AirportCity concept, where travelers, airlines and businesses have access to all airport services, 24 hours a day. Schiphol Group continues to distinguish itself through the development of wide ranging landside and airside commercial activities that serve our customers and the 65,000 people that work at and in the surrounding area of Amsterdam Airport Schiphol.
- Schiphol is very well aware that its group of airports have a socio-economic role in a broader system that is continuously changing. To stay aligned, we actively involve our sector partners by the development of our airports. Furthermore by monitoring trends and developments that shape our future, the Schiphol Group is ready for the request of the passenger and aviation partner of tomorrow.

Our success is driven by a strong foundation and a unique skillset

Foundation of our strength

- Over 100 years experience as operator of a world-class hub, valued with many awards
- Schiphol-brand image and reputation
- Collaborative environment and teamwork: ensuring value creation at strategic, tactical and operational level
- Combining operational excellence/cost-focus with quality/customer focus
- Commercial management: retail design, food & beverage, premium passengers and real estate
- Strong balance sheet and financial profile
- Cargo/logistics processes and sector-wide partnerships
- Most digital developed airport in the world
- Pioneer of innovative solutions



Unique skillset to drive growth

- In-house ability to design and develop airports in an integrated way by optimizing aviation and non-aviation functions
- Network of international partners with extensive experience in knowledge sharing and joint projects
- Smart, innovative and creative approach; focus on operational excellence
- Strong ties with sector partners and stakeholder management skills (business and government)
- International organization: multi-lingual; international mindset
- Focus on long term value creation, collaboration and sustainable partnerships
- Excellent urban planning skills to develop the AirportCity in relation to economic development of the region

Our response on this RFQ is based on the experience and knowledge of a diverse group of Schiphol Group employees. The response to the RFQ is coordinated by a core team that consists of nine members. These core team members have a broad network inside and outside the Group and have a well developed skillset with experience in both aviation and financial industry. Below an overview with current team members (more details in appendix E) who will be assisted by specialist from all fields within the organization.



Kjell Kloosterziel
Director Schiphol
International



Vianney Heeren
Director Treasury & M&A



James Fazio
Business Development
Director North America



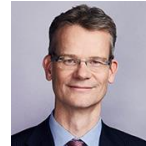
Thomas Liebrand
Corporate Finance Manager



Tim Lowijs
Business Development
Manager



Maaike van der Windt
Director Aviation
Marketing, Cargo &
Customer Experience



Richard Emmerink
Director Airport Development

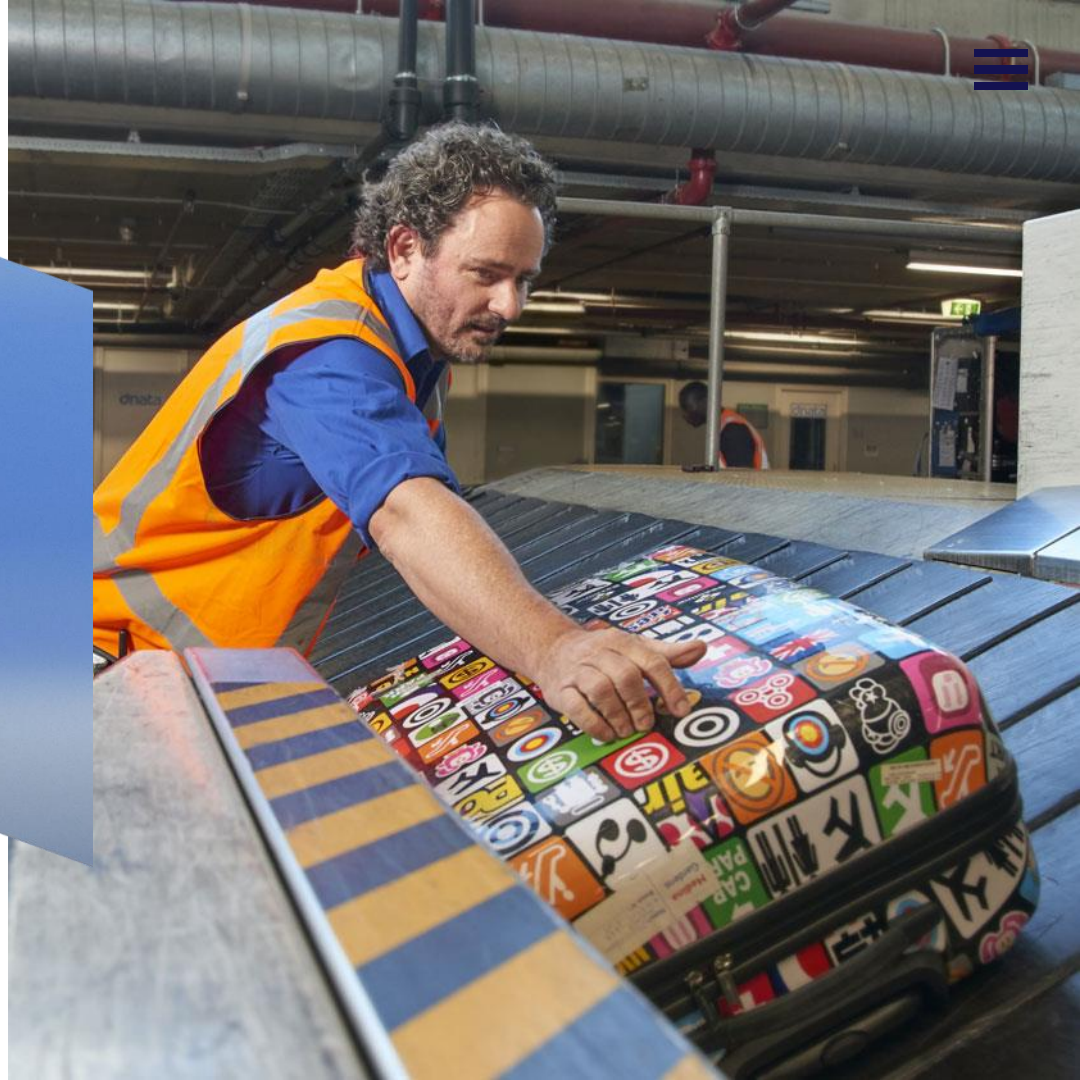


Jan Willem Weisink
Director Schiphol Real Estate



Anne Hustinx
Director Corporate Legal

Our Extensive Experience and Expertise



Operational and management capability (*)

i. Operations and maintenance expertise: managing and improving other commercial airports



Operational and management capability

i. Operations and maintenance expertise: facility maintenance/repair and procurement of related materials

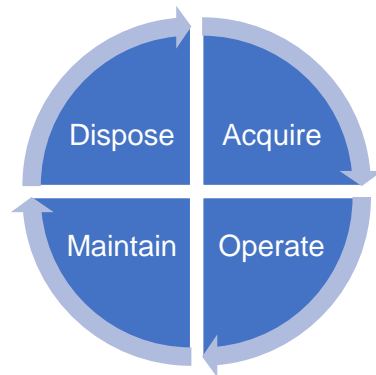
Royal Schiphol Group has significant experience in managing facility maintenance/repair and procurement procedures. Our fundamental principles rely on balancing life cycle, costs, and reliability, and these activities directly tie into our airport's capex programs.

Maintenance of critical systems is the key driver for achieving high levels of safety and customer service. In developing/ renewing assets, Schiphol Group uses a method developed around the needs of the future user of the asset. Our maintenance programs rely on the use of Computerized maintenance management system (CMMS) which track and schedule related preventive maintenance schedules and provide key management information on assets that are in need of further investment or replacement. These systems cover critical assets such as airfield pavement, marking and lighting systems, baggage handling systems, security equipment, electrical power systems, Loading bridges, HVAC, IT infrastructure, and structural systems. In particular, we have a focus on improving asset continuity helping us to maximize the use of our assets and minimize interference with daily operations.

In addition, we are increasingly using digital solutions to tackle the physical infrastructure challenges encountered in daily airport operations at Amsterdam Airport Schiphol. In particular, a core element of Schiphol's digitization program involves using smart technology to monitor the state of properties and assets throughout the airport site. We now have 70,000 sensors positioned strategically within the terminal from which we are able to collect real-time information on the performance of elevators and walkways. Any malfunctions are immediately identified and resolved to minimize disruption to passengers, while maintenance can be planned better through analyzing how these devices perform over a wider timeframe.

This systematic approach is used throughout our airport network, and our technical and engineering teams share experiences and procurement practices on a regular basis, in order to encourage continued best practices and achieve economies of scale.

Schiphol Group positions itself as a commissioning organization and we closely cooperate with a group of suppliers which we see as our business partners. Schiphol Group uses various procurement methods focused on quality, partnership and optimizing life-cycle costs. We challenge our partners to come up with innovative, out-of-the box solutions.



Schiphol is involved in all stages of the life cycle of its assets.

Operational and management capability

i. Operations and maintenance expertise: familiarity with FAA regulations and procedures, airport operations, construction and maintenance standards

As part of our 22 years in New York's JFK Airport, Schiphol affiliate named JFK IAT has gained substantial experience with FAA regulations and maintains close contacts and has an excellent relation with the FAA. During these 22 years, we have executed on over \$2 billion in construction work, all of which took place under the regulations of the FAA's construction safety requirements, as well as our on-going day to day airfield operations, which are carried out in compliance with FAR Part 139, and overseen by the Port Authority of New York and New Jersey on a regular basis.

The JFK IAT team recently finished a major roofing and façade rehabilitation of the tower at JFK Airport. A very successful project that we performed in close cooperation with the Port Authority and the FAA.

We recently had an incident while constructing a new AMEX lounge at T4 when a pile driver knocked out the ground radar. JFKIAT and the FAA worked closely together and managed to find a solution that avoided any disruption to aircraft movements and did not impact the construction schedule. The latter emphasized the efficient and good relationship we have with the FAA allowing us to respond fast and efficiently in emergency situations.

We also recognize that St. Louis Airport is currently certificated under FAR Part 139, and the existing operations team at St. Louis Airport has significant expertise and experience in the self-inspection and certification requirements necessary for the safe and efficient operations at the airport, and RSG would expect the existing team to continue in this role.



JFK Terminal 4, concourse B expansion project finalized in 2014.

Operational and management capability

i. Operations and maintenance expertise: experience with facilitating airport passenger growth via route development and marketing

Amongst European countries, The Netherlands ranks 12th in overall population, and 31st in terms of land mass, but operates the 3rd largest European airport (AMS) with over 71M passengers; demonstrating that a small place can be the host for a major airport. RSG is one of the very first airports in the world to actively engage in route development and marketing, taking our first steps in identifying destinations with potential for (more) direct air service, presenting business cases to airlines, and helping them with filling new seats, more than thirty years ago. Given the importance of route development and marketing we have an in house team that is constantly monitoring the market, not only for Amsterdam, but also for other airports in the Group. By forecasting future demand and actively search for the most promising unserved and underserved we have been able to expand our international network.

The success of our route development and marketing team can best be measured in numbers. In the 20 years between 1998 and 2018, we have managed to increase the number of airlines operating at Amsterdam from 80 to 108. More importantly, we have increased our number of direct destinations from 220 to 327. As a result the number of flights went up by 33%, the number of available seats by 68%, and the number of passengers carried by 109%. Airlines saw their load factor rise from 69% to 86%.

Examples in the US this year include Tampa (started May by Delta Air Lines) and Las Vegas (started by KLM in June). We believe that there are also new international opportunities for St. Louis Airport. For this reason, Schiphol worked together with St. Louis Airport as well in their approaches to KLM and Delta for direct St. Louis-Amsterdam service. We still see potential for that. To be exact, out of all U.S. points with no direct transatlantic service, St. Louis is our second-largest market and our team is looking forward to further explore new opportunities to add more traffic to the current portfolio of St. Louis and introduce you to intercontinental operating carriers with whom we have a strong relationship.

We have won several rewards that show that our efforts do not go unnoticed. At the annual World Routes Airport Marketing Awards, which are seen as the Oscars of our industry, we have won numerous awards and commendations during the last twenty years, including “Highly Commended” in the category over airports with over 50 million annual passengers for the last four years (2016-2019) in a row.



Schiphol has direct connections with 21 destinations in the US (on avg. 293 flights per week).



Operational and management capability

ii. Capital improvement experience

A regular and systematic capital improvement program is paramount to any airport's overall success, accommodating growth. It is also necessary in maintaining and improving safety, capacity, sustainability, and achieving excellence in customer service. At all airports in the Schiphol Group, robust capital programs are the foundation for the continuous development of the airports. The following three slides contain an overview of recent/ current projects of the Group.

Amsterdam Airport Schiphol – the Netherlands

Schiphol is reaching its physical limits. A capital improvement plan is developed by our Airport development team and implemented to improve the quality of our product and solve capacity constraints during peak periods. The two largest projects are the development of a new Pier (due 2020) and terminal (due 2025). The projects are set up in modular way to create flexibility in the program. This allows us to adjust projects when required by market circumstances. Building these large projects creates 1200 jobs, with an emphasis on local involvement.

The plan was extensively discussed with stakeholders in a consultation process. The final outcome is based on a consensus between parties, taking into account key requirements (Passenger and Airline Centric, robustness and sustainability). The result is an upper quality level development for all passengers (IATA level “optimum”), and a future proof building with open and hospitable architecture.

The development of the plan has a significant impact on existing infrastructure and processes. There is a joint commitment both from the Capital Program organization and all other involved stakeholders (e.g. security, operations, asset manager and commerce) to identify bottlenecks and to find mutual beneficial and robust solutions.

All projects are coordinated and executed by the ‘Capital Program’ organization, in order to manage these projects in the most effective way. This is necessary to keep our passenger satisfaction at the level we are used to, bearing in mind that all the projects are being carried out during regular airport operations. By creating a dedicated organization with the required expertise and experience from within the Group and outside the Group we are able to achieve our goals on time and within budget (the latter for instance by using fixed-price lump sum contracts or guaranteed maximum price contracts).

Our Airport Development team will be involved in the next phase of the privatization process and will help the Airport with developing an integral project plan for the future development and optimization of existing facilities of St. Louis Airport .



Operational and management capability

ii. Capital improvement experience

JFK Airport Terminal 4 – United States

In 1997, Schiphol Group, planned and executed the \$1.4 billion capital program to redevelop the 40-year-old International Arrivals Building (IAB), into what is today's centerpiece of JFK Airport, Terminal 4. In 2011, Schiphol Group's affiliate JFK IAT, along with its Terminal 4 partner, Delta Airlines, carried out an \$800 million expansion plan, which included retail and F&B upgrades, an expanded passenger screening area, new inline TSA compliant baggage handling system, and an expanded gate concourse. In 2014, phase 2 of this expansion was carried out, adding a second concourse expansion totaling an additional \$200 million investment. Currently the JFK IAT team – in close cooperation with Delta, the Port of New York and New Jersey- is working on an ambitious expansion program which will not only allow Delta Airlines to move its operations from Terminal 2 to Terminal 4 but will also include an extensive quality upgrade of the existing terminal and concourses.

Lelystad Airport – The Netherlands

Over the last years, a team of Schiphol Group has developed, upgraded and renovated the general aviation airport close to the City of Lelystad to an airport capable of handling commercial traffic. The airport is due to open next year, with an initial capacity of around 3.7mln passengers per year, growing to 6.8mln in 2023. In order to accommodate this, a complete new terminal was built (with an emphasis on innovation and sustainability), the runway was extended and the ATC-tower was doubled in height. Lelystad Airport aims to play a central role in driving employment in Flevoland Province, which has one of the highest rates of unemployment in the Netherlands. To this end, the tendering processes gave preference to local companies with employees located within a 30-kilometre radius of the airport site. The structural employment benefit of the airport during the current construction phase was equivalent to about 60 full-time jobs, rising to around 100 fulltime positions each year over the next 10-15 years once Lelystad Airport is operational.

Additional recent examples of our capital improvement programs can be found in appendix J.



New Terminal at Lelystad Airport

Operational and management capability

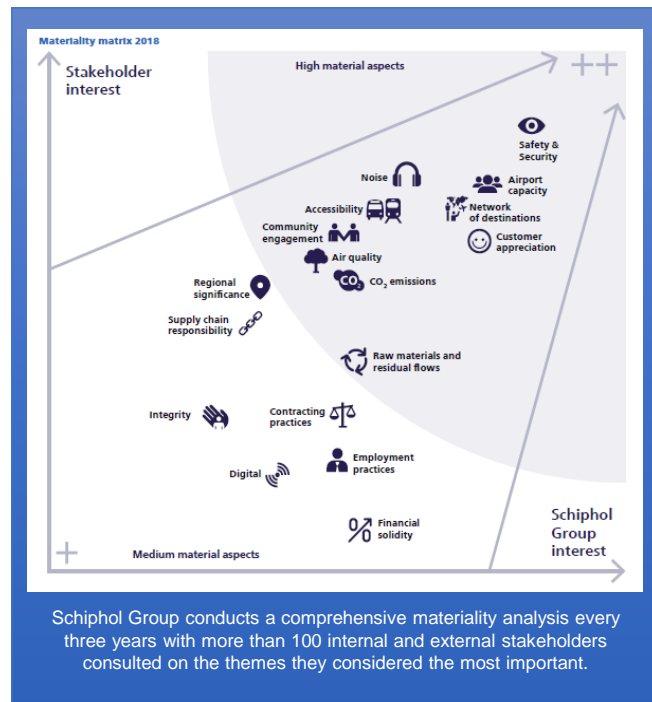
iii. Customer service: maintaining productive ongoing relationships with government entities

Schiphol Group is in regular dialogue with a wide range of stakeholders, which represent a diverse set of priorities and interests. We understand that our role in operating airports is fundamentally tied to the local community and businesses, tourism, and the region's economic growth.

Our stakeholders vary from sector partners and local, state and federal government authorities to Schiphol employees, local residents and passengers. Our airports can not take full advantage of the unique socio-economic function without taking into account the needs and opinions of our stakeholder base. These relationships span many countries across the globe, and each have their own unique characteristics. Common to all however, is our commitment to openness and transparency with all of our partners and stakeholders. We foresee a similar approach in St. Louis, key for the future success of the Airport is involving and having an open and transparent dialogue with existing and new partners and stakeholders. A process that has already started by the City given the open and transparent privatization process.

As an experienced airport operator, we have significant experience in managing and fostering relationships with our stakeholders for all the airports in the Group. The frequency and type of contact we maintain with them is diverse. Our contact with government agencies is almost on a daily basis regarding operational, tactical and strategic matters. We regularly invite government agency's to visit the airport and we share information about day-to-day activities, expected traffic, implementation of laws and regulations, large scale investments, renovation projects and other relevant developments investments.

Schiphol Group (through its affiliate JFKIAT) maintains a long-standing relationship with the Port Authority of New York and New Jersey (PANYNJ). The 22-year partnership between JFKIAT and the PANYNJ has been consistently constructive and successful with close working relations, providing satisfaction for tenants and passengers, surmounting challenges as and when they arise, and delivering a remarkable financial return for the Port Authority.



Operational and management capability

iii. Customer service: maintaining active public relations functions targeted at travelers, tax payers, and airport tenants

In every activity it undertakes, Schiphol Group aims to create enduring and added value, for all partners and stakeholders. We conduct our domestic and international operations in a balanced manner and, in doing so, reflect our key values: reliability, efficiency, hospitality, inspiration and sustainability. Schiphol Group has an innovative yet pragmatic approach that goes beyond the traditional way of operating an airport. Schiphol Group enlarges and enriches the world for all its stakeholders.

We create trust by informing stakeholders and engaging in dialogue about our dilemmas. Sharing information helps us to inspire each other and provides us with concrete guidance through which we are able to define our role and our strategy. We learn to understand our stakeholders' priorities; this enables us to seek joint solutions for social issues and, where possible, follow up on questions and advice obtained from this dialogue. We do this also through a practical approach, for instance by organizing unique events on the airfield specifically for neighbors, to give them an experience behind the scenes.

As part of our stakeholder conversations, we conduct frequent surveys to measure the customer experience and carry our regular employee surveys as well. In 2016, we conducted our first reputation survey to canvass the views of local residents, as well as the media and the wider public. We repeated the survey in 2018; on this occasion, it was directed at local residents and the Dutch public, and solicited opinions on the development of Lelystad Airport as well as Schiphol. These studies help us to identify subjects that are important to our stakeholders and gauge our performance in relation to these issues. We repeat these surveys on a regular basis.

Schiphol Group's US affiliate JFKIAT has consistently provided business opportunities to MWBE firms across all aspects of their business and operations. Typical historic percentages have been around 20%. The team is a very dedicated partner of the community, as evidenced by their community-building programs within the group of all T4 employees and their involvement in T4's ongoing support for many local charities and not-for-profits.



Inviting our neighbors on special events is key in being part of the community.

Operational and management capability

iii. Customer service: providing excellent customer service to the traveling public

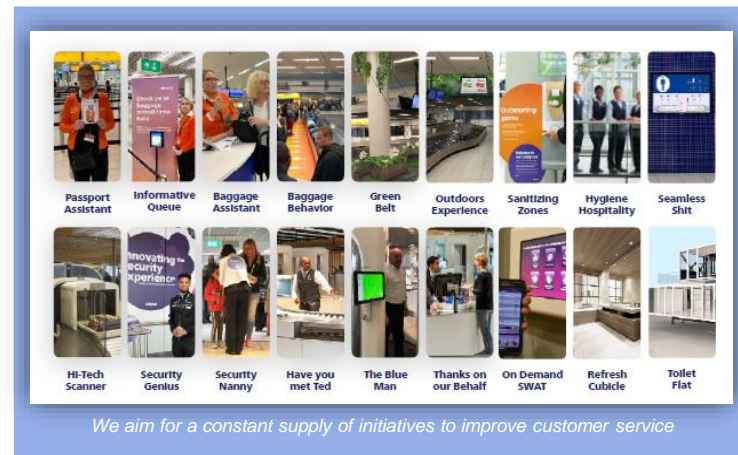
We see a world that is changing faster than ever before and so is the behavior of our passengers. Schiphol anticipates their needs by making the time spent in its airports valuable, by creating experiences and thereby memories.

Led by the passenger journey, internal and external partners work together with our customer experience department to offer a great experience with high quality of service to our customers. Striving for improvement starts with continuously measuring customer experience during every phase of the customer journey. To measure customer experience, Schiphol Group uses net promoter scores (NPS) with customer feedback that is gathered on a daily basis by our in-house customer research department.

Schiphol Group introduced a platform that can be used to translate the outcome of the net promoter scores in a variety of initiatives. We do not only share our best practices with our Group Airports but we are also assisting other airports with the implementation of new initiatives.

One of our main goals is to create a seamless flow - or journey- for our passengers. Perhaps more than any other trend, digitization and innovation will shape the future of air travel and the passenger journey over the coming decades. High-quality digital processes have become increasingly central to our way of working. As well as offering complementary services, virtual and augmented reality also represent potential long-term alternatives to the experience of physical travel. Machine learning and data integration are just some of the emerging technologies that can help deliver enhanced, personalized customer journeys.

Schiphol is also introducing a growing number of smart assets that give real-time feedback from passenger regarding, e.g. the hygiene perception of sanitary facilities. The real-time outcome helps us to adjust our cleaning activities improving hygiene and thus customer experience. Technology can also provide clear benefits at an operational level: initiatives such as 'biometric boarding', pre-screening of passengers, and eliminating the re-screening of connecting passengers have the potential to streamline passenger flows and provide a seamless travel experience. Amsterdam Schiphol is, next to having an extensive program to optimize customer experience, a front runner in offering a wide variety of services both landside and airside which can be found in appendix K.



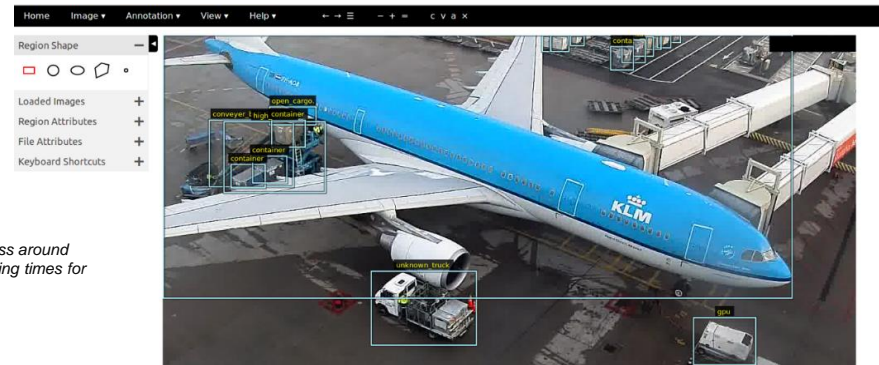
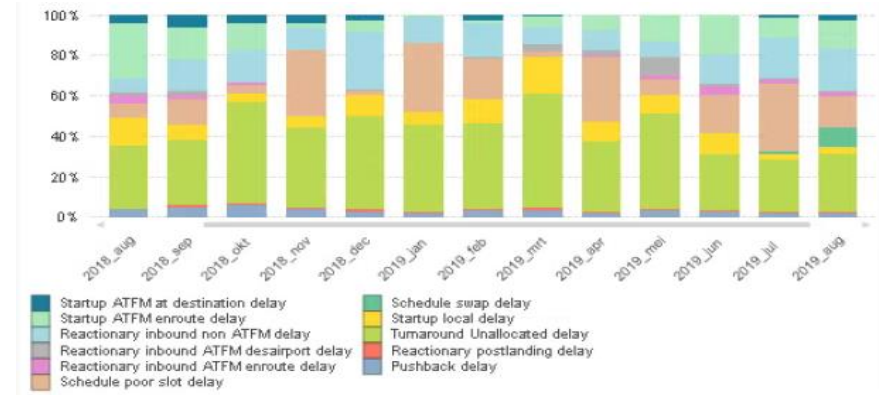
Operational and management capability

iii. Customer service: delivering safe and efficient operating conditions to airlines

Schiphol lays a strong emphasis on efficient operations for airlines, with safety as non-negotiable. Safety is a fundamental principle governing the actions and activities of all aviation and non-aviation activities across our Group. Schiphol has a high responsibility to uphold this principle, which is an integral consideration in the many decisions we make as an organization.

Looking at airline efficiency, a good example is our collaboration with airlines in the field of 'on time performance' (OTP). We focus actively on OTP as a KPI that enhances the operating conditions. We have a fairly unique feature in breaking down the OTP on an airline level, and on the basis of that breakdown having a monthly or bi-monthly meeting (depending on their preference) with every airline to do a joint analysis of this breakdown, aiming to solve the underlying cause of the delay. In our opinion, OTP is in the interest of both the airport and the airline, so we invest heavily in this.

In order to reduce delays (and improve the OTP), Schiphol uses a wide variety of means, for example a huge innovation program to focus on a more efficient platform operations (self-connecting air bridges, integration A-CDM with automated video analysis), but also the integration of the IATA Ground Operations Manual in our own procedures (which also has a positive effect on safety).



As an example, on the right an example of our OTP breakdown combined with a video analysis of an aircraft turnaround. Through real-time video analysis software, every sub-process around the aircraft is identified and monitored, to further optimize the process as a whole (e.g. no waiting times for vehicles, just in time start of the process, etc.).

Operational and management capability

iv. Safety and security: knowledge of airport safety and security management and methodologies, including TSA security plan approval process (1/2)

Safety

Safety is our highest priority in everything we do. It is important to us that air travel remains the world's safest means of transport. For safety to thrive, we need an open culture that enables people to confidently report any safety deviations and swiftly implement improvements, and where all parties working in aviation remain committed to the highest possible safety standards. To even further enhance our safety management we launched the 'Integral Safety Management System' (ISMS) in collaboration with Air Traffic Control the Netherlands, airlines, ground handlers and refueling services. Schiphol is keen to organize this joint effort amongst sector parties to improve overall industry safety standards and reduce risk even further.

As Airports grow and passenger numbers expand, maintaining a healthy and safe working environment for staff and safe surroundings for passengers and local residents has never been more important. Working in close collaboration with our partners, such as the local Municipalities, we continue to prioritize, and enhance, our safety management processes. In this way, we strive to be a Highly Reliable Organization (HRO) and strive to achieve HRO-Level-4 safety culture by 2020.

Security

We think reliable and adequate security is crucial to airport operations. Schiphol is globally recognized as a leader in security management and innovation. Customer experience in this regard is crucial to us, and we aim to be the best. We want to comply with all security laws and regulations in a customer friendly and cost-efficient way. We have an extensive R&D department and - for example - we are the first airport in the world that has CT-scans at 100% of its security lanes. CT-scans not only increase the security level, they also significantly improve the customer experience, allowing travelers the convenience of leaving liquids and electronics in their bags during security checks. The introduction of CT-scans proved successful in reducing wait times and queues, even during peak periods: In 2018, 93% of departing passengers experienced a wait time of ten minutes or less when passing through security.



Passenger centric security experience

Operational and management capability

iv. Safety and security: knowledge of airport safety and security management and methodologies, including TSA security plan approval process (2/2)

We have worked with TSA for years. Both in The Netherlands and at our other airports in the Group.
For example:

- The TSA and Schiphol have a long and productive working relationship, starting almost immediately after the establishment of TSA in 2001. Schiphol for a long time already has implemented additional security measures on flights from Amsterdam to the US. In close cooperation with the TSA, these measures were made more customer friendly with the introduction of CT-scans at all security points at Amsterdam Airport. Schiphol Group's experience with the TSA also extends to our international airport activities as well.
- At **JFK Terminal 4**, our team constructed a new passenger screening point, which was constructed in coordination and in compliance with TSA guidelines. Additionally, the baggage system which was designed and constructed in Terminal 4 includes a full sortation in-line CTX baggage screening system that is staffed by the TSA, and was built and is operated with the TSA's PDGS guidelines, and qualified for funding reimbursement from the TSA.
- At **Queen Beatrix Airport in Aruba**, the terminal facilities include a U.S. CBP Pre-clearance facility, as such, the passenger screening is required to be conducted in compliance with TSA guidelines, and the airport's on-going operations require regular TSA inspections, training by TSA for security staff, and changes to Aruba's National Civil Aviation Security Program (NCASP) by Aruba's Department of Civil Aviation in order to conform to TSA guidelines.



Opening of new CBP Pre-clearance facility Aruba Airport

Operational and management capability

iv. Safety and security: experience in emergency response support and traffic engineering

Emergency response support

At Amsterdam Airport Schiphol, we have our own emergency response units, one of the oldest airport emergency response units worldwide. These units have extensive experience in both prevention and repression of fire- and other safety-related processes, being called out over 1000 times per year. They can be at any given location at the airfield within 3 minutes in order to respond to any aircraft related incident. Just as important in this regard is prevention and training. The units train at a mock-up plane daily, which can be put on fire in all different kinds of scenarios. This plane is quite unique in its kind, and (airport) fire brigades from all over the world come to Amsterdam to train with it.



Finally, preventive fire and safety plans have been developed for all the buildings at the airport, in which measures vary from compartmentalizing the building with heatproof shutters to optimizing emergency routes and the necessary means for that. We have an in-house 'Fire Safety Office' from other (operations) departments, in order to be able to independently enforce measures without having to compromise for operational needs.

Traffic engineering

Amsterdam Schiphol Airport depends on a sophisticated network of domestic and international multimodal connections to ensure their strong competitive position. We are proud to be amongst the first truly multi-modal nodes. Our infrastructure has become a role model for many airports around the world when it comes to landside access. Right at our front door regional, national and international rail connectivity is linked to local bus services taxi's, ride sharing and private mobility. Even our famous Dutch bike lanes are linked up in the metropolitan network. Dutch ingenuity is renowned: our team constantly monitors our main road and rail infrastructure to ensure stable flows from and to the airport. This is necessary as our main road entrance is also the key corridor of our nations busiest highway and the main train station is also on the busiest north-south rail corridor.

Our efforts don't end here however. We are actively engaged with regional companies and governments to stimulate sustainable transport to and from the airport. Initialized fast cycle lanes and optimizing availability of public transport. Schiphol has further set the example as front running in sustainable mobility: buying full electric busses and a fleet of Tesla's to ensure all electric transportation around the airport. Finally, we constantly incorporate new mobility concepts (e.g. car sharing, autonomous vehicles) to shape our future landside accessibility.

Operational and management capability

iv. Safety and security: environmental management expertise

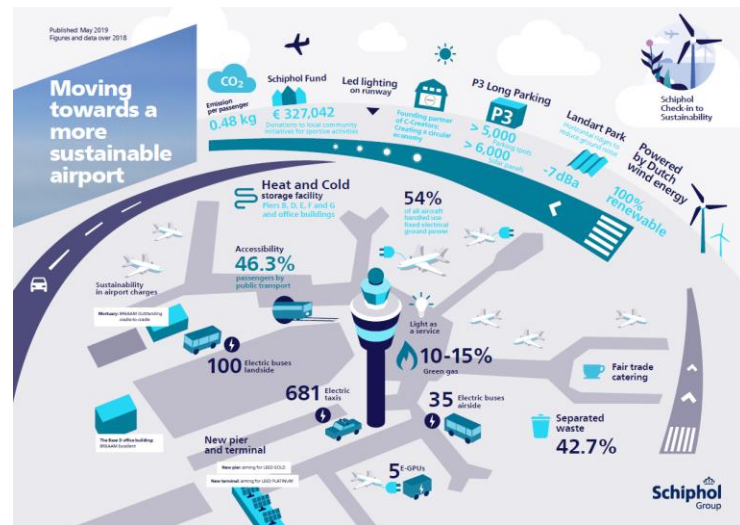
Wildlife

Schiphol has extensive knowledge of environmental and wildlife management. Since the airport is one of the lowest situated airports in the world, combined with its surrounding water and farmlands, makes it a paradise for birds. Therefore, Schiphol has gained a lot of expertise in bird control in order to minimize bird strikes. Through various means we aim for the highest standards, jointly created with EASA. A lot is invested in innovation in this matter, for instance the bird radars which were developed together with Dutch manufacturer Robin Radar. These radars track birds in the surroundings and give ATC, airport authority and the operational 'bird controllers' in the field the perfect piece of information to act upon. Moreover, these radars are currently also adjusted for drone detection.

Environment-sustainability

Aviation activities account for 2-3% of global carbon emissions and these activities have a significant impact on the quality of life in our environs due to noise disturbance and emissions. Schiphol Group aims to reduce its negative impact on the environment and pursues a proactive approach with sector partners to make the aviation industry more sustainable.

We also highlight the importance of industry-wide sustainability agreements, most notably the International Air Transport Association (IATA) targets to increase fuel efficiency by 1.5% per annum, to deliver carbon-neutral growth from 2020, and to lower carbon emissions to 50% of 2005 levels by 2050. Schiphol Group aims to lead by example within the aviation sector when it comes to sustainability. Our ambition is to become the most sustainable airport operator in the world, while paying particular attention to four key topics: (1) sustainable aviation, (2) zero-emissions, (3) zero-waste, and (4) wellbeing. We collaborate with partners on these themes and we have defined two long-term goals: ensuring the airports operated by Schiphol Group are zero-waste and zero-emissions by 2030.



Schiphol Group sustainability initiatives

Our financial capability (1/2) (*)



Our financial capability (2/2) (*)



Appendices



a. Contact and advisors*






Contact Person:	Mr. James Fazio
Title:	Business Director North America
Organization:	Schiphol North American Holding Inc. (a indirect US subsidiary of Royal Schiphol Group N.V.)
Address:	Evert van de Beekstraat 202 1118 CP Schiphol The Netherlands



b. Disclosure of conflicts*



c. Comparable projects

	Our role	Our impact
 BNE Brisbane (1997–)	<ul style="list-style-type: none"> As part of the privatization of Brisbane Airport in the 90s, Schiphol Group attained a financial stake (currently 19.61% - recently increased from 18.7%), played a significant role in its governance and supported Brisbane Airport Corporation ("BAC") in its development as both an important domestic and a fast-growing international airport in Australia 	<ul style="list-style-type: none"> Added significant knowledge and experience in AirportCity development and airport management Via regular exchanges and secondment of staff, we strengthened BAC's aviation and non-aviation business, with the airport more than doubling to 23 million passengers and yielding attractive returns Technical Service Agreement in place (until 2030) which underpins the strong cooperation between Schiphol Group and Brisbane Airport Corporation
 JFK IAT New York JFK Terminal 4 (1997–)	<ul style="list-style-type: none"> Operating International Terminal 4, including flow management, facilities, retail, etc. Extended terminal T4 to accommodate Delta Air Lines' hub First air terminal in North America operated by a private management company 	<ul style="list-style-type: none"> Significantly boosted traffic from 10.7 million in 2012 to 21.6m pax in 2018 ~A\$1.8bn expansion project from 2013-15 Currently involved in developing and negotiating future expansion plans T4
 Aéroports de Paris (2008–)	<ul style="list-style-type: none"> Strategic alliance, including 8% cross-shareholding with representation in each others' non-executive boards Intense cooperation programme, including management exchanges 	<ul style="list-style-type: none"> High value of intensive in-depth knowledge exchange and benchmarking Synergies from joint innovation and procurement Impact on management development
 Aruba Aruba Airport (2009–)	<ul style="list-style-type: none"> Through the strategic partnership including paid and unpaid management services (incl. CEO), we supported Aruba Airport Authority in raising operational performance and safety as well as growing commercial returns (e.g. use of Schiphol wayfinding) 	<ul style="list-style-type: none"> Significant growth of airport with new air services through strong marketing Strong improvement in profitability Strengthening of the organization
 Stockholm Göteborg (2003–2014)	<ul style="list-style-type: none"> 40% stake in ASDC, a joint venture with Swedavia Supported Swedavia in developing the commercial activities of both airports including multiple milestones such as developments in Terminal 5, expansion and completion of the redevelopment of the international departure hall in Göteborg and renovation of multiple shops, services and food & beverage outlets 	<ul style="list-style-type: none"> Contributed significant knowledge and experience in the field of airport development and airport management

d. Acknowledgements and legal cases

Acknowledgements

Following page 39 of the RFQ, we hereby state the following.

We acknowledge that the priorities of the City are:

- I. Improvement of the Airport for all stakeholders, including incremental uses of the Airport's significant excess capacity.
- II. Net cash proceeds to the City, upfront and/or over time for non-Airport purposes.
- III. Community and economic development in St. Louis and across the region.

On top of that, we acknowledge that:

- I. The City emphasizes and City law stipulates minority business enterprise (MBE) and women's business enterprise (WBE) requirements with respect to the City's third party contracting.
- II. The Lease will set out a comprehensive framework for the future employment of all current Airport employees and requirements to ensure continued compliance with collective bargaining agreements. The private operator will be required to offer employment to all current Airport employees at a compensation level that is at least equal to their current compensation level, plus an annual increase of at least 1.5% above their current annual salary during the first five years following the transaction closing. The private operator will be expected to develop and implement fair employment practices, and as a condition of employment, employees will be expected to perform their duties with adequate competence, attendance, and service to the public.

Finally, we confirm that the Team does not and will not have an exclusive relationship with a lender related to this transaction, and we attest to the Certification of Conflict of Interest document, provided in a previous slide.

Legal cases

Cases such as characterized at page 40 of the RFQ are not applicable to Schiphol North American Holding Inc. nor Royal Schiphol Group N.V.

e. Schiphol - St. Louis Airport Bid Team (1/2)



Kjell Kloosterziel

Kjell Kloosterziel is Director Schiphol International of Royal Schiphol Group (RSG) and oversees all international participations and activities of the group. Prior to joining RSG Mr. Kloosterziel was strategic airport consultant and managing director at airport consulting firm and has over 19 years' experience in strategic planning and development of airports all around the world and has been involved in the development of many large international "hub" airports like Beijing Terminal 3, Changi Terminal 5, Kuwait International Airport Terminal 2, The new Mexico City International Airport, New York's JFK Terminal 4, Frankfurt terminal 3 and many others. Mr. Kloosterziel is also Board Member of the RSG Innovation Board as well as Board Member of Hobart International Airport in Tasmania.



Vianney Heeren

Vianney Heeren started his career with PwC Corporate Finance in Amsterdam, advising clients on mergers & acquisitions and financings. He joined Royal Schiphol Group in 2011 as Corporate Finance manager. In this role he focused on treasury, M&A, investor relations and long-term planning for Schiphol Group. In 2017 Vianney Heeren was promoted to Director Treasury and M&A. He is now responsible for treasury, M&A, investor relations, and insurances and reports to the CFO. Vianney is closely involved in Schiphol Group's international operations. Amongst others, he is a board member at Schiphol USA, the managing partner of the Terminal 4 operation at JFK International Airport in New York. In this role he is closely involved in the envisaged expansion and redevelopment of this terminal. Furthermore, Vianney led two recent successful transactions by Schiphol Group in Australia. Firstly expanding Schiphol's equity stake in Brisbane Airport and secondly the acquisition of a 35% equity stake in Hobart International Airport.



James Fazio

Over 30 years experience in both public and private sector airport management. James Fazio has been affiliated with Royal Schiphol Group for over 22 years, and was part of the transition team in 1997 on the New York JFK Terminal 4 privatization, and thereafter was a key member of the management team, serving as the Chief Operating Officer until 2014, where he then assumed the position of CEO for the Queen Beatrix International Airport in Aruba, as part of a management cooperation agreement between RSG and the Government of Aruba; where he served in this role for 5 years. Prior to joining the Terminal 4 team in 1997, Mr. Fazio worked for 12 years at the Port Authority of New York and New Jersey, where he served in several airport operations supervisory roles at the New York airports. James Fazio is currently based in New York and leads RSG's efforts and activities in the North American and Caribbean region.



Thomas Liebrand

After graduating as a master in Economics, Thomas Liebrand started his career at Deloitte consulting in which he specialized in setting up P3 consortia. He joined the Schiphol Group in 2005 as an asset manager in the Real Estate department in which department he held several positions. He was amongst others responsible for a commercial real estate portfolio primarily focused on large first line warehouses and offices at and around Schiphol Airport. Thomas is currently member of the Treasury and M&A department and is currently amongst others involved in treasury and M&A activities and the expansion and redevelopment process of JFK Terminal 4. Furthermore he is member of the fund committee of the Mainport Innovation Fund.

e. Schiphol - St. Louis Airport Bid Team (2/2)



Tim Lowijs

Tim Lowijs joined Royal Schiphol Group in 2012, after having completed his university Masters degree in International Relations and having worked for the Dutch Ministry of Foreign Affairs in New York after. His experience at the airport started with a management development program lasting two years, after which he joined the Security department. Here he gained extensive knowledge of both policy and operations within the field, and he managed several large Security projects and teams. As of the spring of 2019, Tim became a member of the 'Schiphol International' department, pursuing a more extensive network of airports for the Royal Schiphol Group.



Maaïke van der Windt

Maaïke van der Windt is responsible for Aviation Marketing, Cargo & Customer Experience (ACC). ACC's key aim is to maintain and grow the mainport network and connectivity of the Airport, and support the airlines in network and business development. In short, it's up to Maaïke and her team to keep both Airlines and Passengers satisfied at Schiphol. Maaïke has built a rich understanding about the world of aviation based on several management roles within the Aviation Business Development and Strategy teams of Brisbane Airport (2008 - 2016) and prior functions at Amsterdam Airport Schiphol (1998 - 2008).



Richard Emmerink

Richard Emmerink is Director of Corporate Development of Royal Schiphol Group (RSG) and responsible for vision, strategy, masterplanning and sustainability (both globally: CO2 and locally: impact of aviation on communities in terms of noise and air quality). Richard studied econometrics (MSc, Free University Amsterdam) and operational research (MSc, London School of Economics) and obtained a PhD in economics (Free University Amsterdam). He published 15 articles in academic journals. Since he worked as a consultant at McKinsey & Company and next had executive roles in finance, strategy and operations for 15 years in transport businesses. Richard also serves as a member of the editorial board of the academic journal Transportation.



Jan Willem Weissink

Jan Willem is Managing Director at Schiphol Real Estate and is responsible for all commercial real estate activities at Schiphol Airport. Prior to joining Schiphol, he served as CEO at Corio Netherlands and Klépierre Netherlands (a listed property company specialising in shopping malls). Jan Willem has more than 16 years of experience in all aspects of commercial real estate. After obtaining his MBA from Henley Business School, he held various marketing and sales positions with Nutricia (now Danone) and Ahold Coffee Company. In 2001 he joined Ahold Europe Real Estate & Construction (an international retail company), holding various real estate positions, most recently as Senior Vice President. Jan Willem is the former Chairman of the Dutch Council of Shopping Centres (NRW) and has served on the board of the Association of Institutional Property Investors in the Netherlands (IIVN). He is a member of the Supervisory Board at Eindhoven Airport, a Board Member at Hobart International Airport and a member of the Royal Institution of Chartered Surveyors (RICS).



Anne Hustinx

Anne Hustinx was named General Counsel of Royal Schiphol Group in March 2018, where she leads the corporate secretariat and is responsible for all legal activities and compliance of the group. She heads a team of 15 lawyers and compliance experts. She held the position of Company Secretary of Royal Schiphol Group from 2014. Prior to joining Royal Schiphol Group, Anne worked as an in-house counsel at TNT Express and was a practicing lawyer for 10 years, at DLA Piper and CMS. She is a board member of Schiphol USA and involved in other airport transactions for Schiphol Group.

f. Selection of recent awards of Royal Schiphol Group

Royal Schiphol Group

- Air Transport Research Society (ATRS): Europe's most efficient airport group
- International Airport Review Award: Technological solution of the year for digital infrastructure
- Randstad Award: Most attractive employer
- AAVN Trophy: Most inclusive organization
- FD Henri Sijthoff Award: Best annual report 2017 (non-listed category)
- Labour Foundation: Diversity in Business Award 2019
- Treasury Management International:
- Air Transport Research Society: Most efficient airport group

Amsterdam Airport Schiphol

- Travel Retail Award (TR Business): Best Customer Service 2019
- SKYTRAX: Best Airport Staff Europe
- ACI Europe: Eco-Innovation Award
- Business Traveller UK: Best European Airport (29th consecutive year)
- Business Traveller the Netherlands: Best Airport
- Cargo News Asia: Best Airport Europe
- BTMF Business: Best Airport
- Global Traveler USA: Best Airport in Europe, Best Shopping Airport and Best Duty-Free Shopping in Europe
- TR Business: Travel Retail Award
- Frontier: Best F&B Partnership of the Year (with HMSHost and Portland Design for food court in Departure Lounge 1)
- Trazee Travel: Favorite Airport in Europe and Favorite Airport Shopping
- MSCI European Property Investments Awards: Best performing balanced fund in the Netherlands (for Schiphol Real Estate)
- Hotel Investment Conference London: Single Asset Transaction of the Year (awarded to Schiphol Real Estate for its Hilton transaction)
- Canadian Travel Agents' Choice Awards: Favorite International Airport (14th consecutive year)
- ATRS: Most efficient European airport (more than 40 million passengers category)

- World Routes Airport Marketing Award: Highly Commended (3rd consecutive year)
- Children's Council TOP Award: Most equal collaboration
- Computable Award for Digital Airport Programme

Eindhoven Airport

- Iconic Award: Innovative Architecture (for new departure gates)

JFK TERMINAL 4

- AAAE Airports Going Green - Honorable mention
- ACI Excellence in Airport Concessions – 3rd Place Best Green Concessions concept or Practices
- ACI Excellence in Airport Concessions – 2nd Place- Best Food & Beverage Program – Large Airport
- The Webby Awards - Official Honoree - The International Academy of Digital Arts & Sciences

Brisbane Airport

- World Travel Awards :Leading Airport, Asia & Oceania
- World Routes Awards: Winner of the 20-50 million passenger category
- Air Transport Research Society (ATRS): top efficiency airport in Oceania
- Skytrax World Airport Awards - Best Airport in Australia/Pacific Region
- Australian Competition and Consumer Association (ACCC); favorable rating for quality of service for 15 years in a row
- Hong Kong Australia Business Association QLD Chapter: Business Development Award
- Queensland Engineering Excellence Award: Engineering Excellence Award for the Runway Stage 2 Overlay Project.
- International Airport Review Awards: Construction and Design Award for the Runway Overlay Project.

j. Capital improvement experience: other examples

Queen Beatrix International Airport – Aruba

As part of Schiphol's long-standing partnership with the Government of Aruba for the management of the country's national airport, we have provided leadership and technical and supervisory support for the airport's Gateway 2030 project, which is currently underway. The project consists of a \$300 million investment to expand the airport's capacity, and modernize the airport's main systems, security, and border processes, including a modernization of the airport's U.S. CBP Pre-clearance operation, and implementation of biometrics at both the local and U.S. border checks. This project represents the largest public infrastructure project in the island-nation's history, and is creating significant growth in the island's economy, and creating significant increases in local employment.

Brisbane Airport - Australia

Brisbane's New Runway is the largest aviation construction project in Australia. Work on the site began in 2012 with the major stages of construction now in progress and on track to open in 2020. Once complete, Brisbane will have the most efficient runway system in Australia effectively doubling the current capacity. It has been estimated by 2035 the new runway will lead to the creation of 7,800 new jobs and contribute an additional USD \$3.4¹ billion in annual economic benefit to the region. For travelers this project will also lead to a greater choice in airlines and flight times. This new runway is a key piece of infrastructure that will enable the continued growth of Brisbane and the region.

Princess Juliana International Airport – Sint Maarten

In early 2019, the Dutch Government requested Schiphol Group to oversee and provide overall management and technical support for the airport's reconstruction process. This request came in support of a \$100 million reconstruction loan from the World Bank, and European Investment Bank intended to finance the airport's reconstruction and repairs from the damage sustained from Hurricane Irma in 2017. Schiphol currently has a team on the ground and is providing the necessary support for this effort.

Rotterdam Airport – The Netherlands

In January 2018, renovation work began on the passenger terminal at Rotterdam The Hague Airport. The project aims to resolve three major bottlenecks in the airport's processes: (1) congestion in the security passage, (2) inefficient processing of outgoing hold baggage, and (3) passenger congestion within the gate area behind the security check. More generally, the terminal building will be enlarged by more than 10 meters to allow for a smoother passenger flow. The aesthetics of the building will also be improved, with a view to creating a brighter and more welcoming atmosphere. The new design has sustainability as a key objective, with for instance the moss sedum layer set to be added to the roof to improve insulation.

k. Amsterdam Airport Schiphol services



Retail

- 182 shops
- 22,500 m2
- 28 business partners



F&B

- 110 outlets
- 15,000 m2
- 2 hotels
- 5 business partners



Premium services

- 70,000 Privium members
- 2 Privium ClubLounges
- 20,000 VIP Passengers
- 1 VIP Centre



Parking

- 30 k public parkings
- 12,5 k staff parkings
- Car rental & Car sharing



Commercial services

- 21 outlets
- 33 business partners
- Currency exchange, XpresSpa, Rijksmuseum