Schiphol Nederland B.V.

Corporate Financial Statements 2009

Notes to corporate financial statements 2009

Schiphol Nederland B.V. is part of Schiphol Group and uses the group exemption facility provided under Section 2:403 of the Netherlands Civil Code. The corporate financial statements of Schiphol Nederland B.V. for 2009 comprise the company financial statements, and a statement by the Management Board of Schiphol Nederland B.V.

The financial figures of Schiphol Nederland B.V. for 2009 have also been incorporated into the consolidated report of its parent company, Schiphol Group (N.V. Luchthaven Schiphol trades under the name of Schiphol Group) for 2009. Schiphol Group's consolidated financial statements for 2009 have been drawn up in accordance with the International Financial Reporting Standards as accepted within the European Union. Schiphol Group's report for 2009 is available on the following website: www.schiphol.nl/SchipholGroup1.htm.

The corporate financial statements of Schiphol Nederland B.V. for 2009 have not been subjected to an audit or limited review by an external auditor.

Statements by the Management Board

The Management Board members specified below hereby declare that, to the best of their knowledge, the company financial statements of 2009 prepared in accordance with article 2:403 part 1 of the Netherlands Civil Code give a true and fair view of the assets and liabilities, the financial position and the profits of Schiphol Nederland B.V.

Amsterdam Airport Schiphol, April 2010,

The Management Board of Schiphol Nederland B.V.
For N.V. Luchthaven Schiphol

J.A. Nijhuis RA, President / Chief Executive Officer
M.M. de Groof, Board Member / Chief Commercial Officer
A.P.J.M. Rutten, Board Member / Chief Operations Officer
P.M. Verboom, Board Member / Chief Financial Officer

Company balance sheet as at 31 December 2009

Assets (in thousands of euro)	31 december 2009	31 december 2008
Non-current assets	3.965.837	3.876.132
Current assets	672.066	562.733
	4.637.903	4.438.866

Equity and liabilities	31 december 2009	31 december 2008
Equity	2.352.528	2.226.371
Provisions	65.064	45.322
Liabilities	2.220.311	2.167.173
	4.637.903	4.438.866

Company profit and loss account 2009

(in thousands of euro)	2009	2008
Revenue	914.623	907.228
Other income from property	- 795	- 420
Total operating expenses	797.933	742.504
Result	115.895	164.303
Financial income and expenses	- 81.888	- 45.395
Share in results of associates	46.931	96.728
Result before tax	80.938	215.636
Corporate income tax	29.545	- 30.178
Result	110.483	185.459
Attributable to:		
Minority interests	-	-
Shareholders (net result)	110.483	185.459

Notes to the company balance sheet as at 31 December 2009 and the company profit and loss account for 2009

Accounting policies

General
Schiphol Nederland B.V. uses the group exemption facility provided under Section 2:403 of the Netherlands Civil Code. Pursuant to this scheme, Schiphol Nederland B.V. is exempted from the obligation to prepare its financial statements in accordance with the International Financial Reporting Standards as accepted within the European Union or under Title 9, Book 2 of the Netherlands Civil Code. Instead, it is sufficient for Schiphol Nederland B.V. to publish a balance sheet and profit and loss account that disclose at least the information referred to in Section 2:403, paragraph 1(a) of the Netherlands Civil Code. Section 2:403 does not lay down any requirements with respect to the accounting principles and policies to be used by Schiphol Nederland B.V. for the classification and valuation of its financial statements, nor requires the publication of notes to those financial statements. This means that, in principle, Schiphol Nederland B.V. is free to decide which accounting principles and policies to use and which notes to provide.

In accordance with Section 5:25d, paragraph 5 of the Financial Supervision Act, the financial statements of Schiphol Nederland B.V. for 2009 include the same items, headings and subtotals as its 2008 financial statements. Furthermore, the financial statements of Schiphol Nederland B.V. for 2009 have been prepared in accordance with the same accounting principles and policies for classification and valuation as those used in the 2008 financial statements, as explained in further detail below.

Assets

Assets, used for operating activities are stated at historical cost, net of received investment facilities, straight-line depreciation and impairments. Investment property is stated at fair value. This also applies while this property is still part of the assets under construction or development, provided that the fair value can already be measured reliably at that time. While this is not yet possible, the property is stated at historical cost.

Associates are valued on the basis of the equity method, which means that they are initially stated at cost, which cost is then adjusted for our share in the movements in the equity of the associate. The valuation of associates includes the goodwill that arose upon their acquisition. The share of the company in the results is recognised in the profit and loss account (under ‘share in results of associates’).

Current assets are stated at fair value, which is in principal the face value. Transactions (investments, revenue and costs) in foreign currency are recognised at the settlement rate. Monetary assets and liabilities (receivables, debts and liquid assets) in foreign currency are converted at the rate on the balance sheet date.

Equity
Equity comprises the issued capital at nominal value and other reserves.

Debts
Debts are stated at fair value, which is normally the nominal value.

Provisions
Provisions are created for legally enforceable or actual liabilities that exist on the balance sheet date, are likely to necessitate an outflow of resources and can be reliably estimated. Other provisions are stated at the present value of the associated liability if the effect of the time value of money is material and can be reliably calculated.

Revenue

Many activities generate turnover that qualifies as turnover from the provision of services (airport charges, concession fees, rents and leases and parking fees). This turnover is recognised in proportion to the performance delivered by the time of the balance sheet date, provided that the result can be reliably estimated. The turnover from retail sales is generated by the sale of goods and is recognised at the moment when these sales transactions, effected exclusively in cash, take place.

Revenue is understood to refer to the income from services provided, net of discounts and turnover taxes (VAT and excise duties). Costs are recognised in the profit and loss account in the year in which the related turnover is recognised.

Financial income and expenses

Interest income and expense are recognised on a time-weighted basis, with due regard for the effective yield of the asset. Dividends are recognised at the moment the company acquires the right to receive them.

Schiphol Nederland B.V.

Schiphol Group

Annual Report

2009

Schiphol Group Annual Report 2009

Schiphol Group

Schiphol Group
Annual Report
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Financial figures

Revenue
EUR million

2009	1,154
2008	1,154

Earnings per share
in EUR

2009	710
2008	1,083
2007	1,844
2006	1,273 + 1,804
2005	1,126

Opening balance sheet for tax purposes

EBITDA
EUR million

2009	383
2008	466

Dividend per share
in EUR

2009	proposal	347
2008		371
2007		543
2006		462
2005		323

Operating Result
EUR million

2009	187
2008	294

RONA after tax

2009	3.8%
2008	5.6%

Investments in fixed assets and cash flow from operating activities EUR million

	Investments	Cash flow
2009	215	327
2008	350	421
2007	375	313
2006	260	362
2005	268	307

Key figures*

EUR million unless stated otherwise	2009	2008	
Results			
Revenue	**1,154**	1,154	0.0%
Fair value gains on investment property	**– 40**	19	– 310.6%
Operating expenses	**927**	881	5.2%
Operating result	**187**	294	– 36.4%
Result before tax	**123**	251	– 51.0%
Net result (attributable to shareholders)	**132**	187	– 29.3%
Net result adjusted for purposes of dividend calculation	**129**	173	– 25.2%
Depreciation, amortisation and impairment	**196**	172	13.8%
Cash flow from operating activities	**327**	421	– 22.3%
Balance Sheet			
Total assets	**5,528**	5,409	2.2%
Shareholders' equity	**2,975**	2,887	3.1%
Average non-current assets (excl. deferred tax asset)	**4,543**	4,127	10.1%
Ratios			
Return on equity	**4.5%**	6.4%	
Leverage	**40.5%**	38.6%	
FFO / total debt	**18.5%**	19.3%	
FFO interest coverage ratio	**4.4x**	6.5x	
Personnel			
Year-end workforce in full-time equivalents	**2,395**	2,532	– 5.4%

*) *Refer to glossary for definitions of the ratios and abbreviations.*

Traffic volume

Amsterdam Airport Schiphol, Rotterdam Airport & Eindhoven Airport combined

Passengers
x 1,000

2009	46,299
2008	50,074
2007	50,432
2006	48,287
2005	46,152

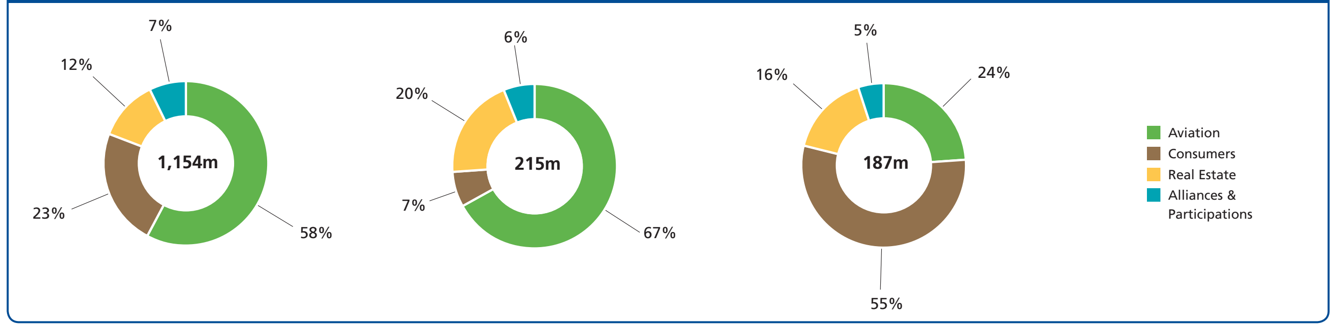
Cargo
tonnes

2009	1,286,377
2008	1,567,727
2007	1,610,282
2006	1,526,516
2005	1,449,872

Air transport movements

2009	418,672
2008	457,074
2007	465,686
2006	450,166
2005	430,566

Business area information



Aviation
RONA after tax

2009	1.7%
2008	2.0%

Real Estate
RONA after tax

2009	1.5%
2008	4.9%

Consumers
RONA after tax

2009	31.9%
2008	41.7%

Alliances & Participations
RONA after tax

2009	4.7%
2008	4.1%

Schiphol Group locations

1 Amsterdam Airport Schiphol
2 Rotterdam Airport
3 Eindhoven Airport
4 Lelystad Airport

1 Retail Joint Venture - Arlanda Stockholm
2 Shareholder - Vienna International Airport
3 Real Estate - Avioport Milan Malpensa
3 Real Estate - Villa Carmen Milan Malpensa
4 Investment and cooperation - Aéroports de Paris

1 Investment - Brisbane Airport
2 Investment - JFK International Terminal 4
3 Joint Venture - Angkasa Pura Schiphol Jakarta Indonesia
3 "Saphire" programme, Indonesia
4 Real Estate - Tradeport Hong Kong
5 Management contract - Aruba Airport
6 Management contract - Guangzhou Baiyun International Airport

Key events 2009

Turkish Airlines accident

On 25 February 2009 a tragic accident took place when Turkish Airlines flight TK 1951 landed several hundred metres away from the runway. Nine passengers and crew lost their lives and some eighty people were injured, some of whom seriously. In March a memorial service was held at Schiphol-East for family members of the deceased and the injured.

Strategic review and reorganisation

In January the Management Board defined a refocused strategy for the coming years, the implementation of which led to a reorganisation. This reorganisation was initiated on 1 July 2009 and is expected to lead to a reduction of the workforce by an estimated 22% towards the end of 2010. The workforce reduction will be at the Amsterdam Airport Schiphol location and will be achieved in part by terminating non-core activities, and in part through outsourcing.

Alders agreement and the Aviation Policy Document

In February, the Dutch Lower House reached an agreement based on the recommendations put forth by the Alders Platform. The key premise is that Amsterdam Airport Schiphol will be permitted to grow to 580,000 air transport movements in 2020, of which 70,000 non-main port-related flights can be handled at regional airports (Lelystad Airport and Eindhoven Airport).

Decline in traffic and transport

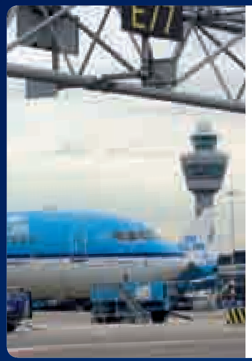
The year 2009 saw a decline on all fronts, which can be attributed to the economic crisis and the Ticket tax. Transport at Amsterdam Airport Schiphol fell by 8.1% to 43.6 million passengers. Cargo declined by 17.9% to 1.3 million tonnes and the number of air transport movements decreased by 8.7% to 391,264.

Airport charges

Effective 1 April 2009, airport charges fell by an average of 10%. In addition, a decision was made to maintain the airport charges unchanged as at 1 April 2010. Marketing activities were also employed to regain passengers lost in 2008 and 2009 as a result of the environmental Air Passenger Tax. The decision by the government to set the Ticket tax introduced on 1 July 2008 to zero as per 1 July 2009 was a positive factor. The Ticket tax was abolished completely on 23 December 2009.

Security scan

In response to the failed terrorist attack on a flight from Amsterdam Airport Schiphol to Detroit in late December, security measures were tightened on US-bound flights. Amsterdam Airport Schiphol immediately ordered sixty security scans to be deployed in 2010 on flights to the USA. These automatic scans will allow manual scans to be carried out in a more targeted manner, thereby ensuring that passenger privacy is respected.



Aviation

The Aviation business area operates at Amsterdam Airport Schiphol. Aviation provides services and facilities to airlines, passengers and handling agents. The Netherlands Competition Authority (NMa) regulates the charges levied.

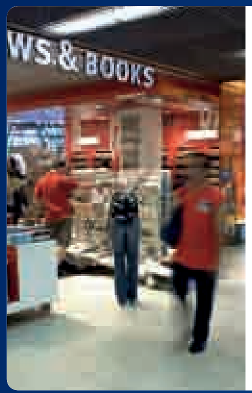
Sources of revenue: airport charges (aircraft, passenger and security charges) and concession fees (paid by oil companies for the right to provide aircraft refuelling services).

Revenue

EUR 674 million
(5.4% vs '08)

Operating result

EUR 45 million
(–11.5% vs '08)



Consumers

The activities of the Consumers business area comprise granting and managing concessions for shops, food service outlets and entertainment, operating shops and car parks, and marketing advertising opportunities at Amsterdam Airport Schiphol. The Consumers business area also has activities outside the Netherlands, including the operation of retail outlets via management contracts.

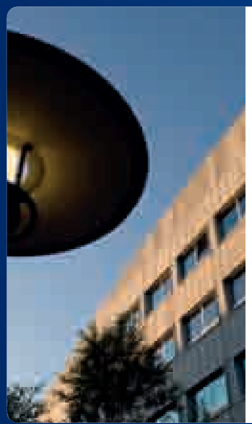
Sources of revenue: retail sales, concession fees, parking charges, advertising and management fees.

Revenue

EUR 264 million
(–12.7% vs '08)

Operating result

EUR 104 million
(–25.1% vs '08)



Real Estate

The Real Estate business area develops, manages, operates and invests in property at and around airports at home and abroad. The greater part of the portfolio, comprising both airport buildings and commercial properties, is located at and around Amsterdam Airport Schiphol.

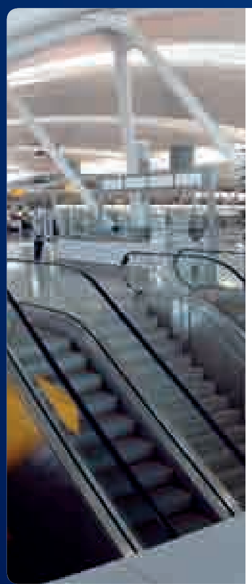
Sources of revenue: income from the development and lease of land and buildings. The business area also contributes significantly to Schiphol Group results through other sources of property-related revenue (results from sales and fair value gains on property and the lease of land).

Revenue

EUR 135 million
(– 0.2% vs '08)

Operating result

EUR 29 million
(– 68.7% vs '08)



Alliances & Participations

Alliances & Participations consists of Schiphol Group's interests in the regional airports in the Netherlands, its interests in airports abroad, as well as Utilities and Schiphol Telematics.

Sources of revenue: in the case of the regional airports, these are primarily airport charges and parking fees. The various Schiphol Group associates contribute to group results through performance fees and dividends as accounted for in share in results of associates and interest income. Intellectual property fees are also reflected in the revenue. The Utility activities generate revenue from the transport of electricity and gas and from the supply of water to third parties. Schiphol Telematics generates revenue from IT and network services. With the application of the equity accounting method, changes in the fair value of the investments are not reflected in the results.

Revenue

EUR 81 million
(5.3% vs '08)

Operating result

EUR 9 million
(–22.4% vs '08)

Schiphol Group at a glance

Mission

We aim to rank among the world's leading airport companies. We create sustainable value for our stakeholders by developing AirportCities and by positioning Amsterdam Airport Schiphol as Europe's preferred airport. Schiphol ranks among the leading, most efficient transport hubs for air, rail and road connections and offers its visitors and the businesses located at Schiphol the services they require 24 hours a day, seven days a week.

Profile

Schiphol Group is an airport operator, focusing particularly on AirportCities. A prime example of an AirportCity is Amsterdam Airport Schiphol, Europe's fifth-largest airport in terms of passengers and third-largest in terms of cargo.

In addition to our Dutch operations (Amsterdam Airport Schiphol, Rotterdam The Hague Airport, Eindhoven Airport and Lelystad Airport), we are active directly and indirectly in the United States, Australia, Italy, Indonesia, Aruba and Sweden. Moreover, in 2008 we took a strategic 8% stake in Aéroports de Paris S.A..

Schiphol Group is structured and run as a commercial enterprise with a socio-economic function. These qualities are necessary for continued success in the competitive aviation industry, to gain access to capital markets and to make it easier to attract and retain talented employees.

In 2009, revenue totalled EUR 1,154 million, with a net result (attributable to shareholders) of EUR 132 million. Shareholders' equity at year-end 2009 amounted to EUR 2,975 million.

Activities

The operation of airports and the development of AirportCities involve three inextricably linked business areas: Aviation, Consumers and Real Estate. The integrated activities of Aviation, Consumers and Real Estate form the core of the AirportCity concept. This concept is not only applied to Amsterdam Airport Schiphol but also – either comprehensively or partially – to other airports, particularly by the Alliances & Participations business area.

Amsterdam Airport Schiphol is an important contributor to the Dutch economy. It serves as one of the home bases for Air France-KLM and its SkyTeam partners, from which these airlines fly to their European and intercontinental destinations. Amsterdam Airport Schiphol offers a high-quality network serving 284 destinations.

We are keenly aware of our socio-economic role and we aim to make our business processes sustainable while remaining economically sound.

The activities will have to satisfy basic economic requirements so as to ensure the continued financial health and solidity of Schiphol Group.

Our revenue is almost entirely made up of airport charges, retail sales, concession fees, rents and leases, property development, parking fees and revenues from our international activities.

Stakeholders

Schiphol Group has many stakeholders and their interests can be quite divergent. There are our shareholders, there is the government, in its role as legislator and regulator, there are the airlines, passengers and other airport users, there are the local communities and provincial and municipal authorities, there are our employees and there are our investors and financiers. Taking account of everyone's interests makes our work both challenging and complicated.

Foreword

In order to be prepared for whatever challenges the future holds in store, we used 2009 to take a close and critical look at our objectives and our strategies for achieving them. Now more than ever, we are focusing on the socio-economic role that Amsterdam Airport Schiphol has to fulfill. As a main port, we supply the vital link connecting the Netherlands, and the Randstad region in particular, with the rest of the world. Operating as we do in this international arena, surrounded by a myriad of competitors, the airport can only meet the demands of this role if its operational and financial management are in perfect order.

But this alone is not enough. Both the imperative of fulfilling our socio-economic function and the interests of the main port require clear-cut legal and regulatory parameters. The adage that Schiphol belongs to all of us is one that many government agencies take too literally. This has led to ever-growing regulatory zeal and pressure, when in fact the government should focus more on stimulating the enormous value that a successful international airport has for the Dutch economy. Despite the many good intentions, we have not noticed any relief in regulatory pressure. What we have noticed is that the various government levels and bodies appear to have different views on the development of Schiphol, with the attendant risk of stagnation in decision-making on important issues.

In the past year we felt the full impact of the economic crisis. This is a challenge we have met head on, because a crisis brings not only threats, but also a whole new constellation of opportunities. As a rule, recessions reward decisiveness and reveal weaknesses, penalise entrenched patterns and open new doors. They provide the impetus to replace old business models with new ones. In short, a crisis shakes things up, rather than slowing them down.

Certainly this is true for Schiphol Group. Despite the crisis, we have kept our sights firmly fixed on the long term and on being prepared for whatever demands may be placed on us in the future. We will continue to invest in the capacity, quality, safety, innovation and sustainability that are paramount to our main port position.

The current expansion and innovation of our baggage system will be carried forward over the coming years. Similarly, passenger facility upgrades and security innovations are moving ahead as planned. With three solid years of testing security scans behind us, in late December we were able to take a well-informed decision to place an immediate order for another 60 security scanners. This is a good illustration of our ambition to continue seeking out better solutions for complex problems, which is essential if we are to maintain our leading position in the global premier league of airports.

Corporate Responsibility is an intrinsic element in all our business processes. Amsterdam Airport Schiphol has set itself a number of ambitious targets as regards environmentally-friendly aviation. The airport aims to run a CO_2-neutral operation by 2012. By 2020 we intend to generate at least 20% of our energy requirement at Amsterdam Airport Schiphol by sustainable means, and to achieve a 30% reduction in CO_2 emissions at the Schiphol location relative to 1990.

The economic downturn and the introduction of the Ticket tax resulted in an unprecedented decline in passenger numbers and cargo volume transported via our airport in 2009. Direct employment at the airport dropped by 7% to 60,000 jobs. Sustaining our network of destinations and frequencies is one of the cornerstones of our socio-economic function, and it is with this in mind that we opted to lower charges in 2009 and settle for considerably lower returns than what is admissible under current legislation. Looking ahead to this year, we are carrying this policy forward with the decision not to raise airport charges in April 2010.

By definition, any enterprise that has a social imperative and is consistently in the spotlight also has a huge responsibility to bear, not least in times of crisis. Certainly we at Schiphol are well aware that everything we do and do not do is subject to minute scrutiny. The aim to be and to remain Europe's preferred airport is the ambition shaping our public role. However, fulfilling this role in an open market economy requires an enterprising business climate and healthy financial operations.

The economic recession, the reorganisation, the tragic accident with Turkish Airlines, the security incident that drew the eyes of the world at Christmastime and the exceptionally heavy weather conditions this winter have made 2009 an eventful year. It was a year that demanded additional effort from our employees, and indeed from everyone working in the sector. It is thanks to all of their efforts that we can continue to be proud of Amsterdam Airport Schiphol.

Jos Nijhuis
President

Report of the Supervisory Board

Annual Report

We are pleased to present the Annual Report- , which includes the financial statements for 2009. The Annual Report was prepared by the Management Board. PricewaterhouseCoopers Accountants N.V. have audited the financial statements and issued an unqualified audit opinion that can be found on page 215 of this report.

Our Audit Committee has discussed the financial statements extensively with the Chief Financial Officer (CFO) and the auditors. We then discussed the Annual Report with the Management Board, in the presence of the auditors. These discussions have convinced us that this Annual Report meets all relevant rules and transparency requirements. The Report provides a sound basis for our Board's supervisory accountability.

The Supervisory Board concurs with the financial statements and agrees with the Management Board's proposal to distribute a dividend of EUR 64.6 million on the paid-up share capital. After additions to the revaluation reserve amounting to EUR -27.0 million and to the other statutory reserves of EUR -4.9 million, the remaining portion of EUR 99.5 million will be added to the retained earnings.

The Management Board will present the financial statements to the General Meeting of Shareholders to be held on 15 April 2010. We propose that the shareholders discharge the Management Board from liability in respect of the management carried out by them and the Supervisory Board for the supervision exercised and to adopt the financial statements

The Supervisory Board's activities

General

On 16 April 2009, Mr. Kalff retired as a Supervisory Board member after twelve years of service. He also fulfilled the position of Supervisory Board Chairman. The Supervisory Board would like to express its profound appreciation for Mr. Kalff's dedicated efforts for the company over the past twelve years. He has been succeeded by Mr. Ruys as Chairman. Ms. Maas was elected Vice Chairperson. On 16 April 2009, Mr. Hazewinkel became a member of the Supervisory Board and also joined the Audit Committee. He has additionally succeeded Mr. Woltman as Chairman of the Remuneration Committee. In 2009, Mr. Woltman joined the Public Affairs and Corporate Responsibility Committee. In the context of the industry alliance with Aéroports de Paris S.A., Mr. Graff, President & CEO of Aéroports de Paris S.A., joined the Supervisory Board on 15 July 2009. He has also joined the Audit Committee.

With the exception of Mr. Graff, all our members are independent within the meaning of the Corporate Governance Code. Mr. Graff is a French national and the other members are Dutch nationals. Further personal details on each member of the Supervisory Board can be found on page 104 and 105 of this Report.

Mr. Rutten has been reappointed as a member of the Management Board and Chief Operations Officer (COO) for a four-year term.

We would again like to express our sincere appreciation for the efforts of all those involved in the relief operation for the tragic Turkish Airlines accident that occurred in early 2009. The Supervisory Board paused at length to consider all aspects of the accident and the consequences for all those involved. We have also studied the evaluation report in detail.

The Supervisory Board met seven times in 2009. Two meetings were attended by all Board members; on four occasions one Board member was unable to attend and on one occasion two Board members were absent. Meetings at which the Management Board was not present were held before and after each meeting. During these meetings, we discussed both our own performance and that of the Management Board as a whole and that of its individual members. At the end of 2009, the Supervisory Board was itself evaluated by an external party, which in addition to the performance of the Supervisory Board as a whole evaluated the work methods and procedures followed, the performance of the individual committees and the performance of each individual Supervisory Board member.

In addition to these meetings, the Chairman and other members of the Supervisory Board discussed issues with the Management Board on numerous occasions. There were no transactions during the year involving conflicts of interest on the part of Management Board members, Supervisory Board members, shareholders and/or the external auditors that were of material significance to the company and/or the relevant Management Board members, Supervisory Board members, shareholders and/or external auditors.

During these meetings, extensive discussions took place on the strategic review, partly emanating from the new global dynamics and increasing competition in the aviation industry. A far-reaching reorganisation, further cost control measures and modified investment plans were required to enable our organisation to be in a position to better anticipate the various (international) developments better and to secure the main port's competitive position. The urgency of the measures taken was underlined by the profound impact of the global economic crisis that was felt over the past year.

The Supervisory Board discussed and approved the budgets and the medium-term business plan. These discussions were of an exceptional nature this year because, to a greater extent than in previous years, we focused on a number of scenarios, market developments and market forecasts and on a more detailed analysis of the competition and risks. Investment plans for the baggage system and future extensions to the terminal were discussed in depth. There were also extensive discussions about using airport charges as a means of strengthening Amsterdam Airport Schiphol's competitive position. A contribution was made by lowering these charges in 2009 and not increasing them in 2010. In this context, abolition of the Ticket tax also had a beneficial effect.

We also considered the industry alliance that the company entered into in 2008 with Aéroports de Paris S.A., by looking more closely at the targets set and at the progress made in implementing the many jointly developed initiatives.

Corporate Responsibility is a core aspect of Schiphol's strategy. Corporate Responsibility issues that related to the company were also the subject of much discussion in our Supervisory Board meetings.

To conclude, we had several meetings with the Management Board regarding the relationship with the various Schiphol Group shareholders.

Financial reporting

The monthly reports were discussed at each meeting, following an explanation by the Management Board, with the latest results being compared with the 2009 corporate budget and the figures for 2008. The subjects discussed in this context included the development of the company's operating and commercial results and costs, the impact of the reorganisation on these results and costs, the development of profitability, and the funding and cash flow position.

The financing of the company was handled efficiently in 2009 by covering the financing needs for 2009 early on in the year, and by attracting the financing needed for 2010 in October 2009.

On the subject of the 'super dividend', the Management Board decided at the start of the year that the conditions for distribution of a second tranche in 2009 had not been met. This is in line with the Supervisory Board's recommendation in 2008 that it was not the right time to distribute the second tranche of up to EUR 500 million. We have established that the Management Board extensively discussed the decision to refrain from distribution with the shareholders, and that the shareholders support this decision.

Over the past year, we have looked closely at the effect that the development in the results, the balance sheet ratios and the financial position have had on the company's creditworthiness. Creditworthiness has been under pressure since 2008, which is why we are pleased to note that we have been able to maintain the most important credit ratings, despite the negative effects that the economic crisis has had on the company's results.

Central Works Council (CWC)

In 2009, the Supervisory Board, Management Board and the Central Works Council met on several occasions, primarily to discuss the fundamental reorganisation. Members of the Supervisory Board attended all but one of the consultative meetings between the executive management and the Central Works Council. We found these meetings to be both constructive and informative, and greatly appreciated them.

Supervisory Board committees

In 2009, the Supervisory Board had four Committees: the Audit Committee, the Selection and Appointment Committee, the Remuneration Committee and the Public Affairs & Corporate Responsibility Committee. Each of these permanent committees is subject to a regulatory code, which has been published on www.schiphol.nl under 'Investor Relations'. The Committees meet independently and perform preparatory work in a number of sub-areas for the Supervisory Board as a whole. The minutes of the meetings held by the various Committees are reported in a regular Supervisory Board meeting, with decisions being taken accordingly by the entire Supervisory Board.

Audit Committee

The Audit Committee met three times, with one meeting being attended by all the committee members. The Audit Committee extensively discussed with the Management Board and the auditors the 2008 financial statements, the 2008 Annual Report, the 2009 management letter, risk management policy, the 2009 interim report, the associated press releases and the 2009 internal and external audit plan.

The financing plan for 2009 and 2010 was discussed and approved by the Supervisory Board. The policies on insurance and taxes were also discussed. In the field of insurance cover, the Supervisory Board approved the reduction of terrorism risk cover to a level more in keeping with the degree of cover carried by comparable European airports and by other companies of similar size and complexity.

Selection and Appointment Committee

Discussions in 2009 included the reappointment of Mr. Rutten. In anticipation of the announcement at the next General Meeting of Shareholders of the retirement of Mr. Woltman after twelve years' of service, the desired profile of his successor was discussed and the process regarding his succession was agreed with the CWC.

Remuneration Committee

The outcome of the Committee's deliberations and a further explanation of the remuneration policy are provided in the Remuneration Report, which can be found on page 98 of this Annual Report.

Public Affairs & Corporate Responsibility Committee

The Public Affairs & Corporate Responsibility Committee met twice in 2009. The topics discussed included sustainable mobility and the inclusion of part of the Corporate Responsibility report in the Annual Financial Report. The energy strategy and water management issues were also discussed.

Schiphol, 19 February 2010
The Supervisory Board

	Audit	Selection and Appointment	Remuneration	Public Affairs
Number of meetings in 2009	3	0	3	2
A. Ruys (Chairman)		• (c)		
T.A. Maas-de Brouwer (Vice-Chairman)		•	•	• (c)
H. van den Broek			•	
F. J.G.M. Cremers*	• (c)		•	
P. Graff	•			
H.J. Hazewinkel RA	•		• (c)	
W. F.C. Stevens	•	•		•
T.H. Woltman			•	•
President		•	•	•
Chief Financial Officer	•			•
Director, Corporate Control	• (s)			
Director, Corporate Affairs				• (s)
Director, Human Resources			• (s)	

c = Chairman
s = Secretary
** Financial expert within the meaning of the Corporate Governance Code*

Financial calendar

General Meeting of Shareholders	15 April 2010
Publication of 2010 interim results	30 August 2010
Publication of 2010 results	17 February 2011*
General Meeting of Shareholders	14 April 2011*

* *Dates are subject to change*

Schiphol Group shareholders

State of the Netherlands	129,880	A shares	(69.77%)
Municipality of Amsterdam	37,276	A shares	(20.03%)
Aéroports de Paris S.A.	14,892	B shares	(8.00%)
Municipality of Rotterdam	4,099	A shares	(2.20%)
Total	186,147	shares	(100.00%)

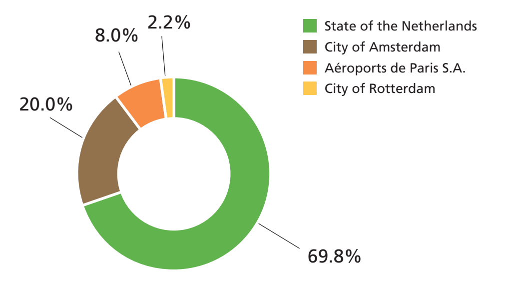
For more information, please contact Investor Relations:
Telephone: +31 (0)20 601 2570
email: Investor_Relations@schiphol.nl
or visit: www.schiphol.nl

Shareholder information

Share capital

The authorised capital of N.V. Luchthaven Schiphol currently amounts to EUR 143 million, divided into 300,000 A shares and 14,892 B shares, each with a nominal value of EUR 454. In total, 171,255 of the A shares and 14,892 of the B shares have been issued. Since 31 December 2008, there have not been any changes in the authorised capital or in the number of shares issued.

Schiphol Group shareholders



Dividend policy

In 2009, the dividend policy was revised, so that a maximum payout of 50% (previously 40%) of the result attributable to shareholders (net result) was permitted, excluding the fair value gains on investment property (after tax) and excluding the one-off favourable result from the adjustment of the effects of the settlement agreement agreed with the Netherlands Tax Authorities regarding the opening balance sheet for tax purposes, which effects were initially accounted for in 2006.

The 2009 result of EUR 132 million gives earnings per share of EUR 710. The result, adjusted for purposes of dividend calculation, is EUR 129 million. The proposal entails the disbursement of a EUR 347 dividend per share.

2008 saw the payment of a sum of EUR 500 million as an initial tranche of a super dividend to the shareholders at that time (the State of the Netherlands, the Municipality of Amsterdam and the Municipality of Rotterdam). In early 2009, the Management Board of Schiphol Group came to the conclusion that the conditions for the distribution of a second tranche in 2009 of up to EUR 500 million had not been met. Consequently they decided not to propose the payment of this second tranche. The Management Board discussed this in detail with the Supervisory Board and the shareholders, who support this decision.

Credit rating

Schiphol Group maintains contractual agreements with Standard & Poor's Rating Services (S&P) and Moody's Investor Services (Moody's) regarding the provision of rating information. Schiphol Group maintains a proactive dialogue with both rating information providers. As at the end of 2009, Standard & Poor's long-term rating is A flat (A), with a stable outlook, after being A flat with a negative outlook at the end of 2008. Despite the drop in the stand-alone rating in 2009, Standard and Poor's maintained its long-term rating since, as opposed to previous years, the position of the State of the Netherlands as shareholder was taken into consideration in the rating. Moody's long-term rating is A1, with a stable outlook. Moody's rating did not change in 2009. These long-term ratings are mainly relevant in support of the Euro Medium Term Note programme, used by Schiphol Group to secure long-term loans.

Standard & Poor's and Moody's also issued short-term ratings. These ratings are mainly relevant in support of Schiphol Group's Euro-Commercial Paper (ECP) programme. The short-term ratings are A-1 (Moody's) and P-1 (Standard & Poor's).

Objectives and Strategy

We aim to rank among the world's leading airport companies, creating sustainable value for our stakeholders and positioning Amsterdam Airport Schiphol as Europe's preferred airport.

Amsterdam Airport Schiphol is our largest and most important asset. Maintaining and strengthening our competitive position as a hub in continental and intercontinental air traffic and as a main port forms the core of our strategy.

We have reviewed our strategic direction in comparison to preceding years, giving more thought to the fulfilment of our socio-economic role than ever before. The review, the resulting fundamental change of our organisation and the heightened focus on cost control will enable us to anticipate both short and long-term developments effectively.

Our strategy is underpinned by two pillars: the socio-economic function played by the airport and entrepreneurial management. These are not stand-alone cornerstones: indeed, the relationship and interaction between our socio-economic function and entrepreneurial management is crucial for future-proof, robust development. The fulfilment of the socio-economic role therefore needs to satisfy the preconditions for managing a healthy business.

Socio-economic function

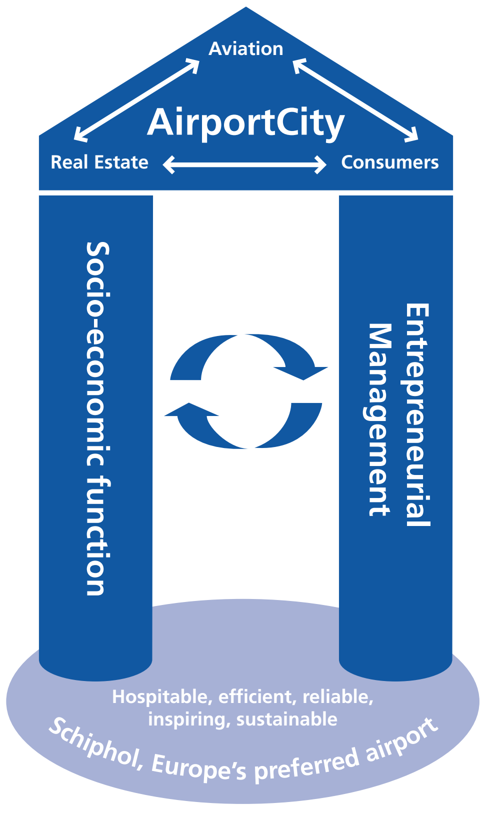
Our socio-economic function - *Serving the Netherlands* – is reflected in the relationship between the following elements:

- The airport facilitates the extensive global network of AirFrance-KLM, its SkyTeam partners as well as other airlines and airline alliances. As a multi-modal hub Amsterdam Airport Schiphol connects the Netherlands to the rest of the world, both for passengers and for air cargo.
- Not only does Schiphol provide direct employment for around 60,000 people at Amsterdam Airport Schiphol, it is also the driver of a huge amount of indirect employment both within the region and outside. In addition Amsterdam Airport Schiphol plays an important part in attracting international companies that benefit from fast, worldwide connections and an attractive business climate.
- Amsterdam Airport Schiphol functions as a multi-modal transport hub for the Netherlands, the Randstad conurbation and the Amsterdam metropolitan area. The various road, rail and aviation infrastructure networks can be further developed into an extensive, high-frequency and efficient transport system.
- We will invest in the quality and capacity of the airport in the coming years. Through these investments, Amsterdam Airport Schiphol will ensure that it is in a position to achieve planned growth in the future.
- As a responsible company, we devote a great deal of attention to safety, the environment, employees and the community at large. We pursue this aim through a focused policy, investments and innovation. Our socio-economic function demands that we accept our responsibility towards the community within which we operate. We consider it a huge challenge and an opportunity to make the right decisions balancing the economy and the environment, aviation and quality of life.

Entrepreneurial management

The second pillar underpinning our strategy is entrepreneurial management, the aim of which is to strengthen Amsterdam Airport Schiphol as an innovative and financially sound company. The objectives we have set to achieve this are as follows:

- Schiphol Group's business operations must be competitive and lean & mean. The organisation will concentrate primarily on its customers and will work proactively towards improvement and innovative solutions. This requires a reliable, efficient and effective organisation.
- Responsible and sustainable business practice also involves responsible economic entrepreneurship: financially sound business management generating (at the very least) normal market returns and creating value for our shareholders. The key criteria for managing a financially sound company are a large degree of financial stability and maintaining our A-rating.
- Considering current economic developments, Schiphol's short-term focus will be on reducing costs for the airlines. For the longer term we will continue to pursue a competitive cost level. At the same time, Schiphol will continue to invest in infrastructure and quality in order to fulfil its social and economic role.
- The Aviation business area's airport charges structure (relating to passengers, cargo and airlines) will enhance our competitive position in respect of other airports. Maintaining the current airport charges for passengers and airlines in April 2010 means that Schiphol Group will have to settle for lower returns. This will be temporary since the Aviation business area must be able to earn back its average cost of capital (WACC) in the longer term.
- Our combined business areas form the foundations of a healthy business. Aviation drives the activities of the Consumers and Real Estate business areas at Amsterdam Airport Schiphol. At the same time, Consumers and Real Estate strengthen our bond with passengers and cargo, in turn strengthening Aviation. The Consumers and Real Estate business areas aim to achieve economic profit through activities that will be beneficial to the business and contribute to the airport's socio-economic function. By definition these activities always form part of the AirportCity concept and contribute to a high-quality and distinctive business climate in line with market developments.



We are continually working to broaden and intensify the AirportCity formula. This is essential if we are to distinguish ourselves from other airports and respond to social developments in the longer term.

AirportCity concept

We implement this strategy by means of the AirportCity formula aimed at the integral development of aviation and non-aviation activities. These activities are carried out by our business areas which reinforce each other in creating growth and value.

Amsterdam Airport Schiphol – a hub airport with a leading *hub carrier* – is a pioneer of the successful AirportCity formula. This formula is part of our main port strategy, which links the growth of the airport to the development of our network of destinations and the competitive power of the region.

Europe's preferred airport

It is Amsterdam Airport Schiphol's ambition to be and remain Europe's preferred airport. Amsterdam Airport Schiphol aims to be the best airport in Europe, offering all of its visitors a pleasant and inspiring environment for travel, work or to visit. This requires us to be aware of the wishes and needs of passengers and other users at all times. The perspective of the passenger and other users is therefore key. To integrate this perspective into all our actions we have chosen the following brand values for Amsterdam Airport Schiphol: hospitable, efficient, reliable, inspiring and sustainable. These values are the basic principles underlying our business.

Corporate Responsibility

Corporate Responsibility is an intrinsic element of our business processes. We aim to pursue an active and leading role on sustainability issues, with a focus on innovation. It is our intention to achieve a sustainable energy and water management programme, improve air quality and raise the accessibility of Amsterdam Airport Schiphol. Energy and mobility are priority areas for us, and the subjects of ambitious programmes.
On many fronts we view our role as that of the orchestrator of a process and of a chain of interlinked activities. In fulfilling this role we endeavour to exercise influence in order to mitigate the adverse effects of the activities carried out on the airport grounds for which we ourselves do not have immediate responsibility. Our Corporate Responsibility programme encompasses a focus on safety, the environment, people and society. Because of the nature of our activities, the main emphasis is on safety and the environment.

Amsterdam and the Randstad area as competitive regions

The network of destinations and Amsterdam Airport Schiphol form an inseparable part of the Amsterdam region and Randstad area, both of which clearly benefit from their existence. This applies to international companies that locate here, to the annual influx of tourists and to the labour market. Conversely, the Amsterdam region with its international orientation helps to generate a crucial in-flow of passengers for the airlines. The main port, supported by the successful AirportCity formula, is of crucial importance to the Randstad; an area which is required to work hard to maintain its leading position as a successful, competitive economic region. The success of the region also hinges on the ability of national and local government to make and implement the right decisions, particularly with respect to improving infrastructure, attracting investment, enhancing the quality of life, strengthening the knowledge base and improving training and educational facilities as well as the experience we gain by working in an open-market economy.

Regional airports

The development of the regional airports is focused on optimising the use of facilities and investments at the airports of Schiphol, Rotterdam, Eindhoven and Lelystad. The regional airports of Rotterdam and Eindhoven are independent entities, each serving its own specific market. In addition, they play a useful role by serving as alternative locations for business flights and partially accommodating non-main port related traffic to Amsterdam Airport Schiphol, such as holiday flights and low-cost carriers. Lelystad Airport is an important strategic reserve.
Regional Alders Platforms have been organised for Eindhoven and Lelystad within the context of the national demand for capacity, and will have to accommodate around 70,000 non-main port related air traffic movements when the capacity at Schiphol becomes scarce.

International strategy

Our international strategy is no longer aimed at marketing the AirportCity formula in an international context. Internationally speaking, our focus has shifted towards better facilitating our most important customers by seeking collaboration with the foreign airports of greatest importance to them. If strategically and financially feasible we would also like to participate in these airports.

A prime example of this is the 8% cross participation in and collaboration with Aéroports de Paris S.A.. As a result of the industry alliance the *dual-hub system* operated by Air France-KLM and its SkyTeam partners will derive even greater benefit on the ground. For that reason, the two airport companies are now working on optimising processes, reducing costs and improving services and quality, with substantial benefits for other alliances and airlines as well. In this way our competitive position vis-à-vis other European airports will be improved and the position of the main port further strengthened.

We believe that strengthening the main port's competitive position is an important strategic consideration if international activities are to be pursed. In practice this means that in the next few years Schiphol Group will concentrate primarily on intensive collaboration with Aéroports de Paris and a possible expansion of its activities at JFK Airport in New York.
In addition, we will continue to ensure the proper management of our existing interests and international partnerships. These activities will enable us to retain international experience and knowledge within the company, thus serving to strengthen our most important asset – Amsterdam Airport Schiphol.

Report of the Management Board

It is with mixed feelings that we look back on 2009. The economic crisis placed a considerable strain on our profitability, with a net result that declined from EUR 187 million to EUR 132 million. At the same time, we reassessed our strategy and adapted the organisation to changing conditions. A set of organisation-wide, stringent cost measures allowed us to significantly mitigate the drop in the number of passengers (8.1%), in their spending (5.1%), in the number of air transport movements (8.7%) and in cargo volume (17.9%). Thanks to these measures, revenue and structural cost levels have remained unchanged.

In addition, we have made great strides in our policy on Corporate Responsibility by extending its implementation across a greater share of the organisation than ever before. You can read more about what we have achieved in this area in this report.

The year 2010 has dawned with a fragile recovery on the horizon. A slight rise in passenger and cargo volumes is expected for the Aviation business area. The Consumers business area will continue to feel the effects of current low consumer confidence. No recovery is expected as yet in Real Estate.

Financial performance

In 2009 the total revenue remained unchanged in comparison with 2008 at EUR 1,154 million. The EUR 38 million increase in revenue of the Aviation and Alliances & Participations business areas was cancelled out by the EUR 38 million drop in revenue of the Consumers business area. The revenue of the Real Estate business area remained virtually the same.

In 2009, the fair value loss on the property portfolio was EUR 40 million (as opposed to a gain of EUR 19 million in 2008). Property development increased the value by EUR 3 million (EUR 47 million in 2008), while the existing portfolio declined in value by EUR 43 million (down EUR 28 million in 2008).

Operating expenses rose by 5.2% from EUR 881 million in 2008 to EUR 927 million in 2009. This rise can largely be attributed to non-recurring costs such as the costs of the reorganisation of EUR 31 million and impairments of EUR 13 million in connection with, among other things, contract-related assets and abandoned projects. Excluding these non-recurring items, operating expenses in 2009 (EUR 882 million) were almost equal to operating expenses in 2008 (EUR 881 million).

The 8.1% fall in the number of passengers recorded at Amsterdam Airport Schiphol in 2009, and the 8.7% fall in the number of air transport movements, not necessarily lead to lower operating expenses. The costs of depreciation and maintenance have gone up as peak hours have become busier and off-peak hours quieter so that we must maintain current capacity levels or even expand them in certain respects.Other operating expenses, such as those related to cleaning, energy and water, and security are also largely fixed in nature. Since the trend in peak and off-peak levels mentioned above is not sufficient to justify major adjustments to our 24/7 operations.

In 2009, as in previous years, security costs (the costs of the Security reporting segment) at Amsterdam Airport Schiphol rose by EUR 16 million, now totalling EUR 237 million, which represents 37.7% (37.5% in 2008) of total operating expenses in Aviation. Unfortunately, the savings achieved by Amsterdam Airport Schiphol through for example the more efficient and innovative implementation of security regulations, are insufficient to compensate for the additional costs of new measures imposed in this area.

The operating result fell by 36.4% in 2009 (-29.9% in 2008), from EUR 294 million to EUR 187 million. Excluding the fair value loss on the property portfolio and the costs of the reorganisation, the operating result fell by 6.0% (-10.7% in 2008), from EUR 275 million in 2008 to EUR 258 million in 2009.

In 2006, Schiphol Group recognised non-recurring income of EUR 309 million in connection with the settlement agreement concluded with the Tax Authorities in that year for the opening balance sheet for tax purposes as at 1 January 2002. This initial recognition was adjusted in 2009, which resulted in additional non-recurring tax income of EUR 33 million.

The result for 2009 attributable to the shareholders (net result) is EUR 132 million (EUR 187 million in 2008). Excluding the fair value loss on the property portfolio and the non-recurring tax income, the net result in 2009 amounts to EUR 129 million (EUR 173 million in 2008); a drop of 25.2% (-25.8% in 2008).

The return on equity (ROE) amounted to 4.5% (6.4% in 2008). If the fair value loss on the property portfolio and the non-recurring tax income are disregarded, the ROE in 2009 amounted to 4.4% (5.9% in 2008).

Revenue

The Aviation business area made the largest contribution to the total revenue. Furthermore, the 5.4% revenue growth for Aviation (-1.6% in 2008) is higher than the growth rate for the other business areas. This revenue increase is primarily attributable to a rise in the charges effective from 1 November 2008. Although these charges were reduced again from 1 April 2009, the average charges in 2009 exceeded those in 2008. The revenue increase resulting from the rise in charges is partly cancelled out by the drop in passenger numbers (-8.1%) and air transport movements (-8.7%). The compulsory settlement for the years 2005 and 2006 imposed by the Netherlands Competition Authority (NMa) had a negative effect of EUR 31 million on revenue in 2008 (compared with a positive effect of EUR 1 million in 2009).
The Consumers business area posted a 12.7% decline in net revenue in 2009 (up 0.4% in 2008). The decline occurred in nearly all the business area's activities and was caused primarily by the drop in passenger numbers and falling consumer confidence.
The revenue for the Real Estate business area remained virtually the same (compared with a 8.7% rise in 2008). A rise in rental revenues generated by buildings completed in 2008 and 2009 was cancelled out by a fall in revenues from services provided to tenants.
The Alliances & Participations business area posted a 5.3% increase in net revenue (+8.7% in 2008). This growth was caused primarily by an expansion of the activities of Schiphol Telematics, which, at year-end 2008, took over client hardware and service contracts from KPN.
Full details of the revenue and results generated by the individual business areas can be found in the relevant sections of this report.

EUR million	2009	2008	%
Aviation	674.2	639.7	5.4%
Consumers	263.5	301.8	– 12.7%
Real Estate	134.9	135.1	– 0.2%
Alliances & Participations	81.3	77.2	5.3%
Total	1,153.8	1,153.9	0.0%

Operating expenses

The rise in operating expenses by more than EUR 45 million can be largely attributed to the combination of the following:

- costs of the reorganisation EUR 31 million);
- a rise in depreciation charges (EUR 11 million) because of investments in new baggage and security installations, which rise is partly compensated by an extension of the depreciation period for ICT;
- an impairment loss on contract-related assets of EUR 6 million in connection with lower sales forecasts for liquor and tobacco, and impairment losses of EUR 7 million with regard to abandoned projects;
- lower costs for external personnel (EUR 9 million) and for purchasing liquor and tobacco, which is related to lower sales (EUR 8 million);
- a rise in security costs (EUR 4 million) at Amsterdam Airport Schiphol owing to additional security measures and increased rates for hiring personnel;
- a rise in staff costs (EUR 4 million), among other things because of the general pay rise of 1.75% from 1 April 2009.

EUR million	2009	2008	%
Outsourcing and other external charges	509.1	520.6	– 2.2%
Employee benefits	186.5	182.4	2.3%
Depreciation and amortisation	182.9	172.0	6.3%
Impairment	13.2	0.3	
Reorganisation	31.3	0	
Other operating expenses	3.8	6.4	– 36.9%
Total	926.7	881.3	5.2%

Reorganisation

Compelled by a changing competitive environment in January 2009, Schiphol Group decided to recalibrate its strategy, which led to adjustments to the organisation and the cost structure. The current economic crisis increased the necessity of rapid implementation of the adjusted strategy. On 18 May a redundancy plan was agreed with the relevant trade unions, while in June the Works Council delivered a positive opinion on the proposed reorganisation from 1 July 2009. The redundancy plan includes provision for the establishment of a mobility centre, individual termination arrangements and compensation when activities are outsourced. The total costs of the plan amount to EUR 31 million. Partly as a result of this reorganisation, the workforce has been reduced by 5.4% since early 2009. The workforce is expected to be reduced by a further 16% during 2010, partly as a result of outsourcing; the effects of this on our operating expenses will become visible in the course of 2010 and 2011.

Outsourcing and other external charges

The costs of outsourced work and other external charges went down by 2.2% in 2009 (+5.9% in 2008), from EUR 515 million to EUR 509 million.

Total costs for security at Amsterdam Airport Schiphol, being the costs of the reporting segment, security rose by EUR 16 million and now total 237 million, which represents 37.7% of operating expenses in the business area Aviation (37.5% in 2008). Total costs for security costs are included in various operating expense categories, the most important of which are the costs of outsourced work and other external charges, employee benefits, and depreciation and amortisation.

The costs of outsourced work and other external charges also include costs for:

- maintenance (EUR 68 million); a rise of EUR 3 million owing to shifts in planning schedules to 2009 and higher purchase prices;
- hiring external personnel (EUR 22 million); a fall of EUR 9 million owing largely to a drop in the number of temporary workers;
- energy and water (EUR 28 million); a rise of EUR 3 million owing to higher purchase prices;
- purchase of liquor and tobacco (EUR 28 million); a fall of EUR 8 million related to lower sales.

Employee benefits

Employee benefits rose by 2.3% in 2009 (8.6% in 2008), from EUR 183 million to EUR 186 million. This increase is the result of higher salaries and costs of the employee profit sharing scheme, the collective labour agreement (CAO) on profit sharing (2.8%) and of a reduction in the average workforce by 10 FTEs, from 2,506 to 2,496 (down 0.4%). A drop in other employee benefits (down 0.1%) ultimately resulted in the 2.3% rise in employee benefits.
Pension charges remained the same as in 2008, at EUR 20 million. The general pay rise from 1 April 2009 was 1.75%.

Depreciation and amortisation

Depreciation and amortisation rose by 6.3% in 2009 (0.7% in 2008), from EUR 172 million to EUR 183 million. This increase by EUR 11 million is primarily attributable to investments in new baggage and security systems that were put into use in 2008 and 2009. This effect is partly compensated by a EUR 6 million drop in depreciation for ICT because of an extension of the depreciation periods.

Impairment

The impairment losses in 2009 amounted to EUR 13 million (EUR 0.3 million in 2008). As a result of worsened forecast for liquor and tobacco sales, caused primarily by a fall in passenger numbers and passenger spending, an impairment loss of EUR 6 million was sustained on the contract-related assets which we took over from KLM Tax Free Services early in 2007. In addition, impairment losses of EUR 7 million were sustained on a number of abandoned projects.

Depreciation, amortisation and impairment
EUR million

Other operating expenses

A variety of operating expenses are presented under 'other operating expenses'. In 2009, as in 2008, no exceptional items were recorded.

Results

The operating result for 2009 amounted to EUR 187 million (EUR 294 million in 2008); a drop of 36.4% compared with 2008. This fall by EUR 107 million was caused partly by the EUR 59 million fair value loss - from EUR 19 million in 2008 to EUR 40 million negative in 2009 - on the property portfolio. The non-recurring costs of the reorganisation (EUR 31 million) also contributed to the fall.

EBITDA, the result before interest, tax, depreciation and amortisation and impairment, amounted to EUR 383 million, which is down 17.9% from the figure of EUR 466 million in 2008.

The net financial expense rose from EUR 54 million in 2008 to EUR 91 million in 2009. This rise must be primarily attributed to the increase in interest-bearing debt during 2008 and 2009, from EUR 907 million as at year-end 2007 to EUR 2,026 million as at year-end 2009. This EUR 1,119 million increase primarily concerns placements of EUR 920 million under the Euro Medium Term Note (EMTN) programme in 2008 (in relation to the distribution of the super dividend and the purchase of our 8% stake in Aéroports de Paris S.A.).

The share in results for 2009 amounted to EUR 26.9 million. This is higher than the EUR 10.2 million for 2008. The rise was caused primarily by the purchase on 1 December 2008 of our 8% stake in Aéroports de Paris S.A..

An adjustment in 2009 of the effects of the settlement agreement concluded with the Tax Authorities for the opening balance sheet for tax purposes as at 1 January 2002, initially recognised in 2006, resulted in non-recurring tax income of EUR 33 million. Furthermore, there was a non-recurring release from current tax liabilities in 2009 of EUR 3.6 million, partly as a result of the tax return for 2007 filed in that year. In 2008 there was a non-recurring release of EUR 1.7 million as a result of the tax return for 2006 filed in that year. The effective tax burden for 2009 was -10.2%, primarily because of the aforementioned non-recurring tax income.

In 2008 the effective tax burden was 26.1%, almost equal to the nominal rate of 25.5%.

In 2009, RONA after tax amounted to 3.8% (5.6% in 2008). Excluding the fair value losses on the property portfolio and the costs of the reorganisation, RONA amounted to 4.8% in the year under review (5.3% in 2008).

Cash flow developments

The cash flow from operating activities went down from EUR 421 million to EUR 327 million in 2009. This was caused primarily by a cash flow increase of EUR 60 million in 2008 in connection with the levy, on behalf of the Tax Authorities, of the Ticket tax introduced in that year and a cash flow decrease of EUR 60 million in 2009 because of the abolition of this levy.

The cash flow from investing activities fell from EUR 935 million in 2008 to EUR 213 million in 2009. The 2008 cash flow from investing activities included the acquisition of our 8% stake in Aéroports de Paris S.A. for EUR 538 million and the increase in our stakes in Airport Real Estate Basisfonds CV (*ACRE Fund*) and Brisbane Airport Corporation Holdings Ltd, totalling EUR 46 million. In addition, the investments in fixed assets fell in 2009 (to EUR 215 million in comparison with EUR 350 million in 2008).

The net cash flow from operating and investing activities – the free cash flow – amounted to EUR 114 million positive in 2009, as opposed to EUR 514 million negative in 2008.

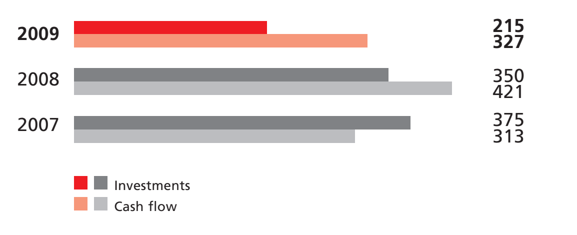
The cash flow from financing activities fell from EUR 610 million to EUR 173 million in 2009. The 2009 cash flow from financing activities included long-term loans of EUR 394 million (EUR 938 million in 2008). In 2009 a regular dividend of EUR 69 million was paid (EUR 593 million in 2008, consisting of a regular as well as a super dividend). Loan repayments and lease liabilities totalled EUR 183 million (EUR 94 million in 2008).

The net cash flow amounted to EUR 287 million in 2009 (EUR 96 million in 2008), which increased the net cash balances and current bank overdrafts from EUR 237 million as at year-end 2008 to EUR 524 million as at year-end 2009.

The main investment projects in 2009 were:
- EUR 78 million for the *70 MB* baggage programme;
- EUR 17 million for the development of the Office building;
- EUR 14 million for ICT;
- EUR 11 million for security;
- EUR 7 million for baggage screening;
- EUR 5 million for the development of cargo stations 18 and 19;
- EUR 5 million for the second phase of office building The Outlook;
- EUR 3 million for property development at Malpensa, Italy.

With EUR 143 million (EUR 216 million in 2008), the Aviation business area accounted for the largest share of the overall investments.
The Real Estate business area is the next largest contributor with EUR 43 million (EUR 93 million in 2008). This is followed by Consumers with EUR 16 million (EUR 22 million in 2008) and Alliances and Participations with EUR 13 million (EUR 19 million in 2008).

Investments in fixed assets and cash flow from operating activities
EUR million



Ratios

Schiphol Group uses several financial ratios as a means of pursuing its financing policy. The debt market and credit rating agencies, in particular, look at the extent to which a company is able to generate sufficient cash to service its total debt burden and to cover its interest payments.
The "FFO/total debt" and "FFO interest coverage ratio" are the most important financing ratios. Not only do the credit rating agencies differ in the manner in which they calculate these ratios, they also differ in the way they make adjustments to our published financial accounts, each according to its own methodology.
An explanation of our own detailed calculation of these ratios can be found in the financial statements on page 136. Because of the different calculation methods, our ratios are not entirely comparable with those calculated by the credit rating agencies.

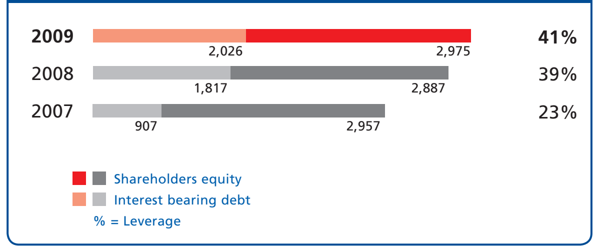
FFO – funds from operations – is the cash flow from operating activities before changes in working capital. The FFO rose from EUR 348 million to EUR 375 million in 2009. This increase is due to factors such as a lower corporate income tax liability in 2009 (EUR 16 million), higher dividend received (EUR 12 million) and higher cash flows from operating activities (EUR 8 million).
The FFO/total debt amounted to 18.5% in 2009, compared with 19.1% in 2008. This decrease is primarily attributable to the fact that the increase in total debt, from EUR 1,817 million as at year-end 2008 to EUR 2,026 million as at year-end 2009, exceeded the increase in FFO. Total debt is the year-end balance of all interest-bearing borrowings.
The FFO interest coverage ratio in 2009 was 4.4x, which signifies a deterioration in comparison with the figure of 6.5x in 2008 but still fits within our policy. This ratio is calculated by dividing FFO plus gross interest expense by gross interest expense. The increase of the FFO is more than compensated for in this ratio by higher interest charges as a result of the rise of the total debt.

In addition to these two ratios, Schiphol Group calculates the leverage (ratio of interest-bearing debt to total equity plus interest-bearing debt), which is a function of financing policy. The leverage results from the financing policy pursued and remains important inasmuch as the Aviation Act uses an assumed leverage of 40% to calculate the weighted average cost of capital (WACC) for the regulated activities of the Aviation business area. As at year-end, Schiphol Group's leverage was 40.5%, up 1.9 percentage points on the 2008 figure of 38.6%. This rise is due to the fact that the increase in interest-bearing debt exceeded the increase in shareholders' equity.

Balance sheet developments

Schiphol Group's balance sheet total rose by 2.2% to EUR 5,528 million as at year-end 2009 (EUR 5,409 million as at year-end 2008). Fixed assets increased by 0.9% to EUR 4,798 million. Of these, property, plant and equipment remained virtually unchanged; investments in assets did not exceed the balance of depreciation and the negative revaluation of investment property. The financial fixed assets went up because of an increase in the value of participations, based on the equity method, and an increase in the value of loans to associates due to interest crediting and translation differences.
Other important balance sheet developments are the increase in net cash balances and current bank overdrafts from EUR 237 million as at year-end 2008 to EUR 524 million as at year-end 2009 and the rise in non-current liabilities. This can be largely attributed to the loans raised to cover the expected financing requirement in 2010. Shareholders' equity increased by EUR 89 million to EUR 2,975 million, primarily because of the addition of the net result of EUR 132 million to the retained earnings, which was compensated by the distribution of EUR 69 million in regular dividend in 2009.

Capital structure
EUR million



Loan maturity profile
EUR million

Financing

The total amount of outstanding loans and lease liabilities increased from EUR 1,817 million to EUR 2,026 million in 2009. In 2009, new loans totalling EUR 394 million (after deduction of costs) were contracted. Of this amount, loans with a nominal value of EUR 200 million were raised under the EMTN programme through a placement of bonds with terms until 2016 and 2019.
In addition, fixed-interest loans with a nominal value of EUR 195 million and terms of seven and ten years were contracted in the Schuldschein market. In 2009, loans with a total value of EUR 179 million were repaid either in full or in part. Financial lease liabilities decreased by EUR 4 million.

In addition to the EUR 2 billion EMTN programme established in June 2008, Schiphol Group also has a Euro-Commercial Paper (ECP) programme, under which it can attract debts up to a maximum of EUR 750 million at current market interest rates for short-term paper. This facility was not used in 2009, and no liabilities are outstanding under this programme.

However, Schiphol Group did opt to renew a backstop facility under which it can raise a maximum of EUR 200 million if it should have a need for such funds. This facility has partly replaced the EUR 400 million credit facility with eight banks, which expired in 2009.

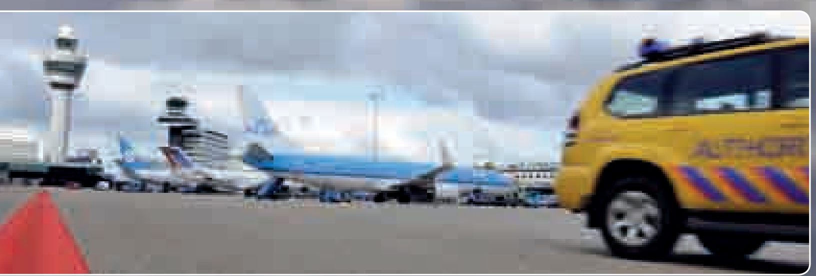
An important aspect of our financing policy is the reduction of refinancing risk. The remaining terms to maturity of the loans issued under the EMTN programme range from 0 to 30 years.
Our interest rate risk management policy favours fixed-interest loans, achieved either by contracting loans at fixed interest rates or by making use of standard interest rate derivatives.

The average interest expense rose from 5.3% in 2008 to 5.9% in 2009.

Aviation

Sources of revenue:
airport charges (aircraft, passenger and security charges) and concession fees (paid by oil companies for the right to provide aircraft refuelling services).

The Aviation business area operates at Amsterdam Airport Schiphol. Aviation provides services and facilities to airlines, passengers and handling agents. The Netherlands Competition Authority (NMa) regulates the charges levied.



2009

- Revenue up by 5.4%
- Operating result drops by 11.5%
- Drop in passenger numbers (- 8.1%), cargo volumes (- 17.9%) and air transport movements (- 8.7%)
- Abolition of Ticket tax

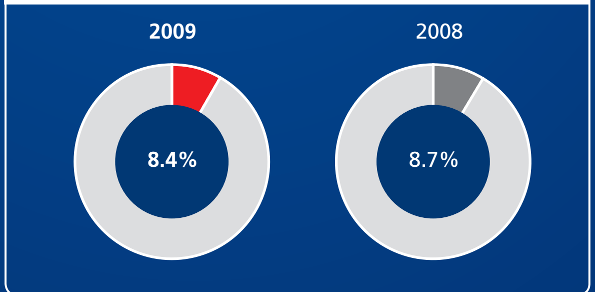
Key Performance Indicators

Number of scheduled destinations

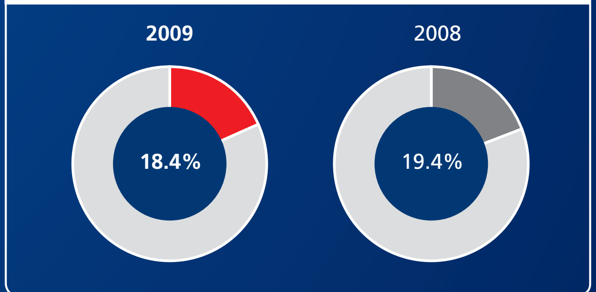
Punctuality of arrivals

Punctuality of departures

Passenger market share
(top 12 selected European airports)



Cargo market share
(top 5 selected European airports)

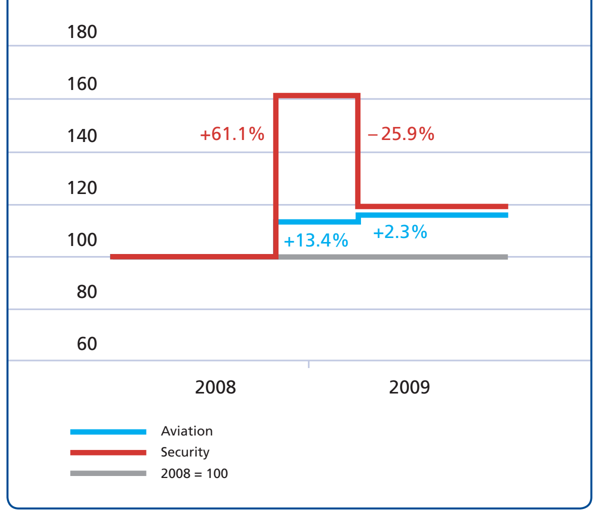


EUR million	2009	2008	%
Revenue	674	640	5.4%
Operating expenses	629	589	6.8%
EBITDA	176	170	3.5%
Operating result	45	51	– 11.5%
Average fixed assets	2,011	1,941	3.6%
RONA before tax	2.3%	2.7%	
RONA after tax	1.7%	2.0%	
Investments in fixed assets	143	216	– 33.8%

Financial performance

Revenue from the Aviation business area rose by 5.3% in 2009 (-1.6% in 2008) from EUR 640 million to EUR 674 million. This increase was mainly due to lower average airport chargves in 2008 as a result of the mandatory settlement relating to the years 2005-2006 of EUR 31 million. At EUR 646 million (EUR 613 million in 2008), airport charges at Amsterdam Airport Schiphol accounted for the largest part of the revenue. Of these airport charges, EUR 240 million (EUR 223 million in 2008) is related to security activities. Concession fees relating to aircraft refuelling services and other activities rose from EUR 27 million to EUR 28 million. Again in 2009, the main reason for this rise was the revenue from the in-terminal transport of persons with reduced mobility.

Aviation and Security charges development
(charges 1 January 2008 = 100)



The increase in airport charges is a combination of the following factors:

- Slightly higher takeoff and landing fees (EUR 0.9 million), resulting from a rise in tariffs combined with a drop in the number of air transport movements and a lower average takeoff weight;
- Increased parking charges (EUR 1.3 million) as a result of longer parking times for aircraft and higher tariffs;
- Higher passenger service charges (EUR 13.4 million) caused by a general rise in tariffs combined with a fall in passenger numbers;
- Higher security revenues (EUR 17.2 million) caused by a general rise in tariffs combined with a fall in passenger numbers;
- Aviation charges rose by an average of 13.4% and security charges climbed by an average of 61.1% from 1 November 2008. These significant increases are the result of legislation that mandates that we compensate for any higher costs in the same year in which they occur. Consequently, the revised tariffs in November 2008 involved steep increases, mainly as a result of additional security-related measures taken in 2008. These new tariffs then also applied for the first three months of 2009. From 1 April 2009 the tariffs were reduced by an average of 10%;
- The mandatory settlement in 2008 of EUR 31 million related to the years 2005 and 2006.

Operating expenses for the business area rose by 6.8% (6.1% in 2008), from EUR 589 million to EUR 629 million. The largest increase was caused by the provision for costs related to the reorganisation (EUR 17 million). In addition, there were increases in the costs of depreciation, amortisation and impairment (EUR 11.4 million), personnel costs (EUR 4.5 million), security costs (EUR 4 million), commercial costs (EUR 4 million), energy and water costs (EUR 2.3 million), maintenance costs (EUR 1.5 million) and other miscellaneous costs (EUR 1.9 million). The fall in the costs of hiring external personnel resulted in a drop of EUR 5.0 million.

EBITDA rose by 3.3% in 2009 (-21.4% in 2008), from EUR 170 million to EUR 176 million. The operating result fell by 11.5% (-46.4% in 2008), from EUR 51 million to EUR 45 million, but includes the costs arising from the reorganisation (EUR 17.0 million) .

Investments in 2009 amounted to EUR 143 million (EUR 216 million in 2008). The most important investments were made in the baggage system.

RONA after tax of the Aviation activities fell by 0.3 percentage points to 1.7% owing to costs rising more sharply than revenues.

RONA after tax of the security activities rose by 0.1 percentage point to 1.7%. Here, the increase in net revenue was higher than the increase in operating expenses.

EUR million	Aviation		Security		Business area	
	2009	2008	2009	2008	2009	2008
Revenue	432	415	242	224	674	640
Operating expenses	392	368	237	220	628	589
Operating result	41	47	5	4	45	51
Average fixed assets	1,800	1,776	211	168	2,011	1,944
RONA after tax	1.7%	2.0%	1.7%	1.6%	1.7%	2.0%

Growth in passengers and cargo

Maintaining and strengthening the competitiveness of Amsterdam Airport Schiphol as a main port is our most important objective. As passengers and cargo are our principal business drivers, we were very pleased with the Government's decision to eliminate the Ticket tax exactly one year after its introduction, on 1 July 2008. In late 2009, the Ticket tax was abolished, as part of the Government's tax plans for 2010. We were opposed to the introduction of this tax right from the very outset when the idea of an Ticket tax was first proposed. Our prognosis, as well as that of other parties in the aviation sector, was that such a tax could deter passengers from using Amsterdam Airport Schiphol. Our prognosis turned out to be correct: the Ticket tax had a clearly negative impact on traffic and transport volumes at the airport.

Of the top 10 European airports, Amsterdam Airport Schiphol's market share fell by 0.2% to 8.4%. Nevertheless, Schiphol was able to hold on to its 5th position in the top 10. The London airports (Heathrow, Gatwick and Stansted) lead the group, followed by Paris Charles de Gaulle, Frankfurt and Madrid.

Fall in passenger numbers across the board

In absolute terms, the drop in passenger volumes to and from Amsterdam Airport Schiphol was most significant for *hub carrier* Air France-KLM and its partners. In 2009 they saw their passenger numbers drop by almost 1.9 million to just over 28.1 million, a decrease of 6.3% (+2.7% in 2008). The low costs carriers saw their volumes fall by more than a half a million to a total of nearly 4.6 million passengers, a decrease of 10.8% (-15% in 2008). The other carriers suffered a drop of 11.8% (-2.1% in 2008), which represents a decrease of 1.4 million passengers.

In 2009, the total number of passengers fell by 8.1% to 43,570,370 (including transit passengers). While this fall was in part caused by the Ticket Tax, it was also driven by the worldwide economic crisis.

In 2009 Amsterdam Airport Schiphol welcomed a number of new airlines, and several other airlines saw opportunities to expand their networks.

The considerabel drop in frequencies left a negative mark on 2009, although hub carrier Air France-KLM did add three new destinationss to its network.

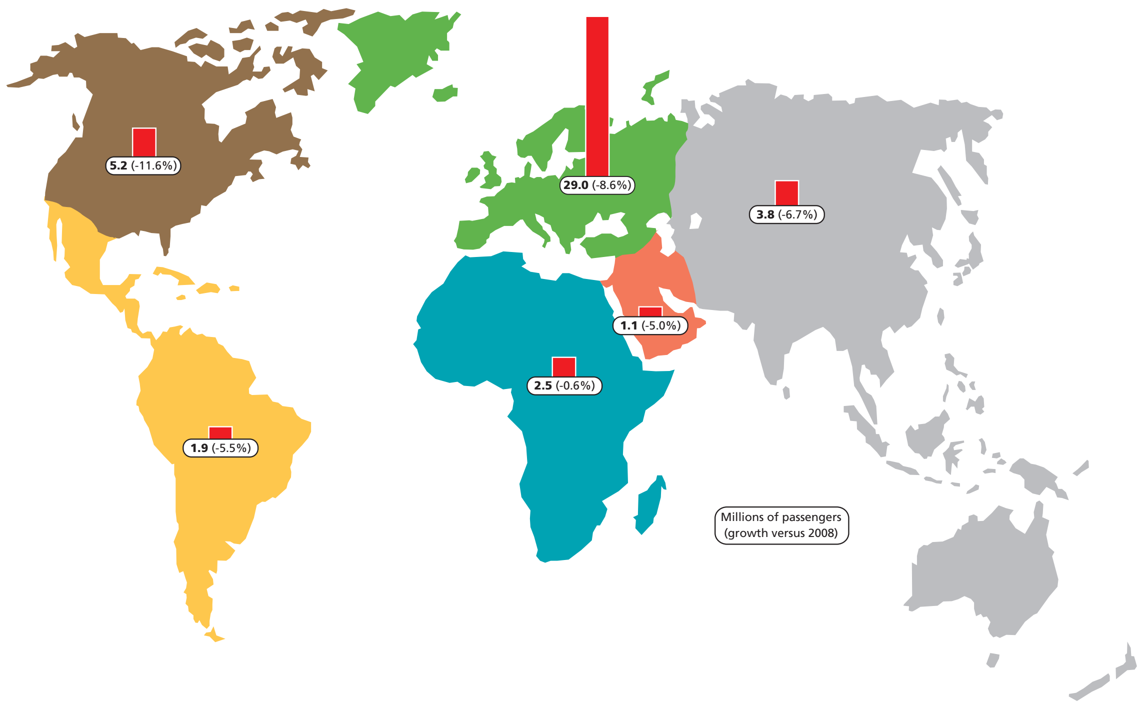
Destination passenger traffic decreased by 8.9% (-3.4% in 2008) and amounted to almost 24.7 million; this is a drop of more than 2.4 million passengers. The number of transfer passengers fell by almost 1.5 million to nearly 18.9 million, a drop of 7.2% (+3% in 2008).

Europe, the continent that represents the largest passenger volume by far, showed the biggest drop in absolute passenger numbers. Traffic to and from this continent fell by more than 2.7 million to nearly 29 million passengers: a fall of 8.6% in 2009 (-2.5% in 2008). In terms of percentages, flights to and from North America suffered the greatest decline. The number of passengers fell by more than 679,000 to over 5.2 million, representing a decrease of 11.6% (+5.1% in 2008).

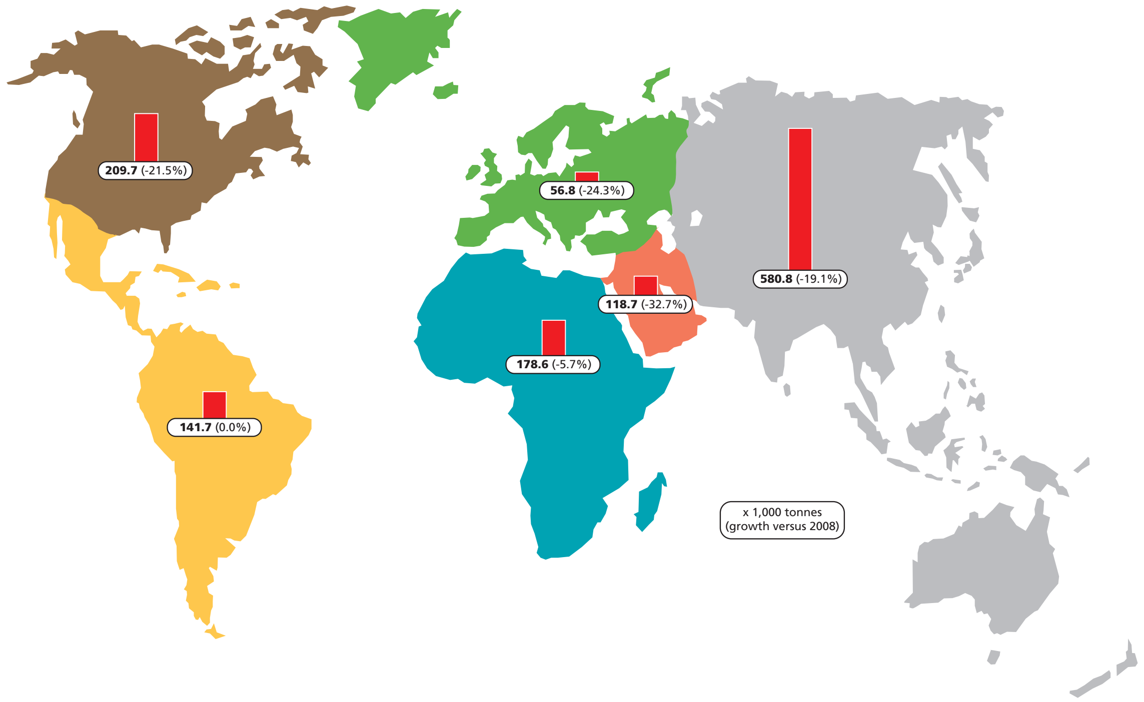
Africa suffered the smallest drop in 2009, both in terms of absolute numbers and percentages. The number of passengers decreased by more than 16,000 to over 2.5 million, a drop of 0.6% (+2.2% in 2008).

The number of passengers to and from the Middle East fell by more than 57,000 to nearly 1.1 million, a drop of 5.0% (+4.1% in 2008). Asia saw passenger traffic fall by 6.7% (+0.7% in 2008) to a total of almost 3.8 million. Passenger volumes to and from Central and South America decreased by more than 111,000 passengers to over 1.9 million, a drop of 5.5% (+1.1% in 2008).

July was again the year's busiest month in terms of passenger traffic with more than 4.5 million passengers, which is a fall of 6.5% compared with July 2008. The year's busiest day was 30 July 2009, when 158,000 passengers passed through Amsterdam Airport Schiphol; this represents a drop of 6.5% compared with the busiest day in 2008.

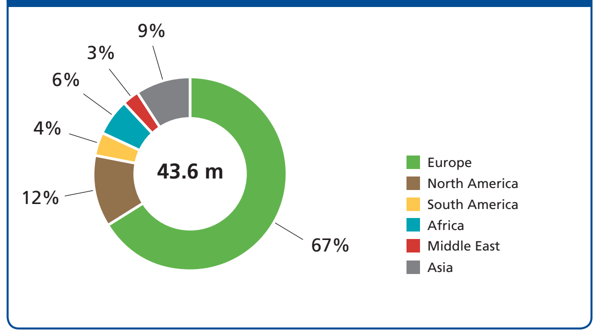


Passenger volume and growth per continent

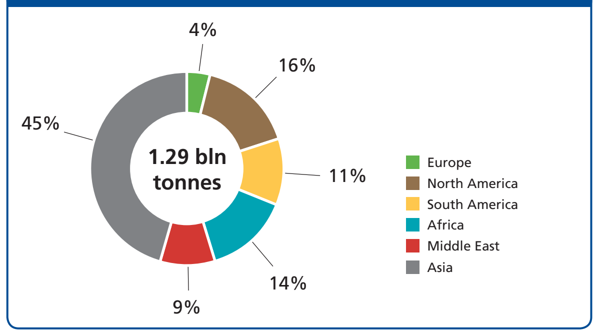


Cargo volume and growth per continent

Passengers per continent



Cargo per continent



Air cargo volumes fall sharply

Amsterdam Airport Schiphol was able to maintain its third place in the selected top five of European cargo airports. Paris Charles de Gaulle and Frankfurt continue to top this list. Schiphol's market share fell by 1 percentage point to 18.4%. Only Brussels suffered a sharper drop (down by 1.7 percentage points) in 2009, partly as a result of the departure of DHL to Leipzig. Frankfurt, London and Paris all gained market share, each by a rise of 0.9 percentage points.

Against the backdrop of the global economic crisis, cargo volumes to and from Amsterdam Airport Schiphol dropped significantly. The total cargo volume fell by more than 280,000 to just over 1,286,000 tonnes, a drop of 17.9% (+2.6% in 2008). However, the final quarter of 2009 saw a significant recovery compared with the third quarter and we closed the year with a positive growth figure for December. It remains to be seen whether this recovery is sustainable.

The lion's share of this loss was suffered by the full freighters – aircraft that transport only cargo. Cargo transport with full freighters fell by 24.9% (-1.3% in 2008), from upwards of 927,000 tonnes to over 700,000 tonnes. Aircraft that transport passengers in addition to cargo saw a drop of 7.9% (-4.6% in 2008). This type of aircraft transported more than 590,000 tonnes in 2009, which is 50,560 tonnes down on the 640,000 tonnes they transported in 2008.

Cargo transport to all continents fell over the year under review. The largest fall (-32.7%) was suffered by the Middle East, which was mainly caused by the cessation of *full-freighter* services operated by El Al. With no change at all in cargo volumes, Central America fared best; although, Africa also performed relatively well with a drop of 5.7% (+5.9% in 2008). Asia and North America remain the strongest in terms of cargo volumes, despite the serious drops in volumes experienced by both these regions. 2009 cargo volumes to and from Asia dropped by 19.1% (+1.2% in 2008), from 718,000 tonnes to just over 580,000 tonnes. Cargo volumes to and from North America plummeted for the second year in a row, by 21.5% (-15% in 2008) from 267,000 tonnes to 210,000 tonnes.

Air transport movements

The number of commercial air transport movements at Amsterdam Airport Schiphol fell by 8.7% in 2009 (-1.8% in 2008), from 428,332 to 391,264 movements. The number of movements involving full freighters in particular saw a sharp fall: a drop of 23.7% (-3.2% in 2008) representing nearly 13,600 fewer movements. The number of air transport movements carried out by passenger aircraft fell by 8% in 2009 (-1.7% in 2008), from more than 410,000 to nearly 377,700.

The average takeoff weight (MTOW) fell by 0.1% in 2009, from 99.9 tonnes to 99.8 tonnes.

Network

Its network of connections makes Amsterdam Airport Schiphol a leading global hub for both passengers and cargo, something which is essential for an airport with main port status. As part of their dual hub strategy, Air France-KLM and its SkyTeam partners give shape to a significant part of this network. Other airlines and low-cost carriers which specialise in European point-to-point traffic also contribute to this strong network. Air cargo is inseparably linked with passenger transport because a large share of the worldwide network of connections is only profitable through combined passenger and cargo services. This has made Amsterdam Airport Schiphol an interesting marketplace for logistics activities. Through targeted marketing, partly conducted in collaboration with Aéroports de Paris, we are attempting to further expand our network, although, our efforts are highly dependent on market developments and airline policies.

In 2009 we adjusted our definition of what constitutes a scheduled destination. The new criteria are: 1) a destination must be served for at least two months, 2) with a minimum frequency of once a week, 3) it must be possible to purchase individual tickets, and 4) passengers and/or cargo must be transported to the destination.

A total of 284 scheduled destinations were served in 2009, three more than in 2008 when based on the new criteria. The number of scheduled destinations for passengers rose by two to 265. The number of destinations that are only served by full freighters rose by one to 19. Over the course of 2009, the number of scheduled destinations within Europe fell from 158 to 155. The number of intercontinental scheduled destinations grew from 123 to 129.

Competitive charges

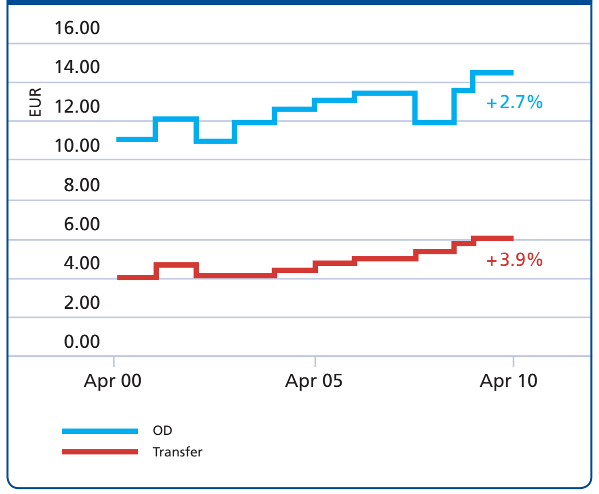
Our tariffs have been regulated since 2006 (Aviation Act (*Wet Luchtvaart*) governing the operation of Amsterdam Airport Schiphol) in the sense that the maximum return we are able to generate through them is capped to the level of the weighted average cost of capital (WACC) for the aviation activities. In the light of the economic crisis and our desire to remain competitive, the airport charges we levied in 2009 were far below this permitted level.
We have decided to continue this policy in 2010.

We view this decision as a clear signal to the aviation sector that we are not unaffected by the current economic crisis. It also represents an effort to improve our competitiveness over the long term. While we understand that this policy will result in lower returns, we believe this will be temporary since the Aviation business area should be able to earn back its average cost of capital (WACC) in the longer term.

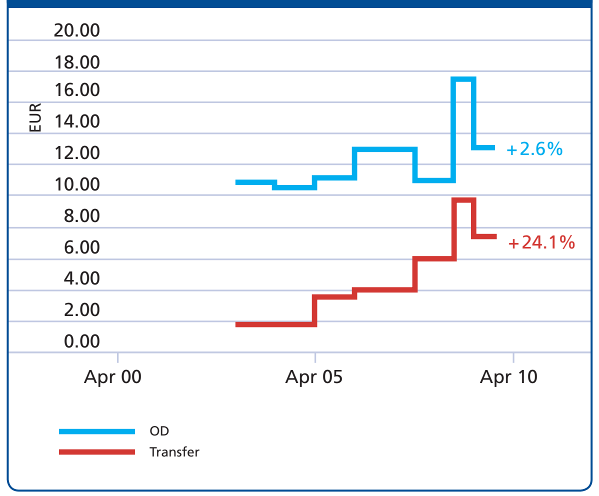
In January 2009, a court partly nullified a decision of the NMa regarding complaints brought by airlines against the tariffs introduced on 1 November 2007. This means that we repaid the airlines an excess of EUR 6.5 million during the financial settlements for the years 2005 and 2006. However, we have decided not to reclaim this amount given the current economic climate.

We can continue to use the allocation system that took effect in 2007. The appeal against this allocation system filed by KLM and BARIN was dismissed in May. We have since submitted to the NMa a new version of the allocation system for

Passenger Service Charge



Security Service Charge



Following consultations with the airline companies, our airport charges are set at least once a year and no more than twice a year, taking effect on 1 April and/or 1 November. Parties may file objections to adjustments to airport charges with the Netherlands Competition Authority (NMa).

the costs and revenues of aviation activities. This is necessary as the system is valid for a period of four years; consequently the current system that was introduced in 2007 can no longer be used in 2010 to determine the tariffs for 2011.

In late 2008 Amsterdam Airport Schiphol set the airport charges to take effect as of 1 April 2009. On average the new charges represent a reduction of 10%. A number of parties lodged objections to the new charges and the NMa subsequently ruled in April that the charges had to be lowered by an additional EUR 3.5 million. Unexpectedly, the NMa ruled that we are not permitted to include in the tariffs the costs for the noise barrier near Runway 18R-36L (to be constructed in order to reduce ground noise produced by taxiing aircraft), nor the costs for recruiting and training baggage handling staff and for an external audit in 2007. We have lodged an appeal against this NMa decision.

By virtue of this decision, effective retroactively until 1 April 2009 the takeoff and landing fees, the Passenger Service Charge and parking fees – *aviation tariffs* – have been further reduced by 1% and the Security Service Charge – *security tariffs* – by 0.06%. Including this adjustment, our tariffs have been reduced by an average of 10% as of 1 April 2009.

The complaint brought by easyJet regarding the difference in tariffs for OD and transfer passengers was dismissed by the NMa in July. EasyJet has lodged an appeal against this decision. The tariffs have remained unchanged as of 1 November 2009.

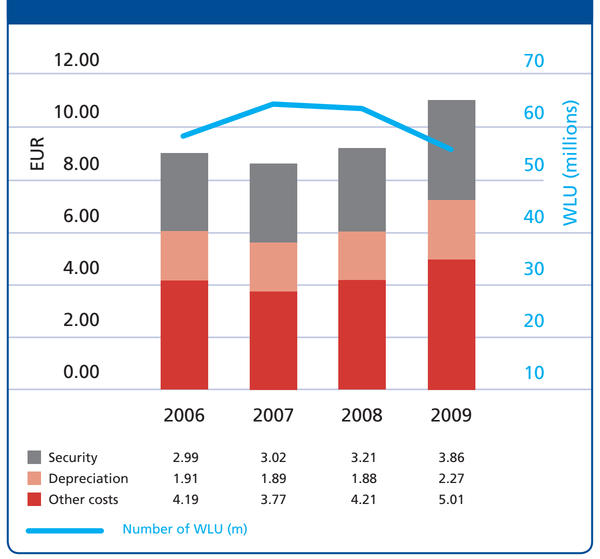
Tariffs in 2010

On 30 October 2009 we decided to leave the airport charges unchanged as of 1 April 2010, in view of the falling traffic and transport volumes combined with the current economic situation. We see this as a way of supporting the airlines in difficult times and hope that this decision will at the very least allow us to maintain the network of destinations at our national airport and to expand it where possible. Under the applicable economic regulations, we could have raised the aviation tariffs by around 19% and the security tariffs by upwards of 1%.

Cost efficiency

Our aim is to offer competitive *visit costs*. Expressed in costs per Work Load Unit (WLU), this is an important yardstick by which we can compare ourselves with other airports. One WLU is equal to 1 passenger or 100 kilograms of cargo. Costs per WLU rose by 19% in 2009 to EUR 11.14 (EUR 9.33 in 2008). This increase is primarily the result of a drop in the number of WLUs combined with increased costs. Many costs are fixed, which means that there is very little scope for them to move in response to changes in the number of WLUs. If the number of WLUs had remained unchanged, costs per WLU would have been EUR 9.96, a rise of 6.8%.

Cost efficiency: Costs per WLU



	2006	2007	2008	2009
Security	2.99	3.02	3.21	3.86
Depreciation	1.91	1.89	1.88	2.27
Other costs	4.19	3.77	4.21	5.01

Operating capacity

Ongoing investment ensures that Amsterdam Airport Schiphol has sufficient capacity.
The airport's existing runway system has the capacity to handle around 600,000 air transport movements a year. We estimate that this capacity will easily allow us to accommodate transport demand until 2020/2025. However, statutory environmental restrictions limit available capacity. As regards the period after 2020/2025, the Government's spatial planning reservation for a potential parallel Runway 06-24 will play a key role.

The current terminal has sufficient capacity to process well over 60 million passengers per year, which is more than sufficient to meet demand through to 2020. With operational improvements, the existing terminal could in fact handle around 65 million passengers per annum. Further expansions would allow us to grow to around 85 million passengers per annum at this site.

A number of important 70MB programme mileposts were reached in 2009. The aim of this investment programme is to boost the capacity of our baggage system to accommodate up to 70 million pieces of baggage per year. In addition, this programme will significantly improve the quality of the baggage process.

November 2009 saw the successful commissioning of a major component of the 70 MB programme: the UQE – Unloading Quays for Pier E – for unloading the transfer baggage at the top of Pier E. With the commissioning of UQE, the obsolete installations in the central baggage hall can be removed to make room for a subsequent phase of the 70MB programme: the Backbone. This project will connect the existing and new baggage systems as well as provide new check-in and security facilities for baggage that is checked in in Departure Hall 2. Much headway has been made with respect to the new baggage system in New South, the first parts were commissioned in early 2009. The entire system is expected to be completed in late 2010.

Despite the economic crisis, we continued to make investments in 2009 in order to provide adequate operational capacity in the future. We also conducted a new analysis of the financial consequences of the 70MB programme, and decided to proceed with the project without delay given the importance attached to developing the main port. Since 2002 EUR 437 million has been spent on the 70MB programme.

The modified Pier B South was commissioned in May. The modification work involved the conversion of four aircraft stands into six smaller aircraft stands, which was necessary to accommodate not only part of the KLM CityHopper fleet, but also to create additional stand capacity that has become necessary with the entry of 11 new EU Member States into the Schengen Agreement. Pier B South is the first pier at the airport with two exits per gate. The first leads to an aircraft on the aircraft stand and the second leads to a bus on the bus

stand, allowing both an aircraft and a bus to be handled simultaneously at each of these gates.

The last of the three KLM self-service transfer centres was installed at the top of Pier E in June. All transfer passengers flying with KLM and its alliance partners can now use 98 kiosks in total.

Major maintenance was carried out on Runway 18L-36R in June. The runway was re-asphalted and an anti-skid layer was applied. This maintenance coincided with work carried out on a number of adjoining fields.

Airspace and environmental capacity

We face the challenge of maintaining and strengthening the competitiveness of Amsterdam Airport Schiphol as a main port in a complex environment with many stakeholders. We work closely with other players in the aviation industry, with public authorities and with other (local) stakeholders, in all kinds of forums and at all levels. In addition, we hold intensive consultations with the local communities, which have resulted in arrangements about disturbance-reducing measures and improvements to the quality of life in the area. We share responsibility with our partners to guarantee suffient and reliable capacity in the air. Together with Air Traffic Control the Netherlands (LVNL), KLM and other carriers we must ensure that the noise capacity allotted to us by the Government is not exceeded. In order to make the best possible use of the scarce noise capacity, we encourage airlines to use quieter aircraft and to make selective use of night-time capacity. This is accomplished through price differentiation in takeoff and landing fees and various operational measures.

Alders Platform

On 19 February 2009, the Lower House of the Dutch Parliament formally adopted the Cabinet's position concerning the recommendations issued by the Alders Platform. The Lower House has thus ratified the implementation of the recommendations concerning Amsterdam Airport Schiphol and the agreements contained in the covenants on Disturbance Reduction and Development, Quality of Life for the Surrounding Region and Selectivity. On behalf of the Cabinet, Minister Eurlings has requested that Mr. Alders supervise the implementation of the agreements.

In three covenants (see www.schiphol.nl/cr) we, together with aviation parties, local government authorities in the area and the national government, have reached agreements on measures to limit nuisance, noise related and otherwise, on the development of Amsterdam Airport Schiphol in the medium term and on measures to improve the quality of life in the surrounding region.

Under the existing framework, the medium-term development of Amsterdam Airport Schiphol must take into account an environmental capacity that is limited to around 510,000 air transport movements in the year 2020. If market demand reaches the projected figure of 580,000 air transport movements by 2020, 70,000 non-main port specific flights will have to be routed through regional airports. Further growth to around 600,000 air transport movements will depend on the results of the long-term exploratory study, currently being carried out by the Government.

In the year under review, Mr. Alders held consultations in Eindhoven and Lelystad with the regional parties involved on the creation of the required capacity. These consultations have not yet resulted in any recommendations as the parties need more time to further examine a number of issues. A study has been conducted on the impact of the economic crisis on the aviation sector in general and on the number of flights in particular. The conclusion is that, while the additional capacity at the regional airports is still required, it can be introduced in phases, starting with Eindhoven. Urgent demand for additional capacity at Lelystad is not expected before 2015.

2009 saw the start of the implementation of the covenants. For example, a number of successful disturbance-reducing measures have been taken, resulting in a total of 18,000 fewer people experiencing serious nuisance. These measures concern altered climb-out routes near Abcoude, IJmeer, IJmuiden, Spaarndam, Amsterdam West and Amstelveen, a permanent turning radius between Hoofddorp and Nieuw Vennep and the more precise adherence to the turn near Rijsenhout. To further reduce noise disturbance, Amsterdam Airport Schiphol will work on improving a number of flying procedures in 2010.

Differentiated

Amsterdam Airport Schiphol is also exploring the possibilities for new selectivity measures, such as tougher operational restrictions to encourage certain types of aircraft traffic to come to Schiphol while discouraging others. One of the measures being looked at is differentiated airport changed to encourage quieter and cleaner aircraft to come to our airport. In 2009 the number of flights arriving at Amsterdam Airport Schiphol with the noisiest types of aircraft was just one third of the 2007 figure and amounted to around 0.5% of the total number of flights.

Noise capacity

The current system of measurement points for noise impact has failed. The Lower House also has also come to the conclusion that this system is unable to deal with unpredictable situations. The inadequacy of the system was again demonstrated in 2009: in September there was a real chance that the permitted limit values would be exceeded at two of the measurement points for noise impact southwest of Runway 06-24 in the sparsely populated area near the Westeinderplassen. To avoid exceeding the limit values, we took a management decision in consultation with LVNL and KLM to temporarily withdraw Runway 06-24 from use as a takeoff runway. Runways 18L-36R and 18C-36C were to be used instead.

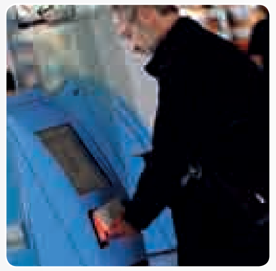
A combination of factors lay behind this potential exceeding of the limit values. Because there were approximately 9% fewer flights to and from Schiphol in the year under review, takeoffs would more often be executed from one instead of two runways during peak hours. Consequently, Runway 06-24 – our primary takeoff runway – was somewhat busier, resulting in increased noise disturbance to the south of Runway 06-24. It was not possible for these additional takeoffs to be diverted to other runways over the course of the year owing to the prevailing southerly wind. As a result, during July and August Runway 06-24 was used almost continuously (more than 90% of the time) for takeoffs. Both of these factors forced Amsterdam Airport Schiphol to take action.

Thanks to the temporary shutdown of Runway 06-24, the operating year 2009 could be closed without the limit values for the noise impact measurement points being exceeded. The measure did however result in many reports of noise disturbance in areas below the climb-out routes for Runways 18L-36R and 18C-36C. Those making the reports included many people who had never before lodged an official complaint about noise disturbance.

The recommendations made by the Alders Platform include outlines for a new standards and enforcement system. Compared with the current system, the new system must be less complex and more transparent. It should also be easier to implement for the sector from an operational point of view, and use the environmental space more effectively as well as provide sufficient protection for residents in the area directly affected and beyond. Together with parties participating in the Alders Platform, the Government has made proposals for developing a pilot to be conducted with the new system as of 1 May 2010. During the Alders Platform discussions of June 2009, all parties concluded that a comprehensive decision within the Platform on a new system and the planned pilot is essential.

Provision of Information

Supplying information is an important part of dealing with nuisance. Providing explanations and pro-actively informing local residents means people have a better understanding of what is going on. This task is taken up by the Local Community Contact Centre Schiphol (BAS), which actively informs the community about everything concerning the airport and their immediate living environment. A further expansion of the information supplied by BAS (www.bezoekbas.nl) is a high priority, as is the ongoing work to make air transport movements to and from our airport visible online.



Efficient operation

We are constantly striving to improve operating efficiency, safety and security and the quality of the products and services we provide to airlines, passengers and handling agents.

Baggage handling

The irregularity rate (IR rate), i.e. the percentage of suitcases for every 1,000 departing passengers that fail to arrive with the passenger at the destination airport, fell from 2.53% in 2008 to 1.90% in 2009. This sharp fall can in part be explained by the drop in the absolute number of suitcases to be processed. Incidentally, the peak load on the baggage systems remained unchanged compared with 2008.

This excellent achievement can largely be attributed to the much improved cooperation between the parties involved, including KLM. Better information exchange and the joint execution of projects resulted in a better understanding of each other's processes, which in turn improved operations. Improved availability of the baggage systems, thanks to more preventive maintenance and better scheduling of activities, has also contributed to an IR rate that is significantly lower than in previous years.

The tests involving 'self-service baggage drop-off' that were started in collaboration with KLM in 2008, where passengers check-in their hold baggage themselves, were successful. As a result, self-service baggage drop-off has now become a standard component of the check-in process. In September of the year under review, four new *Self Service Drop-Off* (SSDOP) machines were installed on desk row 15. Here passengers who check-in online at home or via a self-service check-in kiosk at the airport can drop off their bags. For the time being, passengers with more than two suitcases will need to check in in the conventional manner. As passengers can now themselves check-in their bags through to their final destinations, the percentage of passengers using the self-service check-in option has risen from 15% to 50%. In addition, the introduction of new and much simplified baggage labels has resulted in a reduction of 10 seconds per suitcase transaction.

Punctuality

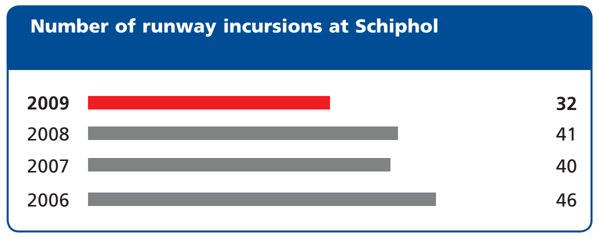
Despite poor punctuality results for the month of December when air traffic was plagued by winter weather, both arrival and departure punctuality figures for 2009 were considerably better than those for 2008. The major reason for this improvement is the fall in the number of air transport movements. Fewer air transport movements means it is easier for the airport to meet punctuality requirements. Better weather conditions over the year as a whole also contributed to this improvement. Arrival punctuality rose from 81.4% to 87.9% in 2009. The number of flights departing on time rose from 71.0% to 80.8%.

Safety

Amsterdam Airport Schiphol is, and intends to remain, a safe airport. Safety at our airport concerns aviation safety, fire safety, road safety and health & safety at work.

Runway safety

As far as aviation safety is concerned, *runway safety* – which entails the prevention of incidents on and around the takeoff and landing runways – is the focus of our continuous attention. For both the 24-hour operations of LVNL and Amsterdam Airport Schiphol and in developing procedures and infrastructure, our premise is to improve or, at the very least, maintain the level of safety. Over the last year, 32 *runway incursions* occurred. Incursions are incidents where an aircraft or vehicle unintentionally finds itself on a runway. This is nine incidents fewer than last year (-22%). In 2009 much attention was paid to the purpose and use of the stop bars at the entrance to the runways, which resulted in a significant drop in the number of times that pilots, either consciously or otherwise, failed to observe the stop sign. Failing to observe



this stop sign is deemed a *runway incursion*. In February 2010 an aircraft took off from a taxiway. We have reported this to the Dutch Safety Board; an investigation is ongoing.

Bird strikes
The goal of keeping *bird strikes* to less than four per 10,000 air transport movements was not achieved in 2009, with the average number of *bird strikes* amounting to 7.1 (4.2 in 2008). This year, and especially in the autumn, we had serious problems with kestrels and buzzards. The rain in the final months of 2009 drenched many fields, creating a paradise for sparrows and seagulls.

The year under review was the first in which we deployed a falconer as part of our efforts to keep birds away from the runways.

Number of bird strikes at Schiphol
(per 10,000 air transport movements)

2009	7.1
2008	4.2
2007	5.2
2006	4.4

Traffic accidents
Amsterdam Airport Schiphol is responsible for the on-airport road system and must ensure it is safe to use. The airport tries to keep traffic accidents to a minimum by continuously focusing on road safety on its property. Despite a fall in the number of traffic accidents, we have no reason to be satisfied with the year under review given that there was a traffic accident in early 2009 that involved a fatality.
On the aprons and perimeter roads (not accessible to the public), the number of monthly collisions and other incidents fell by four to 13. Likewise, the number of registered traffic accidents in parts of the airport that are accessible to the public fell in 2009 from an average of 47 to 44 traffic accidents per month. Eight of these were parking incidents (15 in 2008). The number of speed-related traffic accidents continues to drop slightly, in part thanks in part to the ongoing efforts of the Dutch Military Police (*Koninklijke Marechaussee*).
As part of our continuous efforts to increase traffic safety at the airport, a special area was set up in late 2009 where truck drivers can adjust

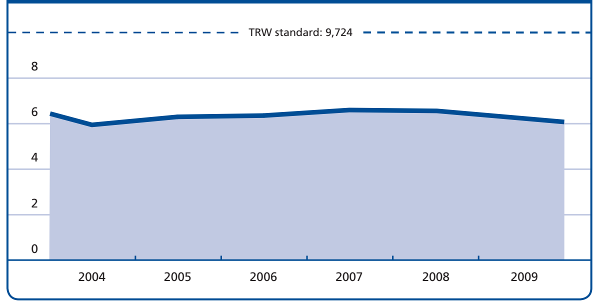
Average number of traffic accidents airside
(per month)

2009	13
2008	17
2007	16
2006	18

Average number of traffic accidents landside
(per month)

	Parking incidents	Collisions
2009	8	44
2008	15	47
2007	18	49

Total Risk Weight (TRW)
(tonnes)



the outside mirrors of their vehicles properly before leaving the airport grounds and so better avoid so-called 'blind spot accidents'.

Safety in the terminal
The main focus of our safety policy for the terminal and other buildings is on fire safety, with safe evacuation procedures for passengers and personnel being a major point of attention. The activities planned for 2009 as part of the multi-year programme to improve fire safety have been implemented. Departure Hall 1 is now equipped with a sprinkler installation and fire and smoke compartments. The number of smoke compartments was increased during the renovation of Terminal 1. Additional emergency exits leading directly outside have been installed in the busy passenger areas (Lounge 2 and EF zone).

External safety
The Aviation Act (*Wet Luchtvaart*) includes a safety standard for external safety at Amsterdam Airport Schiphol. External safety refers to the level of safety in the airport's immediate vicinity and specifically to the safety of persons who find themselves in close proximity to an airport as well as the risk to these persons of becoming victims in an aircraft accident. The applicable standard – Total Risk Weight (TRW) – that we are obliged to satisfy is determined by an aircraft's takeoff weight, the number of air transport movements at the airport and worldwide historical aviation accident statistics. The TRW standard for Amsterdam Airport Schiphol has been set at 9.724 tonnes. With a TRW of 6.06 tonnes, we are well within the permitted limits.

Security
The security aspect at the airport has to do with preventing malicious acts intended to harm passengers, employees, visitors and the airport itself. Our security policy focuses on configuring, managing and continuously improving all security processes at Amsterdam Airport Schiphol.

In late December of 2009, Amsterdam Airport Schiphol made headlines around the world following the failed attack on a US passenger aircraft that was underway from Amsterdam to Detroit. In responding to this incident, the Minister of Justice ordered a tightening of security for all flights heading to the United States and the use of security scanners on these flights. We have since ordered an additional 60 security scanners. By year's end 2009, 15 of these security scanners were in operation.

Since 2006 we have been using and testing the security scanners on personnel and passengers on a volunteer basis. Using millimetre wave technology, this device is able to detect hidden objects possibly carried by the individual being searched. It has been successively improved in close cooperation with the supplier. New software was installed on two of our 15 security scanners in late November. This software means that security personnel no longer need to view the images of persons in the security scanner; instead a video signal indicates whether and where a more intensive search of an individual is necessary. Amsterdam Airport Schiphol is the first airport in the world to deploy this technology. This was achieved thanks to effective cooperation between the Dutch Military Police (Koninklijke Marechaussee), security companies, the National Coordinator for Counterterrorism (NCTb) and Customs. The American governing authority in charge of aviation safety, TSA,

Cargo Checkpoint Schiphol
In late September, Secretary of State for Finance De Jager opened the Cargo Checkpoint at Schiphol. The Cargo Checkpoint is a joint initiative of Amsterdam Airport Schiphol, Dutch Customs and Air France Cargo-KLM Cargo. The Cargo Checkpoint ensures that the physical government security checks can take place at one specific location and at one specific time in the logistics flow. This approach is unique in the world.

intends to equip their security scanners with this automated detection system in 2010.

Safety is our highest priority and with the security scanner we can further improve the level of security even higher. Although aviation is currently the safest means of transport available, this will certainly not be the last investment in this area. We will continue to invest and innovate in security even though we recognize that 100% security can never be guaranteed, neither at Amsterdam Airport Schiphol nor at other airports. The chance of frustrating and preventing an attack is substantially greater due to all the security measures implemented.

Public and private parties involved in the area of security have joined forces in the BPVS (Schiphol Security and Public Safety) Platform. The aim of this collaboration is to arrive at an optimal security policy with maximum effectiveness. Thanks to the intensive cooperation between these parties, good headway has been made with various joint projects for implementing effective and practicable border and security checks as well as streamlining passenger flows.

Four additional security lanes were commissioned in November for transfer passengers travelling on to one of the Schengen countries. The expansion of the number of Schengen countries means we are seeing ever more of this type of passenger and there is increasing pressure at security check-points. By expanding the number of lanes from seven to eleven, we hope to be able to avoid long queues at the security check-points.

Service levels

Passengers' perception of the quality of the arrival and departure process at Amsterdam Airport Schiphol remained unchanged in 2009. The bi-monthly surveys conducted among samples of 10,000 passengers show that, again in 2009, an average of 93% of departing and arriving passengers experienced our airport as "good" to "excellent".

In 2009, Amsterdam Airport Schiphol again won a number of awards, including:

- 'Best European Airport 2009', awarded by readers of British business magazine Business Traveller to our airport for the 26th time since 1980.
- 'ACI Europe Best Airport Award', awarded by the trade association for European airports, ACI, for the high standards of quality maintained by our airport, with a specific reference to the covenant of the Alders Round Table and the manner in which Amsterdam Airport Schiphol handles its relationships with local residents.
- 'Favourite International Airport 2009', an award presented by Canadian travel agents to Amsterdam Airport Schiphol. Schiphol received this award on account of its one-terminal concept, efficiency, and diversity of facilities.
- 'Best European Airport', awarded by readers of Asian cargo magazine Cargonews Asia to Amsterdam Airport Schiphol for the 16th time, and 'Best Air Cargo Terminal Europe', awarded by readers of the same magazine for the 11th time due to the high quality of our cargo facilities and the efficiency of our cargo transfer process.
- 'Leading Edge Award 2009', awarded by readers of the US business travel magazine *Executive Travel Magazine* (published by the business travel arm of American Express), on account of our leadership, customer focus and vision.
- 'Best Airport Website in 2009', awarded by Flightglobal.com, a website run jointly by a number of leading international aviation trade journals, in reference to our website Schiphol.nl.

Environment

Corporate Responsibility is an intrinsic element in all our business processes. We aim to pursue an active and leading role on sustainability issues, with a focus on innovation. It is our ambition to achieve a sustainable energy and water management programme, improve air quality and raise the accessibility of Amsterdam Airport Schiphol. As energy and mobility are particularly important concerns, we have set up ambitious programmes: the 2020 Energy Strategy and Sustainable Mobility Concept.

Energy

We intend to be CO_2 neutral by 2012 with respect to the activities of the Aviation, Consumers and Real Estate business areas at the Schiphol location. At year-end 2006, our total CO_2 emissions were 127,423 tonnes. By 2008, that had been reduced by almost 119,000 tonnes owing primarily to the purchase of green energy and heat and cold storage. Our CO_2 footprint for the period 2006-2008 was verified by testing and certification company KEMA. A materiality level of 5% was observed for this verification.

Algae basin
The micro algae basin is one of the sustainable innovations started this year. The aim of the algae basin is to test whether algae can be used to break down glycol and potassium acetate in water in an environmentally friendly manner. Micro algae produce large quantities of oxygen, which breaks down glycol. The carbon dioxide released is absorbed by the micro algae and what remains is purified oxygen-rich water and algae biomass.

Electricity consumption Amsterdam Airport Schiphol
(x 1000 kWh)

Natural gas consumption Amsterdam Airport Schiphol
(x 1000 m³)

CO_2 emissions for our own operating activities
(in tonnes)

Measuring the airport's CO_2 emissions is so complex a process that the exact emission figures for 2009 will only become available in the course of 2010.

Our aim is to generate at least 20% of the energy requirement of Amsterdam Airport Schiphol on site by sustainable means before 2020. In 2009 this figure was 0.8% and it related mainly to heat and cold storage.

Under the Multi-Year Agreement with the Government (MYA3), we are committed to improving our energy efficiency by at least 2% of our total energy consumption each year between 2005 and 2020. An energy saving plan must be drawn up every four years. SenterNovem has approved the plan for the period 2009-2012. This plan details for each department how Amsterdam Airport Schiphol can achieve the objectives of the MYA3. For the period 2009-2012, this means that an overall saving of 8% must be achieved.

Because the majority of the energy savings were not effectively realised until the fourth quarter of 2009 and later, the energy-saving objectives for 2009 were not achieved (a rise of 1.6% instead of a drop of 2.0%). This was primarily caused by an increase in energy consumption in the baggage halls, in a number of offices and by catering outlets.

LED lighting
Forty lampposts in car park P40 have been equipped with energy-saving LED bulbs, which use 50% less energy and emit remarkably good quality light. The lighting in our headquarters was modified in May: half of the ceiling spotlights in the corridors are now normally switched off and the halogen lights have been replaced by LED lights. Energy-saving measures have also been taken in the terminal; for example, in Departure Hall 2 the lights are switched off in the daytime.

Surface water quality

Keeping aircraft free of ice – the process of *de-icing* – as well as keeping snow off taxiways, runways and aprons significantly affects the quality of the surface water in and around the airport grounds. Residue from the *de-icing* products that we need to use finds its way into the surface water, depleting this water of oxygen and thus potentially causing fish mortality.
To improve the quality of the surface water in a sustainable fashion, a sanitation plan was drawn up in 2007 for reducing the harmful effects of *de-icing*. The sanitation plan contained reducing measures at source (Sanitation Plan 1) and infrastructural measures (Sanitation Plan 2). Sanitation Plan 2 has since been withdrawn in favour of an alternative, Sanitation Plan 3, which will achieve the same objectives at lower investment costs. The plan has been submitted to the Rijnland Polder Board for approval.
At the same time, it has been agreed that the implementation of Sanitation Plan 2 will be temporarily postponed in order to create time to test Sanitation Plan 3 during the 2009-2010 winter season. The sanitation plans are described in detail on page 132.

Cooling towers
2009 saw the installation of water treatment plants for the cooling towers on the roof of Terminal 1. The aim of these installations is to condense the cooling water so that a saving of up to 20% can be made on replacement water. The expected saving amounts to approx. 12,000 m³ of water.

Air quality

NO_x emissions
To improve air quality in areas where aircraft are stationed, the aircraft stands will be connected to shore power facilities and pre-conditioned air for climate control in the aircraft cabins. These measures show that Amsterdam Airport Schiphol intends to comply with the agreements that are to be laid out in the Airport Traffic Ruling (LVB). Although the LVB has not yet been finalised, we expect that it will mandate that each year 15 aircraft stands are equipped with a fixed power supply in the period 2010 to 2014. By late 2013, this will be the case for 67% of all gates. Amsterdam Airport Schiphol has asked the Ministry of Transport, Public Works and Water Management to be allowed to implement the original objective (60% of all aircraft stands) more efficiently. Better air quality can be achieved than called for in the original objective

Emissions from aircraft engine tests
(kg/operational year)

Emissions from aircraft engine tests	Wm Standard 2009 and 2008	2009	2008
Carbon monoxide (CO)	-	5,696	7,051
Nitrous oxide (NO_x)	85,000	34,773	39,790
Volatile Organic Substances (VOS)	6,000	834	1,301
Sulphur dioxide (SO_2)	1,750	521	603
Airborne particles (PM_{10})	5,500	1,134	1,349
Carbon dioxide (CO_2)	-	4,103,121	4,755,729

Other emissions from aircraft
(tonnes/operational year)

	2009	2008
Carbon monoxide (CO)	2,122	2,349
Nitrous oxide (NO_x)	2,688	2,913
Volatile Organic Substances (VOS)	312	355
Sulphur dioxide (SO_2)	78	85
Airborne particles (PM_{10})	91	98

by tackling the aircraft stands with the heaviest emissions.

In anticipation of the expected growth in the number of air transport movements, we will take measures to improve air quality. Six gates on Pier B (6.6%) are currently supplied with power and pre-conditioned air. This provision of electrical power will mean 4.5 tonnes less NO_x being emitted on an annual basis. Incidentally, the fall in the number of air transport movements brought about by the economic crisis has already led to a temporary improvement in air quality.

Airport accessibility

Accessibility is essential for a main port. For optimum utilisation of airport capacity, it is vital to have good landside access from the Randstad – the urbanised area in the west of the Netherlands – and the wider *catchment area*. The commissioning of the high-speed rail link between Amsterdam and Paris and the implementation of various proposals from the Sustainable Mobility Concept will be especially vital in this regard. While the on-airport road system falls under our responsibility and we are free to develop it, other parties are responsible for constructing rail connections and for the primary and secondary road network. In specific cases, however, we do make modest contributions to the investments needed to improve access to the airport.

After destinations and price, accessibility is the most important factor in passengers' choice of airport. Accessibility is not just a key consideration for passengers alone, however; employees and suppliers also desire optimum accessibility. Just as important are our sustainability targets, laid down in the Sustainable Mobility Perspective, aimed at reducing CO_2 and NO_x emissions.

A key aim is to reduce the number of vehicle kilometres to and from the airport. For Amsterdam Airport Schiphol this means discouraging the dropping off and picking up of passengers as much as possible in favour of public and private transport. If meeters and greeters stay at home and the passengers travel to the airport on their own, the number of car movements to and from the airport will fall dramatically.

Public transport

In 2009, 41.5% of our passengers (40.3% in 2008) arrived at and departed from the airport by public transport. This increase represents a major contribution to our sustainability targets in the area of traffic and transport. Passenger satisfaction with the frequency of trains to and from the airport increased by 2 percentage points to 79%. Ninety-one percent of passengers indicated they were satisfied with the punctuality of the train service (90% in 2008). Dutch Railways carried out a successful trial during the summer with a night train service to and from Enschede and Deventer. This train service was conveniently timed for the first departures and final arrivals operated by transavia.com.

The Zuidtangent – an express bus service that passes through the airport on its way between Haarlem and Amsterdam Southeast and between Nieuw-Vennep and Amsterdam's WTC – is growing in popularity. In consultation with regional authorities, we are exploring ways of expanding the express bus network.

Furthermore, owing to a large expansion of the Schiphol Sternet the number of bus journeys to and from the airport increased by 40% compared with 2008.

We are not able to say to what degree our employees, in their commuting behaviour, have contributed to our sustainability targets. This is examined once every two years; in 2008 nearly 28% of our employees travelled to work by public transport. Given the high rates of participation in the teleworking pilot launched in 2009, we expect that commuter traffic has decreased. Moreover, the fact that more and more employees are using the public transport annual subscriptions made available to them suggests that they have made a positive contribution to our objectives of reducing CO_2 and NO_x emissions.

Private transport

Road accessibility improved in 2009. The perception among passengers of uncongested roads rose by five percentage points to 73%. The economic recession has also had a major effect, and resulted in quieter roads despite all the road work being conducted on the motorways.

Taxis

The taxi concession from Amsterdam Airport Schiphol was renewed in 2009. Apart from additional quality requirements for the taxis, the concession for 2009 mandated the use of cleaner cars with an engine block with a 5 European Standard. These cars emit far less NO_x and PM_{10} (fine particles), resulting in an improvement to the air quality on the public square in front Schiphol Plaza. This requirement was also included in the concessions granted to Sternet and Connexxion.

Reducing emissions at the source

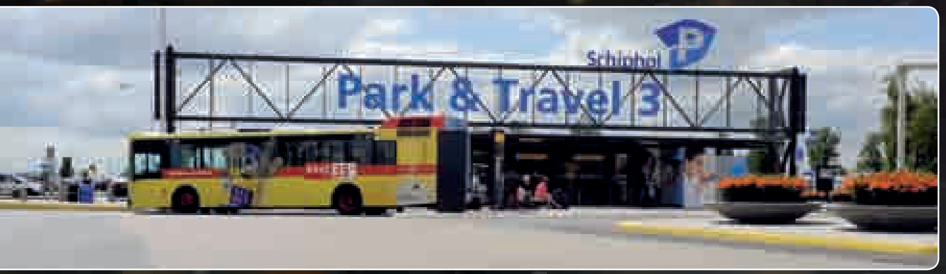
Amsterdam Airport Schiphol places prime importance on the use of sustainable vehicles in order to contribute to improving air quality. The airport has been using electric scooters since May 2008, and 10% of vehicles used in operations run on biodiesel made from rapeseed oil, which is supplied by farms in the Schiphol region.

2009 saw the launch of a pilot with an electric car, the Th!nk City, which is being made available to Schiphol staff to use at and around the airport. A recharging station is located near the main office of Schiphol Group. The pilot will last one year, and depending on the results Amsterdam Airport Schiphol may decide to purchase a fleet of electrically-driven vehicles. At the same time we are raising awareness among our staff. The pilot will continue until mid-2010.

Sources of revenue:
retail sales, concession fees, parking charges, advertising and management fees.

Consumers

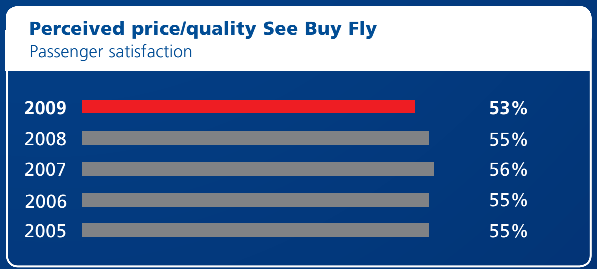
The activities of the Consumers business area comprise granting and managing concessions for shops, food service outlets and entertainment, operating shops and car parks, and marketing advertising opportunities at Amsterdam Airport Schiphol. The Consumers business area also has activities outside the Netherlands, including the operation of retail outlets via management contracts.

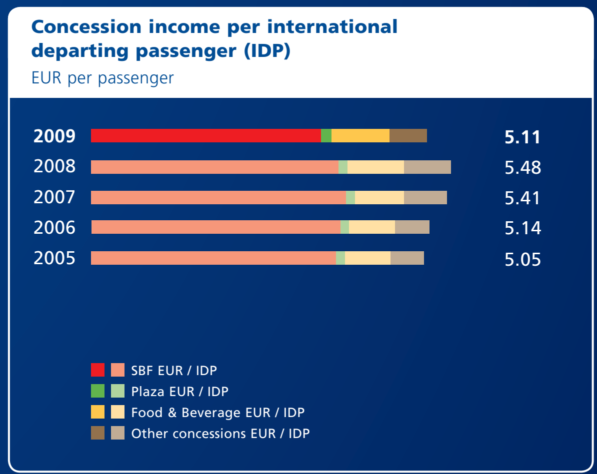


2009

- Revenue down by 12.7%
- Operating result declines sharply by 25.1% due to lower revenue and non-recurring operating expenses
- Spending falls as consumer confidence dips
- Parking revenues lower, partly because of strongly deteriorated business market
- The business area continues to invest in quality enhancements, in brand stores – Ralph Lauren – and in new concepts – Café Chocolat

Key Performance Indicators





EUR million	2009	2008	%
Revenue	264	302	– 12.7%
Operating expenses	160	164	– 2.2%
EBITDA	134	163	– 17.6%
Operating result	104	138	– 25.1%
Average fixed assets	240	247	– 2.8%
RONA before tax	43.0%	56.0%	
RONA after tax	31.9%	41.7%	
Investments in fixed assets	16	22	– 27.1%

Financial performance

Revenue generated by the Consumers business area fell by 12.7% in 2009 (+0.1% in 2008), from EUR 302 million to EUR 264 million. Concession income made the largest contribution to revenue, followed by parking fees and retail sales.

The strong decrease in revenue can largely be attributed to the declining volume of passengers. However, lower consumer confidence and the expensive euro against the U.S. dollar and the British pound have also had a significantly negative impact on revenue. Average spend per passenger in the See Buy Fly shops fell from EUR 15.95 in 2008 to EUR 15.13 in 2009. Our parking products were used less frequently and the above-average fall in business traffic resulted in substantially lower income. Combined with the focus on Schiphol Smart Parking in 2009, this similarly resulted in a lower average spend per passenger for Parking. Advertising and media income deteriorated strongly in 2009 in the face of the economic downturn, causing marketing budgets to shrink worldwide.

In 2009 we carried out various promotions mainly to improve the perception of the price/quality ratio at Amsterdam Airport Schiphol. The majority of our marketing activities focused on price savings, such as numerous in-store promotions, a lowest price guarantee on See Buy Fly purchases and low-price parking offered by Schiphol Smart Parking.

Income from the lease of commercial premises in the terminal rose as a consequence of the higher service charges, particularly energy. This source of income does not depend on passenger spend or volume.

Operating expenses in the Consumers business area fell by 2.2% in 2009 (+4.5% in 2008) from EUR 164 million to EUR 160 million. In 2009 non-recurring expenses were posted for the reorganisation (EUR 5.4 million) and for exceptional fair value losses (EUR 7.3 million). Excluding these non-recurring items in 2009, operating expenses decreased by 10%. Lower retail sales revenues contributed significantly to the decline. When adjusted for the associated lower purchasing costs, operating expenses fell by 6%. By anticipating the crisis and by taking timely measures, we were able to achieve a lower cost level.

EUR million	2009	2008	%
Concessions	97.8	112.3	-12.9%
Parking fees	70.5	81.6	-13.6%
Retail sales	53.4	64.2	-16.8%
Rents	14.2	13.5	5.2%
Advertising and Media	15.5	17.4	-10.9%
Other activities	12.1	12.8	-5.5%
Total	**263.5**	**301.8**	**-12.7%**

EBITDA was down 17.6% from EUR 163 million in 2008 to EUR 134 million in 2009. The operating result dropped by 25.1% in 2009 (-4% in 2008) from EUR 138 million to EUR 104 million.

The Consumers business area invested a total of EUR 16 million in 2009, which is EUR 6 million less than in 2008. The main reason was the postponement and reduction of planned investments.

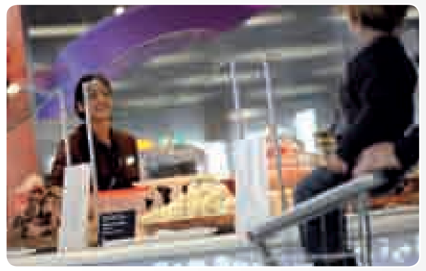
Concessions

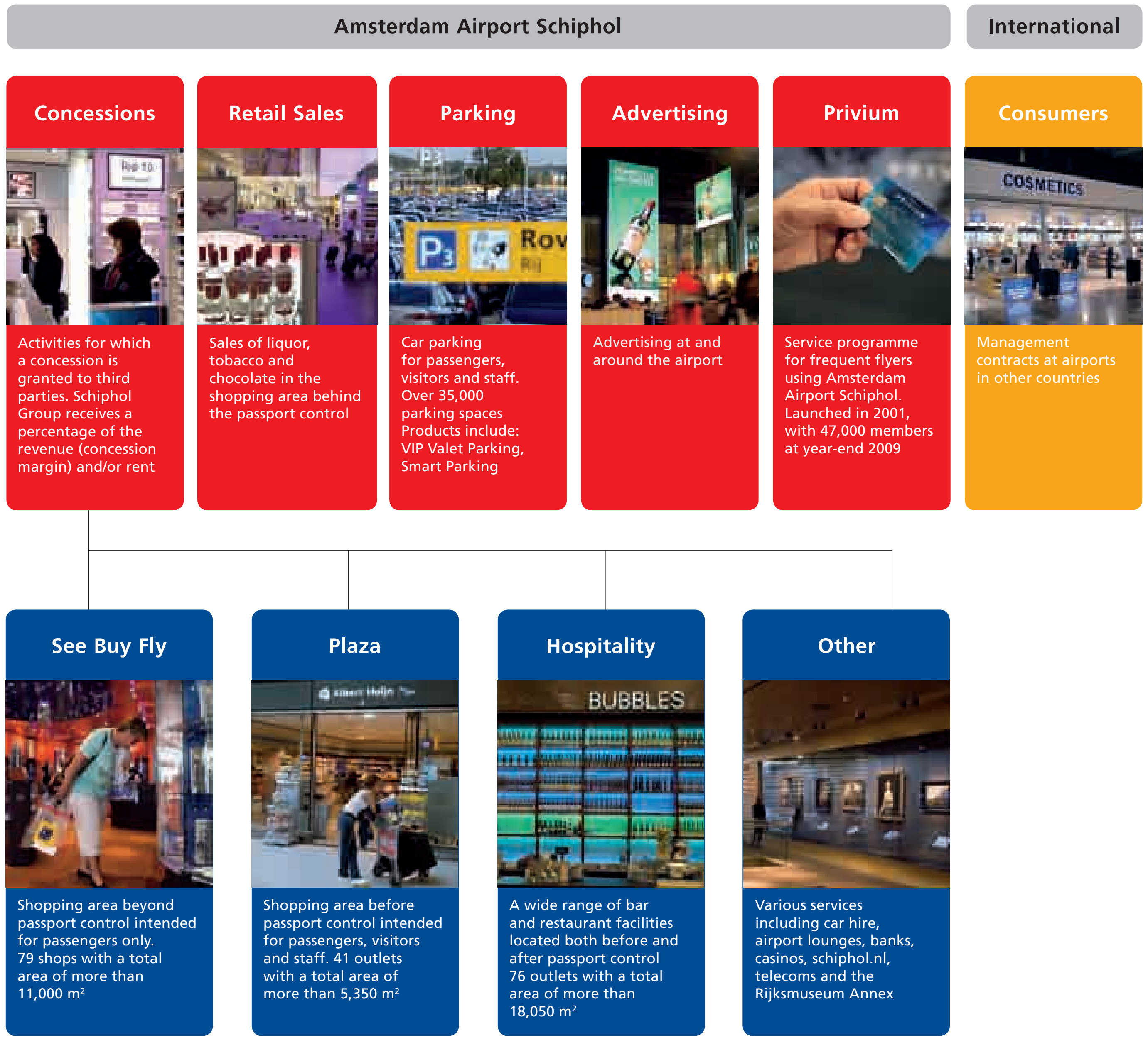
See Buy Fly

In 2009 focus was placed on highlighting the price/quality ratio in the See Buy Fly outlets. An advertising campaign with TV commercials was rolled out, and a lowest price guarantee campaign carried out in the airport terminal. The benefits of See Buy Fly shopping were featured extensively on our website www.schiphol.nl. A completely new video on Amsterdam Airport Schiphol specifically targeting transfer passengers was shown on all intercontinental KLM flights.

The contracts of three See Buy Fly concessionaires were renewed in 2009. No contracts were terminated.

The inspirational Café Chocolat concept opened in Departure Lounge 1, the world's first airport chocolate café, offering passengers a broad selection of organic and fair trade chocolate.





Our commercial strategy focuses on enhancing and further expanding the retail mix, for example by opening brand stores alongside generic outlets and introducing specific service concepts in the See Buy Fly Shopping area. Two new brand stores opened in 2009: Ralph Lauren and Swarovski. Kappé reopened a fully renovated shop.

The Vizzit concept launched in 2008 on Pier B was rolled out across the airport. All shops on all piers have been adapted and now offer this concept, except for those on Pier C, which will follow in 2010. Vizzit offers a select range of the airport's best-selling products, including perfume, liquor, special offers, souvenirs, snacks and all the latest must-have travel items.

The abolition of Ticket tax was celebrated on 1 July. On this day passengers received an 11.25% discount on their purchases in the See Buy Fly shops.

Initial discussions with concessionaires on Corporate Responsibility were held in the reporting year. Key topics were energy-efficiency awareness, the use of sustainable energy and waste separation.

Plaza

The number of Plaza shops and total floor space remained approximatley unchanged with 41 shops with a total area of 5,350 m². Jill&James started in April with a unique shopping formula that offers a wide range of services under one roof, containing among others a post office, drug-store, a CO_2 neutral dry cleaner, shoe and clothing repair shop, cash dispenser and a job agency.

Hospitality

Concession income from food service outlets fell slightly compared with 2008. These outlets achieved better performance than expected in the light of the shrinking passenger volume. Spend per person rose, partially as a result of the dedicated smoking areas created inside or close to the food outlets.

Other

Departure Lounge 2 gained 64 new Internet desks on the second floor, including various facilities such as scanners and printers. The other departure lounges, Schiphol Plaza and a number of piers offer passengers the use of Internet zones.

Retail sales

In 2009 Schiphol Airport Retail (SAR) sales declined strongly compared with 2008. The decline is attributable to the lower spend per passenger, combined with lower numbers of departing passengers. Sales of tobacco products to EU travellers in particular were under pressure, and this was largely due to the unfavourable exchange rate of the British pound against the euro. A reorganisation and cost saving measures ensured that the loss was kept to a minimum and that SAR is better prepared for the future.

Parking

Advance parking reservations at Amsterdam Airport Schiphol increase in popularity each year. In 2009, 166,000 travellers (149,000 in 2008) made an advance parking reservation through Park & Travel on www.schiphol.nl. This relates not only to the reservations for Schiphol Smart Parking but also to standard parking reservations. These 166,000 travellers represented 48.1% of all people parking in the long-term car park in 2009 (37.2% in 2008).

The success of the advance parking reservation system, however, has not resulted in higher parking revenues. Because reserved parking is offered at lower prices, average parking income per passenger fell.

Schiphol Smart Parking is marketed through a variety of channels. Besides our own efforts in this area, Schiphol Smart Parking is linked to numerous airline campaigns together with other mobility products. These are offered not only through our own website but also through the various airline and travel-related websites.

Sustainability is a key feature of parking and mobility. One of our main aims is to reduce the number of vehicle kilometres to and from the airport. For Amsterdam Airport Schiphol this means discouraging dropping off and picking up passengers as much as possible and opting for travel by public and private transport. If meeters and greeters were to stay at home and passengers were to travel to the airport independently, the number of vehicle movements to and from the airport would fall dramatically. Schiphol Parking therefore promotes self-drive and airport parking as opposed to dropping off and picking up passengers. In 2009 the use of public transport rose compared with 2008. At the same time, the share of people dropping off and picking up passengers was up compared to self-drive and airport parking. Taxis were also used less frequently.

In addition to Corporate Responsibility, we aim to devote more attention to anticipating the differing needs of our various client groups. Good accessibility and ample parking space form an integral part of the travel experience. Against this background, we offer a palette of differentiated parking products, from Schiphol Valet

Various new and renovated retail outlets opened at Schiphol Plaza. Burger King – the world's largest in terms of turnover – was refurbished. Jill&James opened a CO_2 neutral dry-cleaning outlet.

Parking for travellers seeking comfort to Schiphol Smart Parking for price-conscious holidaymakers. Excellence Parking will be launched in 2010, providing parking facilities in a car park located directly adjacent to the airport terminal.

ECO_2 Parking is available at the P30 and P40 staff car parks and provides priority parking for people driving to work at Schiphol in a fuel-efficient car.

Advertising and Media

All piers, corridors as well as Schiphol Plaza now feature digital advertising media. Around 200 energy-efficient LCD screens have been installed to replace the traditional cardboard media. Vodafone was the largest new airport advertiser in 2009.

Privium

Privium, Schiphol Group's service programme, celebrated the first anniversary of the Privium ClubLounge. Research has shown that the Privium Lounge is one of the three most attractive benefits of Privium membership (the other two being automatic border passage and the special parking facilities).

FLUX Alliance was launched in April 2009. This is a partnership between the Netherlands and U.S. government enabling fast border passage. While U.S. citizens can obtain Privium membership, Privium members are entitled to join the U.S. Global Entry programme offering fast border passage at 21 airports in the U.S.A. FLUX had already welcomed 1200 members by the end of 2009.

Despite the recession and the increase in the membership fee (following the introduction of the Privium ClubLounge), the number of Privium members remained virtually stable, averaging 47,000 in 2009.

Consumers International

Arlanda Schiphol Development Company

At Arlanda Airport we have a joint venture, the Arlanda Schiphol Development Company, with Luftfartsverket in Sweden. One of our new walk-through stores was recognised as the world's best new airport shop at the DFNI Global Awards ceremony in London. Furthermore we began preparations for entering into a partnership with Göteborg Landvetter Airport. The partnership started in January 2010. The project aims to increase commercial revenue and customer satisfaction at Göteborg Landvetter Airport.

Guangzhou Baiyun International Airport

Consumers International offers commercial consulting services to Guangzhou Airport in China on commercial matters. We are currently examining how the collaboration can be continued when the initial two-year contract expires in 2010.

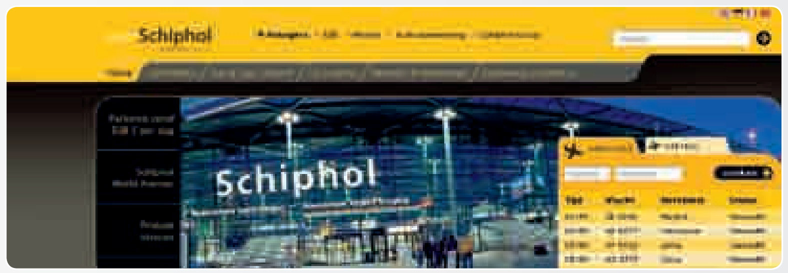
Saphire

As a result of our strategic review in early 2009, the decision was taken to terminate our participation in the joint venture with Angkasa Pura in Jakarta. Talks are now taking place on this issue with our partner APII.

Toronto

Consumers International and Dartagnan, our subsidiary specialised in developing automated border passage systems, have conducted a feasibility study on launching the Privium programme at Toronto Airport. The result was extremely favourable. However, the Greater Toronto Airport Authority has put the project on hold because of the current aviation market conditions.

Our website won the Golden Webbie award in early 2009 and was completely overhauled at the end of that year. The content and navigation have been improved further. Schiphol.nl now has its own webchannel: SchipholTV. The most popular part of the site, the flight information, has been improved and now has a more prominent place on the homepage. New is a tool that advises passengers which parking is best. Early 2010 the new website again received the Golden Webbie Award.



Real Estate

The Real Estate business area develops, manages, operates and invests in property at and around airports at home and abroad. The greater part of the portfolio, comprising both airport buildings and commercial properties, is located at and around Amsterdam Airport Schiphol.

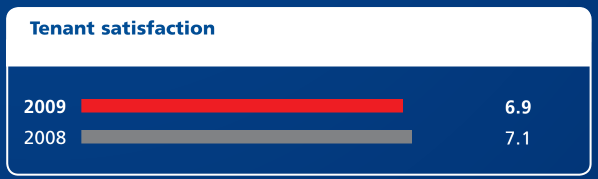
Sources of revenue:

income from the development and lease of land and buildings. The business area also contributes significantly to Schiphol Group results through other sources of property-related revenue (results from sales and fair value gains on property and the lease of land).

2009

- Rental income stable thanks to the quality of the location and investment property
- Value of the property portfolio declines by 5.1%
- Occupancy falls from 91.4% to 89.4%
- RONA after tax down from 4.9% to 1.5%
- Cargo Building 18 completed
- Ground-breaking ceremonies hosted for Cargo Building 19 and the new General Aviation Terminal
- Ground broken on TransPort - the first building in the Netherlands to receive LEED Platinum certification

Key Performance Indicators



EUR million	2009	2008	%
Revenue	135	135	– 0.2%
Result on sale of investment property	0	2	– 96.2%
Fair value gains and losses on property	– 39	19	– 304.3%
Operating expenses	67	64	3.9%
EBITDA	51	111	– 54.0%
Operating result	29	93	– 68.7%
Average non-current assets	1.511	1.461	33%
RONA before tax	2.1%	6.6%	
RONA after tax	1.5%	4.9%	
Investments in fixed assets	34	93	– 53.8%

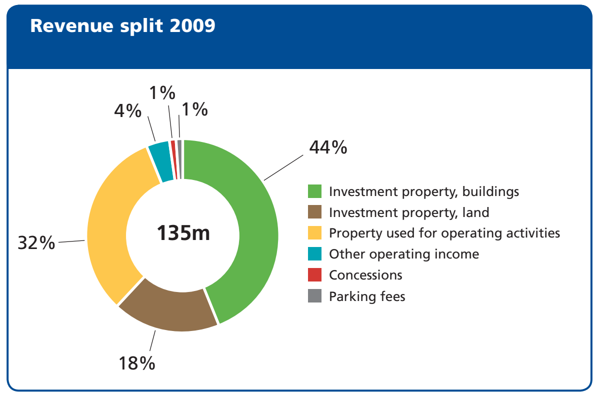
Amsterdam Airport Schiphol - an attractive business location

Amsterdam Airport Schiphol continues to be an attractive location for international businesses even in times of economic crisis. In 2009 Terremark, a leading international IT infrastructure service-provider and Bombardier Aerospace, the world's third-largest civil aircraft manufacturer, chose Amsterdam Airport Schiphol as a location for new operations. Terremark has established a new data centre at the airport, and Bombardier a new facility to carry out maintenance, repair and after sales activities.

In addition, in 2009 Cargo Building 18 was delivered to Panalpina, one of the world's leading suppliers of forwarding and logistics services specialising in air freight and ocean freight. Construction also began on TransPort, the first building in the Netherlands to receive LEED Platinum certification.

Property market

The consequences of the economic crisis clearly affected the Dutch property market. Developers found it extremely difficult to secure financing for new construction and renovation projects, many of which were put on hold.The demand for office and industrial space also declined sharply. The global financial and economic crisis, downward pressure on market rents and the absence of transactions created substantially higher risk premiums for property valuations. As a consequence, the value of our property portfolio saw a decline in 2009 of 5.1% in total. However, as a result of the location and the quality of our investments, the high occupancy rate and long leases, property values fell less strongly than the national property market average.



Financial performance

Net revenue for the Real Estate business area remained almost on a par with that of 2009 (an increase of 8.7% in 2008).

Rental income rose by EUR 3.3 million to EUR 126.4 million in 2009. The increase was seen mainly in the 'Investment property, buildings' category (EUR 2.6 million) and can largely be accounted for by the improved occupancy of The Outlook, a new office building at Schiphol-Centre, the lease of Cargo Building 18 that took effect from February 2009, and an increased stake in the *ACRE Fund* from 50% to 60.25% effective 1 July 2008. The lower occupancy rate in 2009, at an average of 89.4% (92.2% in 2008), put pressure on rental income.

EUR million	2009	2008	%
Rents			
Investment property, buildings	58.7	56.1	4.6 %
Investment property, land	23.9	23.9	– 0.2%
Operating property	43.8	43.1	1.5%
Subtotal	**126.4**	**123.1**	**27%**
Other revenue			
Other operating income	5.9	8.8	– 32.7%
Concessions	1.0	1.9	– 49.1%
Parking fees	1.5	1.3	21.8%
Subtotal	**8.5**	**12.0**	**– 29.5%**
Total	**134.9**	**135.2**	**– 0.2%**

Other operating income is largely generated by services provided to tenants. Income is set off against corresponding service costs. In 2009 fewer fit-out activities were carried out on tenant accommodation and fewer costs were incurred as a result.

Concession revenues relate to income from the sales activities of tenants in our buildings. These revenues fell by EUR 0.9 million compared with 2008.

Parking fees are linked to the parking facilities that form an integral part of the buildings we let. This source of income reflected a slight increase of EUR 0.2 million compared with 2008.

Ninety-five percent of the turnover is generated at Amsterdam Airport Schiphol (unchanged from 2008). The remaining 5% is produced by our regional and international locations.

Due to the deteriorating market conditions the value of our investment property declined in 2009 by EUR 39 million (up EUR 19 million in 2008). This amount represents the balance of the decline in value of our existing portfolio and the combined fair value gains on the TransPort and Cargo Building 19 development projects as well as fair value gains on the delivery of Cargo Building 18.

There were no property sales in 2009 (compared with a result of EUR 2 million).

Operating expenses rose by 3.9% in 2009 (-5.8% in 2008) from EUR 64 million to EUR 67 million. The increase was primarily due to higher costs for projects that were cancelled and the share of the business area in the costs of the reorganisation. In addition, tenants commissioned less work.

In 2009 the operating result declined from EUR 93 million to EUR 29 million. This can mainly be attributed to the significant decrease in the fair value of property by EUR 39 million, compared with an increase of EUR 19 million in 2008. Excluding the losses on property and the results on property sales, the operating result fell slightly to EUR 68 million in 2009 compared with EUR 71 million in 2008, caused by the increase in operating expenses.

RONA after tax, including fair value gains and losses on investment property and the share in the results of associates, fell from 4.9% to 1.5% in 2009. This was primarily due to the decline in the value of the existing property portfolio referred to above. Excluding this decrease and the result on property sales, RONA after tax fell from 3.9% to 3.5% in 2009.

In 2009 investments totalled EUR 43 million (EUR 93 million in 2008). The construction of TransPort and Cargo Buildings 18 and 19 represent the most important investments made at the Schiphol location in 2009.

Development of the property portfolio

Completion of Cargo Building 18 brought about a 2.6% increase in the total size of our property portfolio in 2009 (6.2% in 2008), from 525,166 m² to 539,986 m² (these floor areas include the property owned by associates, in proportion to our interest). The majority (90%) of the total portfolio is located at Amsterdam Airport Schiphol, 4% at and around the regional airports of Rotterdam and Eindhoven, and 6% in Italy.

Amsterdam Airport Schiphol

During the past year all existing office buildings in our portfolio as well as in *ACRE Fund* obtained the A to G energy performance label (EPBD label). Of these office buildings 56% carry an A, B or C label. The national average is 36%.

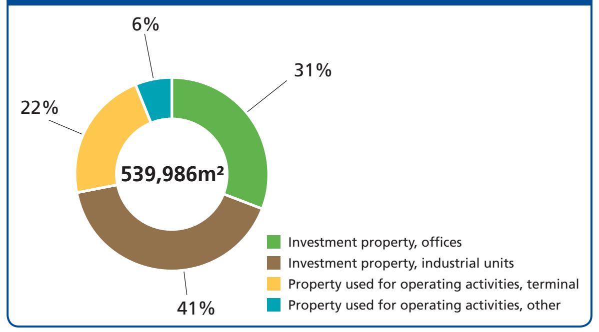
At Amsterdam Airport Schiphol the property portfolio grew, with the addition of Cargo Building 18 at CargoWorld Schiphol-Zuidoost. The building has been leased to Panalpina, one of the world's leading suppliers of forwarding and logistics services specialising in air freight and ocean freight. The building comprises 10,000 m² NLA of industrial space and 2,000 m² NLA of office space.

In March 2009 construction began on TransPort at Schiphol-Oost. The office building will meet the highest environmental standards and will be the first building in the Netherlands to obtain LEED Platinum certification. LEED (Leadership in Energy and Environmental Design) is an internationally recognised, independent green building certification system. The TransPort building will also receive Breeam (Building Research Establishment Environmental Assessment Method) certification from the Dutch Green Building Council. These quality certifications are based on the building's various sustainability features, such as climate control using underground heat and cold storage, concrete core activation in floors and ceilings, energy generated by solar panels, roof vegetation for insulation, water storage and absorption of CO_2, a grey water system and smart use of sunlight and daylight. The solar panels generate 10% of the building's total energy needs and water efficiency savings of 40% will be achieved.

TransPort, comprising 10,800 m² NLA, will be leased to transavia.com and Martinair. The new office building will accommodate the head offices of the two airlines and is scheduled for completion in the first half of 2010.

We launched a pilot with a special roof cladding material on the Transview office building at Schiphol-Centre. The cladding material filters nitrogen oxides (NO_x) from the air. Nitrogen oxides have a damaging effect – among other things – on the ozone layer and cause smog. Schiphol is the first company in the Netherlands to apply this innovative method.

Property portfolio per category
(as % of total square meters)



Other income from property

EUR million	2009	2008	%
Fair value gains and losses on property	– 39	19	– 304.3%
Result on sales of property	0	2	– 96.2%
Total other income from property	**– 39**	**21**	**– 280.5%**

In October 2009 we began developing a new cargo building alongside the cargo platform at Schiphol-Zuidoost for Rhenus Logistics. The company is a leading international logistics service-provider with a turnover of EUR 3.1 billion and 17,700 employees at 230 locations. The building offers 7,500m² NLA of industrial space and 2,900m² NLA of office space. Combining abundant daylight with a daylight-controlled lighting system and solar panels on the roof, this building too has been built in line with our sustainable development strategy. Completion of the building is expected to take place in the second half of 2010.

The ground-breaking ceremony for the new building that is to replace the General Aviation Terminal at Schiphol-Oost was hosted in December 2009. This terminal is used mainly for private aircraft and business jets. The new terminal will similarly meet the highest sustainability standards and is expected to be completed in 2011.

Rotterdam
Rotterdam Airport offers 200,000 m² of space for the development of commercial property. In 2009 the Urban Development Plan for this area was updated and the trade name 'Rotterdam Airport Business Park' introduced. With a view to meeting our sustainability objectives, Rotterdam Airport Business Park developed a comprehensive sustainability vision for this location. The key feature considered was an integrated system for heat and cold storage which is capable of supplying sustainable energy to all airport premises in the future.

At year-end 2009 Heembouw Development obtained a building permit to develop the 'Flightpark' business complex. In addition Rotterdam Airport Business Park was granted a building permit to develop an office pavilion comprising approximately 2,000 m² of space. Culimer, a worldwide supplier of frozen seafood, took delivery of its office pavilion on the west side of the airport, near the entrance area and the airport plaza. In December, Rotterdam Airport Business Park signed an agreement with Dura Vermeer Vastgoed B.V. to develop an office building offering 11,000 m² NLA. Half of the building will be leased on a long-term contract to the Dura Vermeer Group. The remaining 50% will be available for lease in 2012.

Eindhoven
On 13 November 2009 Flight Forum signed a land-lease agreement with CleanFuel, Nootdorp, to develop a fuel station offering clean and sustainable fuels. The fuel station is scheduled to open before the end of 2010.

Valid ICT and Flos Creative Component Solutions moved into new accommodation in Flight Forum in 2009, occupying around 3,000 m² of office space and 10,000 m² of industrial space respectively.

International
As a result of the sale of the first office building in 2008, huge progress has been made in developing the MXP Business Park near Malpensa Milan Airport. Development of the general car park began at year-end 2009, with construction of the Service Building planned for 2010. Construction work on a second office building is planned to start in 2010 provided that enough space is pre-let.

At Avioport Logistics Park, which is also situated near Malpensa Airport, the tenant Agusta Westland took delivery of Warehouse C offering approximately 13,000 m². This is the second industrial building that Agusta Westland has rented. Four new companies moved into the Avioport offices in 2009. Office 1 has now been fully leased while 20% of Office 2 has been leased.

Occupancy

The occupancy rate of our property portfolio was 89.4% at year-end 2009, 2.0 percentage points lower than the year-end 2008 figure of 91.4%.

The higher office occupancy rate is due to the increased occupancy of the second phase of The Outlook and Building 72. This was largely cancelled out by substantial vacancies at Valkweg 1 (following the bankruptcy of a tenant), Triport 1 and 3 and a few other *ACRE Fund* offices (Caravelle and Constellation).

The lower occupancy rate of industrial property can mainly be accounted for by a considerable amount of vacant space in a warehouse on Valkweg 1 and in *ACRE Fund*'s Cargo Building 6. The amount of vacant space was partially offset by an increase in the number of square metres in Building 72 leased.

Occupancy	2009	2008
Investment property, offices	82.2%	80.7%
Investment property, buildings	92.9%	96.1%
Property for operating activities	98.7%	98.7%
Property for operating activities, terminal	90.3%	96.6%
Total occupancy	**89.4%**	**91.4%**

The occupancy rate of operating property in the airport terminal declined from 96.6% in 2008 to 90.3% in 2009, due in part to renovations. The occupancy rate of operating property at other locations remained unchanged in 2009.

In 2010, 7.1% of the leases are due to expire (6.2% in 2009).

Analysis of returns

An analysis of RONA (excluding overhead costs and allocations) based on direct returns (leases) and indirect returns (fair value gains and losses) on investment property, assets under construction or development, and assets used for operating activities is given below:

Direct returns fell slightly in 2009 from 7.2% to 6.6%. This can be attributed to the impairment of EUR 3.5 million on projects that have been cancelled. Indirect returns declined from 1.5% to -2.8% in 2009 as a consequence of fair value losses on investment property and assets used for operating activities.

	2009			2008		
	RONA	Direct return	Indirect return	RONA	Direct return	Indirect return
Investment property	2.70%	7.0%	– 4.3%	9.7%	7.5%	2.2%
Assets under construction or development	– 1.1%	– 2.6%	1.5%	– 0.9%	– 0.9%	0.0%
Assets used for operating activities	10.5%	10.8%	– 0.3%	11.5%	11.5%	0.0%
Total fixed assets	**3.8%**	**6.6%**	**– 2.8%**	**8.7%**	**7.2%**	**1.5%**

EUR million	2009			2008		
	RONA	Average asset base	Operating result incl. FVG*	RONA	Average asset base	Operating result incl. FVG
Investment property	2.7%	957.7	25.7	9.7%	923.3	89.2
Assets under construction or development	– 1.1%	166.5	– 1.9	– 0.9%	168.2	– 1.5
Assets used for operating activities**	10.5%	277.7	29,2	11.5%	264.7	30.5
Total fixed assets	**3.8%**	**1,401.9**	**53.0**	**8.7%**	**1,356.1**	**118.2**
Other assets (including overhead and allocations)**	– 59.6%	40.3	– 24.0	– 59.5%	42.5	– 25.3
RONA before tax	2.0%	1,442.2	29.0	6.6%	1,398.6	92.9
RONA after tax	1.5%			4.9%		
Share in results of associates		68.8	2.3		63.1	4.1
RONA before tax, including associates	2.1%	1,511.0	31.3	6.6%	1,461.7	97.0
RONA after tax, including associates	1.5%			4.9%		

* FVG = fair value gains and losses on investment property

Investment property

Our investment property (including the 60.25% interest in *ACRE Fund* and investments in other associates in proportion to our interest) comprises offices, industrial buildings and land at and around Amsterdam Airport Schiphol and the airports of Rotterdam, Eindhoven and Malpensa (Italy). We manage the properties in these portfolios.

As at year-end 2009, investment property accounted for 69.0% of our total fixed assets (62.7% in 2008). The market value of these investments as at year-end 2009 amounted to EUR 954 million, compared with EUR 961 million at year-end 2008. The average market value in 2009 was EUR 954 million (EUR 923 million in 2008). RONA before tax amounted to 2.7% (9.7% in 2008). This decrease can primarily be attributed to fair value losses on the existing property portfolio.

Assets under construction or development

Assets under construction or development are intended as future investment property. This category comprises commercial development sites and property under construction. Following a change in the international accounting rules, IAS 40 (Investment Property) and IAS 16 (Property Plant and Equipment), property under construction or development falls directly under IAS 40 effective 2009, and is required to be valued at fair value, if that value can be measured reliably. Previously property under construction or development came under IAS 16 and was valued at cost price until completion.

In addition to fair value changes (which may be positive or negative), these assets negatively impact the result during the construction period because they tie up capital and represent sunk costs, such as the costs of draft designs and surveys. As soon as the property has been completed, contributions are made to RONA in the form of rental income and fair value changes.

The Minister for Foreign Trade, Frank Heemskerk, and State Secretary for Justice, Nebahat Albayrak, opened Holland Gateway in the World Trade Center at Amsterdam Airport Schiphol in September. Holland Gateway, a meeting centre for business visitors, is a joint initiative of the Economic Affairs, Justice, and Social Affairs and Employment Ministries, the Chambers of Commerce and Schiphol Group. Holland Gateway offers international companies a variety of services.

Projects

Location	Category	Total NLA in m²	Total NLA pro rata to our interest in m²	Pre-leased %	Estimated Investment in EUR million	Expected completion date
Schiphol-Oost	Office	11,000	11,000	100%	28	Q2 2010
Schiphol-Oost	GA Terminal	4,600	4,600	17%	13	Q1 2011
Schiphol-Oost	Office	11,000	11,000	0%	20	Not yet known
Schiphol-Zuidoost	Industrial	5,700	5,700	sold	8	Q3 2011
Schiphol-Zuidoost	Industrial	10,300	10,300	100%	17	Q3 2010
Rotterdam Airport	Office	2,000	2,000	0%	5	Q4 2010
Rotterdam Airport	Office	11,500	11,500	50%	31	Q4 2011
Malpensa, Italy	Industrial	12,500	8,750	0%	5	Q4 2010
Total		**68,600**	**64,850**		**127**	

Office space totalling 13,820 m² NLA was completed in 2009, compared to 28,924 m² in 2008. At year-end 2009, the total carrying amount of the assets under construction and development was approximately EUR 155 million (EUR 178 million in 2008). The average carrying amount was EUR 167 million (EUR 168 million in 2008). The approved and current projects as at year-end 2009 are detailed in the table below.

Assets used for operating activities

The category of tangible fixed assets used for operating activities consists of the office space in the terminal building, which we manage and operate (terminal lettings), assets in the terminal under construction or development as well as Schiphol Group's head office and a number of first-line industrial buildings located on sites to be used for future operational use (Other). In the Amsterdam Airport Schiphol terminal building, office space is leased to airlines and companies having airport-related activities. The Real Estate business area manages and operates this office space.

The profitability of these activities deteriorated compared with 2008. Despite higher yields from rents in the terminal, operating costs also rose in 2009 and the average carrying value of the terminal building increased. These assets are carried at historical cost less depreciation. Consequently, the yield from the terminal was higher than that from investment properties. The above assets represented an average carrying amount of EUR 278 million in 2009 (EUR 265 million in 2008) and generated RONA before tax of 10.5% in 2009 (11.5% in 2008).

Other assets

The 'Other assets' category consists of infrastructure assets directly attributable to the activities of the Real Estate business area, including associated operating expenses and other Schiphol Group overhead costs (and the separate Real Estate business area overhead costs).
This means that, with an average asset base of EUR 40 million in 2009 (EUR 43 million in 2008) and a negative result, the 'Other assets' category has the effect of lowering the RONA of the Real Estate business area.

Financial fixed assets

Apart from investment property, the Real Estate business area has investments in various associates, which are carried at net asset value, including a minority interest in the investment activities of Tradeport Hongkong Limited.
The latter is a joint venture between Schiphol Real Estate, Fraport, China National Aviation Company Limited and Hong Kong Land Investment Limited. The occupancy rate of the Tradeport Hongkong logistics centre rose from 22% to 75% in 2009.

The share in results of associates amounted to EUR 2.3 million (EUR 4.1 million in 2008).
The land transactions carried out by Flight Forum in Eindhoven in 2008 are primarily responsible for the decrease.

Alliances & Participations

Alliances & Participations consists of Schiphol Group's interests in the regional airports in the Netherlands, its interests in airports abroad, as well as Utilities and Schiphol Telematics.

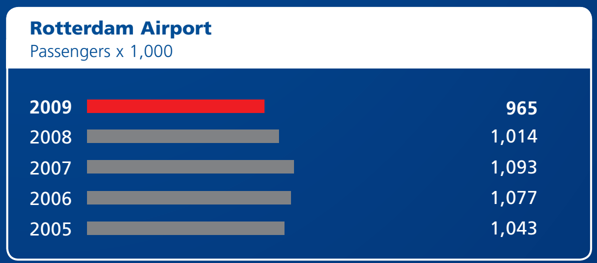
Sources of revenue:

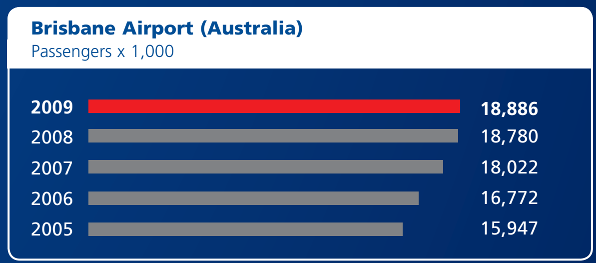
in the case of the regional airports, these are primarily airport charges and parking fees. The various Schiphol Group associates contribute to group results through performance fees and dividends as accounted for in share in results of associates and interest income. Intellectual property fees are also reflected in the revenue. The Utility activities generate revenue from the transport of electricity and gas and from the supply of water to third parties. Schiphol Telematics generates revenue from IT and network services. With the application of the equity accounting method, changes in the fair value of the investments are not reflected in the results.

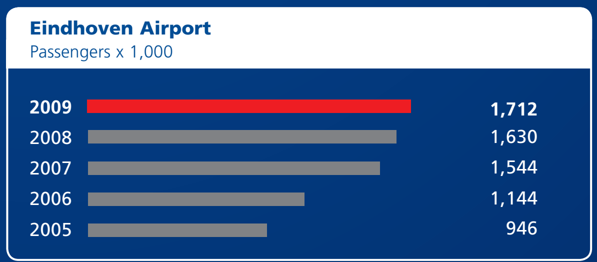
2009

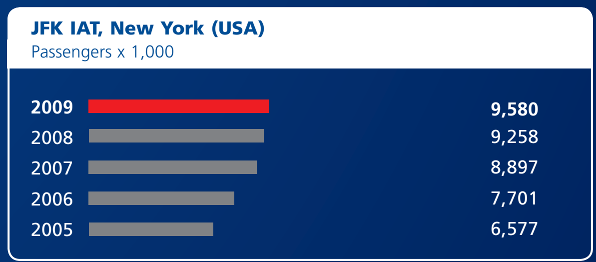
- **In the first year after establishing HubLink, Schiphol Group's global airport alliance with Aéroports de Paris, we have focussed on the implementation of initiatives and on achieving the initial benefits**
- **International participations have also felt the impact of the economic crisis**
- **Growth in passenger numbers at Eindhoven Airport despite economic crisis**
- **Operating result for Rotterdam Airport improves despite drop in passenger numbers**
- **Fast-track FLUX transatlantic border crossing system 'takes off'**

Key Performance Indicators









EUR million	2009	2008	%
Revenue	81	77	5.3%
Fair value gains and losses on property	– 1	-0.2	– 226.3%
Operating expenses	71	65	9.6%
EBITDA	22	23	– 2.3%
Operating result	9	12	– 22.4%
Average fixed assets	780	474	64.6%
RONA before tax	5.1%	5.0%	
RONA after tax	4.7%	4.1%	
Investments in intangible and tangible fixed assets	12	19	– 33.4%

Financial performance

In 2009, the Alliances & Participations Business Area saw revenues increase by 5.3% (8.7% increase in 2008) from EUR 77 million to EUR 81 million. The main factor driving this growth is Schiphol Telematics, which took over client, hardware and service contracts from KPN at year-end 2008.

The most important sources of income are the airport charges of the airports at Rotterdam and Eindhoven and the revenue from other activities, the latter item being largely made up of revenue reported by Schiphol Telematics and Utilities.

In 2009, the operating result dropped by 22.4% (+26.6% in 2008) from EUR 12 million to EUR 9 million. This decline is mainly the result of higher overhead costs associated with the reorganisation. This has been compensated for in part by the increase in revenue and by lower depreciation charges. EBITDA for 2009 decreased by 2.3% from EUR 23 million to EUR 22 million.

Our share in the result from our investments in the Brisbane, JFK New York and Aéroports de Paris airports is accounted for as our share in the results of associates and financial income, together amounting to EUR 31 million (EUR 12 million in 2008). This means that this income is not included in the operating result. The increase is primarily due to the fact that in 2009

EUR million	2009	2008	%
Airport charges	30.9	31.0	– 0.3%
Concessions	2.3	2.5	– 6.3%
Rents	3.0	3.1	– 3.4%
Parking fees	8.9	8.8	1.6%
Other activities	36.1	31.8	13.6%
Total revenue	**81.3**	**77.2**	**5.3%**

Aéroports de Paris S.A. made a whole-year contribution to the results, compared to just a single-month contribution in 2008. In addition, from 2009 onwards the average asset base figure includes the whole-year contribution by Aéroports de Paris S.A..

Airports in the Netherlands

In 2009, revenue for the regional airports declined by 1.1% (+11.2% in 2008) from EUR 49.5 million in 2008 to EUR 49.0 million in 2009. The airports in the Netherlands earned EUR 31 million in airport charges (EUR 31 million in 2008), a drop of 0.2% (+15.2% in 2008). The operating result rose by 32.6% (-21.4% in 2008) from EUR 6 million in 2008 to EUR 8 million in 2009. The main reason for the improved result is the decline in costs. The number of passengers

EUR million	Regional airports		Airports in other countries		Other investments		Allocations		Total	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Revenue	49.0	49.5	3.0	2.5	28.7	23.3	0.7	2.0	81.3	77.2
Operating result	7.9	5.9	– 0.8	– 0.4	9.0	10.3	– 6.8	– 3.7	9.4	12.1
Share in investments, interest charges and results on other investments	0	0	31.1	11.4	– 0.6	0.4	0	0	30.5	11.8
Total	**7.9**	**5.9**	**30.3**	**10.9**	**8.5**	**10.7**	**– 6.8**	**– 3.7**	**39.9**	**23.8**
Average asset base (excluding deferred tax)	72.7	72.4	645.8	344.2	56.9	53.9	4.0	3.4	779.5	474.0
RONA after tax[1]	8.1%	6.1%	4.5%	2.8%	11.1%	14.7%			4.7%	4.1%

[1] RONA after tax, including fair value gains and losses and including share in results, interest charges and result on other investments.

increased by 1.2% (+0.2% in 2008) and the number of air transport movements fell by 5.3% (-5.3% in 2008).
When it comes to Corporate Responsibility, our regional airports of Rotterdam, Eindhoven and Lelystad undertook their own initiatives, all of which were geared towards their respective local environments and are consistent with Schiphol Group's policies in this field.

Rotterdam Airport

In 2009, the number of passengers at Rotterdam Airport declined from 1,013,671 to 965,542, a drop of 4.8% (-7.3% in 2008). The number of commercial flights fell in 2009 by 8.6% (-6% in 2008) from 15,272 to 13,963. In 2009, Rotterdam Airport's revenue figure was EUR 24.7 million (EUR 24.4 million in 2008), an increase of 0.8% (-1.0% in 2008). The operating result more than doubled (111.7% increase, after declining -45.6% in 2008) from EUR 2.2 million in 2008 to EUR 4.8 million in 2009.

A timely and systematic adjustment of the cost structure ensured that costs remain in line with revenues. Furthermore, there was a substantial investment in new food service facilities in 2009, which clearly contributed to a further rise in revenues per passenger. Both measures together ensured not only that revenues were more or less unchanged but that the workforce remained constant at 95 FTEs.

Rotterdam Airport continues to be highly popular with holidaymakers. In contrast to the current trend, the number of passengers in the holiday segment actually grew by 0.7%. In the scheduled flight segment, the economic crisis did cause a decline in both numbers of passengers and numbers of flights travelling to the United Kingdom and Germany. The winter season 2009/2010 saw the launching of new initiatives for holiday flights to Turkey and Switzerland.

In 2009, Rotterdam Airport installed LED lighting on the apron.

EUR million	Rotterdam		Lelystad		Eindhoven		Total	
	2009	2008	2009	2008	2009	2008	2009	2008
Revenue	24.7	24.4	2.5	2.8	21.7	22.3	49.0	49.5
Operating result	4.8	2.2	– 0.7	– 0.8	3.8	4.5	7.9	5.9
Asset base at year-end 2009	22.0	22.9	9.2	9.1	40.9	41.2	72.1	73.3

Key environmental indicators

	Eindhoven	Rotterdam	Lelystad
Water consumption (litre/pax)	9.1	10	n/a
Electricity consumption (kWh)	4,130,320	3,716,662	237,000
Gas consumption (m^3)	164,935	246,939	27,500
Volume of waste (tonnes)	188.4	103.7	4
% recycled waste	16%	25%	10%

Eindhoven Airport

In 2009, Eindhoven Airport earned revenues of EUR 21.7 million (EUR 22.3 million in 2008), a decline of 2.8% (+30.6% in 2008). The operating result fell by 14.6% (+32.8% in 2008) from EUR 4.5 million in 2008 to EUR 3.8 million in 2009. The result declined primarily due to lower airport charges. The number of passengers rose by 5%.

In the first six months, passenger numbers fell by 6% compared to 2008, due in part to the economic crisis. However, there was a much greater negative impact from the Ticket tax, which drove passengers to airports just over the border. Once the tax was scrapped on 1 July, passenger numbers at Eindhoven Airport started rising again, and by the end of September the airport had completely recovered from the decline in the first six months. Thanks to an excellent final sprint in the last three months of the year, passenger numbers for the year as a whole rose by 5.0% (+5.6% in 2008), with EUR 1.71 million passengers being conveyed, a record.

The number of air transport movements fell by 6.4% from 14,446 in 2008 to 13,515 in 2009 (+7.2% in 2008). This decline is mainly due to the near-disappearance of short-haul scheduled flights at the start of the year, although the number of scheduled flights has risen again since then. In the second half of 2009, a large number of new initiatives were launched, which led to a situation at the end of the reporting year where Eindhoven Airport could offer 22 scheduled-flight destinations, eight more than at year-end 2008.

The discussion rounds at the special Alders Regional Platform about expanding capacity at Eindhoven Airport started in 2009 but so far have yielded little in the way of tangible results.

In 2009, Eindhoven Airport invested a total of EUR 3.0 million (EUR 1.4 million in 2008). EUR 2.2 million of this investment related to the purchase of a hangar with offices and industrial premises. In addition, EUR 0.4 million was invested in additional car parking spaces, with investments also being made in operational modifications to the terminal.

Eindhoven is already CO_2 neutral as regards its own organisation, because it fully compensates for its CO_2 emissions. In 2009, a plan was drawn up to make the terminal, offices and hangars climate neutral in 2010, with the apron following by 2015. In addition, the airport has drawn up an action plan to generate at least 5% of its energy needs on-site from sustainable sources by 2015, with this figure rising at least 20% by 2020.

Lelystad Airport

In 2009, the total number of air transport movements (133,755) was virtually the same as the figure for 2008 (133,323, itself a 14% increase on the previous year). More than 60% of air traffic is accounted for by instruction flights, with a further 1% of the total being business traffic.
In 2009, Lelystad Airport earned revenue of EUR 2.5 million (EUR 2.8 million in 2008), a drop of 11.8% (+2.7% in 2008). The operating result rose by 10.6% (-90.4% in 2008) from EUR -0.8 million in 2008 to EUR -0.7 million in 2009.

In October 2009, the Ministers Eurlings (Transport, Public Works and Water Management) and Cramer (Housing, Spatial Planning and the

EUR million	Brisbane		JFK IAT		Vienna		ADP		Other		Total	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Operating result	1.8	1.8	0	0	0	0	0	0	– 2.6	– 2.2	– 0.8	– 0.4
Share in results, interest income and result on other investments	4.5	7.8	2.6	2.4	0.4	0.5	23.6	0.7	0	0	31.1	11.4
Total	**6.3**	**9.6**	**2.6**	**2.4**	**0.4**	**0.5**	**23.6**	**0.7**	**– 2.6**	**– 2.2**	**30.3**	**10.9**
Asset base at year-end 2009	101.5	74.1	0	0	7.3	6.7	551.5	0	5.7	5.9	666.1	625.6

Environment) declared an airport operations ruling that authorised the lengthening of the runway to 2,100 metres.
This increased runway length means that in future Lelystad Airport will be able to handle such aircraft as the Boeing 737 and Airbus A 320, which in turn means it will be able to handle non-main port linked traffic that is currently using Amsterdam Airport Schiphol.
Given the current stagnation in the growth of air traffic volumes at Amsterdam Airport Schiphol, it will not be necessary to lengthen the runway to 2,100 metres in the next few years. However, in order to give Lelystad Airport the room to develop further, the two ministers have granted the airport an additional noise budget that can be used if optimum use is made of the current 1,250-metre- long runway. This means that Lelystad Airport will be able to handle about 25,000 air transport movements of aircraft that weigh 6 tonnes or more.

Airports in other countries

Aéroports de Paris
The number of passengers at Aéroports de Paris declined from 87.1 million in 2008 to 83.0 million in 2009, a drop of 4.7% (+0.8% in 2008). The number of air transport movements in 2009 fell by 5.5% (+0.6% in 2008) from 781,341 to 738,624. In 2009, Aéroports de Paris S.A. earned revenue of EUR 2,633 million (EUR 2,527 million in 2008), an increase of 4.2% (10.2% in 2008).

HubLink
The aim of the HubLink alliance is to improve the strategic position of both Amsterdam Airport Schiphol and of the major airports of Aéroports de Paris, including through the generation of synergy benefits for both companies. The competitive position vis-à-vis other European airports will be improved by facilitating the deployment of the dual hub system of Air France-KLM and its SkyTeam partners at the airports Paris Charles de Gaulle and Amsterdam Airport Schiphol, as well as by improving the quality of service for all passengers, airlines and other users of our airports. Synergy benefits can be generated through joint purchasing, bench-marking, exchanging best practices and through joint innovation projects. The collaboration goes beyond the Aviation process itself, also encom-passing Retail, Real Estate and Telecom. A joint Corporate Responsibility statement has been drawn up. The management teams of both organisations are heavily involved in this collaboration, and at the two airport companies hundreds of employees are involved in the implementation of some 60 initiatives.

The first year of collaboration has been characterised by a focus on mutual exchanges, the launching of joint initiatives and the development of collaborative models. The first significant benefits are already being enjoyed: in 2009, synergy benefits valued at more than EUR 7 million on an annual basis have been realised.

Brisbane
The pre-tax profit of Brisbane Airport Corporation Holdings (BACH), in which we hold an 18.72% stake, rose by 5.4% in the financial year 2008-2009 (33.7% in 2007-2008) to AUD 137 million (AUD 131 million in 2007-2008).
In 2009, BACH's contribution to our net result was EUR 6.3 million (EUR 9.6 million in 2008). This is exclusive of the fair value gain on our interest in the airport. The decrease can be explained by BACH's decision to scrap its dividend in 2009 (EUR 3.3 million in 2008) in order to maintain its minimum external credit ratings and to enable the company to properly manage its capital structure and financings. This was also the reason why interest on the Redeemable Preference Shares amounting to EUR 4.5 million (EUR 4.5 million in 2008) was not distributed, although given the cumulative preference nature of the shares it has been recognised as income. In addition, we received EUR 1.8 million in income (EUR 1.8 million in 2008) in *intellectual property* revenues, which have been recognised under the heading 'Other operating income'.

The number of air transport movements declined by 2.9% in 2009 to 175,000 (+5.1% in 2008). The number of passengers rose by 0.6% (4.2% in 2008), from 18.8 million to 18.9 million.

Brisbane Airport was another airport that had to deal with the effects of the economic downturn and announced that it was reviewing a number of key projects. However, the planned updates to the infrastructure will still go ahead. The long-term investment programme that totals AUD 4.2 billion which includes, amongst other things, the recently opened international terminal, a new northern access route and expansion of the domestic terminal will probably be implemented in full.

EUR million	Schiphol Telematics		Dartagnan		Utilities		Other		Total	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Revenue	17.6	13.2	1.3	0.2	7.7	8.2	1.5	1.6	28.7	23.2
Operating result	7.7	6.2	– 0.4	– 0.5	1.7	4.5	0.0	0.0	9.0	10.3
Share in results, interest income and results on other investments	0	0	0	0	0	0	– 0.6	0.4	– 0.6	0.4
Total	**23.1**	**6.2**	**– 0.4**	**– 0.5**	**1.7**	**4.5**	**– 0.6**	**0.4**	**8.5**	**10.7**
Asset base at year-end 2009	23.1	24.1	0.7	0.2	25.1	24.2	8.0	8.7	56.8	57.2

In 2009, Brisbane Airport celebrated ten years of fruitful collaboration with the Queensland University of Technology. Jointly developed projects have led to significant savings in both costs and energy consumption. The collaboration with the university has helped make Brisbane Airport one of the world's most advanced airports. At the airport, all plastic bags have been replaced by bags made of sustainable materials. The airport's residual waste is processed and converted to methane gas, which can then be used as an energy source.

Terminal 4 JFK New York

Schiphol USA has a 40% interest in the joint venture JFK IAT, which operates Terminal 4 at New York's JFK Airport. In 2009, JFK IAT saw the number of passengers using Terminal 4 grow from 9.3 million to 9.6 million, an increase of 3.5% (4.0% in 2008). The number of air transport movements rose by 1.7% (2.3% in 2008), from 55,912 to 56,860.
The dividend from JFK IAT yielded a result of EUR 2.6 million (EUR 2.4 million in 2008). At year-end 2009, 38 airlines were making use of Terminal 4, two fewer than in 2008. The airport welcomed three new airlines in 2009, with five carriers leaving the terminal. Well over 80% of all flights to and from Terminal 4 are international.

Aruba

On 1 January 2008, the cooperation agreement between Schiphol and the Aruba Airport Authority was extended to 2013. Pursuant to this contract, in 2009 we received a EUR 0.5 million management fee (EUR 0.5 million in 2008). The number of air transport movements rose by 4.1% from 36,818 to 38,335 (+2.9% in 2008) but the number of passengers fell by 2.6% from 1.97 million to 1.92 million (+6.2% in 2008). In 2009, important renovation projects on the apron and the take-off and landing runways were completed. These works did not require closure of the airport.

Other investments

Schiphol Telematics

Schiphol Telematics, a wholly-owned subsidiary of Schiphol Group, is a specialised telecommunications operator. It provides services in the field of speech, data, internet and managed services through its landline and mobile networks. Schiphol Telematics targets more than 450 business clients in complex logistical environments such as airports.

Subscriptions are the company's main source of income, responsible for around 85% of turnover. Schiphol Telematics was established in 1991 as a joint venture by KLM, KPN and Schiphol Group. KLM and KPN were bought out in 2001 and 2006 respectively. At the end of 2008, customer, hardware and service contracts with total annual turnover of EUR 4.5 million were taken over from KPN, which activities started making positive contributions to both turnover and result in 2009. The operating result went up by 24.5% (41.1% in 2008), from EUR 6.2 million in 2008 to EUR 7.7 million in 2009.

Dartagnan

Dartagnan a wholly-owned subsidiary of Schiphol Group, is a service provider that specialises in the development of automated border crossing service programmes. In 2009, Dartagnan reported an operating loss of EUR 0.4 million, following a similar loss (EUR 0.5 million) in 2008. This was mainly due to the delayed introduction of and reduced introductory price for the FLUX programme.

FLUX

On 23 April, the transatlantic programme FLUX 'took off' in New York. Fast Low Risk Universal Crossing offers travellers between the US and the Netherlands the option of a fast-track border crossing in the US for Dutch citizens and in the Netherlands for American citizens. Dutch Privium members can use FLUX in the US to enjoy the fast-track border crossing facilities provided by the American Global Entry programme. Americans in their turn can use the Privium entryways in the Netherlands.
FLUX started as a pilot project for Dutch and American passport holders. Since then, a number of countries have shown a keen interest in joining the FLUX programme when the pilot project ends in 2010. This is why the second half of the trial, which runs until May 2010, will be used to make the necessary operational and technical improvements to FLUX, so that this border crossing service programme can be implemented on a large scale.

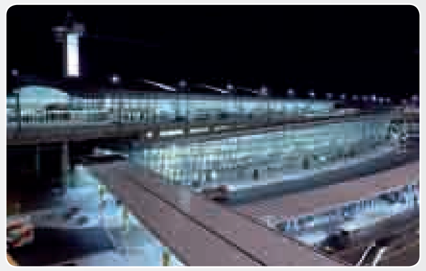
No-Q

Early in 2009, Dartagnan launched the No-Q project on behalf of Amsterdam Airport Schiphol and the Dutch government. No-Q aims to allow as many travellers as possible to cross the border with only automated checks, i.e. without the intervention of a government official. The project will help to reduce the long queues at border crossings and thus to improve the service provided to the traveller. In 2010, the first test set-ups will be installed at Amsterdam Airport Schiphol. EU subjects can benefit from this facility, provided that they have been issued with the new ePassport that includes such features as a fingerprint of the left and right index fingers.

In order to safeguard the competitiveness of Privium vis-à-vis the No-Q programme, Privium will be further developed and improved.

Utilities

Utilities covers the revenue generated from the transport of electricity and gas and the supply of water and sewerage services to third parties. The operating result realised from the provision of products and services to both internal and external customers primarily serves to cover the cost of capital of the utilised networks. In its role as bulk user, Utilities buys long-term electricity contracts via the ENDEX energy exchange that are solely for its own use. The operating result fell by 61.4% (against a 38% rise in 2008), from EUR 4.5 million in 2008 to EUR 1.7 million in 2009.



Business Risks

Schiphol Group is exposed to various risks associated with its business activities. These risks can be of a strategic, operational or financial nature, or may be related to compliance with statutory rules and regulations. In view of the broad scope of activities in the different business areas, the risks also differ from one business area to another. In order to manage these risks, a uniform policy has been developed, ensuring that risk management forms an integral part of day-to-day operations.

Our risk management policy is underpinned by the following philosophy:

1. The Management Board and management are responsible for developing and testing internal risk management and monitoring systems. These systems have been designed to identify significant risks, monitor the achievement of targets and ensure compliance with relevant legislation and regulations;
2. Effective internal risk management and monitoring systems will reduce the likelihood of errors, incorrect decisions and surprises due to unforeseen circumstances;
3. In order to thrive an enterprise must take risks. The Management Board bears ultimate responsibility for determining the maximum acceptable level of risk.

The risks that may affect the achievement of objectives have been identified as thoroughly as possible. The most significant strategic, operational, financial and compliance-related risks are described below. This list also specifies whether the risks pertain mainly to one or more business areas or to Schiphol Group as a whole. These risks should be taken into account when evaluating any forward-looking statements in other parts of this Annual Report.

Quantification of risks

Inherent risk is defined as the level of risk (maximum, high, medium or low) without taking account of the impact of risk management measures, and therefore is 'gross' risk.

Section B in the table on page 86 describes the risk of major (unexpected) changes in demand (impact on Schiphol Group and the entire chain). In our case, demand can primarily be defined as the demand for airport traffic and for the transport of passengers and cargo. An accurate estimation of this demand is essential, for purposes such as reliable long-term capacity and investment planning. A fall in demand will immediately result in a drop in both turnover and profitability, since fixed costs make up a substantial part of our overall operational expenses. A 1% drop in passenger numbers at Amsterdam Airport Schiphol will cause Schiphol Group's turnover to fall by approximately EUR 10 million, with similar consequences in terms of profitability.

Our property portfolio is becoming an increasingly important aspect of our business. As at 31 December 2009, we own EUR 982 million in property (EUR 988 million as at 31 December 2008). This property is estimated at its fair value, and value movements are directly reflected in the profit and loss account. Up to and including 2008, these movements contributed significantly to our profitability, as did the results of property developments and sales. In 2009, for the first time, fair value losses were incurred. Section K in the table on page 86 describes the risk of vacant space in the existing property portfolio. Developments affecting the market as a whole, and the property market in particular, may cause the fair value of our property to decline. An average 10% increase in the net initial yield demanded by property investors would cause the value of our offices and industrial buildings to fall by around EUR 74 million in total. In view of the basis for valuation and result determination described above, our profitability before taxes would therefore decrease by the same amount under such circumstances.

Internal risk management and control system

Our internal risk management and control systems are designed to reduce the probability of mistakes, incorrect decisions and surprises due to unforeseen circumstances as much as possible. No such system can guarantee full protection, however. We may be exposed to risks of which we are currently unaware, or which may not

(yet) be considered important at this time.
No internal risk management and control system can provide an absolute safeguard against failure to achieve corporate objectives or prevent every single mistake, loss, fraud or transgression of rules and regulations.

We apply a coherent range of instruments in order to carry out our internal risk management and control duties as follows:

- Risk management
  The identification and analysis of strategic, operational, financial and compliance-related risks and the implementation and monitoring of control measures designed to mitigate those risks. We have set up a risk management system based on the recommendations of the 'Internal Control – Integrated Framework' (COSO – IC) and 'Enterprise Risk Management – Integrated Framework' (COSO – ERM) reports. The responsibility for risk management has been delegated to line management. As part of day-to-day operations, all line managers are expected to identify the risks affecting their specific field of activity and to implement appropriate control measures. Twice a year they provide a report on these activities to their immediate director in a Management Team meeting. The relevant director in turn provides a report to the Risk Committee in a separate meeting. This procedure includes the submission of 'in control' statements for each business area, service unit and corporate staff department. The Risk Committee comprises the four Management Board members, the Corporate Auditor and the Corporate Controller;
- A formal planning and control cycle, which includes the preparation and approval of a long-term business plan, annual budget and monthly management information reports (financial and operational, including an annual forecast), which incorporates risk management;
- Procedural manuals and an integrated, detailed description of the accounting policies;
- A tax control framework as a control programme for fiscal risks and to professionally implement tax compliance;
- Quality management systems such as the Environmental Management System, and safety management systems such as the Airside Safety System and the Terminal Safety System;
- Security audits and inspections, continuous monitoring by government authorities, periodic discussion in the Policy and Enforcement consultation, a security company escalation ladder for monitoring security tasks as well as overall inspection by the European Union.
- The Quality, Safety & Environment Board, chaired by the Chief Operations Officer, which is charged with measuring the progress and results of safety and environmental management systems and responsible for the immediate appraisal of these systems; The Quality, Safety and Environment Board was integrated into the Corporate Responsibility Board, which the Chief Operations Officer also chairs. This will serve to guarantee further integral measurement of the progress and performance achieved in the areas of safety, the environment as well as in business economics;
- Codes of conduct, a whistle-blower scheme and regulations on how to deal with fraud;
- Periodic follow-up meetings between the Chief Financial Officer and operational and commercial managers and their controllers to discuss the audit findings reported by the internal and external auditors;
- Internal letters of representation from the business area managers and business area controllers to the Management Board;
- Follow-up of the recommendations contained in the external auditor's management letter.

The Management Board reports on and accounts for the internal risk management and control system to the Supervisory Board following discussion in the Supervisory Board's Audit Committee. The Corporate Auditor plays an important role in providing an objective view and ongoing affirmation of the effectiveness of the overall internal risk management and control system. Owing to certain circumstances, the Corporate Audit function will only be fulfilled to a limited extent during the first six months of 2010.

Considering the above, concerning the financial reporting risk, we are thus satisfied that the internal risk management and control systems offer a reasonable degree of assurance that the financial reporting does not contain any material misstatements. We are also satisfied that the internal risk management and control systems functioned properly during the year under review and found nothing to indicate that they will not function properly in 2010.

The Management Boards declares that to its knowledge:

- the financial statements give a true and fair view of the financial assets, liabilities, financial position and profits of Schiphol Group as well as the combined consolidated enterprises;
- the Annual Report gives a true and fair view of the situation on the balance sheet date, developments over the course of Schiphol Group's financial year and of the associated enterprises, the data of which are included in Schiphol Group's financial statements; and
- any and all substantial risks facing Schiphol Group are described in this Annual Report.

The principal strategic, operational, financial and compliance risks and uncertainties could result in discrepancies between actual results and the results described in forward-looking statements in this document.

		Aviation	Consumers	Real Estate	A&P	Schiphol Group
Inherent strategic risks						
A	Political uncertainty regarding the modalities of the airport's planned growth	•	•	•		
B	Major (unexpected) changes in demand (impacting both Schiphol Group and the entire supply chain)	•	•	•		
C	Material, long-term contracts					•
D	International expansion		•	•	•	
E	Competition from the surrounding area	•	•	•		
Inherent operational risks						
F	Inadequate safety and security (as a result of which Schiphol does not fully meet the standards required of a 'high reliability organisation')					•
G	Unexpected business interruption	•	•		•	
H	Dependence on third parties					•
I	Inadequate human resources in key positions (from both a quantitative and qualitative perspective) and poor labour relations incorporating the risk of strike action					•
J	Insufficient data protection					•
K	Vacancy in the existing property portfolio			•		
L	Vicarious and outsourcing liability	•		•		
Inherent financial risks						
M	Market risks, credit risk, liquidity risk and counterparty risk					•
Inherent compliance risks						
N	Breaching noise and environmental standards	•	•	•		
O	Economic regulation of Aviation and Security activities	•				
P	Legal action and disputes					•

Inherent strategic risks

A > Political uncertainty regarding the modalities of the airport's planned growth

Despite an extraordinary year in which Amsterdam Airport Schiphol recorded an unprecedented percentage decline in traffic and transport, the current government supports our ambition to allow Amsterdam Airport Schiphol to grow to a greater number of air transport movements, subject to certain conditions. 'This licence to grow' will require amendments to the existing statutory rules and regulations. Political willingness to implement these amendments will depend in part on the level of local support for expansion. It is also unclear at present whether the conditions imposed upon further growth will be in line with our strategic goals for Amsterdam Airport Schiphol, the regional airports and their interrelationships since these conditions will form a key factor in determining the location, manner and timing of any further growth and the related investments. The government's involvement in many aspects of Schiphol's business is increasing. This sometimes results in rapidly changing insights which may thwart long-term plans. The government appears to be able to impose tax measures relatively easily, as evidenced by the recent introduction (and abolition) of the Ticket tax, which had a disruptive effect on the development of passenger and cargo transport.

Risk management measures

We participate in various consultative bodies dedicated to this issue, such as the Schiphol Regional Consultative Committee (CROS), the Schiphol Regional Airport Governance Group (BRS) and the Alders Platform. Schiphol participates in the Alders Platform in order to exercise influence and achieve clarity in covenants and resolutions. As a result of the Alders Consultation three covenants were drawn up in which aviation parties, local authorities and national government reached agreement on (noise) mitigation measures, the development of Amsterdam Airport Schiphol in the medium term (580,000 air transport movements up to 2020, including 70,000 non-main port related air transport movements that will have to be accommodated at the regional airports), and measures for improving the quality of life. Implementation of the covenants began in 2009. The agreed 70,000 non-main port related air transport movements may be operated from the regional airports of Eindhoven and Lelystad when environmental capacity at Amsterdam Airport Schiphol becomes scarce. The Dutch Cabinet adopted the Alders Platform recommendation and in early 2009 the Lower House of Dutch Parliament received the Aviation Policy Document providing information on the further implementation of this recommendation. The Aviation Policy Document has been endorsed by Schiphol Group but has not yet been debated in the Lower House.

B > Major (unforeseen) changes in demand (impacting both Schiphol Group and the entire supply chain)

The risk of unexpected changes in the demand for our services could either result in a capacity shortfall or in overcapacity. Such changes could be brought about by developments in the political, economic, regulatory, aviation policy (landing rights), competitive or environmental context or be instigated by developments in the aviation market itself. Examples include the global financial and economic crisis, the introduction of the next generation of aircraft technology in the Airbus A380 and Boeing 787, the 'open skies' treaty with the United States as well as the threat of terrorist attacks. Additionally, developments surrounding the Air France-KLM *dual-hub* concept in particular have a significant impact on our overall activities. For the Consumers business area this relates specifically to the continuity of its business model should the sale of tobacco be prohibited or statutory changes imposed on tax-free shopping. Furthermore there is a general risk of reputation damage, or a publicity offensive that may be directed at Schiphol Group.

Risk management measures

In order to manage these risks effectively we apply short and long-term scenarios to assess the demand for our services and the required capacity, coupled with stringent investment approval procedures. We moreover liaise closely with the government on legislation, and with the airlines on their future plans (including their fleet and networks). The guarantees provided by Air France to the Dutch government covering the operation of flight services from Amsterdam Airport Schiphol to 42 key destinations expired in 2009. The guarantees covering Amsterdam Airport Schiphol's position as a hub airport will remain in force up to the year 2012.

Schiphol carries out annual surveys among the Dutch population on its corporate reputation based on the Global RepTrak™ system developed by the Reputation Institute. The survey measures seven core reputation drivers: products and services, innovation, workplace, governance, citizenship, leadership and performance. The survey also provides insight into the aspects that carry the most weight in the judging of a reputation and their impact on behavioural aspects, such as the willingness to purchase products and services from Schiphol.

C > Material, long-term contracts

Major investments will be required in the years ahead, particularly in the areas of baggage-handling systems, security, the terminal, infrastructure and the property portfolio. These investments will involve material, long-term contracts. Changes to statutory rules and regulations, project delays, technological advancement and aviation industry developments may influence the nature of these investments.

Risk management measures

We manage these risks by applying medium-term scenario-based planning and by imposing stringent standards on the preparation of investment decisions. We apply innovation in order to limit the scale of investments.

A specialised business unit carries out professional project management and oversees all major investment projects to ensure timely and cost-efficient completion.

D > International expansion

Our international strategy is primarily focused on New York and Paris. The management of our participating interest in Brisbane is conducted professionally, whereby thorough knowledge of local conditions is key to the success of this endeavour. In this context, internal harmonisation of the various activities is essential.

Risk management measures

Economic, political and legal risks relating to international activities are managed by ensuring that the relevant Schiphol Group line and functional managers are involved in activities hands-on, and by providing management reporting on our international activities. Where appropriate, we also use the services of well-established local consultants.

E > Competition with the neighbouring areas

Competition from the surrounding areas mainly applies to real estate, the retail and food outlets at Schiphol Plaza, parking and the employment market. Numerous competing activities take place beyond Amsterdam Airport Schiphol, as well as activities that could have a potentially restrictive impact on Schiphol, such as municipalities allocating land to build houses. It is important that Schiphol retains sufficient room to be able to operate in these areas (licence to operate).

All major hubs (Heathrow, Charles de Gaulle, Frankfurt and Dubai) offer competition for transfer traffic, while airports in Germany and Belgium compete for O/D passengers.

Risk management measures

It is essential that dialogue be maintained with the local authorities, interest groups, market parties as well as local residents. The preference is to utilise opportunities that will reinforce each other.

Continue to screen and monitor proposed plans prepared by the authorities and take action, or consult with the relevant authority. Take part in structural consultations with the relevant public organisations by holding periodic consultation meetings with the municipal executives and communicate with officials on a daily basis.

Participate in public and private partnerships, such as SADC.

Inherent operational risks

F > Inadequate safety and security (as a result of which Schiphol does not meet the standards required of a 'high reliability organisation')

A safety or security failure (this includes information failures, see risk J) increases the risk of accidents (for instance as a result of *runway incursions* and bird strikes), fire, transmission of infectious diseases or a terrorist attack. This could have serious consequences for passengers, visitors and employees at Amsterdam Airport Schiphol, the regional airports and any businesses or government bodies located and/or active at these locations. Our operations could suffer lengthy disruptions as a result. The fact that our activities are largely concentrated at a single location - Amsterdam Airport Schiphol - works to our disadvantage in this context.

Risk management measures

We manage these risks by applying extensive security procedures and a safety management system designed to monitor procedural compliance. We are systematically working to ensure compliance with the latest safety and security legislation and regulations. Our efforts in this regard are conducted in close collaboration with the various branches of government. Schiphol monitors the implementation of security control duties by conducting random audits and inspections. The government authorities additionally conduct continuous inspections on the security levels implemented. The results of these tests are discussed periodically in the Policy and Enforcement Consultation. Furthermore an escalation ladder has been laid down in contracts entered into with security companies, which may ultimately lead to contract dissolution.

The European Union defines international laws and regulations with which European airports and airlines are obliged to comply. The European Union also monitors the implementation of security-related tasks in all the relevant fields.

Integrity and the preventive effects of safety management systems play a key part in safety, just as the level of safety training that our employees have undergone.

G > Unexpected business interruption

Our operations are exposed to risks that may result in unforeseen interruptions of the business process. Examples of such risks include fire, floods, extreme weather, power failure, technical breakdowns, explosion, aircraft crashes and strikes. Any such emergency – and the resulting legal implications - could have a serious impact on our operations, results and prospects.

Risk management measures

We systematically update our systems and procedures - including our corporate emergency plan – to reflect any developments relating to these risk factors. Where necessary, investments will be made, such as in back-up systems. We also hold periodic emergency response exercises. We have insurance cover to protect us from the financial consequences of such emergencies. In 2009 the insured sums for property damage from acts of war or terrorism were brought into line (i.e., reduced) with the practice of other major airports.

H > Dependence on third parties

To a large extent, the smooth operation of an airport depends on the efforts of third-party employees and equipment, such as air traffic control (which ensures air access to Amsterdam Airport Schiphol), the airlines (policy on destinations served, charges, KLM's competitive and financial strength and the KLM/SkyTeam strategy), baggage handlers, public organisations, such as the government authorities (legislative amendments), the local and regional authorities (aspects such as planning approvals affecting airport access and property development), Customs and the Dutch Military Police (Koninklijke Marechaussee) (aspects such as peak-period staffing levels) and external strike action.

Risk management measures

We do not bear responsibility for, and can only exert a limited amount of influence on the activities carried out by these various parties. This means that we constantly strive to update agreements and covenants with these parties, in addition to fostering good mutual relationships.

I > Inadequate human resources in key positions (both from a quantitative and qualitative perspective) and poor labour relations incorporating the risk of strike action

Having the right people in key positions in our organisation is essential for us in order to achieve our objectives. This applies on both a national and international scale. Failure to employ skilled human resources can result in the loss of crucial expertise, the disruption of operations and loss of productivity.

Similarly, it is essential that labour relations should not be undermined since this will involve strike action risk. Not only will strike action have financial consequences but it will also be detrimental to Schiphol's reputation and image. The 2009-2010 reorganisation carries with it an inherently high risk that high-quality employees will leave the company and job motivation will dwindle.

Risk management measures

We are constantly working to nurture good labour relations and to recruit, retain, train and develop key managers. Important aspects in this regard are succession planning and adherence to an active labour market policy. Periodic satisfaction measurements and employee performance appraisals provide important information for this purpose.

It is important to agree acceptable employment terms and conditions for all parties in consultation with the trade unions. Employee satisfaction is a valuable asset and largely determines the level of work satisfaction and productivity.

Ensuring proper management of the 2009-2010 reorganisation will help keep the departure of good employees to a minimum.

J > Insufficient data protection

Adequate data protection is becoming more and more important. This includes the risk of sensitive information being leaked (to the competition), having insufficient insight into company resources, unauthorised access to data, virus infection of information systems, losing information, erroneous classification of information systems, the risk of financial information entering the public domain prematurely, and providing confidential and/or incorrect information when holding media interviews, external presentations, speeches and the like.

Risk management measures

Both management and staff must be aware of the risks to the company when confidential information, automated systems and information provision are handled incorrectly. In 2008 the Central Schiphol Data Protection Team was set up partly for the above reasons. The team has drawn up various policy documents (on subjects including data classification, security awareness and pre-employment screening). Policy actions are carried out in a structured manner within the organisation. These actions have been incorporated into the 2009-2010 data protection implementation plan.

K > Vacancy in the existing property portfolio

As the current economic crisis has shown, vacancy levels in the property portfolio can substantially increase within a short time-frame and the likelihood of attracting new tenants can fall quickly. In addition to operating loss-making property, unrealised fair value losses may result.

Risk management measures

It is vital for Schiphol Real Estate to maintain sufficient grip on, as well as knowledge of the property market (existing and potential tenants as well as the competition). In order to maintain the pricing level, it is essential that focus be placed on the quality and advantages of Schiphol as a location. Account management and sales management teams ensure that direct contact is maintained with (potential) clients.

L > Vicarious and outsourcing liability

Since Schiphol Group initiates large-scale building projects involving many external companies, and has also outsourced numerous activities, such as cleaning and security, the company runs a substantial risk in the event suppliers fail to pay taxes and/or social security contributions.

Risk management measures

This risk is mitigated carrying out timely assessments of all new suppliers by Corporate Procurement, and by paying part of the invoices to blocked accounts, if necessary.

Inherent financial risks

M > Market risk, credit risk, liquidity risk and counterparty risk

Due to the nature of our activities, we are faced with a variety of financial risks: market risk (including price risk), credit risk, liquidity risk and counterparty risk. The current global financial and economic crisis, as well as the systemic crisis in the financial sector, can limit our access to financial markets resulting in a negative impact on our financing options. Since investments are made for the longer term, it is essential that we gain certainty as to our ability to attract sufficient financing, both in terms of level and duration.

For a detailed description and quantification of market risk, credit risk, liquidity risk and counterparty risk and an overview of the actions taken in response, please refer to page 131 of the financial statements.

Risk management measures

Corporate Treasury, our central treasury department, is responsible for financial risk management - a component of the approved management policy. The financial risk management programme focuses on controlling fluctuations in the financial markets and minimising any adverse effects this may have on Schiphol Group's financial results. Schiphol Group's large liquidity position also contributes to reducing financial risks.

Compliance risks

N > Non-compliance with noise and environmental standards

Our activities in the area of both aviation and property development are subject to specific noise and environmental regulations. We are required to comply with a large number of national and international regulations in these fields, most of which are drafted outside our sphere of influence and whose content is based in part on public opinion. In many cases, these regulations effectively restrict our freedom to manage our business operations. Breaching the regulations may result in sanctions with adverse financial and operational consequences.

Risk management measures

We work intensively with project teams in each of these areas in order to ensure continued compliance with the relevant laws and regulations. We maintain a good working relationship with the regulatory authorities in order to optimise development potential where possible. For example, we advocate the use of quieter aircraft and selective night-time operations at Amsterdam Airport Schiphol in order to optimise the scarce environmental capacity. This is accomplished through instruments such as differentiated fees and operational measures.

O > Economic regulation of Aviation and Security activities

Aviation and Security activities at Amsterdam Airport Schiphol are regulated. As a result there is a cap on the returns we are allowed to generate through these activities and airport charges may only be adjusted following consultation with the industry. The industry has the right to lodge objections with the Netherlands Competition Authority (NMa), which will then assess whether the charges were determined in accordance with the relevant rules. A major part of the current regulations was introduced in mid-2006. The Aviation Act is currently being reviewed as was laid down when the Act was introduced.

Risk management measures

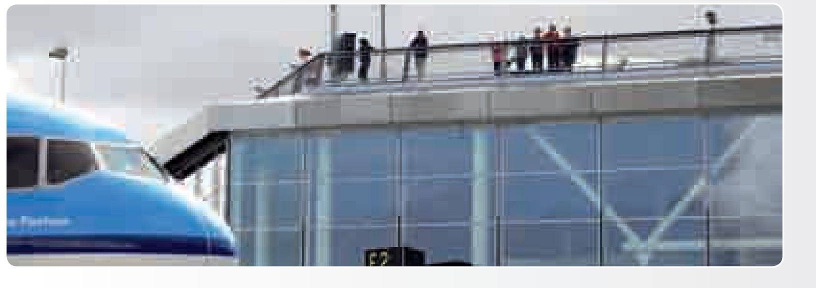
Compliance with all relevant regulations is adequately assured in both organisational and administrative terms. In accordance with the relevant regulations, we apply a transparent system of charges and maintain separate administrative records of the activities carried out by Aviation and Security. We have also implemented an allocation system for the costs and yields of these activities, in accordance with regulatory requirements. Following industry consultation, the NMa approved the allocation system in 2007. At year-end 2009 a revised allocation system was presented to NMa. Any ambiguities in the implementation of regulations will be coordinated with the NMa at the earliest possible stage.

P > Legal action and disputes

Legal claims and disputes could jeopardise the achievement of our objectives. Schiphol faces a high risk of legal action and disputes because a wide variety of activities are carried out at one single location. A more detailed description of legal actions and disputes is given on page 183 of the financial statements. With regard to the dispute concerning the Groenenberg site, we also refer to the detailed overview of this particular case on www.schiphol.nl under 'About us', and to the explanatory notes on page 183 of the financial statements.

Risk management measures

We continuously strive to comply with statutory rules and regulations, avoid legal action and, where necessary, resolve disputes.



Human Resource Management

Reorganisation

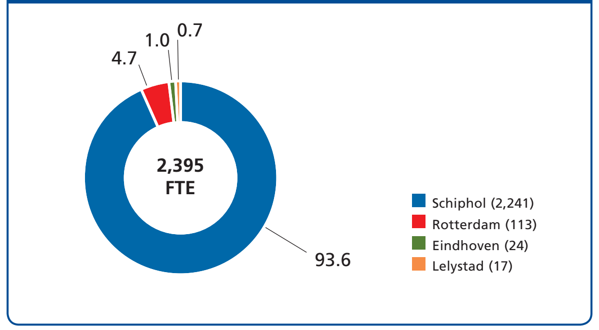
The year 2009 was an eventful one for both our organisation and our staff. The reorganisation announced in January – necessitated by our recalibrated strategy and the severe economic downturn – will result in a reduction of the total workforce of approximately 22%. One-third of this reduction is related to our transformation into a lean & mean organisation, dictated in part by the economic crisis. The remaining two-thirds are connected with our reorientation towards core versus non-core activities, resulting in the outsourcing of various activities to outside organisations and businesses.

Consultations were held early on with the trade unions and Central Works Council to develop a viable Redundancy Plan, during which the parties agreed that the reorganisation should strive to avoid compulsory redundancies.
Under the agreed Redundancy Plan, compulsory redundancies were therefore prohibited until 1 July 2011. These consultations also led to the creation of the Schiphol Mobility Centre, an initiative that is jointly directed by representatives from the trade unions and Schiphol Group and tasked with carrying out the mission statement of the Redundancy Plan: 'From work to work'.
Subsequent to these comprehensive consultations with the Central Works Council and trade unions, the reorganisation could be implemented as scheduled as from 1 July 2009. By the end of 2009, the reduction in supernumerary staff was complete. Activities were also outsourced in 2009, a process that went hand in hand with the transfer of staff. The final phase of outsourcing non-core tasks should be complete by the end of 2010, in accordance with strategies for implementation laid down in an Outsourcing Policy Covenant drawn up together with the Central Works Council. Guidelines for dealing with individual employees' terms of employment are provided in the Redundancy Plan.

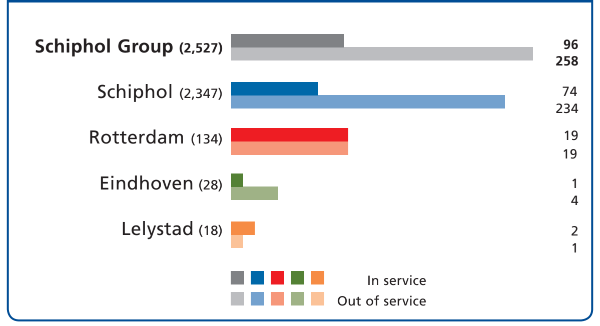
Diversity

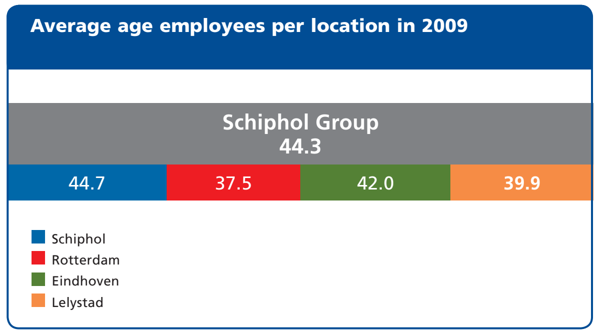
In view of the necessary organisational restructuring, it will come as no surprise that the airport followed a highly restrictive employment policy during the past reporting year. The high priority assigned to continuous organisational quality improvement made it imperative not to impose a full hiring freeze. The net volume of new staff was approximately 30% of the volume typically seen in recent years.
A particular point of concern is the recruitment and promotion of qualified female staff. Though we do not score significantly lower – nor higher – than other similar organisations on this point, attracting a more diverse workforce is high on the agenda. Our current focus in this regard is on gender diversity, aimed especially at promoting talented women to top-level positions within the organisation.
A broad-based working group has been set up as part of these efforts, which will be advising the Management Board as regards the ambitions of female employees in particular and the measures needed to realise those ambitions. Schiphol Group also signed the 'Talent to the Top' charter in December, pledging its commitment towards greater recruitment, promotion and retention of female staff for top-level positions in the organisation.

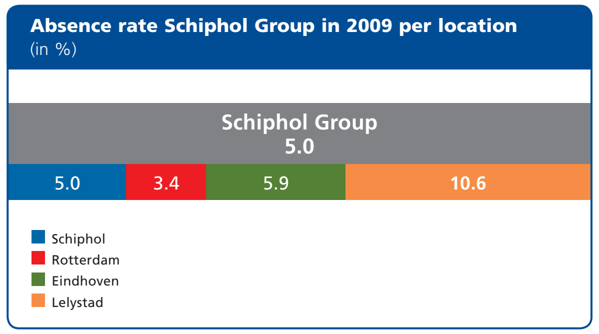
FTE's Schiphol Group total per 31/12/2009
(per location in %)



Staff turnover in number of employees per location 2009







The New Style of Working

In the autumn of 2009 the Consumers business area relocated to the Schiphol headquarters. This move marked the first step in the introduction of the 'New Style of Working' – a system centring on teleworking, flexible working and individual responsibility. Consumers staff are now organised in an entirely new office concept, in which traditional rooms have been replaced by more flexible work areas and open spaces where they can meet. This year also saw the company trial a new ICT application that makes it easier to telework from any computer, anywhere in the world. This new style of working is anticipated to yield many benefits in terms of higher productivity, staff involvement and satisfaction and to raise the overall appeal of Amsterdam Airport Schiphol as an employer. At the same time, the new approach will result in per-workspace cost-savings and, with the decrease in commuter traffic, will contribute to improved airport accessibility and a reduction in CO_2 emissions. The next step in 2010 will be to pilot teleworking in a number of departments. An essential component of this pilot will be the agreements made between staff and supervisors regarding expected work output, extent of teleworking and availability (by telephone or otherwise). If the results of the pilot are positive, the New Style of Working will gradually be phased in organisation-wide.

I.... Schiphol

The reorganisation was also a factor in the launch of the programme I.... *Schiphol* during the last quarter of 2009, aimed at shaping a stronger, more effective and more flexible – lean & mean – organisational structure. The ongoing responsibility of keeping operations running smoothly, 24 hours a day, seven days a week, puts enormous pressure on all members of staff. I.... *Schiphol* is therefore geared towards introducing changes that will improve the balance between process-control and output. An important precondition for achieving this balance is a professional culture driven by the ambition to fulfil or, better yet, surpass the expectations of customers and local stakeholders and to constantly seek to achieve new objectives.

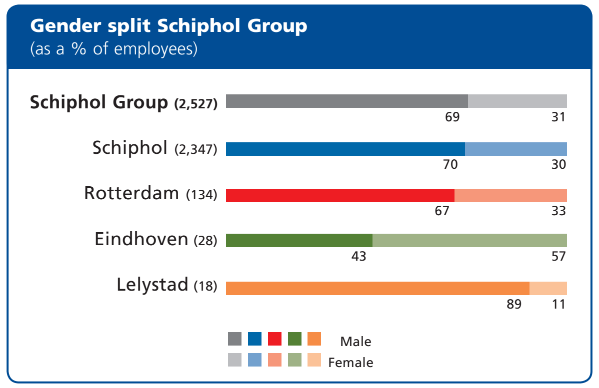
Safe working conditions

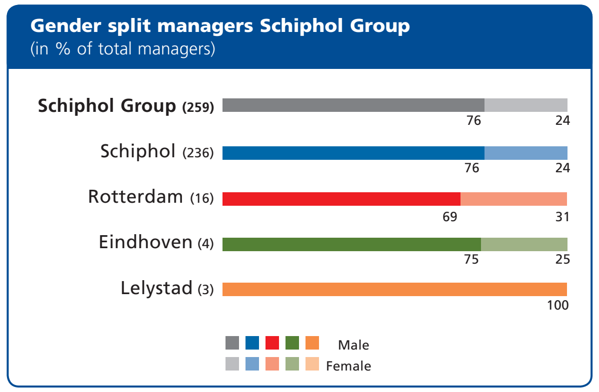
Our working conditions policy centres on assuring the safety, health and deployability of all employees. At the same time, we bear responsibility for the safety of third parties, such as passengers and visitors at and around the airport. How this policy is effectuated is described in the Occupational Health & Safety Plans for 2009-2012 *(Veiligheids- en Arbobeleidsplan 2009-2012).*

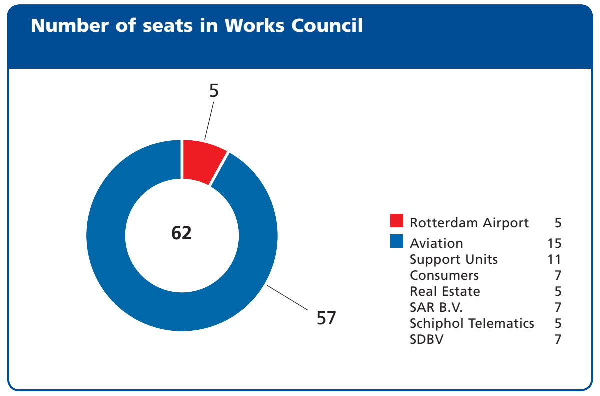
In 2009 we introduced a working conditions catalogue, which defines industrial risks and the preventative measures that have been taken. This document is available to all staff via the Intranet. We are currently drafting a sector catalogue in conjunction with the Dutch Civil Airports Society (*Nederlandse Vereniging van Luchthavens,* NVL), which will be submitted to the Health and Safety Inspectorate for approval.

Safety and physical strain during the baggage process

In 2009 one of the baggage belts was fitted with a detection system designed to prevent potentially dangerous situations involving persons on the belt. Our positive experiences with this system have led to the decision to implement a full rollout in early 2010.
We are constantly working on developing new ways to reduce physical strain on employees working in the baggage basements. In 2009 the airport purchased 11 new lifting aids and installed 6 baggage robots in the New South baggage hall, and in August we launched a trial



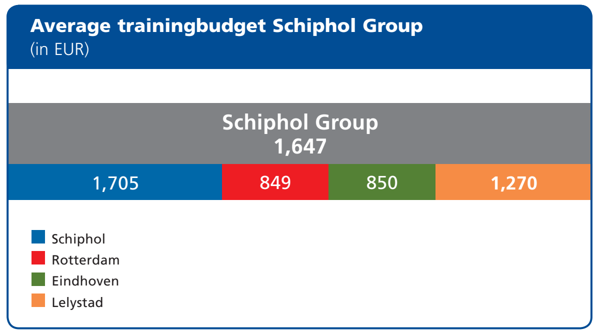




using an automated unloading system. Thanks to these and future innovations we are able to significantly reduce the physical strain of baggage basements operations.

Industrial accidents survey

The airport's annual 'Industrial Accidents' survey generated an almost 100% response in 2009, with businesses operating at Amsterdam Airport Schiphol scoring at or better than the national average in respect of industrial accidents.



Outlook

Traffic and transport via Amsterdam Airport Schiphol is expected to grow slightly in terms of passenger numbers and cargo volume. Similarly, air transport movements are expected to grow barely. With consumer confidence remaining low, the pressure on spending per passenger will continue unabated and this will primarily affect our revenues from concessions, retail sales and parking. In addition, we do not yet expect any recovery of the occupancy or rent levels of our property.

At EUR 390 million, our planned investments for 2010 are considerably higher (81%) than in the previous year (2009: EUR 215 million). Of these 2010 investments, 60% will be injected in Aviation, particularly the baggage system, and in airport maintenance and security, as well as in activities aimed at raising quality levels and enhancing the passenger experience. There will also be additional investment in property development at the Schiphol location and in Rotterdam. Partly as a result of these investments, Schiphol Group will require additional financing in 2010. This supplementary financing was already arranged in the second half of 2009 through long-term loans.

The workforce is expected to be scaled down from 2,395 FTE at the end of 2009 to around 2,000 FTE at the end of 2010. This constitutes an anticipated reduction of approximately 16% for 2010, which owes in part to the reorganisation introduced in 2009. Consequently, the total reduction in staff since the announcement of the reorganisation in early 2009 will amount to approximately 22% by the end of this year.

The net result is expected to be approximately in line with the 2009 net result of EUR 132 million.

Schiphol, 19 February 2009

The Management Board

Corporate Governance

Governance structure

Schiphol Group is an unlisted Public Liability Company with a full two-tier board regime which complies with the provisions of the Corporate Governance Code where possible and/or advisable.

Corporate Governance Code

In 2004 and 2005, Schiphol Group implemented almost without exception the principles and best practices of the Dutch Corporate Governance Code, as drawn up by the Tabaksblat Committee, in the company's various internal rules and regulations. Schiphol Group has taken note of the new Corporate Governance Code drawn up by the Frijns Committee, which by law dated 3 December 2009 is designated as a code of conduct within the context of Section 2:391, subsection 5 of the Netherlands Civil Code. The principles and best practices of the new Corporate Governance Code will be implemented where possible and/or advisable.

A document describing the ways in which the various provisions are reflected in internal rules (such as, for example, the Regulations governing inside information and the holding of securities and securities transactions, and the Whistle-blowers' Rules) has been published on our website www.schiphol.nl under 'Investor Relations'. The internal rules governing the Supervisory Board, its subcommittees and the Management Board can also be found here. The implementation of the new Corporate Governance Code means that new rules will apply from 2010 onwards.

As an unlisted company, Schiphol Group cannot effectively apply a number of the Corporate Governance Code's provisions. The concerns primarily provisions II.2.4 (options as a component of remuneration), IV.1.3 (public response to a private bid for part of the company) and IV.2 (issue of depositary receipts for shares).

Due to the small number of shareholders, provisions such as Corporate Governance Code provision V.2.1 (the presence of an external auditor at General Meetings of Shareholders) are not applied, with General Meetings of Shareholders only being attended by a delegation of the Supervisory Board and Management Board.

In 2004, when the Corporate Governance Code was first implemented, the Supervisory Board decided to honour Mr. Verboom's existing contract of employment. The subsequent contracts of Messrs. Nijhuis, Rutten and De Groof comply with the provisions of the Corporate Governance Code. Each Board member's performance contract contains a 'clawback' clause.

A more detailed explanation of the above points has been posted on our website www.schiphol.nl under 'Investor Relations'.

Securities transactions

Despite the fact that Schiphol Group shares are not listed on a stock exchange, a limited set of Regulations governing Inside Information and the Holding of Securities and Securities Transactions has been adopted. The company has issued bonds under the EMTN Programme. Members of the Management Board and Supervisory Board refrain from buying and selling these bonds and/or any Aéroports de Paris S.A. shares. The Corporate Auditor has been appointed as the central officer referred to in the Regulations governing Inside Information and the Holding of Securities and Securities Transactions.

Schiphol, 19 February 2010

The Supervisory Board

The Management Board

Remuneration Report

General remuneration policy for the Management Board

Procedure

In accordance with the Corporate Governance Code, the Supervisory Board has drawn up the remuneration policy for the members of the Management Board of Schiphol Group based upon the recommendations of the Remuneration Committee. The General Meeting of Shareholders of Schiphol Group has ratified the remuneration policy. The Supervisory Board has determined the fixed salary component and each year determines the variable salary component within the framework of the adopted remuneration policy, again based on the recommendations of the Remuneration Committee.

For the variable salary component, the Supervisory Board and the members of the Management Board agree a performance contract at the beginning of each year. This contract lays down specific, challenging, measurable and controllable targets that need to be achieved in the short and long term. The targets set for each Management Board member on this occasion include not only financial targets, but also Corporate Responsibility (including sustainability) and operational targets. After having assessed the Management Board members' performance over the previous year, the Supervisory Board determines whether they have attained their collective and individual targets. The Supervisory Board also regularly examines whether the fixed and the variable salary components are in line with current market practice. Finally, the Supervisory Board analyses the possible outcomes of the variable pay and the associated consequences for the remuneration of the members of the Management Board.

General

The basic principle of the remuneration policy is that the reward should be competitive and that Schiphol Group should be able to attract, retain and motivate good managers on the basis of the agreed benefits package. The policy must also foster the achievement of the company's short-term and long-term objectives. To attain these goals, the levels of remuneration should be in line with those of other comparable (mainly Dutch) companies. A reference group of comparable companies was compiled to this end in 2002, based on factors such as revenue, size of workforce, and complexity and nature of operations. At the end of 2006, an external remuneration consultant carried out a market analysis to ensure continued alignment with the reference group. The reference group encompasses the logistics sector (including Netherlands Railways and Fraport), real estate sector (including Corio) and retail sector (including Mediq and Macintosh Retail Group). Other general information about Dutch companies with similar revenues, complexity and staff numbers was also considered. The final calculation of the total value of the remuneration package for members of the Management Board is based on information obtained from remuneration consultants and on the insights and experience of the Remuneration Committee. When calculating the total remuneration, the effect on the remuneration ratios within the company is taken into consideration.

The basic principle of the present remuneration policy is that, in the case of on-target performance, the total remuneration package should not exceed the median level of the reference group. In the case of excellent performance, the total remuneration package for an individual year can exceed the reference group median.

The purpose of the variable salary component is, among other things, to stimulate management's focus on such aspects as business continuity and value creation for Schiphol Group in conjunction with the socio-economic role played by the airport, sustainability and climate policy.

Structure of the remuneration package

The Supervisory Board considers the variable remuneration component to be an important part of the overall package. The performance criteria governing the short-term and long-term variable pay are derived from the key company management parameters (financial, operational and/or social responsibility). This is reflected in the type and structure of the adopted benefits package. For this reason, a significant part of the overall remuneration package is performance-related, with a balanced mix of short-term and long-term incentives.

Fixed salary

In order to ensure that Schiphol Group is able to attract, retain and motivate good managers, the Supervisory Board also regularly compares Management Board members' fixed salary component with that of the reference group. The basic principle is that the fixed salary component for the ordinary members amounts to approximately 80% of that received by the President & CEO.

Short-term variable pay

Annual variable pay arrangements are based on the achievement of financial targets and various personal performance targets and on the Supervisory Board's assessment of the overall performance of the individual Management Board members. The financial target is obtained from the net result divided by the average total return on equity (ROE), in accordance with the annual budget as approved by the Supervisory Board for that year. The personal performance targets may vary from year to year and relate to aspects such as operating processes, the socio-economic role played by the airport, sustainability and climate policy. In 2009, in view of the nature of the targets for the Management Board, it was decided to set the Board four collective targets. At the beginning of 2009, the Remuneration Committee decided that between them these four targets would account for a maximum of 7.5% of the fixed salary of the President & CEO and a maximum of 15% of the fixed salary of the other members of the Management Board, whereby no fixed percentage per Board target was agreed - instead, the allocation of percentages per component in late 2009/early 2010 will be at the discretion of the Supervisory Board. This is intended to give the best possible stimulation to the implementation of the strategy that was revised in early 2009 and to the management of the company during the current economic crisis as a collective goal for the whole Management Board.

The total on-target level of the short-term variable pay equals 35% of the fixed salary. If the levels as defined for the financial targets have been exceeded, this may result in at most 1.625 times the on-target level for that component for the President & CEO and at most 1.67 times that level for the other members of the Management Board; in the event of exceptional performance, therefore, the maximum short-term variable pay is 47.5% of the fixed salary for the president and 45.1% there of for the other Board members. The extent to which the targets have been achieved is determined in part on the basis of the externally audited financial statements.

Short-term variable pay as a percentage of fixed salary:

	President		
	on target		above target
		maximum swing	
ROE target	20.0%	factor 1.625	32.5%
Collective targets	7.5%		7.5%
General performance	7.5%		7.5%
Total	**35.0%**		**47.5%**

	Other members of the Management Board		
	on target		above target
		maximum swing	
ROE target	15.0%	factor 1.67	25.1%
Collective targets	15.0%		15.0%
General performance	5.0%		5.0%
Total	**35.0%**		**45.1%**

Long-term variable pay

Schiphol Group is not a listed company, which is why it is not possible to grant Schiphol Group shares and/or share options as part of the remuneration package. Instead, to foster the achievement of Schiphol Group's long-term objectives, a long-term variable pay scheme which rolls forward over a three-year period has been agreed. The long-term variable pay is a conditional annual remuneration component and has an on-target level of 35% of the fixed salary.

Actual payment depends on the cumulative Economic Profit achieved over a period of three successive financial years, as based on the medium-term business plan approved by the Supervisory Board. In the event of exceptional performance, the variable pay may be increased to a maximum of 52.5% of the fixed salary.

The impact that the strategy revised in 2009 had on the company's medium-term business plan led to Year 2009 of the business plan being replaced by the 2009 budget.

At the end of each year, an estimate is made of the amount of the variable pay payable at the end of the respective three-year period. A pro-rata share of the amount thus calculated is accounted for in the year concerned. Payment will only be made on condition that the Management Board member is still employed by the company at the end of the three-year period. If the contract of employment is terminated by mutual agreement or due to retirement then a pro rata allocation is made. In that case, it is also possible to determine the future award and to pay it out in advance too. Each Board member's performance contract contains a 'clawback' clause.

Pension arrangements

Pensions are arranged on the basis of an average earnings scheme applicable since 1 January 2004, and in accordance with the standard Algemeen Burgerlijk Pensioenfonds (ABP) rules. Messrs. Verboom and Rutten have the option of retiring at the age of 62, likewise with defined retirement benefits equalling 70% of their total fixed salary. To this end, a supplementary allocation is made each year for the 'ABP Extra Pension' (AEP), in addition to the accrual under the ABP pension scheme.
Messrs. Nijhuis and De Groof also participate in the ABP average earnings scheme (under which retirement benefits based on full pension build-up are paid from the age of 65). They may contractually retire at the age of 62. They are entitled to a fixed annual contribution (representing a percentage of fixed salary) towards a life-course savings scheme in order to compensate for the missing pensionable years between ages 62 and 65.
The amount of the contribution payable for the pension scheme is calculated each year by ABP and is paid by the company. The contributions for a 'partner plus' pension - where applicable - are paid by the members of the Management Board themselves.

Other benefits

The secondary benefits comprise appropriate expense allowances, a company car and telephone costs. The company has also taken out personal accident insurance and directors' liability insurance on behalf of the Management Board members. No loans, advances or guarantees have been or will be granted to members of the Management Board. The company operates a restrictive policy with regard to other offices; acceptance of other offices requires the explicit approval of the Supervisory Board.

Contracts of employment

In accordance with the Corporate Governance Code, members of the Management Board will be appointed for an initial term of office of not more than four years. Depending on performance, upon expiry of the initial term, a Management Board member may be reappointed for successive periods not exceeding four years each. The premise governing contracts of employment for Management Board members is that new contracts will be drawn up in line with the relevant provisions of the Corporate Governance Code but that the existing contracts agreed before 1 January 2004 will be honoured. Specifically, this means that Mr. Verboom's contract of employment has not been renegotiated, while the contracts of employment concluded with Messrs. Nijhuis, Rutten and De Groof are consistent with the provisions of the Corporate Governance Code.

Mr. Verboom's contract provides for a redundancy payment of one and a half times the fixed salary paid in the preceding year.

Management Board remuneration for 2009

The Schiphol employees covered by the CLA received a salary increase of 1.75% effective from 1 April 2009. In 2009, the fixed salaries of the members of the Management Board remained unchanged.

The members of the Management Board met the ROE target in 2009 with maximum swing factor. The Remuneration Committee has ascertained that the Management Board has achieved its joint 2009 targets (set in relation to (i) the master plan with an integral market approach, (ii) transformation into a lean & mean organisation, (iii) implementation of the strategic alliance with Aéroports de Paris and (iv) tangible results in the area of sustainability). The Committee was furthermore very positive in its evaluation of the overall performance of the members of the Management Board, taking account of the fact that 2009 was subject to extremely difficult market conditions and saw the implementation of a revised strategy and a substantial reorganisation. In the case of Mr. Verboom and Mr. Rutten, the Remuneration Committee has set the swing factor for long-term remuneration over the period 2007-2009 at 1.25; this remuneration does not apply to the other Management Board members. More detailed information on the remuneration of the Management Board for 2009 can be found on page 198-201 of this Annual Report.

Supervisory Board remuneration

General

The remuneration of the Chairman of the Supervisory Board amounts to EUR 33,000 per annum. The ordinary members' remuneration is EUR 24,000 per annum. All members of the Supervisory Board also receive an expense allowance of EUR 1,600 per annum.

Members of a Supervisory Board committee are entitled to an additional fee. Each member of the Audit Committee receives EUR 6,000 per annum, with each member of one of the other committees receiving EUR 5,000 per annum.

Supervisory Board remuneration for 2009

Information on the remuneration of the Supervisory Board for 2009 can be found on page 197 and 198 of this annual report.

Schiphol, 19 February 2010

The Supervisory Board

Events after the balance sheet date

Supreme court ruling on Chipshol and Amsterdam Airport Schiphol

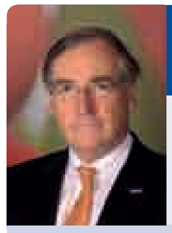
On 19 February 2010 the Supreme Court pronounced judgement ruling that Chipshol as the beneficial owner is entitled to receive compensation from the airport for the damages, in particular the increase in the value of the land, resulting from the imposition of the development ban on the Groenenberg site. The airport is entitled to compensation from Chipshol for the possible increase in the value of the land resulting from lifting the development ban (this has meanwhile become a fact).

The judgement pronounced by the Court of Haarlem stating that the airport is required to pay Chipshol compensation amounting to EUR 16 million cannot be upheld because various complaints made by both Chipshol and the airport regarding the amount of the damages are well-founded. The Court of Haarlem's judgement dated 30 January 2008 will be reversed in respect of these points and the case will be again be heard by the Court of Amsterdam.

The Court of Amsterdam will have to examine whether the costs Chipshol says that it has incurred for engaging professional support to assist in determining the damage and the tax damage that Chipshol says that it has suffered, will as yet be considered for compensation. The Court will also have to judge whether the airport's obligation to pay compensation should be reduced on account of the fact that only Chipshol is to blame for failing to submit a new planning application after the development ban had been lifted. In addition, the Court will have to consider whether the compensation claimed by Chipshol has already been (partially) paid as a consequence of the settlements effected with the Province of North Holland and the municipality of Haarlemmermeer. And finally, it will have to be examined what impact the possible value increase resulting from lifting the development ban will have on the compensation to be paid by the airport.

The Board and Management

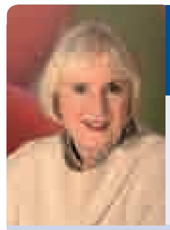
Supervisory Board



A. Ruys
(1947, Dutch nationality)

Chairman
First appointed in 2006;
first term of office expires in 2010

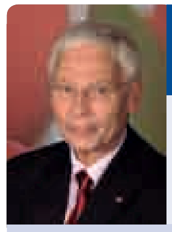
- Member of the Board of Lottomatica SpA
- Member of the Board of British American Tobacco PLC
- Member of the Board of ITC Ltd
- Member of the Supervisory Board of Janivo Holding B.V.
- Chairman of the Supervisory Board of the Aidsfonds/Stop Aids Now foundations
- Chairman of the Supervisory Board of the Rijksmuseum
- Former Chairman of the Board of Management of Heineken N.V.



T.A. Maas - de Brouwer
(1946, Dutch nationality)

Vice-Chairman
First appointed in 2001;
second term of office expires in 2009

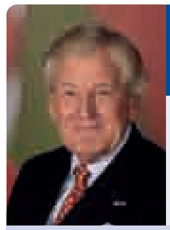
- Chairman of the Supervisory Board of Koninklijke Philips Electronics Nederland B.V.
- Member of the Supervisory Board of ABN Amro N.V.
- Member of the Supervisory Board of Arbo Unie
- Member of the Governing Council of Van Leer Group Foundation
- Chairman of Bernard van Leer Foundation
- Chairman Utrecht Development Board
- Former President of HayVision Society
- Former Member of the Dutch Upper House (First Chamber)



H. van den Broek
(1936, Dutch nationality)

First appointed in 2000;
third and final term expires in 2012

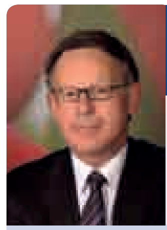
- Minister of State
- Chairman of the Emergencies Committee of Stichting Calamiteiten Fonds
- Member of the Board of Advisors of Stuart Lammert&Co
- Member of the Global Leadership Foundation
- Former Member of the European Commission
- Former Minister of Foreign Affairs



T.H. Woltman
(1937, Dutch nationality)

First appointed in 1998;
third and final term of office expires in 2010

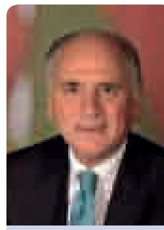
- Member of the Supervisory Board of BCD Holding N.V.
- Member of the Supervisory Board of Royal Saan B.V.
- Member of the Supervisory Board of Royal Porceleyne Fles N.V.
- Former Chairman of the Chamber of Commerce of Amsterdam
- Former Senior Vice President of KLM North America
- Member International Council American Management Association



H.J. Hazewinkel
(1949, Dutch nationality)

First appointed in 2009,
first term of office expires in 2013

- Chairman of the Supervisory Board of North Sea Petroleum Holding B.V.
- Chairman of the Supervisory Board of Reggefiber B.V. (a.i.)
- Chairman of the Supervisory Board of Smit Internationale N.V.
- Chairman of the Supervisory Board of TKH Group N.V.
- Member of the Supervisory Board of Reggeborgh Groep
- Member of the Supervisory Board of Zeeman Groep B.V.
- Member of the Board of Stichting ING Aandelen



W.F.C. Stevens
(1938, Dutch nationality)

First appointed in 2002;
second term of office expires in 2010

- Member of the Supervisory Board of TBI Holdings
- Member of the Supervisory Board of Nederlandse Staatsloterij
- Member of the Supervisory Board of Holland Casino
- Member of the Supervisory Board of AZL N.V.
- Former Senior Partner at Caron & Stevens/Baker & McKenzie
- Former Member of the Dutch Upper House (First Chamber)

dr. F.J.G.M. Cremers
(1952, Dutch nationality)

First appointed in 2006;
first term of office expires in 2010

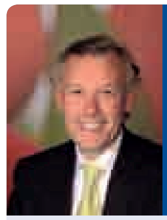
- Vice Chairman of the Supervisory Board of Fugro N.V.
- Member of the Supervisory Board of N.V. Netherlands Railways
- Member of the Supervisory Board of Royal Vopak N.V.
- Member of the Supervisory Board of Unibail-Rodamco S.A.
- Member of the Supervisory Board of Parcom Capital B.V.
- Member of the Capital Markets Committee of the AFM
- Member of the Philips, Océ and Heijmans protection board
- Former CFO and Member of the Board of Management of VNU N.V.
- Investigator, on behalf of the Enterprise Section of the Amsterdam Court, charged with examining policies and practices of Fortis N.V.

P. Graff
(1947, French nationality)

First appointed in 2009,
first term of office expires in 2014

- Chairman and CEO of Aéroports de Paris S.A.
- Director GDF SUEZ
- Director RATP
- Director SOGEPA
- Director SOGEADE
- Member of the Economic and Social Council (France)
- Chairman of the European and international affairs committee of the National Tourism Council (France)
- Member of the national committee on vital business sectors (France)
- Director MEDEF-Paris, the French employers' Union

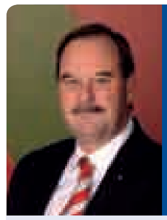
Management Board



J.A. Nijhuis
(1957, Dutch nationality)

President since 1 January 2009

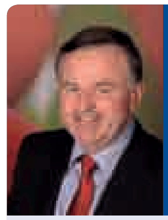
- Member of Supervisory Board of SNS Reaal
- Member of the Board of Aéroports de Paris S.A.
- The Dutch National Ballet Board of Governors
- Member of the Board of Common Purpose Foundation



A.P.J.M. Rutten
(1951, Dutch nationality)

Member of the Management Board and COO since 1 September 2005

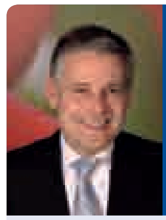
- President ACI Europe
- Member of the Executive Committee of ACI Europe
- Member of the ACI World Governing Board
- Member of the Board of Advisors of National Aerospace Laboratory – NLR
- Member of the Supervisory Board of Eindhoven Airport N.V.
- Chairman of the Schiphol Security and Public Safety Steering Group
- Member of the Supervisory Board of Holland Aviation House (DDA and Aviodrome)



dr. P.M. Verboom
(1950, Dutch nationality)

Member of the Management Board and CFO since 1 September 1997

- Member of the Supervisory Board of VastNed Retail N.V.
- Member of the Supervisory Board of Super de Boer N.V.
- Member of the Board of Aéroports de Paris S.A.
- Member of the Board of Brisbane Airport Company Ltd
- Member of the Supervisory Board of Eindhoven Airport N.V.



M.M. de Groof
(1957, Dutch nationality)

Member of the Management Board and CCO since 1 February 2008

- Member of the Board of Amsterdam Connecting Trade
- Member of the Board of KennisKring Amsterdam

Aviation

Alliances & Participations

Consumers

Real Estate

Key Management

Business areas

Otto Ambagtsheer	Consumers
André van den Berg	Real Estate
Roel Hellemons	Aviation; Airport Operations
Ron Louwerse	Aviation; Safety, Security and Environment
Birgit Otto	Aviation; Asset Management

Regional and International activities

Roland Wondolleck	Rotterdam Airport
Joost Meijs	Eindhoven Airport
Lex Oude Weernink	Lelystad Airport
Julieanne Alroe	Brisbane Airport Corporation
Alain Maca	JFK IAT New York
Peter Steinmetz	Aruba Airport Authority

Staff & support

Joop Krul	Airport Development
Paul Luijten	Corporate Affairs
Jan Stringer	Corporate Audit
Coen Reinders	Corporate Control
Joris Backer	Corporate Legal, Company Secretary
Frits Bosch	Corporate Procurement
Vacancy	Corporate Treasury
Wim Mul	Human Resources
Kees Jans	Information & Communication Technology
Gerard Geurtjens	Central Project Organisation

Central Works Council

Siard Hovenkamp	(Chairman)
Willem Verwoerd	(Vice Chairman)
Frans Sam	(Secretary)
Hans Fritzsche	(Vice Secretary)

Henk Bakker
Cocky Brouwer
Jan Everaart
Marja Goeman
Erik Koppedraaijer
Marjo Loderus
Remon Mersmann
Joost Peetoom
Frans Sam
Gerrit Veldsink
Frits Westhof
Rob van der Zee
Vacancy Works Council Rotterdam Airport
Vacancy Works Council Aviation

Schiphol Group

Financial Statements

2009

Contents

Consolidated Profit and Loss Account for the year 2009

(in thousands of euros)	Note	2009	2008 *
Revenue	1	**1,153,846**	1,153,951
Sales of property		**944**	10,330
Cost of sales of property		**849**	7,849
Result on sales of property	2	**95**	2,481
Fair value gains and losses on property	3	**– 40,135**	19,056
Other income, from property		**– 40,040**	21,537
Costs of outsourced work and other external charges	4	**509,057**	520,604
Employee benefits	5	**186,501**	182,393
Depreciation and amortisation	6	**182,863**	172,022
Impairment	7	**13,235**	298
Reorganisation	8	**31,278**	-
Other operating expenses	9	**3,803**	6,030
Total operating expenses		**– 926,737**	– 881,347
Operating result		**187,069**	294,141
Financial income and expenses	10	**– 91,228**	– 53,682
Share in results of associates	11	**26,939**	10,187
Result before tax		**122,780**	250,646
Corporate income tax	12	**9,929**	– 63,768
Result		**132,709**	186,878
Attributable to:			
Minority interests	13	**586**	2
Shareholders (net result)		**132,123**	186,876
Earnings per share (in euros)	14	**710**	1,083
Diluted earnings per share (in euros)	14	**710**	1,083

*) Comparative figures have been restated

Consolidated comprehensive income statement 2009

(in thousands of euros)	Note	2009	2008
Result		**132,709**	186,878
Translation differences	31	**9,487**	– 969
Changes in fair value on hedge transactions	31	**15,183**	– 22,410
Changes in fair value on other financial interests	31	**641**	– 9,922
Total other income and expenses		**25,311**	– 33,301
Total comprehensive income		**158,020**	153,577
Attributable to:			
Minority interests		**439**	– 228
Shareholders (net result)		**157,581**	153,805

Consolidated Balance Sheet as at 31 December 2009

Assets

(in thousands of euros)	Note	31 December 2009	31 December 2008
Non-current assets			
Intangible assets	15	**42,121**	46,995
Assets used for operating activities	16	**2,198,568**	2,092,957
Assets under construction or development	17	**548,281**	677,963
Investment property	18	**982,439**	988,324
Deferred tax	19	**256,990**	210,376
Investments in associates	20	**629,815**	615,193
Loans to associates	21	**66,541**	46,053
Other financial interests	22	**7,309**	6,668
Lease receivables	23	**5,522**	7,489
Other loans	24	**4,087**	3,994
Derivative financial instruments	33	**37,907**	42,290
Other non-current receivables	25	**18,768**	15,628
		4,798,348	4,753,930
Current assets			
Lease receivables	23	**1,967**	1,741
Other loans	24	**83**	105
Assets held for sale	26	**36,625**	15,851
Derivative financial instruments	33	**-**	7,155
Trade and other receivables	27	**166,386**	232,127
Cash and cash equivalents	28	**524,403**	398,429
		729,464	655,408
		5,527,812	5,409,338

Equity and liabilities

(in thousands of euros)	Note	31 December 2009	31 December 2008
Share capital and reserves attributable to shareholders			
Issued share capital	29	**84,511**	84,511
Share premium	29	**362,811**	362,811
Retained profits	30	**2,505,423**	2,442,372
Other reserves	31	**4,054**	– 21,404
		2,956,799	2,868,290
Minority interests	32	**18,633**	18,305
Total equity		**2,975,432**	2,886,595
Non-current liabilities			
Borrowings	33	**1,847,114**	1,528,512
Lease liabilities	34	**113,409**	117,454
Employee benefits	35	**38,334**	40,474
Other provisions	36	**30,792**	10,000
Derivative financial instruments	33	**3,826**	3,546
Other non-current liabilities	37	**96,912**	97,978
		2,130,387	1,797,964
Current liabilities			
Borrowings	33	**60,750**	167,431
Lease liabilities	34	**4,368**	4,110
Derivative financial instruments	33	**10,477**	7,474
Corporate income tax	38	**3,507**	8,655
Trade and other payables	39	**342,891**	537,109
		421,993	724,779
		5,527,812	5,409,338

Consolidated Statement of Changes in Shareholders' Equity

(in thousands of euros)		Attributable to shareholders					
		Issued	Share	Retained	Other	Minority	
	Note	share capital	premium	profits	reserves	interests	Total
Balance as at 31 December 2007		**77,712**	**-**	**2,848,570**	**11,667**	**18,644**	**2,956,593**
Result		-	-	186,876	-	2	**186,878**
Other comprehensive income	31, 32	-	-	-	– 33,071	– 230	**– 33,301**
Comprehensive income		-	-	186,876	– 33,071	– 228	**153,577**
Issue of shares	29	6,761	362,811	-	-	-	**369,572**
Dividend paid	30	-	-	– 593,036	-	– 111	**– 593,147**
Other movements		38	-	– 38	-	-	**-**
Balance as at 31 December 2008		**84,511**	**362,811**	**2,442,372**	**– 21,404**	**18,305**	**2,886,595**
Result		-	-	132,123	-	586	**132,709**
Other comprehensive income	31, 32	-	-	-	25,458	– 147	**25,311**
Comprehensive income		-	-	132,123	25,458	439	**158,020**
Dividend paid	30	-	-	– 69,072	-	– 111	**– 69,183**
Balance as at 31 December 2009		**84,511**	**362,811**	**2,505,423**	**4,054**	**18,633**	**2,975,432**

In 2008 a super dividend of EUR 500 million was distributed to the shareholders. The dividend per share paid in 2009 and 2008 can be calculated as follows

	dividend for 2008, paid in 2009	dividend for 2007, paid in 2008
Dividend attributable to shareholders (in euros)	**69,072,000**	93,036,000
Average number of shares in issue during the year	**186,147**	171,255
Dividend per share (in euros)	**371**	543

The cash flow statement has been prepared on the basis that the balance of cash and cash equivalents is equal to the net amount of cash and cash equivalents and bank overdrafts, the latter item being presented in the balance sheet as part of trade and other payables.

(in thousands of euros)	Note	2009	2008
Cash and cash equivalents	28	**524,403**	398,429
Bank overdrafts	39	**-**	– 161,246
		524,403	237,183

Consolidated Cash Flow Statement for 2009

(in thousands of euros)	Note	2009	2008
Cash flow from operating activities:			
Cash flow from operations	41	**388,542**	503,805
Corporate income tax paid		**– 34,611**	– 51,249
Interest paid		**– 49,386**	– 53,705
Interest received		**2,974**	14,029
Dividend received		**19,410**	7,849
		– 61,613	**– 83,076**
Cash flow from operating activities		**326,929**	**420,729**
Cash flow from investing activities:			
Investment in intangible assets	15	**– 11,398**	– 18,309
Investment in property, plant and equipment	17	**– 203,340**	– 331,543
Proceeds from disposals of investment property	2	**944**	10,330
Proceeds from disposals of property, plant and equipment	16	**123**	70
Acquisitions	42	**-**	– 584,006
Share capital contributions to / repayment by associates	20	**750**	– 532
New loans to associates	21	**-**	– 7,809
New other loans	24	**-**	– 444
Repayment on other loans	24	**112**	26
New long leases purchased	25	**– 3,004**	– 5,214
Finance lease instalments received	23	**2,983**	2,922
Other non-current receivables received		**25**	-
Cash flow from investing activities		**– 212,805**	**– 934,509**
Free cash flow		**114,124**	**– 513,780**
Cash flow from financing activities:			
New borrowings	33	**394,193**	937,734
Repayment of borrowings	33	**– 178,992**	– 91,287
Settlement derivative financial instruments	31	**5,371**	-
Issue of shares	29	**-**	369,572
Dividend paid	30	**– 69,183**	– 593,147
Other non-current liabilities received		**4,383**	-
New long leases purchased	37	**30,491**	-
Finance lease instalments paid	34	**– 13,493**	– 13,216
Cash flow from financing activities		**172,770**	**609,656**
Net cash flow		**286,894**	**95,876**
Opening balance of cash and cash equivalents	28	**237,183**	141,704
Net cash flow		**286,894**	95,876
Exchange differences	10	**326**	– 397
Closing balance of cash and cash equivalents	28	**524,403**	**237,183**

Notes to the Consolidated Financial Statements

General information

N.V. Luchthaven Schiphol is a public limited liability company (N.V. – a large company within the meaning of the Netherlands Civil Code), based at Schiphol in the municipality of Haarlemmermeer. The address of the company's registered office is Evert van der Beekstraat 202, 1118 CP, Schiphol, Netherlands. N.V. Luchthaven Schiphol trades under the name of Schiphol Group.

Schiphol Group aims to rank among the world's leading airport companies. Schiphol Group creates sustainable value for its stakeholders by developing AirportCities and positioning Amsterdam Airport Schiphol as Europe's preferred airport. Amsterdam Airport Schiphol ranks among the leading, most efficient transport hubs for air, rail and road connections and offers its visitors and the businesses located at Schiphol the services they require 24 hours a day, seven days a week.

On 19 February 2010 the Supervisory Board agreed the financial statements as prepared by the Management Board. The Management Board will present the financial statements for adoption to the General Meeting of Shareholders to be held on 15 April 2010.

Accounting policies

Set forth below are the accounting policies providing the basis of consolidation, valuation of assets, equity and liabilities and determination of results for Schiphol Group. These policies are in accordance with IFRS, as endorsed for use in the EU, and are applied consistently to all the information presented unless otherwise indicated.

New standards and amended standards that are mandatory with effect from 2009

Various new interpretations have been issued which are, provided they have been endorsed by the European Union, mandatory from 1 January 2009 and are applied to these financial statements:

- IFRS 7, Financial Instruments disclosures. The amendments to IFRS 7 relate to additional explanatory notes with regard to the fair value of adjustments and the liquidity risk.
- IFRS 8, Operating Segments. In the context of this new guideline, fourteen operating segments are distinguished which are combined into nine reporting segments for reporting purposes. Comparative figures have been included for these reporting segments.
- IAS 1, Presentation of Financial Statements Improvements. The amendments to the standard have resulted in the addition of a consolidated statement regarding the total result, which was previously included in the statement of changes in consolidated equity. This statement contains comparative figures.
- IAS 40, Investment Property en IAS 16 Property, Plant and Equipment. As a result of the amendment, which is part of the Annual Improvements Project May 2008, from 2009 property under development is accounted for in accordance with IAS 40 and is stated at fair value, provided that this value can be measured reliably. Previously, property under development was accounted for in accordance with IAS 16 (valuation at cost) and was only reclassified to IAS 40 and restated at fair value at the time of completion. As the amendment to the standard is applied prospectively it has not resulted in an adjustment to the comparative figures. As at 31 December 2009, Schiphol Group owns 12 properties under development, two of which are stated at fair value. The total amount of fair value gains recognised for these properties in 2009 is EUR 2.6 million.

The following amendments to standards and interpretations are applied by Schiphol Group as from the 2009 financial statements but have little or no effect on the explanatory notes and financial data in the 2009 financial statements:

- IFRS 2, Share-based Payment
- IFRS 5, Non-Current Assets Held for Sale and Discontinued Operations
- IAS 23, Borrowing costs amendments
- IAS 32, Financial Instruments: Presentation amendments
- Amendments in the context of the 2008 Annual Improvements Project
- IFRIC 15, Agreements for the Construction of Real Estate
- IFRIC 16, Hedges of a Net Investment in a Foreign Operation

New standards and amended standards that are mandatory with effect from 2010 or afterwards

Schiphol Group has not voluntarily applied new standards, amended standards or new interpretations in advance that will not be mandatory until 2010 or afterwards.

Schiphol Group is currently examining the consequences of the following new standards and interpretations and amendments to existing standards and interpretations, the application of which is mandatory as from the financial statements 2010 (unless stated otherwise and provided they have been endorsed): IFRS 3 Business Combinations (and by extension the amendments to IAS 28 and IAS 31), IFRS 9 Financial Instruments (not yet endorsed, mandatory taking effect from the 2013 financial statements), IAS 24 Related Party Disclosures (not yet endorsed, mandatory taking effect from the 2011 financial statements), IAS 32 and IAS 39 Financial Instruments, and amendments within the context of the Annual Improvements Project 2009 (not yet endorsed).

The following new standards and interpretations and amendments to standards and interpretations will be applied by Schiphol Group as from the 2010 financial statements (unless stated otherwise and provided they have been endorsed), but will have little or no effect on the explanatory notes and financial data in the 2010 financial statements: IFRS 1 First Time Adoption (not yet endorsed), IFRS 2 Share-based Payment (not yet endorsed), IFRIC 17 Distribution of Non-Cash Assets to Owners, IFRIC 18 Transfers of Assets from Customers, IFRIC 19 Extinguishing Financial Liabilities with Equity Instruments (not yet endorsed, mandatory and taking effect from the 2011 financial statements 2011).

Where applicable, the statutory provisions relating to annual reporting contained in Part 9, Book 2, of the Netherlands Civil Code have also been complied with.

Schiphol Group adheres to the historical cost convention except for buildings and land in the investment property portfolio, derivative financial instruments and other financial interests, which are stated at fair value.

Restatement of comparative figures

The comparative figures for 2008 in the consolidated profit and loss account have been adjusted. This adjustment relates to a reclassification of security costs amounting to EUR 5.4 million, from the line 'other expences' to the line 'costs of outsourced work and external charges'.

Change in accounting estimate

With regard to automated applications and software licences, it was decided to extend the standard epreciation period from three years to five years taking effect from 1 January 2009. It appeared that this period better approximates the time at which these assets are replaced. The extension of the useful life is applied prospectively, which in 2009 resulted in a reduction of the depreciation expense by approximately EUR 6.0 million.

Subsidiaries, joint ventures and associates

(a) General

Where necessary, appropriate adjustments are made to the accounting policies of subsidiaries, joint ventures and associates so that they comply with the Schiphol Group accounting policies.

(b) Subsidiaries

The financial information of N.V. Luchthaven Schiphol and its subsidiaries is fully consolidated. Subsidiaries are those companies in which N.V. Luchthaven Schiphol has control over operating and financial policy.

The share of the other shareholders in consolidated equity and consolidated results is presented in the balance sheet as minority interests (part of total equity) and in the profit and loss account as result attributable to minority interests.

(c) Joint ventures

The financial information of joint ventures is consolidated in proportion to the size of the interest. A joint venture is an activity performed by either a legal entity or a partnership in which there is contractually agreed sharing of control by a limited number of venturers, with decisions requiring their unanimous consent.

The results of subsidiaries and interests in joint ventures acquired in the course of the year are consolidated as from the date on which the company gains sole or joint control of them. The financial information relating to subsidiaries and interests in joint ventures disposed of in the course of the year continues to be included in the consolidation up to the date on which sole or joint control ceases.

(d) Associates

An associate is an entity over which the company has significant influence. Investments in associates are accounted for by applying the equity method, i.e. the investment is initially recognised at cost and adjusted thereafter for the company's post-acquisition share in the change in the associate's net assets. The carrying amount of these investments in associates includes the goodwill arising on their acquisition. The company's share in the results of associates over which the company has significant influence is recognised in the profit and loss account (share in results of associates). The cumulative changes in the net assets of associates are accounted for in proportion to the company's interest under the heading of investments in associates. The company ceases to recognise its share in the result of an associate in the profit and loss account and its share in the net asset value of that associate immediately if recognition would cause the carrying amount of the investment to become negative and the company has not entered into any commitments or made any payments on behalf of the associate. Investments in associates are accounted for as other financial interests with effect from the date on which the company ceases to have significant influence or control.

(e) Acquisition of subsidiaries, joint ventures and associates

An acquisition of a subsidiary, an interest in a joint venture or an investment in an associate is accounted for according to the purchase method. Under this method, the cost of such an acquisition is the aggregate of: the fair values of assets given, liabilities incurred or assumed and equity instruments issued plus any costs directly attributable to the acquisition. The identifiable assets, liabilities and contingent liabilities acquired are measured initially at their fair values at the acquisition date. The excess of the cost of the acquisition over the company's interest in the net fair value of the acquired assets, equity and liabilities is recognised as goodwill in the consolidated financial statements and included under intangible assets (in the case of subsidiaries and joint ventures) or as part of the carrying amount in the case of associates. If the net fair value exceeds cost, the difference is recognised immediately in the profit and loss account.

(f) Eliminations

Transactions between the company and its subsidiaries, associates and joint ventures are eliminated, in the case of joint ventures and associates in proportion to the company's interest in those entities, along with any unrealised gains and assets and liabilities arising out of them. Unrealised losses are also eliminated unless there are indications of impairment of the assets concerned.

Corporate profit and loss account

Use has been made of the option of presenting the corporate profit and loss account in abridged form provided by Section 402, Book 2, of the Netherlands Civil Code.

Cash flow statement

The cash flow statement has been prepared using the indirect method.

Segment information

An operating segment is a clearly identifiable part of a company which carries out business activities with the associated revenue, costs and operating results, and about which separate financial information is available that is regularly reviewed by the Management Board in order to assess the performance of the segment and in order to take decisions, as the *chief operating decision maker*, about the resources to be allocated to the segment. Schiphol Group distinguishes 14 operating segments, which have been combined into nine reporting segments for reporting purposes.
Group overheads are allocated to the operating segments largely on the basis of their relative share in the costs of Schiphol Group.

Foreign currency

(a) Functional currency and presentation currency

The primary economic environment of Schiphol Group is the Netherlands. Both the functional currency and the reporting currency of Schiphol Group therefore are the euro. Financial information is presented in thousands of euros unless otherwise indicated.

(b) Transactions, assets and liabilities

Transactions (investments, income and expenses) in foreign currencies are accounted for at the settlement rate of exchange. Monetary assets and liabilities (receivables, payables and cash) in foreign currencies are translated at the rate prevailing on the balance sheet date. The exchange differences arising on translation and on settlement of these items are recognised in the profit and loss account under financial income and expenses. The same applies to exchange differences on non-monetary assets and liabilities unless these items are included directly in equity, in which case the exchange differences are also accounted for in equity.

An exception to the above concerns exchange differences on financial instruments denominated in foreign currencies against which derivative financial instruments are held with the object of hedging exchange risks on future cash flows. The exchange differences on these financial instruments are recognised directly in shareholders' equity provided the hedge is determined to be highly effective.
The ineffective portion is recognised in the profit and loss account under financial income and expenses.

(c) Subsidiaries, joint ventures and associates

Income and expenses denominated in foreign currencies are translated at average rates. Assets and equity and liabilities are translated at the rate prevailing on the balance sheet date. Goodwill and fair value adjustments arising on the acquisition of investments in associates are treated as assets and liabilities of the entity concerned and are likewise translated at the rate prevailing on the balance sheet date. Exchange differences arising on the translation of balance sheets and profit and loss accounts of subsidiaries, joint ventures and associates outside the Euro zone are recognised directly in equity under the translation differences reserve. On disposal of subsidiaries, joint ventures and associates outside the Euro zone, the accumulated translation differences initially recognised in the translation differences reserve are recognised in the profit and loss account as part of the result on disposal.

Revenue

Many of Schiphol Group's activities generate turnover that qualifies as turnover from the provision of services (airport charges, concession fees, rents and leases and parking fees). This turnover is recognised by reference to the stage of completion at the balance sheet date, provided that the result can be reliably estimated.
The turnover from retail sales is generated by the sale of goods and is recognised at the moment when these sales transactions, effected exclusively in cash, take place.

Revenue represents the income from the supply of services less discounts and tax (VAT and excise duty). Costs are recognised in the profit and loss account in the year in which the related revenue is recognised.

Financial income and expenses

Interest income and expense is recognised on a time proportion basis that takes into account the effective yield on the asset. Royalties are recognised on an accrual basis. Dividends are recognised when Schiphol Group's right to receive payment is established.

Earnings per share

The undiluted earnings per share are calculated by dividing the profit attributable to holders of ordinary shares by the weighted average number of ordinary shares in issue during the year. The diluted earnings per share are in fact equal to the undiluted earnings per share since there are currently no shares to be issued, in connection with options or convertible bonds, that could potentially lead to dilution of the earnings per share.

Intangible assets

Intangible assets relate to the cost of goodwill purchased from third parties, contract-related assets and the cost of software.

Goodwill arising on the acquisition of subsidiaries and interests in joint ventures is included in intangible assets. Goodwill arising on the acquisition of investments in associates is included in the carrying amount of the investments concerned. Goodwill is initially recognised at cost, this being the difference between the cost of acquisition and the company's share in the fair value of the acquired assets and liabilities. The carrying amount of goodwill is subsequently reduced by accumulated impairment losses. Goodwill is not amortised. The above impairment losses are identified by an impairment test performed annually, comparing the carrying amount with the recoverable amount. In order to perform this test, goodwill is allocated to the cash-generating unit (subsidiary, joint venture or associate) to which it relates. This allocation is described in greater detail in the note to the balance sheet item of intangible assets. There is no reversal of goodwill impairment losses.

The item contract-related assets concerns contracts, acquired upon the acquisition of activities from third parties. The fair value of these contracts, determined in accordance with the purchase method (as described under Consolidation, letter e), has been set at cost, which is amortised over the remaining contract period.

Software concerns both purchased and internally developed software. In the case of internally developed software, both internal and external hours involved in the development and implementation stages of ICT projects are capitalised according to records of hours charged. Internal and external hours charged in the initiative and definition stages are not capitalised. Software is amortised on a straight-line basis over its useful life.

Assets under construction or development
All capital expenditure except for that relating to intangible assets is initially recognised as assets under construction or development, if it is probable that the Group will derive future economic benefit and the amount can be measured reliably. Three categories of assets are distinguished in this context:
a) assets under construction for future operating activities;
b) assets under construction or development as future investment property;
c) assets under construction or development by order of third parties.

Assets under construction or development for future operating activities (category a) are carried at historical cost including:
- interest during construction in the case of major capital projects, i.e. interest payable to third parties on borrowed capital attributable to the project; and
- hours charged at cost to capital projects by Schiphol Group employees during the construction stage.

Assets under construction or development for future operating activities are not depreciated, although it may be necessary to recognise impairment losses.

The same applies to assets under construction or development as future investment property (category b) until the time that the fair value can be measured reliably. At that time these assets are stated at fair value, and the changes in the fair value are recognised in the profit and loss account under 'fair value gains and losses on property'.

When the assets of category a are put into use, they are transferred at historical cost to 'assets used for operating activities', which is also when the straight-line depreciation commences at the expense of the profit and loss account. The assets of category b are transferred upon completion to 'investment property' at fair value. As to the manner in which investment property is subsequently recorded, reference is made to the separate description of accounting policies for this balance sheet item.

Assets under construction or development by order of third parties (category c) are recorded in accordance with the percentage-of-completion method. Revenue and costs relating to such assets are recognised in the profit and loss account under 'sales of property' and 'cost of sales of property' respectively, in proportion to the completion stage of the project activities on the balance sheet date.

Assets used for operating activities
Assets used for operating activities include runways, taxiways, aprons, car parks, roads, buildings, installations and other assets. These assets are carried at historical cost less investment grants received, straight-line depreciation and impairment losses. Subsequent expenses are added to the carrying amount of these assets if it is probable that the Group will derive future economic benefit and the amount can be measured reliably.

Assets used for operating activities, with the exception of land, are depreciated on a straight-line basis over the useful life of the assets concerned, which depends on the nature of the asset and the components into which each asset can be divided for depreciation purposes. Useful lives and residual values are reappraised each year-end.

The net result on the disposal of assets used for operating activities is recognised in the profit and loss account as part of revenue from other activities.

Depreciation and amortisation
The intangible assets and assets used for operating activities are amortised and depreciated on a straight-line basis according to the schedule below, depending in part on the nature of the asset. Goodwill is not amortised and no depreciation is charged on investment property, assets under construction or land. The amortisation and depreciation periods applied by Schiphol Group, based on the expected useful life, are as follows:

Intangible assets	
• Contract-related assets	5 years
• ICT hours charged to application development	5 years
• Software licences	5 years
Assets used for operating activities	
• Runways and taxiways	15–60 years
• Aprons	30–60 years
• Paved areas etc.	
Car parks	30 years
Roads	30 years
Tunnels and viaducts	40 years
Drainage systems	20–40 years
• Buildings	20–40 years
• Installations	5–30 years
• Other assets	5–20 years

Impairment
The carrying amounts of non-current assets are periodically compared with their recoverable amounts if there are indications of impairment. In the case of goodwill, the impairment test is performed annually, regardless of any such indications. The recoverable amount is the higher of an asset's fair value less costs to sell and its value in use. The fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal. The value in use is the present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. The above test is performed at cash-generating unit level.

If the recoverable amount is lower than the carrying amount, the difference is recognised as an impairment loss in the profit and loss account and the carrying amount of the asset is reduced by the same amount. Also, where applicable, the straight-line depreciation over the remaining useful life of the asset concerned is adjusted accordingly. In certain circumstances, it may also be appropriate to reverse an impairment loss. There will be no reversal of impairment losses on goodwill, however.

Investment property
Investment property is stated at fair value. This also applies while this property still forms part of the assets under construction or development, provided that the fair value can already be measured reliably at that time. If this is not possible, the property is stated at historical cost. Upon completion, investment property is transferred at fair value to the item 'investment property'. Any difference between the fair value and the historical cost is recognised in the profit and loss account under 'fair value gains and losses on property'.

Property purchased from outside the Group is initially recognised at cost, including transaction costs. Expenditure after property has been commissioned is capitalised if it can be measured reliably and it is probable that future economic benefits will flow to the Group. Other expenditure is recognised immediately in the profit and loss account.

The buildings classified as investment property are carried at fair value, i.e. their market value as let property. All of the properties in the portfolio are appraised at minimum once a year by independent surveyors. To prevent double counting, the fair value of investment property as presented in the balance sheet takes account of the lease incentives included in the balance sheet.

Land in the investment property portfolio is also carried at fair value, subject to internal appraisal only. The market value of land leased out on a long lease is calculated by discounting the value of the future annual ground rents under the contracts concerned (DCF method), using a discount rate based on the interest rate on Dutch government bonds plus a risk mark-up.

In view of the long-term nature of the contracts, the use to which the land will be put on expiry of the lease is uncertain. A reliable measurement of residual values is therefore only possible where the lease expires within 20 years. No residual value is recognised in the case of contracts where the lease has longer than 20 years to run.

Fair value gains and losses on investment property are recognised in the profit and loss account in the year in which the change occurs. On disposal of assets, realised gains or losses, i.e. differences between carrying amount and net selling price, are taken to the profit and loss account.
Investment property is not depreciated.

Deferred tax
Deferred tax assets and liabilities are recognised in respect of temporary differences between the carrying amount of assets and liabilities according to tax rules and according to the accounting policies used in preparing these financial statements.

Deferred tax assets, including those arising from tax loss carry-forwards, are recognised when it is probable that there will be sufficient future taxable profits against which tax losses can be set off, allowing the assets to be utilised.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates and interests in joint ventures except to the extent that Schiphol Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

The carrying amounts of deferred tax assets and liabilities are calculated at the tax rates expected to be applicable to the period in which an asset is realised or a liability is settled, based on the tax rates (and tax legislation) in respect of which the legislative process has been concluded (or materially so) on the balance sheet date.

Leases
(a) Classification
Assets where the company or one of its subsidiaries has economic ownership under a lease contract are classified as finance leases. The company, or a subsidiary, has beneficial ownership if substantially all the risks and rewards incidental to ownership are transferred to it. Contracts where beneficial ownership remains with third parties are classified as operating leases. Whether a lease is a finance lease or an operating lease depends on the economic reality (substance of the transaction rather than the form of the contract).

(b) Schiphol Group as lessee in a finance lease
These assets are recognised as either assets used for operating activities or investment property.
The borrowings associated with such lease contracts are accounted for as lease liabilities. The assets and liabilities concerned are initially recognised at the lower of the amount equal to the fair value of the leased assets and the present value of the minimum lease payments at the inception of the lease. The assets are depreciated, using a method consistent with that used for identical assets owned by the company.
The depreciation period may be shorter if the lease term is shorter, if it cannot be extended and if ownership will not be obtained. The lease payments are apportioned between the finance charge and the reduction of the outstanding liability so as to present a constant periodic effective rate of interest on the remaining balance.

(c) Schiphol Group as lessee in an operating lease
In the case of leases where beneficial ownership is in the hands of third parties, recognition is restricted to presenting the lease payments in equal instalments, allowing for lease incentives, as expenses in the profit and loss account.

(d) Schiphol Group as lessor in a finance lease
Assets leased out on a contract that qualifies as a finance lease are included in the balance sheet as a lease receivable and carried at the present value of the minimum lease payments receivable at the inception of the lease. The lease payments receivable are apportioned between the finance income and the reduction of the outstanding receivable so as to present a constant periodic effective rate of interest on the remaining balance.

(e) Schiphol Group as lessor in an operating lease
Assets leased out on a contract that qualifies as an operating lease are recognised in the balance sheet and accounted for according to the type of asset.
The lease payments receivable under such leases are recognised as income in equal instalments, allowing for lease incentives, in the profit and loss account.

Loans to associates and other loans
Loans to associates and other loans are recognised initially at cost, representing the fair value of the loans granted. Transaction costs are deducted from this amount. Loans to associates and other loans are subsequently carried at amortised cost, with differences between the redemption value and the fair value less transaction costs at the time of issue amortised over the remaining term to maturity using the effective interest method.

Other financial interests
In the case of other financial interests, the company has neither control nor significant influence. This generally concerns interests of less than 20%. Such interests are carried at fair value, derived from quoted share prices or, if the entity is not listed, other valuation methods. If it is not possible to estimate the fair value reliably using valuation methods, owing to a lack of information or up-to-date information, other investments are carried at cost. Movements in the fair value of these other financial interests are recognised in the reserve for other financial interests included in equity in the year in which the movement occurs. The dividend received from these interests and, in the event of disposal of such interests, the difference between net selling price and carrying amount are recognised in the profit and loss account under financial income and expenses.

Derivative financial instruments
The company makes use of derivative financial instruments exclusively to hedge the risk of changes in future cash flows connected with periodic interest payments and repayments on loans as a result of movements in market interest rates and exchange rates. The instruments used to hedge these risks are interest rate swaps, interest rate caps and currency swaps. In view of their specific use, hedge accounting is applicable in the case of all these hedging instruments, with all the hedging transactions being treated as cash flow hedges.

Derivative financial instruments are initially recognised at cost and subsequently carried at fair value, based either on quoted prices or a model for valuing derivative financial instruments. Movements in the fair value are recognised in the reserve for hedging transactions (part of equity), provided the hedge is highly effective. The ineffective portion of the hedges is recognised in the profit and loss account under financial income and expenses.

At the inception of a hedge, the contract is formally documented. The parameters (maturity, face value and so on) of the underlying instrument and the hedge will correspond exactly. The effectiveness of hedging transactions is nevertheless measured periodically to determine whether the hedge has been effective over the preceding period and whether it is probable that it will be effective over the period ahead.

If a hedging instrument expires or is sold, ends or is exercised or the hedge ceases to satisfy the hedge accounting criteria, hedge accounting is discontinued immediately. The fair value gains and losses accumulated up to that date continue to be carried in the hedging transactions reserve and are subsequently recognised in the profit and loss account simultaneously with the realisation of the hedged cash flow.

Other non-current receivables
In the case of prepaid ground rents, the amount paid to acquire the leasehold is included as a lease asset in the balance sheet and recognised as an expense in the profit and loss account in equal instalments over the lease term.

Assets held for sale
Non-current assets are presented as held for sale if it is clear that the carrying amount will be recovered principally through sale. Land falling into this category is carried at the lower of cost and fair value less costs to sell. The historical cost also includes the costs associated with acquiring the land and site preparation costs. Assets held for sale are not depreciated.

Trade and other receivables
Trade and other receivables are included at fair value, normally face value, less a provision for credit risks. Amounts added to and released from this provision are recognised in the profit and loss account.

Cash and cash equivalents
Cash and cash equivalents comprise current account credit balances with banks and deposits with original maturities of less than three months. Bank overdrafts are accounted for in trade and other payables. Cash and cash equivalents are carried at fair value, which is normally the same as face value.

Equity

(a) Issued share capital
The issued share capital consists of the amounts paid up on the shares issued, up to their nominal value.

(b) Share premium reserve
The share premium reserve consists of the amounts paid up on the shares issued, insofar as these payments exceed the nominal value of the shares in question.

(c) Retained profits
Retained profits refers to net results (i.e. that part of the result which is attributable to shareholders) accumulated in previous years.

(d) Other reserves
Other reserves comprise the reserve for hedging transactions, the reserve for other financial interests and the reserve for translation differences.

The reserve for other financial interests is increased or reduced in respect of movements in the fair value of Schiphol Group's other financial interests. On disposal of other financial interests the accumulated fair value gains and losses are recognised in the profit and loss account as part of the result on disposal.

The policies with respect to the reserve for hedging transactions are discussed under 'derivative financial instruments'. The policies with respect to the reserve for translation differences are discussed under (c) under 'foreign currency'.

Borrowings
This item relates to bonds, private placements and bank loans. Borrowings are initially carried at cost, i.e. the amount raised, allowing for any premium or discount and net of transaction costs. Subsequently borrowings are carried at amortised cost, with differences between the redemption value and the fair value less transaction costs at the time of issue amortised over the remaining term to maturity using the effective interest method.

Borrowings expected to be repaid within twelve months of the balance sheet date are presented under current liabilities.

Employee benefits
There are four categories of employee benefits:
a) short-term employee benefits;
b) post-employment benefits;
c) other long-term employee benefits; and
d) termination benefits.

Definitions of these categories and brief descriptions of the Schiphol Group employee benefits falling into them are given below.

(a) Short-term employee benefits
Short-term employee benefits are benefits payable for current employees within twelve months of the end of the year in which the service is rendered. Within Schiphol Group, this category includes wages and salaries (including paid annual leave and holiday allowances) and other fixed and variable allowances, social security contributions, paid sick leave, profit sharing and variable (short-term) remuneration components. The costs in respect of these employee benefits are recognised in the profit and loss account at the time when the service is rendered or the rights to benefits are accrued (e.g. holiday entitlements).

(b) Post-employment benefits
This category of benefits covers employee benefits that may be due following termination of employment. They include pensions and other retirement benefits, job-related early retirement benefit, payment of healthcare insurance costs for pensioners and supplementary incapacity benefit.

Schiphol Group's pension scheme is administered by ABP. The pension scheme is treated as a group scheme involving more than one employer. Based on the formal terms of the pension scheme, it qualifies as a defined benefit plan. However, Schiphol Group does not have access to sufficient information to apply the proper method of accounting for defined benefit plans. According to information from ABP, ABP is currently not in a position to supply the information necessary in order to account for the pension scheme as a defined benefit plan. Consequently, the scheme is provisionally accounted for as a defined contribution plan.

Accordingly, in measuring the obligations arising from the pension scheme, Schiphol Group merely recognises the pension contributions payable as an expense in the profit and loss account.

For the defined benefit pension schemes of several subsidiaries and joint ventures, however, the information needed in order to account for a defined benefit plan is available. In those cases, a net asset or liability is recognised in the balance sheet, comprising:

1. the present value of the defined benefit obligation at the balance sheet date measured using the projected unit credit method, under which the present value of the pension obligations is determined on the basis of the number of active years of service prior to the balance sheet date, the estimated salary level at the expected date of retirement and the market interest rate;
2. plus any actuarial gains (less any actuarial losses) not yet recognised in the profit and loss account. Actuarial gains and losses are not recognised in the profit and loss account unless the total amount of the accumulated gains and losses falls outside a bandwidth of 10% of the higher of the maximum obligation under the scheme and the fair value of the associated investments. That part which falls outside the bandwidth is credited or debited to the profit and loss account over the remaining years of service of the plan members (corridor approach);
3. minus any past service cost not yet recognised. If, owing to changes in the pension schemes, the expected obligations based on future salary levels with respect to prior years of service (past service costs) increase, the amount of the increase is not recognised in full in the period in which the rights are granted but is charged to the profit and loss account over the remaining years of service; and
4. minus the fair value at the balance sheet date of plan assets (if any) out of which the obligations are to be settled directly.

The other provisions for employee benefits falling into this category (job-related early retirement benefit, payment of healthcare insurance costs for pensioners and supplementary incapacity benefit) are also calculated according to actuarial principles and accounted for using the method as described under 1–4 above.

(c) Other long-term employee benefits
This category concerns employee benefits payable twelve months or more after the end of the period in which the service is rendered by the employee. At Schiphol Group, this includes variable remuneration components for the members of the Management Board and senior executives in charge of corporate staff departments and the business areas, long-service components, supplementary income for employees in receipt of incapacity benefit (long-term paid sick leave) and paid sabbatical leave.

The long-term variable remuneration components are a performance-related remuneration component which is conditional on the executives concerned having satisfied certain performance criteria (economic profit) cumulatively over a period of three years (the reference period) from the time of award of the variable remuneration. Payment is only made if the executive is still employed by the company at the end of that period. If it is mutually agreed that the contract of employment should be ended, the award is made on a pro rata basis. At each year-end, an estimate is made of the variable remuneration components payable at the end of the three-year period. During the reference period a pro rata part thereof is charged each year to the result for the relevant year.

The expected costs of supplementary income for employees in receipt of incapacity benefit are recognised in full in the profit and loss account effective on the date on which an employee is declared wholly or partially incapacitated. A provision for paid sabbatical leave entitlements is recognised in the balance sheet, the costs being accounted for in the year in which the leave entitlements are granted.

The long-term variable remuneration provisions are recognised at the present value of the obligation. Other long-term employee benefit obligations are not discounted.

(d) Termination benefits
Termination benefits are employee benefits payable as a result of either a decision by Schiphol Group to terminate an employee's employment before the normal retirement date or an employee's decision to accept voluntary redundancy in exchange for such benefits. The scheme supplementing the statutory amount of unemployment benefit is an example of a

termination benefit. The costs are recognised in full in the profit and loss account as soon as such a decision is made.
Termination benefits are recognised at the present value of the obligation.

Other provisions
Provisions are made for legally enforceable or constructive obligations existing on the balance sheet date when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Other provisions are included at the present value of the obligation, if the effect of the time value of money is material.

Other non-current liabilities
In the case of prepaid ground rents, the amount paid to acquire the leasehold is included as a lease liability in the balance sheet and recognised as income in the profit and loss account in equal instalments over the lease term.

Trade and other payables
Trade and other payables are carried at fair value, which is normally the same as face value.

Judgement regarding application of accounting policies

The preceding pages provide a comprehensive description of Schiphol Group's accounting policies. In certain situations, management's judgement will be decisive in determining the way in which the accounting policies are applied. This is particularly true of the following.

Control, joint control and significant influence
Control is the power to govern an entity's financial and operating policies so as to obtain benefits from its activities. Control is presumed to exist when the parent owns, directly or indirectly through subsidiaries, more than half of the voting power of an entity unless, in exceptional circumstances, it can be clearly demonstrated that such ownership does not constitute control.

Joint control is the contractually agreed sharing of control over an economic activity, and exists only when the strategic financial and operating decisions relating to the activity require the unanimous consent of the parties sharing control (the venturers). The existence of a contractual arrangement distinguishes interests that involve joint control from investments in associates in which the investor has significant influence. Activities that have no contractual arrangement to establish joint control are not joint ventures. The contractual arrangement establishes joint control over the joint venture. Such a requirement ensures that no single venturer is in a position to control the activity unilaterally.

Significant influence is the power to participate in the financial and operating policy decisions of an entity, but is not control over those policies. If an investor holds, directly or indirectly (e.g. through subsidiaries), 20% or more of the voting power of the investee, it is presumed that the investor has significant influence, unless it can be clearly demonstrated that this is not the case. Conversely, if the investor holds, directly or indirectly (e.g. through subsidiaries), less than 20% of the voting power of the investee, it is presumed that the investor does not have significant influence, unless such influence can be clearly demonstrated. The latter will be the case, for example, if the investor is represented on the Management Board, Supervisory Board or an equivalent administrative body, and is involved in the decision-making process. A substantial or majority ownership by another investor does not necessarily preclude an investor from having significant influence.

The existence and effect of potential voting rights that are currently exercisable or convertible, including potential voting rights held by another entity, are considered when assessing whether an entity has the power to govern the financial and operating policies of another entity. Potential voting rights are not currently exercisable or convertible when, for example, they cannot be exercised or converted until a future date or until the occurrence of a future event. In assessing whether potential voting rights contribute to control, Schiphol Group examines all facts and circumstances (including the terms of exercise of the potential voting rights and any other contractual arrangements whether considered individually or in combination) that affect potential voting rights, except the intention of management and the financial ability to exercise or convert.

Distinction between assets used for operating activities and investment property
Investment property is distinguished from operating property on the basis of the following criteria:
- investment property is held to earn rentals, for growth or for a combination of the two;
- investment property generates cash flows that are largely independent of the other assets held by the company.

The above assessment is made for each individual property.

Some properties comprise a portion that is used for operating activities and another portion that is investment property. If these portions could be sold separately or leased out separately, the portions are accounted for separately as assets used for operating activities and as investment property. If the portions could not be sold separately, the property is investment property only if an insignificant portion is held for use in connection with operating activities.

Investment property does not include property for immediate or future use by the company or property under construction or development intended for future use as investment property.

Key assumptions and estimates

In applying the accounting policies, management in some cases inevitably has to rely on estimates and assumptions that could affect the amounts presented, the disclosures and the other information contained in the financial statements. Actual figures may differ from the estimates and assumptions used. This is particularly true of the following.

Impairment of goodwill and other non-current assets
Impairment tests are performed on non-current assets comparing their carrying amounts with the recoverable amounts, should there be evidence of impairment. For non-current assets, other than land, where the carrying amount is not amortised (goodwill), an impairment test is performed at least once a year. The need to recognise an impairment loss may be indicated if, in the management's estimation, there has been, for example, a more rapid decline in the market value of an asset than would result from the passage of time or normal use, a significant change in the use of an asset or in the business strategy, performance falling well below forecast levels, a significant deterioration in the sector or in the economy as a whole, accelerated obsolescence of an asset or damage to an asset.
It is also possible for circumstances, in management's estimation, to indicate the need to reverse a previously recognised impairment loss. Reversal of impairment losses on goodwill, however, is not permitted.

Deciding whether impairment losses should indeed be recognised, or reversed, in the above circumstances involves determining the recoverable amount.
To that end, management makes use of estimates and assumptions with regard to defining cash-flow-generating units, the future cash flows and the discount rate. The assessments underpinning such estimates and assumptions may differ from year to year, depending on the state of the economy, market conditions, changes in the business or regulatory environment or other factors outside the company's control. If the projected recoverable amounts need revising, it may be necessary to recognise impairment losses or (except in the case of goodwill) to reverse existing impairment losses.

Useful life and residual value of assets used for operating activities
Assets used for operating activities constitute a significant part of the company's total assets and the scheduled straight-line depreciation charges form a significant part of the annual operating expenses. The useful lives and residual values arrived at on the basis of management's estimates and assumptions have a major impact on the valuation of assets used for operating activities. The useful life of assets used for operating activities is estimated on the basis of design life, experience with similar assets, an asset's maintenance history and the period for which economic benefits will flow to Schiphol Group from the operation of the asset. Existing estimates and assumptions are reviewed each year-end for any changes warranting adjustment of an asset's useful life and/or residual value. Such adjustments are applied prospectively.

Valuation of investment property at fair value
As previously mentioned, the annual measurement of the fair value of the land recognised under 'investment property' is carried out by in-house appraisers and, in that context, the following estimates and assumptions are important. The best evidence of fair value are current prices in an active market for similar investment property and other contracts. In the absence of such information, Schiphol Group determines the amount within a range of reasonable fair value estimates.
In making its judgement, Schiphol Group considers information from a variety of sources including:
- current prices in an active market for properties that differ in terms of their nature, condition or location (or subject to different lease or other contracts), adjusted to reflect those differences;
- recent prices of similar properties in less active markets, with adjustments to reflect any changes in economic conditions since the date of the transactions that occurred at those prices; and
- discounted cash flow projections based on reliable estimates of future cash flows, derived from the terms of any existing lease and other contracts, and (where possible) from external evidence such as current market rents for similar properties in the same location and condition, and using discount rates that reflect current market assessment of the uncertainty in the amount and timing of the cash flows.

The principal assumptions underlying management's estimation of fair value are those related to the receipt of contractual rents, expected future market rentals, vacancy levels, maintenance requirements and appropriate discount rates. These valuations are regularly compared with actual market yield data and actual transactions by Schiphol Group and those reported by the market.

Deferred tax assets
Deferred tax assets, including tax loss carry-forwards, are recognised if it is probable that sufficient taxable profits will be available in the future against which the losses can be set, enabling the deferred tax assets to be utilised. In its assessment of this probability, management makes use of estimates and assumptions which also affect the carrying amount of the asset.

Actuarial assumptions with regard to employee benefit provisions
Provisions relating to employee benefit schemes as well as the net assets or liabilities in respect of pension schemes of associates are measured actuarially, based on assumptions relating to future trends in pay levels, mortality rates, staff turnover, returns on plan assets and other factors. Changes in these estimates and assumptions can result in actuarial gains and losses which, if they fall outside a bandwidth of 10% of the greater of the obligations under the plan and the fair value of the plan assets, are credited or debited to the profit and loss account over the average remaining years of service of the plan members (corridor approach).

Assets and liabilities with regard to claims and disputes
A receivable in respect of a claim or dispute is recognised in the balance sheet as soon as there is a high degree of certainty that an inflow of resources embodying economic benefits will occur. If such an inflow of resources is merely probable, the receivable is disclosed in the notes as a contingent asset. A provision is recognised for present obligations when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Contingent obligations are disclosed in the note on Contingent assets and liabilities.

Management periodically reviews all claims and disputes. The outcome of this review determines which claims and disputes should give rise to the recognition of assets or liabilities and which merely require disclosure as contingent assets or obligations.
Where an asset or liability is recognised, estimating the probability and amount of any inflow or outflow of resources to a large extent involves arbitrary decisions. In arriving at these decisions, management also draws on legal opinion.

Management of financial and tax risks

Financial risk factors
Due to the nature of its activities, Schiphol Group faces a variety of risks: market risk, credit risk and liquidity risk. The financial risk management programme (which is part of Schiphol Group's total risk management programme) focuses on the unpredictability of the financial markets and on minimising any adverse effects this may have on Schiphol Group's financial results. Schiphol Group uses derivative financial instruments to hedge certain risk positions. The financial risk management is carried out by a central treasury department (Corporate Treasury) and is part of approved Management Board policy. In addition to drawing up written guidelines for financial risk management, the Management Board determines the policy for specific key areas such as currency risk, interest-rate risk, credit risk, the use of derivative and non-derivative financial instruments (derivatives), and the investment of a temporary liquidity surplus.

Market risk
Market risk comprises three types of risk: currency risk, price risk and interest-rate risk.

(a) Currency risk
Currency risk occurs if future business transactions, recognised assets and liabilities and net investments in activities outside the euro zone are expressed in a currency other than the functional currency of the entity (in the case of Schiphol Group this is the euro). Schiphol Group operates at international level and faces currency risks via several currency positions, in particular the Japanese yen (borrowings), the US dollar (net investments in activities outside the euro zone) and the Australian dollar (net investments in activities outside the euro zone).

Schiphol Group manages the currency risk with regard to borrowings by using futures contracts. The financial risk management policy is that virtually 100% of the expected cash flows is hedged. As at 31 December 2009, 7.9% of total borrowings had been drawn in foreign currency (EUR 120 million nominal, being the equivalent of 20 billion Japanese yen) compared with 11.7% of total borrowings (EUR 198.5 million, being the equivalent of 25 billion Japanese yen) a year earlier. These positions are fully hedged by means of currency swaps, in accordance with the aforementioned policy. Therefore a change in the rate of the relevant foreign currency will not affect the results relating to these borrowings. The effect on equity is temporary (i.e., only for the duration of the hedging transaction) and relatively small (given the development in the balance of the reserve for hedging transactions from EUR 20.0 million negative as at 31 December 2007 to EUR 4.7 million negative as at 31 December 2008).

Schiphol Group has a number of strategic investments in activities outside the euro zone, of which the net investments, recognised in the balance sheet under 'investments in associates' and 'loans to associates', are affected by a translation risk. In accordance with the policy, the currency position relating to Schiphol Group's net investments in the activities outside the euro zone, totalling EUR 102.6 million as at 31 December 2009 (EUR 74.2 million as at 31 December 2008), is not hedged, with the exception of the Redeemable Preference Shares included herein which Schiphol Group owns in Brisbane Airport Corporation Holdings Pty Ltd. The currency risk on this receivable, with a book value as at 31 December 2009 of EUR 66.5 million (EUR 46.1 million as at 31 December 2008), is hedged with forward exchange transactions where the nominal value of EUR 44.5 is concerned (EUR 43.6 million as at 31 December 2008).
The interest receivable included in the above carrying amount from 31 December 2009 will be hedged taking effect from January 2010. A change in the rate of the relevant foreign currency will not, therefore, affect the results relating to this receivable. Translation differences on this position are recognised in the reserve for translation differences, and have no direct influence on the result. The effect on equity is small (given the development in the balance of the reserve for translation differences from 1 million negative as at 31 December 2008 to 8.5 million as at 31 December 2009).

Corporate Treasury is responsible for the management of the net position in the individual foreign currencies.

(b) Price risk
Price risk is the risk of fluctuations in the value of assets and liabilities as a result of changes in market prices. Schiphol Group is affected especially by the price risk of land and buildings which it recognises at fair value under 'property investments'. This fair value

is influenced by developments in supply and demand and changes in interest rates and the rate of inflation. An average increase of 10% in the net initial yield on offices and industrial buildings demanded by property investors would reduce the value of our offices and industrial buildings by a total amount of approximately EUR 74 million. Given the aforementioned accounting policy, our profitability before tax in that situation would fall by the same amount.

Furthermore, Schiphol Group owns shares that also involve a price risk. These shares are recognised under 'other financial interests' at their fair value, which is derived from the market price of these shares. Changes in the fair value are recognised in the reserve for other financial interests, which is part of equity. Therefore these changes have no direct influence on the result. The effect on equity is relatively small (given the development in the balance of the reserve for other financial interests from EUR 0.4 million as at 31 December 2008 to EUR 0.3 million negative as at 31 December 2009).

(c) Interest-rate risk

The interest-rate risk is divided into a fair value interest-rate risk and a cash flow interest-rate risk.

Fair value interest-rate risk

The fair value interest-rate risk is the risk of fluctuations in the value of a financial instrument as a result of fluctuations in the market interest rate. Schiphol Group does not have any significant financial assets that attract a fair value interest-rate risk. Schiphol Group is affected by the fair value interest via fixed-interest borrowings. Schiphol Group's policy is to take out at least 75% of the funds borrowed at a fixed interest rate, where necessary by using derivative financial instruments. With regard to Airport Real Estate Basisfonds CV (AREB CV), at least 60% of all borrowings should be fixed-interest or capped-interest borrowings. As at 31 December 2009, the percentage of fixed-interest borrowings for Schiphol Group was 98.0% (against 94.9% as at 31 December 2008). For AREB CV this percentage was 65.4% as at 31 December 2009 (against 65.4% as at 31 December 2008). It is the management's intention to retain borrowings until the end of the term. As a result, these borrowings are valued at amortised cost. This means that interim fluctuations in the fair value of borrowings have little effect on the financial position and the result.

Cash flow interest-rate risk

The cash flow interest-rate risk is the risk of fluctuations in the future cash flows of a financial instrument as a result of fluctuations in the market interest rate. Except for liquid resources, Schiphol Group has no significant financial assets that attract a cash flow interest-rate risk. If the average interest paid on deposits during the year 2009 had been 1% lower, the interest income relating to deposits would have been EUR 3 million lower (EUR 2.1 million as at 31 December 2008).

In addition, Schiphol Group runs a cash flow interest-rate risk in respect of long-term borrowings at a variable interest rate. This position is hedged by Schiphol Group's policy to take out no more than 25% of the funds borrowed at a variable interest rate, where necessary by using derivatives, excluding the loan portfolio of Airport Real Estate Basisfonds CV (AREB CV). For AREB CV, a maximum of 40% applies. As at 31 December 2009, the percentages of variable-interest borrowings were 2% for Schiphol Group and 34.6% for AREB CV (5.1% and 34.6% respectively as at 31 December 2008).

The cash flow interest-rate risk is managed by using interest rate swaps, with which a variable interest rate can be changed to a fixed interest rate, and interest rate caps, with which any increase in interest rates is limited. As part of an interest rate swap, Schiphol Group agrees with a counterparty to effect a swap, at predetermined moments, of the difference between a fixed contract rate and a variable interest rate. This difference is calculated on the basis of the underlying principal sum agreed. In the event of an interest rate cap, the increase in the variable interest rate in excess of a pre-arranged maximum is paid by the counterparty. If the average variable interest rate during the year 2009 had been 1% higher, the interest expense relating to borrowings would have been EUR 1 million higher (2008 EUR 0.7 million).

Credit risk

Credit risk is the risk that one party to a financial instrument fails to fulfil its obligations, causing the other party to sustain a financial loss.
Schiphol Group's counterparties in derivative financial instruments and liquidities transactions are limited to financial institutions with high creditworthiness (a minimum S&P credit rating of A), whereby the net position (balance of receivables and payables relating to financial instruments) for each counterparty should not exceed EUR 200.0 million.
The maximum net position as at 31 December 2009 was EUR 375 million (against a maximum of EUR 351 million as at 31 December 2008) and thereby temporarily exceeded the net position limit. This overrun is attributable to the large temporary cash surplus at the end of 2009 resulting from the early funding of the 2010 financing requirement. In addition, it was decided to place the greater part of the cash surplus with one financial institution (ABN AMRO) in view of the general turbulence in the financial markets and the uncertainty with regard to the future creditworthiness of various financial institutions, bearing in mind that ABN AMRO had been taken over by the Dutch State.
As at 31 December 2009, the item trade receivables is EUR 72.8 million (EUR 99.9 million as at 31 December 2008). This amount includes a bad debt provision of EUR 5.8 million (EUR 4.2 million as at 31 December 2008) and EUR 2.3 million in security deposits received (EUR 1.8 million as at 31 December 2008). The provision fully covers receivables owed by debtors that went into liquidation or applied for a moratorium. The same applies to receivables older than one year and larger receivables younger than one year which are expected to be irrecoverable.
The movements in the bad debt provision are as follows:

(in millions of euros)	2009	2008
Carrying amount 1 January	4.2	3.8
Utilised during the year	– 0.7	– 1.6
Added during the year	2.3	2.0
Carrying amount 31 December	5.8	4.2

The ageing analysis of trade receivables is as follows:

(in millions of euros)	2009	2008
Younger than 60 days	75.5	96.7
Older than 60 days	2.4	7.7
Older than 360 days	1.5	1.4
Bankruptcies	1.5	0.1
	80.9	105.9
Provision for bad debt	– 5.8	– 4.2
Security deposits received	– 2.3	– 1.8
Total trade receivables	72.8	99.9

Of the trade receivables amounting to EUR 80.9 million (EUR 82.3 million before deduction of the provision for bad debt and the security deposits amounting to EUR 2.3 million received), an amount of EUR 11.1 million fell due without a provision having been made. Expectations are that these trade receivables will be paid, as the debtors concerned have no default history.

The ageing analysis of these accounts receivable is as follows:

(in millions of euros)	2009	2008
Younger than 30 days	7,4	6,6
Younger than 60 days	2,1	2,8
Older than 60 days	1,6	5,5
	11,1	14,9

Parties procuring services from Schiphol Group are first assessed on their creditworthiness. Depending on the outcome of this assessment, the buyer may be required to provide security (in the form of a bank guarantee or deposit) in order to limit the bad debt risk. As at 31 December 2009, Schiphol Group has an amount of EUR 20.8 million in bank guarantees and security deposits (EUR 24.1 million as at 31 December 2008). The debtors include two enterprises with an individual balance in excess of EUR 2.0 million. One company, Koninklijke Luchtvaartmaatschappij N.V. (KLM), has an individual balance in excess of EUR 10.0 million.

Liquidity risk

Liquidity risk is the risk that Schiphol Group will have difficulty in raising the financial resources required to honour the commitments relating to financial instruments. Careful liquidity risk management entails that Schiphol Group maintains sufficient liquid resources and has access to sufficient financing opportunities, in the form of promised (and preferably committed) credit facilities and in the form of the ECP and the EMTN programme. Our financing policy is also aimed at reducing the refinancing risk. For brevity's sake, reference is made to note 33, dealing with borrowings, in which the aforesaid margin and facilities are explained in more detail.

The remaining term as at 31 December 2009 and 31 December 2008 respectively of the (net) obligations relating to borrowings, finance lease contracts and derivative financial instruments is as follows:

(in thousands of euros)	Total 2009	≤ 1 year	> 1 year	> 1 year but ≤ 5 years	> 5 years
Borrowings	**1,907,864**	60,750	1,847,114	1,272,800	574,314
Finance lease liabilities	**117,777**	4,368	113,409	16,375	97,034
Finance lease receivables	**– 7,489**	– 1,967	– 5,522	– 5,522	-
Derivative financial instrument liabilities	**14,302**	10,477	3,825	2,923	902
Derivative financial instrument receivables	**– 37,907**	-	– 37,907	718	– 38,625
	1,994,547	**73,628**	**1,920,919**	**1,287,294**	**633,625**

(in thousands of euros)	Total 2008	≤ 1 year	> 1 year	> 1 year but ≤ 5 years	> 5 years
Borrowings	**1,695,943**	167,431	1,528,512	238,411	1,290,101
Finance lease liabilities	**121,564**	4,110	117,455	17,797	99,657
Finance lease receivables	**– 9,230**	– 1,741	– 7,489	– 7,489	-
Derivative financial instrument liabilities	**11,020**	7,474	3,546	3,546	-
Derivative financial instrument receivables	**– 49,445**	– 7,155	– 42,290	– 121	– 42,169
	1,769,852	**170,119**	**1,599,734**	**252,144**	**1,347,589**

All the items in the above overview are shown at the amounts for which they are also recognised in the balance sheet, together with the year of redemption or settlement agreed for each item with the other party. Schiphol Group's policy dictates that no more than 25% of obligations may have a term of less than one year. As at 31 December 2009, this percentage was 3.7% (against 9.6% as at 31 December 2008).

Fair value estimate

The fair value of financial instruments that are traded on active markets (such as negotiable derivative financial instruments and securities held for sale) is based on their market prices on the balance sheet date.

The fair value of financial instruments that are not traded on active markets (such as derivative financial instruments traded over the counter, loans to associates, other receivables and loans) is determined with the aid of valuation techniques. Schiphol Group uses various methods for this purpose and applies assumptions based on the market conditions on the balance sheet date.

With regard to borrowings, market prices or prices quoted by traders for comparable instruments are used. Other valuation techniques, such as expected cash flow models, are used to determine the fair value of the remaining financial instruments. The fair value of interest rate swaps is calculated as the discounted value of the expected future cash flows. The fair value of forward exchange contracts is determined on the basis of the price on the forward exchange market on the balance sheet date.

It is assumed that the nominal value, reduced by the estimated adjustments for trade receivables and trade payables, approximates the fair value. For information provision purposes, the fair value of financial assets and liabilities is estimated by factoring in the future contractual cash flows at the current market interest rate which Schiphol Group applies to comparable financial instruments. Furthermore, account is taken of the possibility of early repayments; the chance that such repayments will be made is presently estimated at zero.

Funds From Operations is structured as follows:

(in thousands of euros)	2009	2008
Operating result	**187,069**	294,141
Depreciation and amortisation	**182,863**	172,022
Impairment	**13,235**	298
Result from the sale of assets	**– 112**	– 22
Other income, from property	**40,040**	– 21,537
Non cash changes receivables	**– 190**	– 29,565
Non cash changes liabilities	**– 4,705**	18,969
Movements in provisions	**18,652**	– 3,320
Income tax paid	**– 34,611**	– 51,249
Interest paid	**– 49,386**	– 53,705
Interest received	**2,974**	14,029
Dividend received	**19,410**	7,849
Funds From Operations	**375,239**	**347,910**

Capital management

Schiphol Group's long-term capital strategy and dividend policy is geared towards returning value to its shareholders, facilitating sustainable long-term growth and preserving an appropriate financial structure and sound creditworthiness whilst bearing in mind its limited access to the capital market. With the current shareholder base (public shareholders) Schiphol Group only has access to the debt market. Nonetheless, Schiphol Group has a continued focus on further optimising its capital structure and cost of capital.

Schiphol Group makes use of certain financial ratios, including cash flow-based metrics to capture the dynamics of capital structure, dividend policy and cash flow generation and monitor its capital structure in line with credit rating agencies and comparable best practices. In this context, key financial ratios employed include:

- Funds From Operations (FFO) Interest Coverage concerns the FFO plus interest charges divided by the interest charges
- Leverage concerns interest-bearing debt divided by equity plus the interest-bearing debt
- Funds From Operations (FFO) / Total debt.

The item 'Funds From Operations' is calculated specifically for the purpose of determining the financial ratios and differs from the cash flow from operations, as calculated in accordance with our accounting policies in the consolidated cash flow statement.

(in thousands of euros)	2009	2008
Non-current liabilities		
Borrowings	**1,847,114**	1,528,512
Lease liabilities	**113,409**	117,454
Current liabilities		
Borrowings	**60,750**	167,431
Lease liabilities	**4,368**	4,110
Total debt	**2,025,641**	1,817,507

For capital management purposes, debt capital consists of the non-current and current liabilities as shown under 'total debt'.

Equity for capital management purposes is equal to equity shown in the consolidated balance sheet. As at 31 December 2009, equity was EUR 2,975.4 million (EUR 2,886.6 million as at 31 December 2008).

As at 31 December, the FFO / Total debt and leverage were:

	2009	2008
FFO / Total debt	**18.5%**	19.1%
Leverage	**40.5%**	38.6%

The FFO / Total debt fell from 19.1% in 2008 to 18.5% in 2009. This is primarily attributable to the stronger increase in the total debt compared to FFO. The leverage increased from 38.6% in 2008 to 40.5% in 2009, also due to the stronger increase of total debt compared to FFO.

The FFO interest coverage ratio is calculated by dividing the FFO plus the interest charges relating to borrowings and lease liabilities, amounting to EUR 111.8 million in 2009 (EUR 63.2 million in 2008), by these interest charges. As a result, the FFO interest coverage ratio for 2009 was 4.4x (compared with 6.5x for 2008).

The ratios as at 31 December 2009 are consistent with Schiphol Group's policy to maintain a single A credit rating (S&P).

Tax risk factors

Because of its diverse range of activities, Schiphol Group deals with many different types of tax. The internal control procedures for the related tax risks (also known as the 'tax control framework') are part of Schiphol Group's overall risk management and control system. This system serves to identify tax risks and monitor internal control. Tax risk management is facilitated by the central control department (Corporate Control) and is part of approved Management Board policy. This policy proceeds from the assumption that Schiphol Group is a reliable taxpayer through the application of professional tax compliance procedures. In addition, Schiphol Group seeks to develop and implement a reasoned tax planning framework.

The general tax risk for Schiphol Group concerns the timely submission of complete tax returns and the payment of the tax amounts concerned, as well as compliance with all tax laws and regulations and reporting rules specifically relating to corporate income tax. Activities abroad entail an increased risk because of different local tax laws. For Schiphol Group this risk is limited, since the majority of our activities are carried out in the Netherlands.

Segment Information

Schiphol Group distinguishes fourteen operating segments, which have been combined into nine reporting segments for reporting purposes.

The Aviation business area operates solely at Amsterdam Airport Schiphol and provides services and facilities to airlines, passengers and handling agents. The Aviation business area has been subdivided into two reporting segments: Aviation and Security. Sources of revenue include airport charges (aircraft, passenger and security charges) and concession fees (paid by oil companies for the right to provide aircraft refuelling services). The Netherlands Competition Authority (NMa) regulates the charges which are levied and sets limits on the returns generated.

The activities of the Consumers business area consist of granting and managing concessions for shops and food service outlets (reporting segment: Concessions, providing revenue from concessions and lease of retail locations), the operation of car parks (reporting segment: Parking, providing revenue from parking fees) and the operation of shops, the marketing of advertising opportunities at Amsterdam Airport Schiphol and the operation of management contracts at airports outside the Netherlands (reporting segment: Consumers Other, providing revenue from retail sales, the lease of advertising space and management fees respectively).

The Real Estate business area, which is also a reporting segment, develops, manages, operates and invests in property at and around airports at home and abroad. The greater part of the portfolio, comprising both operational buildings and commercial properties is located at and around Amsterdam Airport Schiphol. Sources of revenue include income from development and letting out buildings and sites. The business area also makes contributions to Schiphol Group results via other property results (sales, the fair value gains or losses on property and the granting of long lease of land).

The Alliances & Participations business area comprises the reporting segments Domestic Airports, Foreign Airports and Other Subsidiaries. Airport charges and parking charges are the main sources of revenue of the regional airports. The airports abroad contribute to the Group result through performance fees and dividends as accounted for in share in results, through the interest paid on loans and through intellectual property fees. This involves stakes in airports such as Aéroports de Paris S.A., Brisbane Airport Corporation Ltd and JFK IAT LLC. The other subsidiaries include Schiphol Telematics and Utilities, among others. Schiphol Telematics delivers telecom services on and around the airport. The Utility activities generate revenue from the transport of electricity and gas and from the supply of water.

Information relating to alliances specifically associated with a particular business area is presented under the reporting segments of that business area. The information relating to other alliances is presented under the reporting segments of the Alliances & Participations business area. Group overheads are allocated to the business segments largely on the basis of their relative share in the costs of Schiphol Group.

The Management Board and the central treasury department review the obligations and the financial income and expenditure at group level rather than reporting segment level. Transactions between the reporting segments are conducted at arm's length.

Since Schiphol Group's current activities are largely concentrated in the Netherlands (99.2% of the consolidated revenue in 2009), there is no geographical segmentation. Around 34% of revenue (32% in 2008) relates to one external client and is generated primarily in the Aviation business area.

Segment information (continued)

2009 (in thousands of euros)	Aviation		Consumers			Real Estate	Alliances & Participations			
	Aviation	Security	Concessies	Parking	Other		International airports	Domestic airports	Other participations	Total
Total revenue	441,183	246,433	126,428	79,402	78,608	171,817	4,922	49,346	88,301	**1,286,440**
Elimination of internal revenue	– 8,835	– 4,615	– 18,948	– 1,551	– 419	– 36,930	– 1,921	– 259	– 59,116	**– 132,594**
Revenue	432,348	241,818	107,480	77,851	78,189	134,887	3,001	49,087	29,185	**1,153,846**
Fair value gains and losses on investment property	-	-	-	-	-	– 39,391	-	– 744	-	**– 40,135**
Depreciation and amortisation	– 104,502	– 23,643	– 15,123	– 5,905	– 2,654	– 18,283	– 9	– 4,552	– 8,192	**– 182,863**
Impairment	– 2,388	-	– 6,250	– 1,005	-	– 3,502	-	– 90	-	**– 13,235**
Restructering costs	– 11,973	– 7,881	– 1,532	– 1,578	– 1,305	– 3,124	– 174	– 1,471	– 2,240	**– 31,278**
Operating result	40,311	4,837	72,251	29,939	1,315	29,049	– 769	3,988	6,148	**187,069**
Share in results of associates*	778	-	-	-	-	2,295	31,117	-	– 574	**33,616**
Total assets	2,193,209	265,911	144,394	127,001	12,602	1,813,405	810,922	92,198	68,170	**5,527,812**
Total non-current assets (excluding corporate income tax)	1,801,400	218,407	118,599	104,313	10,351	1,489,447	666,054	75,876	56,911	**4,541,358**
Investments in associates and other financial interests	2,988	-	-	-	-	32,470	593,807	-	7,859	**637,124**
Capital expenditure	105,190	38,165	9,272	5,456	1,021	43,133	– 78	4,319	8,260	**214,738**

2008 (in thousands of euros)	Aviation		Consumers			Real Estate	Alliances & Participations			
	Aviation	Security	Concessies	Parking	Other		International airports	Domestic airports	Other participations	Total
Total revenue	424,828	230,043	144,638	87,786	91,206	172,219	4,827	49,867	82,050	**1,287,464**
Elimination of internal revenue	– 9,515	– 5,612	– 20,394	– 1,298	– 115	– 37,053	– 2,072	– 202	– 57,252	**– 133,513**
Revenue	415,313	224,431	124,244	86,488	91,091	135,166	2,755	49,665	24,798	**1,153,951**
Fair value gains and losses on investment property	-	-	-	-	-	19,284	-	– 228	-	**19,056**
Depreciation and amortisation	– 101,514	– 17,573	– 16,985	– 5,737	– 2,149	– 17,448	– 14	– 4,597	– 6,005	**– 172,022**
Impairment	-	-	-	-	-	– 251	-	– 47	-	**– 298**
Restructering costs	-	-	-	-	-	-	-	-	-	**-**
Operating result	47,336	3,655	95,223	38,675	4,315	92,872	– 884	3,228	9,721	**294,141**
Share in results of associates*	644	-	-	-	-	4,106	11,371	-	391	**16,512**
Total assets	2,164,040	222,202	157,457	121,863	14,528	1,824,200	745,082	91,535	68,431	**5,409,338**
Total non-current assets (excluding corporate income tax)	1,817,676	186,638	132,255	102,359	12,202	1,532,229	625,828	76,885	57,482	**4,543,554**
Investments in associates and other financial interests	2,742	-	-	-	-	37,072	573,619	-	8,428	**621,861**
Capital expenditure	163,097	53,070	12,808	3,777	5,021	93,298	6,774	98	11,909	**349,852**

*) The share in results of associates includes the share in results of associates presented as such in the profit and loss account and the share of interest income and dividends presented as part of financial income and expenses that is attributable to investments in associates, lease receivables and other financial interests.

Notes to the Consolidated Profit and Loss Account

1. Revenue

The revenue analysis by reporting segment is as follows:

2009 (in thousands of euros)	Aviation		Consumers			Real Estate	Alliances & Participations			
	Aviation	Security	Concessies	Parking	Other		International airports	Domestic airports	Other participations	Total
Airport charges	405,857	240,100	-	-	-	-	-	30,904	-	**676,861**
Concessions	11,149	-	93,128	3,335	1,356	976	-	2,342	-	**112,286**
Rent and leases	-	-	13,971	188	-	126,419	-	2,996	-	**143,574**
Parking fees	-	-	-	70,529	-	1,555	-	8,939	-	**81,023**
Retail sales	-	-	-	-	53,376	-	-	-	-	**53,376**
Other activities	15,342	1,718	381	3,799	23,457	5,937	3,001	3,906	29,185	**86,726**
	432,348	**241,818**	**107,480**	**77,851**	**78,189**	**134,887**	**3,001**	**49,087**	**29,185**	**1,153,846**

2008 (in thousands of euros)	Aviation		Consumers			Real Estate	Alliances & Participations			
	Aviation	Security	Concessies	Parking	Other		International airports	Domestic airports	Other participations	Total
Airport charges	390,236	222,918	-	-	-	-	-	30,979	-	**644,133**
Concessions	11,790	-	110,711	-	1,599	1,918	-	2,542	-	**128,560**
Rent and leases	-	-	13,463	84	-	123,150	-	3,060	-	**139,757**
Parking fees	-	-	-	81,564	-	1,277	-	8,786	-	**91,627**
Retail sales	-	-	-	-	64,163	-	-	-	-	**64,163**
Other activities	13,287	1,513	70	4,840	25,329	8,821	2,755	4,298	24,798	**85,711**
	415,313	**224,431**	**124,244**	**86,488**	**91,091**	**135,166**	**2,755**	**49,665**	**24,798**	**1,153,951**

Airport charges

The activities of the Aviation business area (the operation of Amsterdam Airport Schiphol) are regulated. This means, among other things, that the annual process of fixing the airport charge rates is overseen by the Netherlands Competition Authority (NMa) and that the aviation industry should be consulted as part of this process. The Aviation business area's profitability is also limited to an average weighted cost of capital (WACC) for regulated assets; both must be determined in compliance with the regulations laid down in the Aviation Act. Under the Aviation Act, Schiphol Group must settle surpluses relative to the above returns with the industry. Deficits relative to these returns may be passed on. Settlement must take place after the close of a financial year using the subsequent new airport charge rates. In accordance with the accounting policies, surpluses and deficits eligible for settlement in the airport charge rates are not presented as assets and liabilities in the balance sheet. The above procedure does not apply to the airport charges of Rotterdam, Eindhoven and Lelystad, which are accounted for in the Domestic Airports reporting segment.

The compulsory settlement for the years 2005 and 2006 had a negative effect of EUR 31 million on the net revenue in 2008.

For the 2007 financial year, the settlement of airport charges is included in the rates applicable from 1 April 2009. In respect of reporting segment Aviation this involves airport charges refundable in the amount of EUR 3.1 million. In respect of reporting segment Security this involves airport charges receivable in the amount of EUR 4.2 million.

As regards the financial year 2008, the settlement of airport charges is included in the rates applicable from 1 April 2010. In respect of reporting segment Aviation this involves airport charges receivable in the amount of EUR 0.8 million.

In respect of reporting segment Security this involves airport charges refundable in the amount of EUR 4.2 million.

The income from airport charges has the following analysis:

(in thousands of euros)	2009	2008
Aircraft-related fees	**178,187**	177,893
Passenger-related fees	**236,338**	223,448
Security service charge	**254,026**	235,866
Aircraft parking fees	**8,310**	6,926
	676,861	**644,133**

Concessions

Schiphol Group's reporting segment Concession has a total of 94 concession contracts (2008: 101 concession contracts) concerning the performance of various commercial activities at Amsterdam Airport Schiphol.

A concession involves granting non-exclusive rights to a concession holder to operate and manage a commercial activity (outlet) in a specific location designated by Schiphol Group. The concession charges are calculated according to an agreed scale as a percentage of the sales generated by the concession holder. A separate contract is entered into with concession holders for the required space, for which a fixed rent is payable. The concessions run for an average of 3–5 years. At balance sheet date, around 60% of the concessions had a remaining term of less than three years (2008 around 63%), 24% had between three and five years to run (2008 around 22%) and 16% had more than five years to run (2008 around 15%).

The income from concessions generated by the Aviation reporting segment of EUR 11.1 million (EUR 11.8 million in 2008) and by the Parking reporting segment of EUR 3.3 million concerns concession contracts relating to the third-party supply of fuel and the use of drop-off roads by taxi services and car rental respectively.

Rents and leases

The analysis is as follows:

(in thousands of euros)	2009	2008
Investment property buildings, including service costs	**58,735**	56,511
Investment property sites	**23,893**	24,708
Operating property, including service costs	**60,946**	58,538
	143,574	**139,757**

Average occupancy of the buildings in the Real Estate reporting segment portfolio in 2009 was 89.6% (92.2% in 2008). The occupancy figure as at 31 December 2009 was 89.4% (91.4% as at 31 December 2008) in the Real Estate reporting segment.

The proportion of all leases (measured in terms of income from rents and leases) expiring within one year is approximately 7% (6% in 2008). Approximately 45% expires after one year and within five years (47% in 2008) and approximately 48% expires after more than five years (47% in 2008).

Property management expenses can be analysed as follows:

(in thousands of euros)	2009	2008
Occupied buildings	**37,889**	38,856
Unoccupied buildings	**5,218**	3,420
	43,107	**42,276**

In the case of buildings that are only partially leased up, the management expenses have been apportioned on the basis of floor area.

Parking fees

The analysis is as follows:

(in thousands of euros)	2009	2008
Parking at Amsterdam Airport Schiphol:		
Short-stay car park	**34,728**	43,499
Long-stay car park	**20,337**	23,887
Other public car parking	**4,017**	3,850
Business parking	**13,002**	11,605
	72,084	**82,841**
Parking at other locations	**8,939**	**8,786**
	81,023	**91,627**

The parking fees generated on other locations relate to Rotterdam, Eindhoven and Lelystad and are accounted for by the Domestic Airports reporting segment.

Retail sales

The turnover from retail sales in 2009 of EUR 53.4 million (EUR 64.2 million in 2008) represents revenue from the liquor, tobacco and chocolate retail activities. The cost of sales of EUR 27.8 million (EUR 36.0 million in 2008) related to this revenue is accounted for on the line 'Costs of outsourced work and other external charges' under operating expenses.

Other activities

The analysis is as follows:

(in thousands of euros)	2009	2008
Advertising	**16,193**	18,064
Services and activities on behalf of third parties	**24,887**	23,870
Electricity, gas and water	**6,464**	6,744
Other operating income	**26,483**	25,060
Miscellaneous	**12,698**	11,973
	86,725	**85,711**

2. Result on sales of property

The amount of EUR 0.9 million recognised under 'sales of property' concerns a part of the unrealised profit on the contribution of land to our associate Schiphol Logistics Park C.V., which has now been realised through the sale of the relevant land by this associate. The amount of EUR 0.8 million recognised under 'cost of sales of property' is the cost price of modifications to a number of buildings in Italy which were sold in the past immediately after completion.

3. Fair value gains and losses on property

The analysis is as follows:

(in thousands of euros)	2009	2008
New long leases granted	**216**	26,743
Acquisition and completions of buildings	**2,580**	20,100
Residual values on long leases	**– 984**	800
Market value adjustments	**– 41,947**	– 28,587
	– 40,135	**19,056**

The gains resulting from the granting of new long leases are connected with the change in valuation on the release of land from historical cost to fair value upon the release of the leasehold land. The fair value is calculated by discounting the annual ground rents from the leases concerned (DCF method), using a discount rate based on the interest rate on Dutch State Loans plus a risk mark-up.

Property under development is stated at fair value, provided that this value can be measured reliably. A change in the value is recognised in this line under 'fair value gains and losses on investment property', as are changes in value resulting from the refurbishment of existing properties (which may have been purchased recently) so that these can be leased more profitably, leading to an increase in fair value.

The gains resulting from attributing residual values to long leases concern contracts where the lease expires in less than 20 years from the year under review. The very nature of long leases means that there is uncertainty regarding the use of the land concerned on expiry of the lease. Consequently it is only possible to make a reasonably reliable assessment of the residual value in the case of leases expiring within 20 years. No residual value is recognised in the case of leases with longer than 20 years to run.

The fair value of all the properties is reassessed each year and adjusted as necessary on the basis of internal and external appraisals. The fair value takes account of any lease incentives granted. The resulting adjustments to the fair value are included in the market value adjustments in the above analysis.

4. Costs of outsourced work and other external charges

The analysis is as follows:

(in thousands of euros)	2009	2008 *
Cleaning	**28,056**	29,197
Security activities	**167,989**	164,409
Other outsourcing	**69,963**	69,667
Maintenance	**67,854**	65,367
Energy and water	**28,453**	25,095
Cost price retail sales	**27,822**	35,985
Hired personnel	**21,707**	30,252
Insurance	**22,705**	22,890
Commercial expenses	**23,754**	23,020
Other external charges	**50,754**	54,722
	509,057	**520,604**

* Comparative figures have been restated

The other external charges concern cost in connection with such things as general expenses, renting and leasing, costs in connection with investments and advisory costs.

As at 31 December 2009, there were commitments (not included in the balance sheet) in respect of long-term security, maintenance and cleaning contracts etc. totalling EUR 544.6 million (31 December 2008: EUR 613.7 million). The size of these commitments is primarily attributable to five-year contracts (2007 to 2011 inclusive) in relation to security, with a total value of EUR 408.4 million.

Under operating leases with Schiphol Group as lessee, the following future lease instalments are payable (not included in the balance sheet):

(in thousands of euros)	Total	≤ 1 year	> 1 year	> 1 year and ≤ 5 years	> 5 years
Rental and lease contract commitments	**53,927**	10,627	43,300	17,912	25,388

Auditor's fees

Included in the 'other external charges' are the following costs with respect to auditor's fees.

(in thousands of euros)	2009	2008
Audit of the financial statements	**649**	667
Other audit services	**775**	642
Tax advisory	**50**	66
Other non-audit services	**262**	660
	1,736	2,035

The above fees concern the activities carried out at Schiphol Group and the consolidated group companies by the audit firm within the meaning of Section 1(1) of the Act on the Supervision of Audit Firms and represent the fees charged by the entire network of which this audit firm is part. The fees of PricewaterhouseCoopers Accountants N.V. make up EUR 1.5 million (in 2008: EUR 1.7 million) while the activities performed by other members of the PwC network amount to EUR 0.2 million (against EUR 0.3 million in 2008).

The other non-audit services in 2009 mainly relate to activities regarding the IT organisation and project organisation. In 2008, this mainly related to the acquisition of the 8% interest in Aéroports de Paris S.A..

5. Employee benefits

The analysis is as follows:

(in thousands of euros)	2009	2008
Short-term employee benefits		
Salaries	**150,527**	146,708
Social security charges	**12,431**	11,949
Internal hours capitalised	**– 13,371**	– 14,099
	149,587	144,558
Post-retirement benefits		
Pension charges (defined contribution plans)	**18,710**	18,619
Pension charges (defined benefit plans)	**1,226**	1,360
Early retirement benefits	**1,676**	2,116
Pensioners' medical expenses	**-**	– 600
	21,612	21,495
Other long-term employee benefits		
Long-term service pay	**1,299**	460
Variable pay (long-term)	**685**	1,069
Other employee benefits	**98**	200
	2,082	1,729
Termination benefits	**1,306**	544
Other staff costs	**11,914**	14,067
Total employee benefits	**186,501**	182,393

The average number of employees, on a full-time equivalent basis, of N.V. Luchthaven Schiphol and its subsidiaries totalled 2,496 (2008: 2.506).

The capitalised internal hours concern capitalised own production in the form of internal hours charged by staff in the implementation phases of investment projects.

The costs of post-retirement benefits, other long-term employee benefits and redundancy payments are explained in more detail in note 35, dealing with employee benefits.

For an explanation of the remuneration of Supervisory and Management Board members under Section 2:383c of the Dutch Civil Code, reference is made to the chapter entitled 'Related Party Disclosures'.

6. Depreciation and amortisation

The analysis is as follows:

(in thousands of euros)	2009	2008
Intangible assets		
Contract related assets	5,492	4,800
Automated application developments	3,001	5,742
Software licences	1,509	2,166
	10,002	12,708
Assets used for operating activities		
Runways, taxiways and aprons	21,524	21,083
Paved areas, roads etc,	11,004	10,729
Buildings	31,380	28,671
Installations	81,010	70,567
Other assets	25,894	25,331
	170,812	156,381
Depreciation and amortisation relating to disposals	2,049	2,933
Total depreciation and amortisation	182,863	172,022

7. Impairment

The analysis is as follows:

(in thousands of euros)	2009	2008
Intangible assets		
Contract related assets	6,250	-
Goodwill	-	251
Assets used for operating activities		
Other assets	88	47
Assets under construction or development		
Assets under construction for operating activities	6,897	-
Total impairment losses	13,235	298

As a result of a worsened forecast for liquor and tobacco sales, caused among other things by a fall in passenger volume and passenger spending, an impairment loss was recognised on the contract related assets, which we took over from KLM Tax Free Services early at the beginning of 2007. The carrying amount was reduced by EUR 6.3 million. The goodwill impairment EUR 0.3 million over 2008 concerns Villa Carmen B.V. A more detailed explanation can be found in note 15, dealing with intangible assets.

In connection with the projected short and medium-term losses and negative cash flows from operating activities, an impairment loss of EUR 0.088 million (in 2008 EUR 0.047 million) was recognised on the assets of N.V. Luchthaven Lelystad in 2009.

The impairment loss on the other fixed operating assets of EUR 6.9 million concern the costs of abandoned projects.

8. Reorganisation

Given the necessity to change our organisation and cost structure in view of the changed ompetitive conditions, in January 2009 the Management Board decided to revise Schiphol Group’s strategy. The current economic crisis has increased the need to implement the refocused strategy rapidly. On 18 May 2009, a redundancy plan was agreed with the relevant trade unions in relation to the staff and organisational consequences resulting from the implementation of the refocused strategy. In June 2009 the Works Council issued a positive opinion on the proposed reorganisation, which was subsequently implemented on 1 July 2009. Among other things, the redundancy plan provides for the establishment of a mobility centre, individual termination arrangements and compensation when activities are outsourced. The total costs of the plan amount to EUR 31.3 million.

9. Other operating expenses

The other operating expenses include a variety of different operating cost items. In 2009, as in 2008, no exceptional cost items were recorded.

10. Financial income and expenses

The analysis is as follows:

(in thousands of euros)	2009	2008
Interest expense		
Borrowings	**– 102,057**	– 53,389
Lease liabilities	**– 9,705**	– 9,852
	– 111,762	**– 63,241**
Interest income		
Cash and cash equivalents	**3,365**	8,594
Loans to associates	**5,025**	4,483
Lease receivables	**1,242**	1,382
Capitalised construction period borrowing costs	**8,243**	5,119
Tax collection	**847**	1,091
Other	**405**	817
	19,127	**21,486**
Other financial gains and losses		
Exchange differences on loans to associates	**635**	75
Exchange differences on cash and cash equivalents	**– 326**	– 397
Exchange differences on other assets and liabilities	**– 726**	– 491
Derivative financial instruments	**1,473**	– 11,500
Dividends from other financial interests	**410**	460
Other	**– 59**	– 74
	1,407	**– 11,927**
Total financial income and expenses	**– 91,228**	**– 53,682**

After the settlement agreement concerning the opening balance sheet for tax purposes as at 1 January 2002 was concluded with the Tax Authorities in September 2006, it became possible to prepare revised tax returns for the years from the financial year 2002 onwards. The amounts of corporate income tax receivable and payable as a result of these revised returns entail interest charges on overpaid and underpaid tax respectively. Consequently, interest was received in 2008 and 2009 with regard to tax returns for previous years.

The capitalised construction period borrowing cost concerns interest charges incurred during the construction phase of large investment projects.

The exchange differences on loans to associates concern the redeemable preference shares of Brisbane Airport Corporation Holdings Pty Ltd held by Schiphol Group. In view of the terms requiring repayment of the nominal value to the shareholders within a period of 10 years, among other conditions, the shares are considered not to be part of the net investment in the associate. Consequently, the exchange differences have been accounted, in principle, for in the profit and loss account instead of in the exchange differences reserve.

The currency risk relating to this long-term receivable will be hedged by using annual forward transactions for the nominal value (as from 2010 also for the accrued interest). By means of these transactions, the Australian dollar position is hedged to euros. The hedge transactions are recognised as a cash flow hedge. The exchange differences on the difference between amortised cost and nominal value (and up to and including 2009, the exchange differences on the interest added) are recognised in the profit and loss account. The other exchange differences are included in the reserve for hedging transactions.

On 14 September 2008, Schiphol Group was forced to terminate at an early stage a swap contract it had concluded with Lehman Brothers in order to hedge a currency risk. In this connection, the item 'derivatives' in 2008 included a non-recurring expense of EUR 9.5 million. In 2009 Schiphol Group sold its claim against Lehman Brothers in this context to an external party. The revenue of EUR 2.5 million was also stated under 'derivatives' in 2009.

11. Share in results of associates

The item 'share in results of associates' presents the share in the results of non-consolidated associates, including Aéroports de Paris S.A. (ADP), Brisbane Airport Corporation Holdings Ltd (BACH) en JFK IAT LLC. ADP's contribution to Schiphol Group's financial result for 2009 consists of a gain of EUR 23.6 million, including the impact of the differences in the accounting policies mainly relating to investment property. The management of Schiphol Group has estimated ADP's results on the basis of information in the public domain.

12. Corporate income tax

The corporate income tax charge in the profit and loss account can be analysed as follows:

(in thousands of euros)	2009	2008
Result before tax	**122,780**	250,646
Share in result of associates *	**– 25,386**	– 6,719
	97,394	243,927
Standard rate of corporate income tax	**25.5%**	25.5%
Corporate income tax calculated at the standard tax rate	**24,835**	62,201
Different rate for foreign associates	**1,472**	3,243
Income related to the management of foreign associates	**-**	8
Corporate income tax before extraordinary items	**26,307**	65,452
Effective rate of corporate income tax before extraordinary items	**27.0%**	26.8%
Release of current corporate income tax liabilities	**– 3,090**	– 1,684
Release of deferred tax assets and liabilities	**– 234**	-
Adjustment initial recognition of the agreement on the opening balance for tax purposes	**– 32,912**	-
Corporate income tax in the profit and loss account	**– 9,929**	63,768
Effective rate of corporate income tax after extraordinary items	**– 10.2%**	26.1%

*) In calculating the corporate income tax payable, the share in results of associates is deducted because they satisfy the substantial holding privilege tax rule. This does not apply to the results of limited partnerships (CVs), which are not independently liable for tax and whose results are included in the result of the N.V. Luchthaven Schiphol fiscal entity.

In 2009 an adjustment on the effects of the settlement agreement concluded with the Tax Authorities about the opening balance sheet for tax purposes as at 1 January 2002, initially recognised in 2006, resulted in a non-recurring tax income of EUR 32.9 million. Furthermore, 2009 saw a non-recurring release from current tax liabilities of EUR 3.1 million, partly as a result of the tax return for 2007 filed in that year. In 2008 there was a non-recurring release of EUR 1.7 million as a result of the tax return for 2006 filed in that year. The effective tax burden for 2009 was -10.2% because of the above non-recurring tax income, compared with an effective tax burden of 26.1% for 2008, which was virtually equal to the nominal rate of 25.5%.

The tax effects of the changes recognised directly in equity are as follows:

(in thousands of euros)	Before tax	Tax	After tax
Translation differences	9,487	-	9,487
Changes in fair value on hedge transactions	16,946	– 1,763	15,183
Changes in fair value on other financial interests	641	-	641
Other Comprehensive income 2009	**27,074**	**– 1,763**	**25,311**
Translation differences	– 969	-	– 969
Changes in fair value on hedge transactions	– 10,521	– 11,889	– 22,410
Changes in fair value on other financial interests	– 9,922	-	– 9,922
Other Comprehensive income 2008	**– 21,412**	**– 11,889**	**– 33,301**

13. Result attributable to minority interests

Included in the result attributable to minority interests is the share of third parties in the results of the group companies Eindhoven Airport N.V. and Avioport SpA.

14. Earnings per share

Earnings per share is calculated as follows:

	2009	2008
Result attributable to shareholders (net result in euros)	**132,123,000**	186,876,000
Average number of shares in issue during the year	**186,147**	172,496
Earnings per share (in euros)	**710**	1,083

At the moment, there is no question of potential share issues resulting from options or convertible equity instruments that might dilute the profit per share.

Notes to the Consolidated Balance Sheet

15. Intangible assets

The analysis and movements were as follows:

(in thousands of euros)	Goodwill	Contract related assets	Automated application development	Software licenses	Software under development	Total
Analysis as at 31 December 2007						
Cost	7,591	24,000	18,564	7,612	8,777	**66,544**
Cumulative amortisation and impairment	– 5,099	– 4,800	– 10,199	– 4,724	-	**– 24,822**
Carrying amount	**2,492**	**19,200**	**8,365**	**2,888**	**8,777**	**41,722**
Movements in 2008						
Additions	-	3,884	-	-	14,425	**18,309**
Completions	-	-	4,830	2,539	– 7,369	**-**
Amortisation	-	– 4,800	– 5,742	– 2,166	-	**– 12,708**
Impairment	– 251	-	-	-	-	**– 251**
Disposals	-	-	– 77	-	-	**– 77**
Total movements in the year	**– 251**	**– 916**	**– 989**	**373**	**7,056**	**5,273**
Analysis as at 31 December 2008						
Cost	7,591	27,884	23,317	10,151	15,833	**84,776**
Cumulative amortisation and impairment	– 5,350	– 9,600	– 15,941	– 6,890	-	**– 37,781**
Carrying amount	**2,241**	**18,284**	**7,376**	**3,261**	**15,833**	**46,995**
Movements in 2009						
Additions	-	-	-	11	11,387	**11,398**
Completions	-	-	7,330	3,973	– 11,303	**-**
Amortisation	-	– 5,492	– 3,001	– 1,509	-	**– 10,002**
Impairment	-	– 6,250	-	-	-	**– 6,250**
Disposals	-	-	– 11	– 9	-	**– 20**
Total movements in the year	**-**	**– 11,742**	**4,318**	**2,466**	**84**	**– 4,874**
Analysis as at 31 December 2009						
Cost	7,591	27,884	30,636	14,126	15,917	**96,154**
Cumulative amortisation and impairment	– 5,350	– 21,342	– 18,942	– 8,399	-	**– 54,033**
Carrying amount	**2,241**	**6,542**	**11,694**	**5,727**	**15,917**	**42,121**

The goodwill recognised under intangible assets as at 31 December 2009 consists of an amount of EUR 0.8 million that relates to Schiphol Telematics B.V. and an amoount of EUR 1.4 million that relates to Villa Carmen B.V..

Schiphol Group acquired an additional interest of 16.66% in Schiphol Telematics B.V. in 2001. At year-end 2009, an impairment test was performed on the carrying amount of the related goodwill, comparing it with the value in use of the related cash-generating unit (Schiphol Telematics B.V.) calculated on the basis of information taken from its 2010–2014 business plan using a discount rate of 7.0%. The test did not indicate any need to recognise an impairment loss.

Malpensa Real Estate II B.V. (MRE II B.V., a subsidiary of Schiphol Group) acquired an interest of 47.44% in Villa Carmen B.V. in 2005. The goodwill this created is derived from the appreciation of the land contributed by MRE II B.V. on acquisition of its share. In 2008, an office building was sold. The book value of the remaining goodwill, insofar as related to the land underneath this office building up to an amount of EUR 0.3 million, was impaired in 2008. In 2009 there were no developments which necessitated an impairment loss.

Of the payment agreed with regard to the takeover in the beginning of 2007 of liquor and tobacco retailing activities an amount of EUR 24.0 million has been allocated to the concession contracts taken over from KLM Tax Free Services. Further to a forecast deterioration of liquor and tobacco sales, caused among other things by a fall in passenger volumes and passenger spending, an impairment loss of EUR 6.3 million was applied in 2009 to the concession contracts taken over from KLM Tax Free Services.

At the end of 2008, Schiphol Telematics B.V. took over a number of contracts from KPN N.V.. These contracts were assigned a value of EUR 3.9 million. All the above contracts are accounted for as contract-related intangible assets in Schiphol Nederland B.V.. These assets are amortised according to the straight-line method over a period of two years, and taken to the depreciation/amortisation item in the profit and loss account.

Automated application development relates to internal and external hours charged to ICT projects in the implementation and completion phases. Software licences relates to third-party packages. For an explanation of the impairment losses, see note 7.

16. Assets used for operating activities

The analysis and movements were as follows:

(in thousands of euros)	Runways, taxiways and aprons	Paved areas, roads etc,	Buildings	Installations	Other assets	Total
Analysis as at 31 december 2007						
Cost	627,685	556,726	1,022,779	1,209,541	281,017	**3,697,748**
Cumulative depreciation and impairment	– 230,369	– 123,644	– 390,189	– 677,830	– 190,252	**– 1,612,284**
Carrying amount	**397,316**	**433,082**	**632,590**	**531,711**	**90,765**	**2,085,464**
Movements in 2008						
Completions	13,603	8,192	26,280	73,451	26,804	**148,330**
Depreciation	– 21,083	– 10,729	– 28,671	– 70,567	– 25,331	**– 156,381**
Impairment	-	-	-	-	– 47	**– 47**
Sales	-	-	-	-	– 49	**– 49**
Disposals	-	– 2	– 497	– 1,841	– 515	**– 2,855**
Reclassification	– 1,504	1,473	16,020	2,561	-	**18,550**
Exchange differences	-	-	-	-	– 57	**– 57**
Total movements in the year	**– 8,984**	**– 1,066**	**13,132**	**3,604**	**805**	**7,491**
Analysis as at 31 december 2008						
Cost	639,784	566,389	1,064,583	1,283,713	307,201	**3,861,670**
Cumulative depreciation and impairment	– 251,452	– 134,373	– 418,860	– 748,397	– 215,631	**– 1,768,713**
Carrying amount	**388,332**	**432,016**	**645,723**	**535,316**	**91,570**	**2,092,957**
Movements in 2009						
Completions	7,639	10,767	98,939	124,831	36,320	**278,496**
Depreciation	– 21,524	– 11,004	– 31,380	– 81,010	– 25,894	**– 170,812**
Impairment	-	-	-	-	– 88	**– 88**
Sales	-	-	-	-	– 13	**– 13**
Disposals	– 169	– 123	– 396	– 832	– 510	**– 2,030**
Reclassification	-	-	-	51	– 51	**-**
Exchange differences	-	-	-	-	58	**58**
Total movements in the year	**– 14,054**	**– 360**	**67,163**	**43,040**	**9,822**	**105,611**
Analysis as at 31 december 2009						
Cost	647,423	577,156	1,163,522	1,408,595	343,470	**4,140,166**
Cumulative depreciation and impairment	– 273,145	– 145,500	– 450,636	– 830,239	– 242,078	**– 1,941,598**
Carrying amount	**374,278**	**431,656**	**712,886**	**578,356**	**101,392**	**2,198,568**

Included under the heading of buildings in the assets used for operating activities is an amount of EUR 39.3 million (31 December 2008: EUR 40.8 million) relating to the carrying amount of assets (P1 car park/walkway) to which the company does not have legal title (finance lease). The related liabilities are included in lease liabilities.

For an explanation of the impairment losses, see note 7.

17. Assets under construction or development

The analysis and movements were as follows:

(in thousands of euros)	Assets under construction for operating activities	Assets under construction for investment property	Total
Carrying amount as at 31 December 2007	**378,734**	**158,345**	**537,079**
Movements in 2008			
Capital expenditure	271,926	59,617	**331,543**
Construction period borrowing cost capitalised	4,652	467	**5,119**
Completed assets and investment property	– 148,330	– 58,628	**– 206,958**
Acquisitions	-	462	**462**
Reclassification	-	10,718	**10,718**
Total movements in the year	**128,248**	**12,636**	**140,884**
Carrying amount as at 31 December 2008	**506,982**	**170,981**	**677,963**
Movements in 2009			
Capital expenditure	174,349	28,991	**203,340**
Construction period borrowing cost capitalised	7,781	462	**8,243**
Completed assets and investment property	– 278,496	– 37,659	**– 316,155**
Fair value gains and losses	-	2,561	**2,561**
Impairment	– 6,897	-	**– 6,897**
Reclassification	– 10,387	– 10,387	**– 20,774**
Total movements in the year	**– 113,650**	**– 16,032**	**– 129,682**
Carrying amount as at 31 December 2009	**393,332**	**154,949**	**548,281**

The capitalisation of borrowing costs during the construction period is calculated by applying a percentage that is determined on a quarterly basis according to the current ratio of equity to borrowed capital. In 2009, the rate varied between 2.26% and 2.59% per annum.

The assets under construction for investment property include two buildings under construction that are stated at fair value, representing a total fair value change of EUR 2.6 million as at 31 December 2009.

As at 31 December 2009, there were obligations to invest in assets under construction or development for an amount of EUR 203 million, of which EUR 21.4 million concerned property (EUR 123.6 million as at 31 December 2008, including EUR 21.6 million in property).

18. Investment property
The analysis and movements were as follows:

(in thousands of euros)	Buildings	Sites	Total
Carrying amount as at 31 December 2007	**669.784**	**241.577**	**911.361**
Movements in 2008			
Completions	54.803	3.825	**58.628**
Acquisitions	36.396	-	**36.396**
Fair value gains and losses	– 12.904	31.960	**19.056**
Sales	– 7.849	-	**– 7.849**
Reclassification	– 29.268	-	**– 29.268**
Total movements in the year	**41.178**	**35.785**	**76.963**
Carrying amount as at 31 December 2008	**710.962**	**277.362**	**988.324**
Movements in 2009			
Completions	35.711	1.948	**37.659**
Fair value gains and losses	– 39.811	– 2.884	**– 42.695**
Sales	– 849	-	**– 849**
Total movements in the year	**– 4.949**	**– 936**	**– 5.885**
Carrying amount as at 31 December 2009	**706.013**	**276.426**	**982.439**

Airport Real Estate Basisfonds CV (AREB CV) has encumbered 15 of its investment properties with liens in favour of ING Bank N.V. and Fortis Bank N.V. for a combined amount of EUR 175.9 million. The proportionate consolidation of AREB CV means that 60.25% of this amount in respect of investment property is reflected in the Schiphol Group balance sheet as at 31 December 2009.

The acquisition of investment property in 2008 is related to the increase by Schiphol Group on 1 July 2008 of its interest in Airport Real Estate Basisfonds CV (ACRE Fund), from 50% to 60.25%.

Buildings includes an amount of EUR 94.5 million (31 December 2008: EUR 99.2 million) in respect of the fair value of assets (Triport) where the company has the risks and rewards incidental to ownership but not legal title (finance lease). Sites includes land leased under long-lease contracts.

The calculation of the cash flows (which are a factor in determining the fair value at which investment property is presented in the balance sheet) takes into account the existence of deferred lease incentives. For an explanation of the sales and fair value gains and losses, see notes 2 and 3, respectively, in the notes to the consolidated profit and loss account.

All the long-lease, ground rent and rental contracts relating to buildings or parts thereof contain a clause covering the use of the land, the building or both. Schiphol Group has the right to cancel these contracts at any time if the land and/or buildings or parts thereof are needed for airport activities.

It is Schiphol Group policy to grant rights to all sites solely on either a long-lease or a ground rent basis except for those sites which management intends to sell. This concerns sites away from Amsterdam Airport Schiphol, which are presented in the balance sheet as assets held for sale.

19. Deferred tax
With effect from 1 January 2002, Schiphol Group has been subject to corporate income tax. Schiphol Group and the Tax Authorities signed the settlement agreement on 8 September 2006. Among other things, this agreement specifies the final opening balance sheet for tax purposes and contains some further agreements on the determination of Schiphol Group's taxable profit.

Assets used for operating activities and assets under construction are valued at cost both for reporting purposes and for tax purposes. However, the aforementioned settlement agreement resulted in differences between the cost for reporting and tax purposes respectively of assets held as at 1 January 2002. The balance sheet for tax purposes equates the cost with the market value as at 1 January 2002, whereas the balance sheet for reporting purposes equates the cost with the (lower) historical cost. In addition, property investments, derivative financial instruments and borrowings in foreign currencies are valued at fair value for reporting purposes and at cost for tax purposes. Furthermore, the property investments are depreciated for tax purposes, whereas there is no depreciation of this property for reporting purposes. Finally, there are differences in the valuation of personnel provisions because of a deviation in the actuarial assumptions applied.
Deferred tax assets and liabilities are recognised in respect of all these valuation differences.

The deferred tax assets and liabilities arise from the following balance sheet items:

(in thousands of euros)	2009	2008
Deferred tax assets		
Assets used for operating activities	**193,988**	158,709
Assets under construction or development	**80,567**	76,201
Employee benefits	**4,134**	-
Deferred tax liability		
Investment property	**– 20,888**	– 16,508
Derivative financial instruments and borrowings	**– 811**	– 8,026
	256,990	**210,376**
Non-current (settlement is not expected)	**84,939**	84,939
Non-current (expected to be recovered or settled after longer than 12 months)	**172,139**	123,531
Current (expected to be recovered or settled within 12 months)	**– 88**	1,906
	256,990	**210,376**

Pursuant to IAS 12, Income Taxes, a deferred tax asset should be included insofar as it is likely that sufficient taxable profit will be available against which the deductible temporary difference can be utilised. However, it is not to be expected that the deferred tax assets will actually be realised in relation to a part of the operating assets (EUR 84.9 million). The difference between the value for reporting and tax purposes respectively will be realised only in the event of a sale (resulting in a lower profit for tax purposes and a lower corporate income tax liability), in the event of impairment (resulting in higher costs for tax purposes and a lower corporate income tax liability), or upon termination of the aviation activities (resulting in higher costs for tax purposes, because compensation will only be obtained up to the book value for reporting purposes). Schiphol Group is not authorised to sell the land for operating activities. The expectations with regard to future cash flows do not suggest that impairment losses will be necessary. Finally, it is not likely either that the activities will be terminated.

As at 31 December 2009, a total amount of EUR 2.5 million was recognised in deductible temporary differences and tax loss carry-forwards in relation to Tradeport Hong Kong Ltd, for which no deferred tax assets were recognised owing to uncertainty regarding the availability of future taxable profits allowing such assets to be utilised by offsetting deductible temporary differences and tax losses. There are no other deductible temporary differences or tax loss carry-forwards for which no deferred tax asset was recognised.

The deferred tax assets and liabilities are netted, because these assets and liabilities are part of the same fiscal unity and the company at the head of this fiscal unity has a legally enforceable right to do so.

The movements in the deferred tax assets and deferred tax liabilities during the year were as follows:

(in thousands of euros)	Assets used for operating activities	Assets under construction or development	Investment property	Derivative financial instruments	Employee benefits	Total
Carrying amount as at 31 December 2007	**158,709**	**76,201**	**– 4,377**	**3,734**	**-**	**234,267**
Movements in 2008						
Deferred tax on depreciation for tax purposes on investment property	-	-	– 3,678	-	-	**– 3,678**
Deferred tax on reinvestment reserve	-	-	– 2,529	-	-	**– 2,529**
Deferred tax on fair value gains recognised in the profit and loss account	-	-	– 5,939	-	-	**– 5,939**
Deferred tax on fair value gains recognised in equity	-	-	-	– 11,889	-	**– 11,889**
Other movements	-	-	15	129	-	**144**
Total movements in the year	**-**	**-**	**– 12,131**	**– 11,760**	**-**	**– 23,891**
Carrying amount as at 31 December 2008	**158,709**	**76,201**	**– 16,508**	**– 8,026**	**-**	**210,376**
Movements in 2009						
Adjustment initial recognition of the agreement on the opening balance for tax purposes	35,279	4,366	– 12,045	8,978	4,508	**41,086**
Deferred tax on depreciation for tax purposes on investment property	-	-	– 1,213	-	-	**– 1,213**
Deferred tax on reinvestment reserve	-	-	– 662	-	-	**– 662**
Deferred tax on fair value gains recognised in the profit and loss account	-	-	9,534	-	-	**9,534**
Deferred tax on fair value gains recognised in equity	-	-	-	– 1,763	-	**– 1,763**
Deferred tax on employee benefits	-	-	-	-	– 374	**– 374**
Other movements	-	-	6	-	-	**6**
Total movements in the year	**35,279**	**4,366**	**– 4,380**	**7,215**	**4,134**	**46,614**
Carrying amount as at 31 December 2009	**193,988**	**80,567**	**– 20,888**	**– 811**	**4,134**	**256,990**

In 2006 Schiphol Group created deferred tax assets and released deferred tax liabilities with a combined effect of EUR 309 million in connection with the settlement agreement concluded with the Tax Authorities in that year regarding the opening balance sheet for tax purposes as at 1 January 2002. This initial recognition was adjusted in 2009, which resulted in additional net deferred tax assets of EUR 41.1 million included in the profit and loss account (EUR 32.9 million) and the reserve for hedging transactions (EUR 8.9 million) and charged to the payable corporate income tax (EUR 0.7 million).

The valuation of property as at 1 January 2002 for reporting and tax purposes equals the fair value as at that date. Because property is subsequently depreciated for tax purposes (whereby account should be taken of a residual value of 25%) and no depreciation takes place for reporting purposes, a valuation difference arises. From the 2007 financial year, the Working on Profit Act has been in force. This Act limits the depreciation of both commercial buildings and operational buildings to the so-called base value. The base value is 50% of the WOZ value (i.e., the value under the Valuation of Immovable Property Act) of operational buildings and 100% of the WOZ value of commercial buildings. This limitation on depreciation also causes a valuation difference.
With regard to these differences, a transfer was made from current tax liabilities to deferred tax liabilities, which in 2009 amounted to EUR 1.2 million (against EUR 3.7 million in 2008).

In 2009, account was taken of the creation of a reinvestment reserve. The gain on sales of operating assets was reserved for tax purposes with a view to reinvestment. For reporting purposes, the gain on sales was recognised immediately in the profit and loss account. In this context, EUR 0.7 million was transferred from current tax liabilities to deferred tax liabilities in 2009 (against EUR 2.5 million in 2008).

In addition, a revaluation of the property for reporting purposes gave rise to a valuation difference. For tax purposes, property is not revalued. With regard to this difference, EUR 9.5 million positive was recognised under deferred taxes relating to property investments in 2009 (EUR 5.9 million negative in 2008). This concerns the taxable part of the fair value gains on property of EUR - 39.0 million (EUR 19.1 million in 2008) as recognised in the profit and loss account.

In 2009, the development of the fair value of derivatives caused a movement of EUR 0.6 million in ‘deferred taxes’. The development in the fair value of the foreign currency loan caused a movement of EUR 1.1 million in ‘deferred taxes’.

20. Investments in associates
The movements were as follows:

(in thousands of euros)	2009	2008
Carrying amount as at 1 January	**615,193**	**46,626**
Movements in the year		
Investments	-	566,252
Share capital contributions to / repayment by associates	**– 750**	532
Share in results	**26,939**	10,187
Dividend	**– 19,000**	– 7,389
Exchange differences	**7,433**	– 1,015
Total movements in the year	**14,622**	**568,567**
Carrying amount as at 31 December	**629,815**	**615,193**

Of the total investments of EUR 566.3 million made in 2008, EUR 538.2 million relates to Aéroports de Paris S.A. (ADP) and EUR 28.1 million to Brisbane Airport Corporation Holdings Pty Ltd (BACH). On 1 December 2008, Schiphol Group and ADP acquired an 8% shareholding in each other. Furthermore, Schiphol Group increased its interest in BACH by 3.1% to 18.72%. The calculation of the purchase price allocation in accordance with IFRS 3 Business Combinations resulted in goodwill of EUR 244.1 million in relation to ADP and EUR 20.0 million in relation to BACH. For brevity’s sake, reference is made to note 42. Prior to these investments, the item ‘associates’ did not yet include goodwill.

Further details on the associates can be found in the chapter entitled ‘Related Party Disclosures’.
Further details on the share in the results of associates can be found in note 11.

21. Loans to associates

The movements were as follows:

(in thousands of euros)	2009	2008
Carrying amount as at 1 January	**46,053**	**46,180**
Movements in the year		
Acquisitions	-	7,809
Exchange differences not hedged	**635**	75
Exchange differences hedged	**11,471**	– 8,006
Accrued interest	**8,382**	– 5
Total movements in the year	**20,488**	**– 127**
Carrying amount as at 31 December	**66,541**	**46,053**

The loans to associates relate exclusively to the redeemable preference shares in Brisbane Airport Corporation Holdings Pty Ltd. (BACH) held by Schiphol Group. The 3.1% increase of Schiphol Group's interest in Brisbane Airport Corporation Holding (BACH) concerned not only the ordinary shares shown under 'associates', but also the redeemable preference shares issued by BACH. The cost (equalling the fair value on the acquisition date) of the 3.1% increase, representing a nominal value of EUR 7.6 million (AUD 14.6 million), is EUR 7.8 million (AUD 15.8 million).

The redeemable preference shares confer a cumulative dividend entitlement. The nominal value of these shares is also repayable to the shareholders within a period of not more than 10 years (by 2014 at the latest). On the basis of these features, the redeemable preference shares, amounting to AUD 106.4 million (EUR 66.5 million), are classified as a long-term loan to an associate and the dividend on these shares is treated as interest income.

The interest accrued concerns the valuation of the redeemable preference shares at amortised cost. The interest accrued in 2009 includes the interest for the past 18 months, which the management of BACH in mid-2009 decided not to distribute as yet. Given its cumulative preference nature, however, this interest is still recognised as receivable and financial income. Valuation at the higher amortised cost means that if BACH should decide to exercise its option of early redemption, Schiphol Group would then have to recognise a loss equal to the difference between the amortised cost and the nominal value. As at 31 December 2009, this difference amounted to EUR 2.7 million.

Where the nominal value is concerned, the currency risk relating to this long-term receivable is hedged by using annual forward transactions. By means of these transactions, the Australian dollar position is hedged to euros. The hedge transactions are recognised as a cash flow hedge. The exchange differences on the difference between amortised cost and nominal value and the period between the successive annual forward transactions are recognised in the profit and loss account. The other exchange differences are included in the reserve for hedging transactions.

The fair value of the loans to associates as at 31 December 2009 amounted to EUR 58.8 million (AUD 94.0 million). The effective interest rate was 11%. The fair value is estimated by discounting the future contractual cash flows at current market interest rates available to the borrower for similar financial instruments.

22. Other financial interests

Other financial interests concern the 1% interest in Flughafen Wien A.G. The investment is recognised at fair value, derived from the quoted price of the shares. In 2009, the fair value increased by EUR 0.6 million from EUR 6.7 million to EUR 7.3 million. The increase in value has been recognised in the other financial interests reserve.

23. Lease receivables

The movements were as follows:

(in thousands of euros)	2009	2008
Carrying amount as at 1 January	**9,230**	**10,770**
Movements in the year		
Accrued interest on lease receivables	**1,242**	1,382
Lease instalments received	**– 2,983**	– 2,922
Total movements in the year	**– 1,741**	**– 1,540**
Carrying amount as at 31 december	**7,489**	**9,230**

The current portion of the lease receivables as at 31 December 2009, amounting to EUR 2.0 million (31 December 2008: EUR 1.7 million), is presented under current assets.

Beheer- en beleggingsmaatschappij Balnag B.V. (Balnag – a wholly-owned subsidiary of Schiphol Group) took out a 20-year lease on the air traffic control tower at the centre of the airport from a financing company, Abinton B.V., in 1992. The control tower was in turn leased to Air Traffic Control the Netherlands (LVNL) for a similar period. Both contracts qualify as finance leases, resulting in the recognition of a lease receivable under the lease to LVNL and a lease liability to Abinton B.V.. On expiry of the lease, LVNL has the option of purchasing the control tower for a payment of EUR 6.8 million from Balnag. The effective interest rate of the lease contract between Balnag and LVNL is 13.0%.

The remaining terms of the lease receivables as at 31 December 2009 can be analysed as follows. The portion of the lease receivables due within one year is presented under current assets (trade and other receivables).

(in thousands of euros)	Total	≤ 1 year	> 1 year	> 1 year but ≤ 5 years	> 5 years
Face value of finance lease instalments	**8,964**	2,737	6,227	6,227	-
Interest component in finance lease instalments	**– 1,475**	– 770	– 705	– 705	-
Carrying amount of finance lease receivables	**7,489**	**1,967**	**5,522**	**5,522**	**-**

24. Loans

The movements were as follows:

(in thousands of euros)	2009	2008
Carrying amount as at 1 January	**4,099**	**3,441**
Movements in the year		
New loans granted	-	444
Accrued interest	**183**	171
Changes in the consolidation	**-**	69
Repayments	**– 112**	– 26
Total movements in the year	**71**	**658**
Carrying amount as at 31 December	**4,170**	**4,099**

The current portion of the other loans as at 31 December 2009, amounting to EUR 0.2 million (31 December 2008: EUR 0.1 million) is presented under current assets.

The other loans include two loans to the Ministry of Transport, Public Works and Water Management with a combined redemption value of EUR 2.7 million at an interest rate of 0% and with a remaining term to maturity of three years. The carrying amount of the loans as at 31 December 2009 amounted to EUR 2.1 million. The fair value amounted to EUR 3.3 million and the effective interest rate was 9.3%.

Also included in other loans is a loan to the Aviodrome aviation museum with a redemption value of EUR 1.6 million. In view of the Aviodrome's current financial situation, it was decided in 2007 to recognise a provision covering the loan in full.

25. Other long-term receivables

The composition of the other long-term receivables is as follows:

(in thousands of euros)	2009	2008
Purchased long leases	**3,589**	3,679
Lease incentives	**15,179**	11,949
Total other non-current receivables	**18,768**	**15,628**

The purchased long leases concern the rent instalments which Schiphol Group paid in advance in respect of land it acquired on a long lease.

Lease incentives concerns the cost of benefits which Schiphol Group provided to tenants at the start of their lease. Both items are charged to the profit and loss account over the term of the underlying contracts.

In establishing the cash flows underlying the determination of the fair value of property, account is taken of the existence of lease incentives.

26. Assets held for sale

Land which is intended to be sold is presented as assets held for sale. This land concerns the A4-zone West, an extensive logistics site adjacent to the A4 motorway to the south of the Amsterdam Airport Schiphol cargo zones, and Badhoevedorp South, a site for offices and industrial premises to the north of the A4 motorway.
In 1987, the Municipality of Amsterdam, the Municipality of Haarlemmermeer, Schiphol Group and the Province of North Holland incorporated the land development company Schiphol Area Development Company N.V. (SADC) as a public-private partnership. In December 2005 and November 2009, the shareholders decided in cooperation agreements (known as SADC II and SADC III respectively) to contribute their holdings in the aforesaid areas to a land bank as yet to be established, and to have this land bank acquire land in the aforesaid areas that was not yet in their possession so as to be able subsequently to develop this area together. At the start of the development, SRE B.V. would contribute the A4-zone West and Badhoevedorp South to the land bank as yet to be established, in which SRE B.V. will own a particular stake.
In 2008, it was decided in the context of the said cooperation agreement that the Municipality of Haarlemmermeer would acquire two other plots on behalf of the partners. To fund this acquisition, the Municipality of Haarlemmermeer granted a loan from Bank Nederlandse Gemeenten. The associated costs will be equally divided among the three partners at the time of the contribution to the land bank as yet to be established. SRE B.V.'s share in this will amount to EUR 8.0 million, to be increased by financing and acquisition costs.

27. Trade and other receivables

The analysis is as follows:

(in thousands of euros)	2009	2008
Trade receivables	**72,848**	99,950
Accrued income	**18,542**	31,547
Value-added tax reclaimable	**12,046**	17,255
Prepayments	**15,344**	17,449
Stock	**7,777**	8,070
Lease incentives	**2,552**	2,495
Receivable from shareholders and associates	**29**	16
Purchased long leases	**89**	90
Other receivables	**37,159**	55,255
	166,386	**232,127**

The trade and other receivables are included at the fair value of the consideration receivable, which is usually the face value, less a provision for bad debts.

Trade receivables as at 31 December 2009 takes account of bad debt provisions of EUR 5.8 million (31 December 2008: EUR 4.2 million) and received security deposits of EUR 2.3 million (31 December 2008: EUR 1.8 million). With respect to these provisions, an amount of EUR 0.7 million (2008: EUR 1.6 million) was utilised for bad debts and an amount of EUR 2.3 million (2008: EUR 2.0 million) was added and charged to the profit and loss account in 2009.

In connection with the closure announced by the Municipality of Haarlemmermeer of the present detention centre at Schiphol-Oost by 31 December 2012, the Government Buildings Agency (RGD) has decided to acquire a new plot at Schiphol Noordwest from Schiphol Group on a long lease for the purpose of building a new detention centre. The leasehold was granted in December 2008 for a period of 75 years and payment took place in June 2009.
As in previous year, the other receivables include an amount of EUR 19.0 million which Schiphol Group paid to Chipshol. A more detailed explanation can be found in note 36, dealing with other provisions.

28. Cash and cash equivalents

Cash concerns deposits with original terms ranging from one month to three months (average: two months) for EUR 425.1 million as at 31 December 2009 (31 December 2008: EUR 380 million). The average interest rate on these deposits as at 31 December 2009 is 0.5% (31 December 2008: 2.7%). The cash is freely available.

Cash is included at fair value, which is usually face value.

29. Issued share capital

The authorised share capital as at 31 December 2009 amounts to EUR 142,960,968, divided into 300,000 A shares and 14,892 B shares, each with a nominal value of EUR 454. In total, 171,255 of the A shares and 14,892 of the B shares have been issued.
The shareholders' interests are as follows:

Issued share capital	(in numbers)	(percentage)	(in thousands of euros)
Share holder:			
State of the Netherlands	129,880	69.77%	58,966
City of Amsterdam	37,276	20.03%	16,923
Aéroports de Paris S.A.	14,892	8.00%	6,761
City of Rotterdam	4,099	2.20%	1,861
	186,147	**100%**	**84,511**

In 2009 there were no changes in the issued share capital.

30. Retained profits

On a resolution proposed by the Management Board and following Supervisory Board agreement, the General Meeting of Shareholders voted to declare a regular dividend of EUR 69.1 million for 2008. This amount, paid in 2009, was deducted from retained profits. The dividend for 2007, which amounted to EUR 93.0 million, was paid out in 2008 and deducted from retained profits.

The entire amount of the net result for 2009 has been added to retained profits so that retained profits as at 31 December 2009 still includes the proposed dividend distribution for 2009, as detailed in the Other information section.

31. Other reserves

The movements were as follows:

(in thousands of euros)	Exchange differences reserve	Other financial interests reserve	Hedging transactions reserve	Total
Balance as at 31 December 2007	**– 40**	**9,532**	**2,175**	**11,667**
Movements in 2008				
Exchange differences	– 969	-	-	**– 969**
Fair value changes	-	– 9,922	-	**– 9,922**
Exchange differences on hedged borrowings	-	-	– 48,489	**– 48,489**
Exchange differences on hedged loans to associates	-	-	– 8,005	**– 8,005**
Fair value changes on derivative financial instruments	-	-	53,354	**53,354**
Of which are reported through the profit and loss account	-	-	1,892	**1,892**
Deferred tax on fair value changes derivative financial instruments	-	-	– 11,889	**– 11,889**
Settlement of hedge transactions	-	-	– 289	**– 289**
Settlement of derivative financial instrument Lehman Brothers International (Europe)	-	-	– 8,749	**– 8,749**
Other	-	-	– 5	**– 5**
Total movements in the year	**– 969**	**– 9,922**	**– 22,180**	**– 33,071**
Balance as at 31 December 2008	**– 1,009**	**– 390**	**– 20,005**	**– 21,404**
Movements in 2009				
Exchange differences	9,487	-	-	**9,487**
Fair value changes	-	641	-	**641**
Exchange differences on hedged borrowings	-	-	4,888	**4,888**
Exchange differences on hedged loans to associates	-	-	11,471	**11,471**
Fair value changes on derivative financial instruments	-	-	– 14,822	**– 14,822**
Of which are reported through the profit and loss account	-	-	1,207	**1,207**
Deferred tax on fair value changes derivative financial instruments	-	-	– 599	**– 599**
Deferred tax on fair value changes borrowings	-	-	– 1,164	**– 1,164**
Settlement of hedge transactions	-	-	5,371	**5,371**
Adjustment initial recognition of the agreement on the opening balance for tax purposes	-	-	8,978	**8,978**
Total movements in the year	**9,487**	**641**	**15,330**	**25,458**
Balance as at 31 December 2009	**8,478**	**251**	**– 4,675**	**4,054**

Translation differences reserve

The translation differences reserve is made up of exchange differences arising on the translation of the net investments in subsidiaries, joint ventures and associates outside the Euro zone.

Other financial interests reserve

This concerns movements in the fair value of financial interests in which Schiphol Group has neither control nor significant influence.

Hedging transactions reserve

This comprises the movements in the fair value of derivative financial instruments and borrowings used in cash flow hedges, net of deferred tax assets and liabilities. Also included in the hedging transactions reserve are the translation differences arising on the translation of loans at closing rates. In both cases, for recognition in the hedging transactions reserve, the hedge must be determined actually to have been highly effective.

The collapse of Lehman Brothers International (Europe), Limited on 14 September 2008 resulted in the early termination by Schiphol Group of a swap contract which it had concluded with this bank to hedge a currency risk. The movement of EUR 8.7 million in the hedging transaction reserve is related to this.

Further details of the restrictions on the distribution of reserves can be found in note 45, shareholders' equity included in the corporate balance sheet.

32. Minority interests

Minority interests as at 31 December 2009 represents the shares of third parties in the net assets of the group companies Eindhoven Airport N.V. and Avioport SpA.

33. Borrowings

The analysis is as follows:

(in thousands of euros)	Year redeemable	Interest	Currency	Nominal amount (x 1,000)	Hedging reference	2009	2008
XS0148829798	2009	1.08%	JPY	5,000,000	A	-	39,761
XS0324714392	2009	4.67%	EUR	70,000		-	70,000
XS0149075052	2009	Euribor + opslag	EUR	27,000	B	-	27,000
XS0168641610	2010	Euribor + opslag	EUR	30,000		**30,000**	30,000
XS0171966269	2013	4.38%	EUR	300,000		**299,430**	299,267
XS0399674216	2014	6.63%	EUR	700,000		**696,805**	696,018
XS0399674216	2014	6.63%	EUR	100,000		**100,412**	100,998
XS0495479555	2016	4.46%	EUR	50,000		**49,896**	-
XS0459479472	2016	4.46%	EUR	15,000		**14,914**	-
XS0167622454	2018	5.16%	EUR	30,000		**29,939**	29,933
XS0459479399	2019	4.94%	EUR	50,000		**49,801**	-
XS0459442710	2019	4.97%	EUR	85,000		**84,887**	-
XS0378569247	2038	3.16%	JPY	20,000,000	C	**150,007**	158,723
EMTN programme						**1,506,091**	**1,451,700**
XF0000NS4ET7	2016	5.38%	EUR	84,000		**83,583**	-
XF0000NS4FH9	2016	5.45%	EUR	40,000		**39,895**	-
XF0000NS4FX6	2016	5.12%	EUR	10,000		**9,974**	-
XF0000NS4DN2	2019	5.75%	EUR	50,000		**48,845**	-
XF0000NS4PP1	2019	5.50%	EUR	11,000		**10,725**	-
Schuldschein						**193,022**	**-**
ING RA Finance	2011	Euribor + opslag	EUR	26,168	D,E,F	**26,168**	26,168
Fortis Bank	2011	Euribor + opslag	EUR	12,608	G	**12,608**	12,608
ING Bank	2011	Euribor + opslag	EUR	5,696		**5,696**	5,696
ING Bank	2011	Euribor + opslag	EUR	14,373		**14,373**	14,373
ING Bank	2011	Euribor + opslag	EUR	15,000	H	**15,000**	15,000
Fortis Bank	2011	Euribor + opslag	EUR	18,239	I	**18,239**	18,239
ING Bank	2011	Euribor + opslag	EUR	8,917	J	**8,917**	8,917
Fortis Bank	2011	Euribor + opslag	EUR	2,742	K	**2,742**	2,742
Fortis Bank	2011	Euribor + opslag	EUR	2,259	L	**2,259**	2,259
AREB CV loans						**106,002**	**106,002**
European Investment Bank	2006-2011	3.75%	EUR	150,000		**47,960**	**78,481**
Avioport phase 2	2010	Euribor + opslag	EUR	21,750	M	**15,926**	13,686
Villa Carmen phase 1	2011	Euribor + opslag	EUR	14,100	N	**2,125**	9,064
Avioport phase 1	2013	Euribor + opslag	EUR	28,000	O	**28,000**	28,000
Other						**8,738**	9,011
Other borrowings						**54,789**	**59,761**
Total borrowings						**1,907,864**	**1,695,943**

The current portion of the borrowings as at 31 December 2009, amounting to EUR 60.8 million (31 December 2008: EUR 167.4 million), is presented under current liabilities.

Schiphol Group launched a Euro Medium Term Note (EMTN) programme in 1999, making it possible to raise funds as required in the years ahead up to a maximum of EUR 2.0 billion, provided the prospectus is updated annually. The prospectus was updated in 2009. As at year-end 2009, borrowings under the programme totalled EUR 1,506.1 million (31 December 2008: EUR 1,451.7 million). Schiphol Group could be obliged to redeem the notes prematurely in the event of specific circumstances commonly stipulated for this type of instrument. No such circumstances arose in 2009.

In October 2009, Schiphol Group raised four loans totalling EUR 200 million with terms of seven and ten years under the EMTN programme. The loans contain no additional covenants.

In June 2008, Schiphol Group launched a Euro-Commercial Paper (ECP) programme with a limit of EUR 750 million in addition to the existing EMTN programme. On 31 December 2009, no short-term loans were outstanding under the ECP programme.

In the first half of 2009, Schiphol Group raised fixed-interest loans for a nominal amount of EUR 195 million with terms of seven and ten years. The loans are so-called Schuldschein notes. In principle, the Schuldschein documentation contains the same covenants as the EMTN programme, as well as a 'change of control' in combination with a 'downgrade below investment grade' for early redemption.

In June 2009, Schiphol Group reduced its syndicated and committed facility from EUR 400 million to EUR 200 million. The two bilateral committed credit facilities with ABN AMRO and ING for a total of EUR 100 million were not renewed in 2009.

In 2002 the company contracted a facility of EUR 150.0 million with the Investment Bank. This amount was drawn down in 2003. Repayment commenced in August 2006, involving ten six-monthly instalments. Schiphol Group could be obliged to repay the loan prematurely if (in addition to the usual circumstances) other loans are repaid early or shareholders' equity falls below 30% of total assets. These conditions did not occur in 2009. Additional security may be demanded if the company's credit rating falls below A (S&P's) or A2 (Moody's). In 2009, N.V. Luchthaven Schiphol and Schiphol Nederland B.V. were awarded credit ratings of A by S&P (formerly AA-) and A1 by Moody's (formerly Aa3).

The debt raised under the EMTN programme, the ECP programme and the loan facility with the European Investment Bank are not subordinate to other liabilities and are eligible for voluntary early repayment.

All of AREB CV's borrowings are mortgage loans. For all these loans, there is an obligation to make early repayments of 0.5% per quarter if the amount of the loan exceeds 55% of the appraised value of the individual properties financed by each loan. For the mortgage loans granted by Fortis Bank, there is a further obligation to make early repayments of 0.5%, 0.75% and 1% per quarter if the amount of the loan exceeds 60%, 65% or 75% of the appraised value, respectively. If the annual rental income on the properties mortgaged to Fortis Bank is less than EUR 8.5 million (excluding VAT and service charges) (our share being EUR 5.1 million), there will be an obligation to make early repayments of 1% per quarter on the loans from Fortis Bank.

To provide collateral security for the repayment, AREB CV has granted the banks a lien on the receivables relating to the leasehold and rental rights enjoyed by the property company vis-à-vis the tenants of the properties in its portfolio as at balance sheet date. AREB CV has also pledged all existing and future rent receivables relating to the properties that are already available for pledging.

Avioport SpA (a 70% subsidiary of Schiphol Group) arranged a mortgage loan with two banks (Efibanca and Banca Popolare Italiana) for a total amount of EUR 49.8 million (EUR 28.0 million for phase 1 and EUR 21.8 million for phase 2). Of this loan, EUR 43.9 million was utilised as at 31 December 2009 (EUR 28.0 million for phase 1 and EUR 15.9 million for phase 2). The collateral for phase 1 consists of the buildings, the shares and the rental income, while the collateral for phase 2 is the entire project. Furthermore, the shareholders have committed themselves to contributing financial resources – in addition to the aforementioned loan – in order to fund the overall project.

Villa Carmen Srl (a subsidiary of the joint venture Villa Carmen B.V., in which Schiphol Group owns a 47.44% interest) arranged a mortgage loan with three banks (Efibanca, Banca Popolare Italiana and Unicredit) for a total amount of EUR 33.1 million (our proportional share being EUR 15.7 million). A part of this loan was repaid in 2009 with the proceeds from the sale of the Office 2 office building. Of this loan, EUR 3.9 million was utilised as at 31 December 2009 (our proportional share being EUR 1.9 million). The buildings constitute the collateral. As a shareholder in Villa Carmen B.V., Malpensa Real Estate II B.V. (MRE II B.V.) has committed itself to contributing its share (47.44%) of EUR 11 million in the form of equity or non-interest-bearing debt capital, subordinated to the aforementioned loans.

Of the total loan amount, EUR 120 million nominal has been drawn in Japanese yen (JPY 20 billion). Loans in the amount of EUR 30 million carry a variable interest rate. In line with the financial risk management policy, interest rate swaps, interest rate caps, currency swaps and, in some cases, combined currency and interest rate swaps have been contracted on the loans to hedge the risks inherent in exposure to movements in interest rates and exchange rates. In principle, the transactions concerned correspond to the underlying loans in all relevant characteristics, such as maturity, amount and so on, and hedge the positions with respect to the euro or to either fixed or capped interest rates, or both. All hedging transactions are accounted for as cash flow hedges.

The derivative financial instruments comprise the following contracts, with the references relating to various loans in the analysis of borrowings.

							Fair value in thousands of euros	
Reference	Counterparty	Type	Interest rate	Currency	Notional amount	Maturity	31 December 2009	31 December 2008
A	UBS AG	Currency swap	5.59%	JPY	5,000,000	2009	-	6,406
B	UBS AG	Rate swap	5.63%	EUR	27,000	2009	-	1,067
C	JP Morgan	Currency swap	3.16%	JPY	20,000,000	2038	– 38,528	– 42,167
D	ING	Rate swap	4.84%	EUR	13,084	2011	619	484
E	ING	Rate cap	4.25%	EUR	8,737	2011	– 10	– 24
F	ING	Rate cap	4.12%	EUR	4,338	2011	– 5	– 13
G	ING	Rate cap	4.12%	EUR	1,085	2011	– 1	– 3
H	ING	Rate cap	3.50%	EUR	13,015	2011	– 24	– 81
I	ING	Rate swap	4.12%	EUR	15,184	2011	730	572
J	ING	Rate swap	5.11%	EUR	8,917	2011	615	612
K	Fortis Bank	Rate swap	5.16%	EUR	2,742	2011	175	183
L	Fortis Bank	Rate swap	5.16%	EUR	2,259	2011	142	151
M	Efibanca	Rate swap	3.75%-4,95%	EUR	15,331	2010	346	444
N	Efibanca	Rate swap	4.30%	EUR	12,041	2011	299	197
O	Efibanca	Rate swap	4.32%	EUR	21,000	2013	1,563	902
P	ING	Forward	n.a.	AUD	73,500	2009	-	– 6,697
P	ABN AMRO	Forward	n.a.	AUD	14,600	2009	-	– 458
Q	ABN AMRO	Forward	n.a.	AUD	73,500	2010	8,741	-
Q	ABN AMRO	Forward	n.a.	AUD	14,600	2010	1,736	-
Total							**– 23,604**	**– 38,425**

Recognised in the balance sheet under:		
Non-current assets	**– 37,907**	– 42,290
Current assets	-	– 7,155
Non-current liabilities	**3,826**	3,546
Current liabilities	**10,477**	7,474
	– 23,604	**– 38,425**

Schiphol Groups's risk in respect of the currency rate swap (reference C) is mitigated by a cash collateral agreement with JPMorgan, which results in a maximum net position for both parties depending on the parties' credit rating. If the credit rating of either party is reduced, the maximum net position for that party will decrease as well. Under the cash collateral agreement, the difference between the market value of the swap and the applicable maximum net position is paid through the bank.

As at 31 December 2009, the maximum net position of both parties amounted to EUR 10 million while the market value of the swap was approximately EUR 39 million in Schiphol Group's favour. As at 31 December 2009 JPMorgan paid Schiphol Group EUR 33 million (cash) by way of collateral.

References P and Q concern the derivative financial instruments for the translation differences on the redeemable preference shares presented in loans to associates.

References M and N concern hedges of the funding of the property development in Avioport phase 2 and Villa Carmen Srl respectively. The assumptions concerning the growth of the loans have not been realised, which means that this growth is now lagging behind the growth of the derivatives. For this reason, these hedging transactions cannot be regarded as effective in 2009 (just as in 2008). The movements in the fair value of the derivatives are recognised in the profit and loss account under 'financial income and expenses'.

The interest rates shown against the various currency swaps and interest rate swaps and the combined currency and interest rate swap are the fixed rates at which interest is payable to the counterparty, for which interest at the variable (or fixed) rate that Schiphol Group in turn has to pay on the loans concerned is receivable from the counterparty. The interest rates shown against the interest rate caps are the maximum interest rates agreed with the counterparty. The counterparty is under contract to pay the excess if the rate of interest payable by Schiphol Group exceeds the capped rate. The interest rate caps are exclusive of any credit risk mark-up.

The remaining terms of the borrowings as at 31 December 2009 can be analysed as follows. The portion of the borrowings due within one year is presented under current liabilities.

(in thousands of euros)	**Total**	**≤ 1 year**	**> 1 year**	**> 1 year but ≤ 5 years**	**> 5 years**
EMTN programme	**1,506,091**	28,838	1,477,253	1,097,173	380,080
Schuldschein	**193,022**	-	193,022	-	193,022
AREB CV borrowings	**106,002**	-	106,002	106,002	-
European Investment Bank	**47,960**	31,675	16,285	16,285	-
Other borrowings	**54,789**	237	54,552	53,340	1,212
Total borrowings	**1,907,864**	**60,750**	**1,847,114**	**1,272,800**	**574.314**

The total carrying amount of the borrowings (at amortised cost) has the following fair value analysis:

(in thousands of euros)	**Carrying amount as at 31 December 2009**	**Fair value as at 31 December 2009**
EMTN programme	1,506,091	1,616,900
Schuldschein	193,023	213,500
AREB CV borrowings	106,001	106,001
European Investment Bank	47,960	47,960
Other borrowings	54,789	54,789
Total borrowings	**1,907,864**	**2,039,150**

(in thousands of euros)	**Carrying amount as at 31 December 2008**	**Fair value as at 31 December 2008**
EMTN programme	1,451,700	1,552,528
AREB CV borrowings	106,001	106,001
European Investment Bank	78,481	78,774
Other borrowings	59,761	59,761
Total borrowings	**1,695,943**	**1,797,064**

The fair value is estimated by discounting the future contractual cash flows using the current market interest rates available to the borrower for similar financial instruments.

The movements in borrowings during the year were as follows:

(in thousands of euros)	**Borrowings > 1 year**	**Borrowings ≤ 1 year**	**Total**
Carrying amount as at 31 December 2007	**699,270**	**83,103**	**782,373**
Movements in 2008			
New borrowings	937,734	-	**937,734**
Accrued interest	396	-	**396**
Transferred to current liabilities	– 167,431	167,431	**-**
Repayments	– 8,184	– 83,103	**– 91,287**
Acquisitions	18,038	-	**18,038**
Exchange differences	48,489	-	**48,489**
Other movements	200	-	**200**
Total movements in the year	**829,242**	**84,328**	**913,570**
Carrying amount as at 31 December 2008	**1,528,512**	**167,431**	**1,695,943**
Movements in 2009			
New borrowings	394,193	-	**394,193**
Accrued interest	476	-	**476**
Transferred to current liabilities	– 60,750	60,750	**-**
Repayments	– 11,561	– 167,431	**– 178,992**
Exchange differences	– 4,888	-	**– 4,888**
Other movements	1,132	-	**1,132**
Total movements in the year	**318,602**	**– 106,681**	**211,921**
Carrying amount as at 31 December 2009	**1,847,114**	**60,750**	**1,907,864**

Schiphol Group's financial instruments comprise the borrowings and derivative financial instruments described in this note, as well as the loans to associates (21), other financial interests (22), loans (24), trade and other receivables (27), cash and cash equivalents (28), a number of items under the other non-current liabilities (37) and trade and other payables (39). Further information on these financial instruments can be found in the notes shown in brackets.

34. Lease liabilities

The analysis is as follows:

(in thousands of euros)	Counterparty	Effective interest rate	Expiry date of lease	2009	2008
P1 car park / walkway	ABP	6.7%	2035	**53,289**	54,153
Triport	ABP	7.0%	2034	**54,618**	55,683
Control tower	Abinton B.V.	7.7%	2012	**7,885**	9,522
Other				**1,985**	2,206
Total lease liabilities				**117,777**	**121,564**

The current portion of the lease liabilities as at 31 December 2009, amounting to EUR 4.4 million (31 December 2008: EUR 4.1 million), is presented under current liabilities.

The P1 car park/walkway contract with ABP runs for a total of 40 years, with options to renew the lease after 15 years and again after 30 years. On the renewal dates there is also the option of purchasing both the P1 car park and the walkway or selling the P1 car park to a third party (with the proceeds going to ABP) and purchasing the walkway. At the end of the 40-year period, Schiphol Group will have the option of leasing the P1 car park and the walkway indefinitely for a rent of EUR 45per annum or outright purchase for EUR 45. The rent will be increased annually in line with the consumer price index. The leasehold of the land on which the P1 car park and walkway are built has been granted to ABP for the duration of the lease.

The Triport office building contract with ABP runs for a total of 40 years, with options to cancel the lease after 25 years and again after 30 years. If the lease is cancelled before the end of the 40-year period, Schiphol Group will be liable to pay a lump sum and penalty interest, by which the buildings will become the property of Schiphol Group. The rent will be increased annually in line with the consumer price index. The leasehold of the land on which the Triport buildings stand has been granted to ABP for the duration of the lease.

Beheer- en beleggingsmaatschappij Balnag B.V. (Balnag – a 100% subsidiary of Schiphol Group) also leases the air traffic control tower at the centre of the airport from a financing company, Abinton B.V., on a 20-year lease taken out in 1992. The control tower is in turn leased to Air Traffic Control the Netherlands (LVNL) for a similar period. Both contracts qualify as finance leases. The receivable under the lease to LVNL is included in lease receivables. On expiry of the lease Balnag has the option of purchasing the control tower from Abinton B.V. for a payment of EUR 2.1 million.

The remaining terms of the lease liabilities as at 31 December 2009 can be analysed as follows. The portion of the lease liabilities due within one year is presented under current liabilities.

(in thousands of euros)	Total	≤ 1 year	> 1 year	> 1 year en ≤ 5 years	> 5 years
Face value of finance lease instalments	**243,172**	12,023	231,149	44,921	186,228
Interest component in finance lease instalments	**– 125,395**	– 7,655	– 117,740	– 28,545	– 89,195
Carrying amount of finance lease liabilities	**117,777**	**4,368**	**113,409**	**16,376**	**97,033**

The movements in the lease liabilities during the year were as follows:

(in thousands of euros)	2009	2008
Carrying amount as at 1 January	**121,564**	**124,928**
Movements in the year		
Accrued interest on lease liabilities	**9,706**	9,852
Lease instalments paid	**– 13,493**	– 13,216
Total movements in the year	**– 3,787**	**– 3,364**
Carrying amount as at 31 December	**117,777**	**121,564**

35, Employee benefits

The employee benefits concern the following net liabilities:

(in thousands of euros)	Post-employment benefits	Other long-term employee benefits	Termination benefits	Total
Carrying amount as at 31 December 2008				
Present value of benefit obligation	40,907	9,979	2,707	**53,593**
Fair value of plan assets	12,971	-	-	**12,971**
	27,936	**9,979**	**2,707**	**40,622**
Unrecognised actuarial gains and losses	– 392	-	244	**– 148**
Benefit liability in the balance sheet	**27,544**	**9,979**	**2,951**	**40,474**
Carrying amount as at 31 December 2009				
Present value of benefit obligation	43,228	10,656	2,647	**56,531**
Fair value of plan assets	14,645	-	-	**14,645**
	28,583	**10,656**	**2,647**	**41,886**
Unrecognised actuarial gains and losses	– 3,541	-	– 11	**– 3,552**
Benefit liability in the balance sheet	**25,042**	**10,656**	**2,636**	**38,334**

Post-employment benefits consist of retirement benefits (defined benefit), job-related early retirement benefits and pensioners' medical expenses.

Other long-term employee benefits consist of long-term service pay, (long-term) variable pay, paid sabbatical leave and incapacity benefit supplements.

Termination benefits consist of redundancy pay, special early retirement benefits and unemployment benefit supplements other than those included in the provision relating to the reorganisation.

The defined benefit pension scheme which ABP administers on Schiphol Group's behalf is recognised as a defined contribution scheme. A more detailed explanation of this scheme can be found in note 40. The pension schemes of a number of subsidiaries that also qualify as defined benefit schemes are indeed recognised as such. As regards these pension schemes, the developments in the present value of benefit obligation, the fair value of plan assets and the actuarial gains and losses not taken into account have been as follows in recent years:

(in thousands of euros)	2009	2008	2007	2006	2005
Carrying amount as at 31 December					
Present value of benefit obligation	18,904	15,440	16,585	14,420	11,014
Fair value of plan assets	14,645	12,036	13,631	12,047	8,413
	4,259	**3,404**	**2,954**	**2,373**	**2,601**
Unrecognised actuarial gains and losses	– 3,139	– 1,729	– 951	– 240	– 473
Benefit liability in the balance sheet	**1,120**	**1,675**	**2,003**	**2,133**	**2,128**

The different employee benefits gave rise to the following net benefit expense in the year:

(in thousands of euros)	Post-employment benefits	Other long-term employee benefits	Termination benefits	Total
Current service cost	2,068	1,743	454	4,265
Interest cost on benefit obligation	2,207	331	89	2,627
Net actuarial gain/loss recognised in the year	-	– 340	-	– 340
Released (as a result of amended plan terms)	– 741	-	-	– 741
Expected return on plan assets	– 739	-	-	– 739
Other costs	81	– 5	1	77
Total net benefit expense in 2008	**2,876**	**1,729**	**544**	**5,149**
Current service cost	1,742	1,380	1,340	4,462
Interest cost on benefit obligation	2,195	355	70	2,620
Net actuarial gain/loss recognised in the year	23	648	– 50	621
Released (as a result of amended plan terms)	– 36	– 326	-	– 362
Expected return on plan assets	– 699	-	-	– 699
Other costs	– 323	25	– 54	– 352
Total net benefit expense in 2009	**2,902**	**2,082**	**1,306**	**6,290**

With regard to the defined benefit pension schemes, a total expense of EUR 2.0 million is expected for the employer in 2010. In 2009, the actual expenses under these schemes amounted to EUR 1.2 million, as explained in note 5, dealing with employee benefits.

The movements resulting from the relevant employee benefit liabilities during the year were as follows:

(in thousands of euros)	Post-employment benefits	Other long-term employee benefits	Termination benefits	Total
Carrying amount as at 31 December 2007	**30,155**	**9,361**	**4,278**	**43,794**
Movements in 2008				
Total net benefit expense for the year	2,876	1,729	544	**5,149**
Changes in the consolidation	-	– 9	-	**– 9**
Benefits paid during the year	– 3,625	– 1,102	– 1,871	**– 6,598**
Payment of contributions	– 1,870	-	-	**– 1,870**
Other movements	8	-	-	**8**
Total movements in the year	**– 2,611**	**618**	**– 1,327**	**– 3,320**
Carrying amount as at 31 December 2008	**27,544**	**9,979**	**2,951**	**40,474**
Movements in 2009				
Total net benefit expense for the year	2,902	2,082	1,306	**6,290**
Benefits paid during the year	– 3,587	– 1,405	– 1,622	**– 6,614**
Payment of contributions	– 1,817	-	-	**– 1,817**
Other movements	-	1	-	**1**
Total movements in the year	**– 2,502**	**678**	**– 316**	**– 2,140**
Carrying amount as at 31 December 2009	**25,042**	**10,657**	**2,635**	**38,334**

The employee benefit liabilities have been calculated on the basis of the following actuarial assumptions and estimates on the part of management:

	31 December 2009	31 December 2008
Discount rate	**5.00%**	5.75%
Return on plan assets	**5.00%**	5.75%
Inflation	**2.00%**	2.00%
General pay increase	**2.00%**	2.00%
Life expectancy	**GBM/V mortality table 2000-2005 including mortality trend (generation table) with age reduction of 3 years for men and 1 year for women**	GBM/V mortality table 2000-2005 including mortality trend (generation table) with age reduction of 3 years for men and 1 year for women
Individual pay rises, depending on age	**4.00% (age untill 39), 3.00% (age 40-49), 2.00% (age 50-59), 2.00% (age 60-65)**	4.00% (age untill 39), 3.00% (age 40-49), 2.00% (age 50-59), 2.00% (age 60-65)
Age difference	**Men 3 years older than female partners**	Men 3 years older than female partners
Incapacity risk	**UKV 2007-IV, based on inflow 2006 and 2007**	UKV 2007-IV, based on inflow 2006 and 2007
Termination probability, depending on age	**0.10% (age 60) to 4.20% (age 25)**	0.10% (age 60) to 4.20% (age 25)
Continued service probability (job-related early retirement scheme)	**100%**	100%

For further details of the obligations under the pension scheme insured with ABP, see the contingent assets and liabilities note.

36. Other provisions

The reorganisation and the related costs are further clarified in note 8. As at 31 December 2009 a provision of EUR 20.8 million remained in respect of this reorganisation.

In 2004 it was established that Schiphol Group faced a liability in connection with several claims and disputes. As in 2008, the provision of EUR 10.0 million recognised in respect of the combined amount of these claims and disputes in 2004 remained unchanged in 2009.

The most important of the above claims and disputes concerns the consequences of the ban on the development of the Groenenberg site that was in place from 19 February 2003 to 28 June 2007. Based on the insights available in 2003, development of the Groenenberg site could seriously compromise the use of Runway 18L–36R. In February 2003, The State Secretary at the Ministry of Transport, Public Works and Water Management accordingly prohibited development of this site under the provisions of Section 38 of the Aviation Act (old act). In June 2003, the beneficial owner of the site (Chipshol) filed a claim against Schiphol Group under Section 50 of the Aviation Act for the losses resulting from the imposition of this prohibition.

Based on enhanced insight and new data, the Minister decided that it was no longer necessary to maintain the ban for the entire site. On 28 June 2007, in response to the request from Schiphol Group and Chipshol, the Minister of Transport, Public Works and Water Management lifted the development ban. The law provides for a scheme to deal with value increases when bans are lifted, similar to the compensation provided for when a development ban is imposed. This is known as the separate repayment proceedings under Section 55 of the Aviation Act. Schiphol Group instituted such proceedings against Chipshol before the Court of Haarlem. In 2007, Schiphol Group paid an advance of EUR 19.0 million (EUR 16.0 million plus interest) to Chipshol in compliance with an interlocutory decision in the proceedings under Section 50. To hedge the restitution risk with respect to that amount, Chipshol was instructed by the Court to provide a bank guarantee for Schiphol Group in the amount of EUR 21.5 million.

In its final decision of 30 January 2008 the Court, by virtue of Section 50 of the Aviation Act, set the compensation amount which Schiphol Group should pay to Chipshol at EUR 16.0 million (to be increased by statutory interest). Chipshol's claim regarding tax damage was rejected. Both parties lodged appeals in cassation against the interlocutory decisions and the final decision.
In short, the airport has instituted proceedings under Section 55 of the Aviation Act to establish the increase in the value of the land on the Groenenberg site since the development ban was lifted, in order to determine the amount to be paid by Chipshol or to be deducted from the advance payable by Schiphol Group. The Court ruled in the proceedings under section 55 of the Aviation Act that the security for restitution risk will remain in place, even though the value increase was valued at zero by the Court of Haarlem in an interlocutory judgement on 28 January 2009, as a consequence of the development ban having been lifted.

On 19 February 2010, the Supreme Court pronounced judgment in the proceedings under Section 50 of the Aviation Act, ruling that the final decision of the Court of Haarlem on 30 January 2008 could not be upheld. It was ruled that Chipshol is entitled to compensation as a result of the imposition of the development ban but that Schiphol Group is likewise entitled to compensation for the value increase as a consequence of the ban having been lifted. The amount of this compensation will be determined by the Court of Amsterdam, whereby consideration must be given to aspects such as Chipshol's own fault, double counting of settlements which Chipshol effected with the municipality of Haarlemmermeer and the Province of North Holland on the one hand and the non-recognised component of tax damage on the other.

In view of the foregoing, the Management Board is of the opinion that no adjustment is required to the estimate it made of Schiphol Group's net liabilities towards Chipshol. The Board expects that the remaining amount of the compensation which Schiphol Group will eventually have to pay to Chipshol with regard to the Groenenberg site will not exceed the provision made in this respect.

37. Other non-current liabilities

The analysis of the other non-current liabilities is as follows:

(in thousands of euros)	2009	2008
Purchased long leases	86,940	86,449
Unrealised profit on contribution in kind Schiphol Logistics Park CV	3,646	4,590
Liability to Stichting Mainport en Groen	4,300	6,400
Lease incentives	415	539
Overige	1,611	-
	96,912	97,978

The purchased long leases concern the rent instalments which Schiphol Group received in advance in respect of land leased out to third parties on a long lease. This item is credited to the profit and loss account over the term of the underlying contracts.

In 2006, SRE B.V. contributed a site to Schiphol Logistics Park CV and in so doing acquired an interest in this company in excess of 38%. The difference between the fair value of the site at the time of its contribution, amounting to EUR 23.7 million, and the total historical cost of the site, of EUR 11.7 million is EUR 12 million. Applying the accounting policies, an amount in excess of 38% of this profit, representing SRE B.V.'s share in Schiphol Logistics Park CV, or EUR 4.6 million, should be treated as unrealised. In 2009 this profit was partly realised when part of the land was sold.

Schiphol Group made EUR 8.5 million available to Stichting Mainport en Groen, which amount was charged to the financial year 2006. This amount was promised in 1996, with the agreement that payment would take place on the basis of more detailed plans. As at 31 December 2009 the second instalment of 25% was recognised under 'current liabilities' while the two remaining instalments of 25% were recognised under 'other non-current liabilities'. Stichting Mainport en Groen is dedicated to creating an attractive green landscape around Amsterdam Airport Schiphol.

Lease incentives concern the cost of benefits which Schiphol Group provided to tenants at the start of their lease. These are credited to the profit and loss account over the period during which the lease incentives apply.

38. Corporate income tax

The corporate income tax liability is calculated on the profit for reporting purposes, allowing for permanent differences between the profit as calculated for reporting purposes and for tax purposes. The corporate income tax liability on the fair value gains and losses (in the Netherlands) is recognised in the provision for deferred tax assets and liabilities. The corporate income tax liability of EUR 3.5 million shown in the balance sheet as at 31 December 2009 concerns the sum of the corporate income tax payable in respect of the years 2007–2009 net of provisional assessments already paid.

Differences between the corporate income tax paid according to the cash flow statement and the corporate income tax recognised in the profit and loss account concern additions to and withdrawals from deferred tax assets and liabilities, estimation differences between taxable amounts in provisional and final tax assessments, and settlements in respect of previous years.

39. Trade and other payables

The analysis is as follows:

(in thousands of euros)	2009	2008
Trade payables	77,707	109,247
Bank borrowings	-	161,246
Payable in respect of wage tax and social security contributions	5,551	5,846
Payable in respect of pensions	4,327	611
Interest payable	73,505	24,045
Liability in respect of airport nuisance 'distress' cases	-	10,000
Liability to Stichting Mainport en Groen	2,100	2,100
Accruals	61,090	87,308
Liability to Martinair Holland N.V.	15,700	15,700
Deferred income	36,258	39,203
Payable Air Passenger Tax	-	60,207
Purchased long leases	1,619	1,162
Lease incentives	540	449
Other payables	64,494	19,985
	342,891	537,109

As described in note 33, Schiphol Group launched a Euro-Commercial Paper (ECP) programme in 2008 with a limit of EUR 750 million. On 31 December 2008, an amount of EUR 161.2 million in short-term loans was still outstanding under the ECP programme, which loans are shown under 'bank borrowings'. The average remaining term is one month. On 31 December 2009, no loans were outstanding under the ECP programme.

The debt of EUR 15.7 million to Martinair Holland N.V. results from a contract signed at the end of 2006 by SRE B.V. and Martinair Holland N.V. for the realisation of a new 13,000 m² head office for Martinair Holland N.V. at Schiphol-Oost. However, Martinair Holland N.V. and Transavia B.V. meanwhile decided to move into Transport, the office building currently being developed by Schiphol Real Estate. Through the early termination of its current long lease, which was due to expire in 2042, and its relocation from Schiphol-Centre to Schiphol-Oost, Martinair Holland N.V. is creating space for a possible future extension of the terminal. The investment concerns the acquisition by Schiphol Group of the beneficial title to the land in question. Martinair Holland N.V. will deliver this land to Schiphol Group as a construction site (free from buildings) after it has moved into its new office space and demolished its old head office. The amount of EUR 15.7 million was added to the carrying amount of the relevant site under 'assets under construction used for operating activities'. Payment will be effected upon delivery of the land.

Schiphol Group made available EUR 10.0 million, chargeable to the 2006 financial year, for improvements in the living and working environment in the vicinity of the airport. The money is earmarked for the benefit of local residents whose situation is 'distressing', namely those people who are severely affected by the air traffic but do not qualify for the various statutory schemes designed to provide compensation. Tailored solutions are being developed in an attempt to alleviate the problems of these residents. In 2008, an independent foundation (Stichting bevordering kwaliteit leefomgeving Schipholregio) was set up, which will coordinate the foregoing.

From 1 July 2008 to 1 July 2009, Schiphol Group charged the Air Passenger Tax to the airlines on a monthly basis, while it made quarterly payments of this tax to the government. The liability of EUR 60.2 million at year-end 2008 concerns the Air Passenger Tax for the last quarter of 2008. Effective 1 July 2009 the Air Passenger Tax rate was reduced to zero.

The collateral of approximately EUR 33 million paid up under the cash collateral agreement with JPMorgan was recognised under 'other payables' as at 31 December 2009.

The trade and other payables are included at fair value, which is usually the face value.

40. Contingent assets and liabilities

Pension scheme

Schiphol Group's pension scheme is administered by ABP. Based on the formal terms of the pension scheme, it qualifies as a defined benefit plan. This means that Schiphol Group ought to present its share of the present value of the defined benefit obligation, the plan assets and the income and expenses arising out of the scheme and would normally also be required to make related disclosures. However, Schiphol Group does not have access to sufficient information to apply the proper method of accounting for defined benefit plans. According to information from ABP, ABP is currently not in a position to supply the information necessary in order to account for the pension scheme as a defined benefit plan. There is no consistent and reliable basis for allocating the benefit obligations, plan assets and costs of the ABP scheme to individual affiliated employers participating in the plan because the schemes of the affiliated employers are exposed to actuarial risks associated with the existing and former employees of other affiliated employers. The scheme is consequently accounted for as a defined contribution plan. Schiphol Group recognises the pension contributions payable to ABP as an expense in the profit and loss account. Contributions due which have not yet been paid are presented as a liability in the balance sheet.

With regard to Schiphol Group's share in surpluses or deficits of the pension fund, it should be noted that the pension scheme does not contain any provisions whatsoever concerning additional contributions to the fund or withdrawals from the fund. For Schiphol Group, therefore, any surpluses and deficits will result exclusively in changes in the amount of the contributions payable in the future, which will depend on the financial position of the pension fund (and expectations in that regard), as reflected in the funding ratio. ABP's funding ratio increased from 98% to 109% in the second half of 2009. Owing to this development, ABP decided that the previously announced temporary increases in the pension contribution, by 1% as at 1 July 2009 and 2% as at 1 January 2010, would be reversed and cancelled respectively.
ABP periodically studies the development of life expectancy. This study has revealed that Dutch people live longer than previously expected, and ABP factored this increased life expectancy into the liabilities, the pension benefits which the fund must pay now and in the future. As a result, these liabilities increased significantly. This had a (non-recurring) negative effect on the funding ratio, reducing it from 109% to 104% as at year-end 2009.

Covenants on the future development of Amsterdam Airport Schiphol

December 2006 saw the creation of the Alders Platform, a consultative forum presided over by Mr Hans Alders. Its purpose is to advise the Government on balancing the requirements of aviation growth at Amsterdam Airport Schiphol, noise disturbance reduction and quality of the local environmental for the short term (up to and including 2010) and the medium term (up to and including 2020). All the parties involved are represented in the Alders Platform: the State (representatives of the Ministries of Transport, Public Works and Water Management (V&W) and Housing, Spatial Planning and the Environment (VROM)), the aviation parties (Schiphol Group, Air Traffic Control the Netherlands (LVNL), KLM), a number of regional and local authorities (the North Holland Provincial Authority, the Municipalities of Haarlemmermeer, Amstelveen, Uitgeest and Amsterdam) united in the Schiphol Regional Airport Governance Group (BRS), residents living in the vicinity of Amsterdam Airport Schiphol via the Schiphol Regional Consultative Committee (CROS), and the Association of Joint Platforms (VGP).

On 14 June 2007, the Alders Platform issued its advice on the future of Amsterdam Airport Schiphol and the region for the short term (up to 2010). The details of this advice were laid down in two covenants: "quality of life" and "disturbance-reducing measures at Amsterdam Airport Schiphol". On 1 October 2008, the Alders Platform presented its advice for the medium term (up to 2020) to the Ministers of V&W and VROM. The details of this advice were laid down in three covenants: 'quality of the local environment for the medium term', 'disturbance reduction and development of Amsterdam Airport Schiphol for the medium term' and 'maintaining and strengthening the main-port function and network quality'. The three latest covenants incorporate the arrangements of the two earlier covenants. Since then, the parties involved have been responsible for implementing the arrangements. The Alders Platform meets at least twice a year to discuss progress in this respect.

Covenant on the quality of the local environment for the medium term

The arrangements to be made under this covenant concern area-specific projects (improvement of the quality of the local environment in particular areas), individual measures (mitigation in individual cases of noise-related distress) and generic arrangements. Schiphol Group has provided EUR 10 million (chargeable to the financial year 2006) for the short term (up to 2010), earmarked exclusively for the funding of individual measures in distress cases. The State and the Province of Noord-Holland have also provided EUR 10 million each in order to fund all the above measures. Furthermore, if the chosen approach proves to be successful when measured against the substantive criteria from the covenant, the process and the availability of projects whose primary financing has been arranged, the three parties intend to provide a second amount of EUR 10 million each for the medium term (up to 2020).

Covenant on disturbance reduction and development of Amsterdam Airport Schiphol for the medium term

This covenant contains arrangements on subjects such as traffic volume and selectivity (a maximum traffic volume of 510,000 air transport movements per annum), operational concept and runway usage, and a new standards and enforcement system. With regard to disturbance-reducing measures Schiphol Group specifically undertakes, whether on its own or in collaboration with other parties, to take measures restricting ground-noise levels (a noise-reduction facility to the West of Runway 18R-36L), to discourage operations with "bottom Chapter 3" aircraft (marginally conforming aircraft), to objectify criteria for prioritising the installation of new NOMOS monitoring points and to provide insight into the current quality assurance of the NOMOS system, to develop an environmental simulator providing insight into ground noise perception, and to extend the provision of information via the Local Community Contact Centre Schiphol (BAS).

Covenant on maintaining and strengthening the main-port function and network quality

The global economic crisis has significantly reduced the number of air transport movements. The aviation market is expected to recover in the coming years - in line with the economic expectations - but at a lower growth rate. This means that the airport capacity at Amsterdam Airport Schiphol will probably become insufficient at a later stage, somewhere in the period 2015-2020.

The realisation of airport capacity at the regional airports requires planning procedures and other preparatory activities before actual additional capacity becomes available. The average completion time of these procedures and activities and the stakeholders' involvement in making and implementing decisions require a well-timed and careful process. For this reason, the parties will adhere to the arrangements made in the covenant, which will now be effectuated at a later stage.

The parties are making every effort to ensure that the additional capacity at the regional airports of around 35,000 air transport movements in total can be realised by 31 December 2015, or as much earlier as the limit of 95% of the 510,000 air transport movements is attained. Decisions will be prepared by 31 December 2012, or as much earlier as deemed necessary by one or more of the parties, about a possible further extension of the additional capacity at the regional airports to a total of 70,000 air transport movements. Schiphol Group will draw up its own vision for the development of the regional airports falling under its responsibility, including the corresponding investments required. Schiphol Group, in cooperation with relevant parties, is developing measures to stimulate the transfer of non main-port related traffic to the regional airports.

Rerouting of the A9

In 2005, an agreement was signed by the Dutch Government, the North Holland Provincial Government, the Haarlemmermeer Municipal Authority, the Amsterdam Regional Governing Body, the City of Amsterdam and Schiphol Nederland B.V. concerning the financing of the rerouting of the A9 motorway near Badhoevedorp.
On condition that the rerouting of the A9 meets the conditions stipulated by Schiphol Nederland B.V. relating to areas such as cost-effectiveness, easing of traffic flow and improved access to the airport zone, the company has undertaken to contribute towards the cost of the project up to a maximum amount of EUR 15.0 million, which will become payable in 2011 according to the existing timetable. This contribution will be subject to annual indexation, which has not been applied to the figure mentioned above.

In the spring of 2007, Schiphol Group and the Haarlemmermeer Municipal Authority reached agreement on a contribution of EUR 14.8 million from the Elzenhof area development budget for the diversion of the A9 motorway. This amount will be indexed. To this contribution Schiphol Group has attached the condition that irrevocable planning cooperation must be provided to the development of 100,000 m2 of the Elzenhof site that is owned by Schiphol Group. This cooperation may be in the form of an exemption from Article 19 or in the form of zoning plans. The latter co-determines the time at which Schiphol Group will make the abovementioned payment, and the relevant instalments.

Rerouting of the N201
In 2005, agreement was reached between the North Holland Provincial Government and Schiphol Nederland B.V. concerning the financing of the project to reroute the N201 provincial road between Uithoorn and Hoofddorp. Under the terms of the agreement, Schiphol Group has promised to contribute up to EUR 5.0 million in cash (payable on completion in equal annual instalments) and up to EUR 7.0 million in kind. Conditions relating to completion of those parts of the project of material importance to Schiphol Group, guarantees regarding the airport's strategic and immediate interests and position as a main port, cost-effectiveness of the expenditure and transparency with regard to financial reporting have been attached to this contribution. The first instalment of the cash contribution falls due twelve months from the date on which the necessary spatial planning changes relating to those parts of the project of material importance to Schiphol Group are irreversibly approved. Current expectations are that this will be in 2012. In anticipation that the obligation would become unconditional, the secondment of Schiphol Group or third-party project management and support staff actually commenced in 2005 in fulfilment of the commitment to make a contribution in kind.

Water sanitation plan
In order to improve the quality of the surface water on a permanent basis, Schiphol Group drew up a sanitation plan in 2007 to reduce the harmful effects of de-icing. The sanitation plans comprise source-reducing measures (Sanitation Pan 1) and infrastructural measures (Sanitation Plan 2). Meanwhile an alternative to Sanitation Plan 2 has been published: Sanitation Plan 3, which is expected to achieve the same objectives but at lower investment costs. The plan has since been submitted for approval to the Water Board. The implementation of the plan is expected to cover up to and including 2015.
The Schiphol Group Management Board cannot yet give a reliable estimate of the investments and costs which Schiphol Group will incur in the coming years resulting from of the sanitation plan.

Compensation for nitrogen dioxide
In 2008, the amended 'Schiphol Airport Traffic Ruling' (LVB) entered into force. The LVB is geared towards controlling the environmental impact of the air traffic to and from Amsterdam Airport Schiphol. Among other things, this ruling includes measures which will more than compensate for the expected increase in nitrogen dioxide concentrations. The LVB stipulates that Schiphol Group must equip at least 60% of the aircraft stands with a fixed power point and a preconditioned air unit by 1 January 2010. In 2009, Amsterdam Airport Schiphol asked the Ministry of Transport, Public Works and Water Management for permission to introduce this target more efficiently. The draft amendment of the LVB provides the opportunity to carry out the installation in an alternative, more efficient manner and to delay the installation. What this comes down to is that, from 2010, fixed power points and preconditioned air units will be installed at 15 or 16 aircraft stands every year. This draft amendment is expected to become final in early 2011.
The Schiphol Group Management Board cannot yet give a reliable estimate of the investments and costs which Schiphol Group will incur in the coming years on account of the amended 'Schiphol Air Traffic Ruling'.

Airport charge settlements
On 15 April 2009 the Netherlands Competition Authority (NMa), pursuant to a complaint from KLM and the Board of Airlines Representatives in the Netherlands (Barin), ruled that Schiphol Group had to reduce the charges effective from 1 April 2009 by EUR 3.5 million. In the NMa's opinion, the costs of the noise reduction facility at Runway 18R-36L (reducing the negative effects of ground noise made by taxiing aircraft) and the costs of recruiting and training baggage handling staff could not be factored into the charges. Likewise, Schiphol Group was not permitted to include the costs of the audit in the context of the Aviation Act ('Regulatory Accounts') in the charges in 2007.
Based on this decision, Schiphol Group reduced the charges with retroactive effect to 1 April 2009. Schiphol Group has lodged an appeal against the NMa's decision.

EasyJet filed a complaint with the NMa against the charges from 1 April 2009 with regard to the difference in passenger charges for O&D and transfer passengers respectively. The NMa dismissed this claim on 14 July 2009. EasyJet has appealed against this decision.

Airlines have submitted their views on the NMa's draft decision, as published in October 2009, regarding the possibility to make interim changes to the Allocation System. There is a risk that the option of making interim changes will be reversed. However, the effect of any adjustment on this point is not regarded as material.

Border Control Reform (No-Q)
By mid-2009, Schiphol Group and the Immigration and Naturalisation Service (IND) of the Ministry of Justice decided, as part of their ongoing cooperation in the area of safety and security at Amsterdam Airport Schiphol, to launch a joint Border Control Reform programme. The aim of the programme is to help increase the safety, quality and speed of services by creating an effective and efficient border control process involving the greatest possible use of information-driven action on the one hand, based on previously received data about passengers and their baggage, and the application of new automatic border passage concepts on the other. Schiphol Group and the IND have committed one-off financial contributions to the programme up to a maximum of EUR 16 million and EUR 10 million respectively for the development and application of a new automatic border passage concept as currently investigated and elaborated in the No-Q project. Schiphol Group's contribution is expected to become available during the period 2010-2013.

Other contingent assets and liabilities
The company is committed to making a contribution in 2009 of EUR 0.6 million to the Schiphol Fund and has given guarantees for loans taken out by employees as well as other guarantees together totalling EUR 0.8 million. A bank guarantee amounting to EUR 2.3 million relating to payment commitments connected with the 'Storage in Underground Tanks' Order has been given to the Noord-Holland Provincial Authority.

Bank guarantees totalling EUR 3.2 million have been issued by the subsidiary Avioport SpA relating to the development of Avioport Logistics Park (the share for Schiphol Group being EUR 2.2 million). Villa Carmen Srl issued a bank guarantee to construction companies in the amount of EUR 5.5 million, of which EUR 4.4 million had been effectuated as at 31 December 2009 (the share for Schiphol Group being EUR 2.1 million).

Various other claims have been filed against N.V. Luchthaven Schiphol (hereafter: the company) and/or its group companies as well, and there are disputes which have still to be settled. All claims and disputes are being contested and the company has taken legal counsel regarding them. However, as it is impossible to predict the outcomes with any certainty it is not yet clear whether any of the cases will result in actual liabilities for the company and/or its group companies. Accordingly, no provisions have been included in the balance sheet in respect of these claims and disputes.

The company has also brought claims against third parties and has disputes pending in which it is claimant. Since it is not yet clear whether these cases will be resolved in the company's favour, no related receivables have been included in the balance sheet either.

Notes to the Consolidated Cash Flow Statement

41. Cash flow from operations

The analysis is as follows:

(in thousands of euros)	2009	2008
Result	**132,709**	186,878
Corporate income tax	– 9,929	63,768
Share in result of associates	– 26,939	– 10,187
Financial income and expenses	91,228	53,682
	54,360	107,263
Operating result	**187,069**	294,141
Adjustments for:		
Depreciation and amortisation	182,863	172,022
Impairment	13,235	298
Result on sales of property	– 95	– 2,481
Fair value gains and losses on property	40,135	– 19,056
Other non cash changes lease receivables and liabilities	– 4,895	– 10,596
Result on disposal of assets	– 112	– 22
Change in other provisions and employee benefits	18,652	– 3,320
	249,783	136,845
Operating result after adjustments	**436,852**	430,986
Change in working capital	**– 48,310**	72,819
Cash flow from operations	**388,542**	503,805

42. Acquisitions

The acquisitions can be analysed as follows:

(in thousands of euros)	2009	2008
Acquisition interest Aeroport de Paris S.A.	-	538,167
Increase of interest in BACH Ltd	-	28,085
Increase of interest in AREB CV	-	17,754
	-	584,006

Acquisition of interest in Aéroports de Paris S.A. (ADP)

On 1 December 2008, Schiphol Group and Aéroports de Paris S.A. (ADP) acquired an 8% shareholding in each other. The total cost amounts to EUR 538.2 million and includes EUR 8.2 million in acquisition costs.

The established fair value of our 8% share in the net identifiable assets of ADP is as follows:

(in EUR millions)	Carrying amount	Fair value
Property plant equipment	432.6	432.6
Investment property	22.9	97.5
Associates	32.1	33.2
Other non-current assets	8.7	8.7
Other current assets	88.0	88.0
Non current debt	– 207.4	– 213.8
Employee benefits	– 24.1	– 19.2
Deferred tax liabilities	– 11.1	– 37.2
Other non-current liabilities	– 2.5	– 2.5
Current liabilities	– 93.2	– 93.2
Net identifiable assets	**246.0**	**294.1**
Goodwill		244.1
Net cash outflow		**538.2**

The calculation of the purchase price allocation indicates that a higher fair value is attached to the items 'investment property' and 'non current debt' and a lower fair value to 'employee benefits'. The goodwill that subsequently remains is related to the benefits from the strategic cooperation and the expected synergy benefits.

Increase of interest in Brisbane Airport Corporation Ltd (BACH)

On 4 November 2008, Schiphol Group increased its interest in Brisbane Airport Corporation Holding Ltd (BACH) by 3.1% to 18.72%. The cost of the ordinary shares was EUR 28.1 million and has been recognised under 'associates'.

The established fair value of our 3.1% share in the net identifiable assets of BACH is as follows:

(in EUR millions)	Carrying amount	Fair value
Prepaid Lease payments	1.0	6.1
Property plant equipment	20.9	27.6
Other assets	19.0	19.0
Non current debt	– 37.7	– 37.7
Deferred tax liabilities	– 5.9	– 9.6
Current liabilities	– 1.2	– 1.2
Negative equity	3.9	3.9
Net identifiable assets	**0.0**	**8.1**
Goodwill		20.0
Net cash outflow		**28.1**

The calculation of the purchase price allocation indicates that a higher fair value is attached to the items 'prepaid lease liabilities' and 'property, plant and equipment'. Upon the first application of IFRS, BACH opted for retrospective application of IFRS 3 whereas Schiphol Group opted for prospective application. The goodwill stated on this basis by BACH in its balance sheet is adjusted for Schiphol Group reporting purposes. As a result, the equity of BACH is negative and the stake in BACH is valued at zero by Schiphol Group.

Increase of interest in Airport Real Estate Basisfonds CV (AREB)
On 1 July 2008, Schiphol Group increased its interest in AREB from 50% to 60.25% by acquiring a part of the shares held by ING Real Estate. Following this acquisition, Schiphol Group and the other shareholders have continued to have their joint control of the company.

As regards the acquisition of additional shares in AREB, the cost was equal to the net asset value of the ACRE Fund as at 1 July 2008. The majority of the AREB assets and liabilities is valued at fair value or a value that may be regarded as a close approximation of that value. Therefore the acquisition did not result in the recognition of goodwill.

Events after the balance sheet date

Supreme court ruling on Chipshol and Amsterdam Airport Schiphol
On 19 February 2010 the Supreme Court pronounced judgement ruling that Chipshol as the beneficial owner is entitled to receive compensation from the airport for the damages, in particular the decrease in the value of the land, resulting from the imposition of the development ban on the Groenenberg site. The airport is entitled to compensation from Chipshol for the possible increase in the value of the land resulting from lifting the development ban (this has meanwhile become a fact).

The judgement pronounced by the Court of Haarlem stating that the airport is required to pay Chipshol compensation amounting to EUR 16 million cannot be upheld because various complaints made by both Chipshol and the airport regarding the amount of the damages are well-founded. The Court of Haarlem's judgement dated 30 January 2008 will be reversed in respect of these points and the case will again be heard by the Court of Amsterdam.

The Court of Amsterdam will have to examine whether the costs Chipshol says that it has incurred for engaging professional support to assist in determining the damage and the tax damage that Chipshol says that it has suffered, will as yet be considered for compensation. The Court will also have to judge whether the airport's obligation to pay compensation should be reduced on account of the fact that only Chipshol is to blame for failing to submit a new planning application after the development ban had been lifted. In addition, the Court will have to consider whether the compensation claimed by Chipshol has already been (partially) paid as a consequence of the settlements effected with the Province of North Holland and the municipality of Haarlemmermeer. And finally, it will have to be examined what impact the possible value increase resulting from lifting the development ban will have on the compensation to be paid by the airport.

For the sake of brevity, please refer to the explanatory notes to the other provisions.

There are no further events after the balance sheet date.

Related Party Disclosures

Shareholders
The shareholders are:

State of the Netherlands	69.77%
City of Amsterdam	20.03%
Aéroports de Paris S.A.	8.00%
City of Rotterdam	2.20%

Dividend policy
The dividend amounts to a maximum of 50% of the net result, excluding the fair value gains and losses on investment property after tax and excluding the non-recurring positive result in 2009 following the adjustment of the effects, initially recognised in 2006, of the settlement agreement with the Tax Authorities on the opening balance sheet for tax purposes.

Operation of the airport
In its legislative capacity, the government (State of the Netherlands) is responsible for the legislation governing the operation of Amsterdam Airport Schiphol, which is provided for indefinitely in law in Chapter 8, Part 4, of the Aviation Act and other legislation.

Sections 8.7 and 8.17 of the Aviation Act set forth the constraints on the development and use of Amsterdam Airport Schiphol. The Airport Traffic Decree lays down rules for airport use and stipulates limits for noise levels, air pollution and risks to public safety. The Airport Planning Decree describes the airport zone and the restrictions governing the use of the area in and around the airport.

Pursuant to the provisions of Section 8.18 of the Aviation Act, the operator is under obligation to keep the airport open in accordance with the rules laid down in the Airport Traffic Decree. The operator may ignore this requirement if necessary in the interests of safety. The airport operator together with the provider of air traffic services and the airlines is required to promote the smooth operation of air traffic in accordance with the Airport Traffic Decree.

Pursuant to the provisions of Section 8.25a of the Aviation Act, the operator of Amsterdam Airport Schiphol is under obligation to operate the airport, making such provisions as are necessary for the proper handling of the airport traffic and the associated transport of persons and goods, having due regard to the provisions of Section 8.3 of the Aviation Act -- the objective of achieving sustainable growth of Schiphol as a main port. This concerns important elements of the services provided by an airport, such as the runway system, the baggage system, the aircraft parking aprons, the terminal building, the piers, the gates etc.

Airport operation imposes a duty of care on the operator to record the threat to public safety and the environmental impact associated with air traffic. In that context, the operator is required to perform measurements and computations necessary in order to maintain such records.

Chapter 3A of the Aviation Act contains the obligations incumbent on the operator with regard to airport safety. The specific requirements are laid down in Section 37, paras. b–e.

Chapter 6 of the Aviation Supervision Rules requires the operator to take certain precautions with regard to the safety of the airfield such as marking of obstacles, installation of airfield lighting, provision of fire services and general maintenance of the airfield. In that context, the operator is under obligation to take measures to ensure effective supervision of safety and good order on the airfield. For this purpose, the operator has set up a safety management system which has been certified by the authorities.

Supervision of operation
There are two lines along which supervision of the operation of Amsterdam Airport Schiphol is exercised.

- One line of supervision concerns preventing of use of a position of economic power by the operator.
  The body responsible for this supervision is the NMa Office of Transport Regulation. The supervision relates to the charges and the conditions fixed by the operator pursuant to Section 8.25d of the Aviation Act to be met by the airport users in the forthcoming year. The charges are regulated on the basis of the mandatory annual consultation of users by the operator concerning the proposed charges and conditions for the forthcoming tariff year. In submitting its proposal, the operator provides the users with a statement of the level of service to be provided as measured by the indicators stipulated in the Amsterdam Airport Schiphol Operation Decree. The NMa Office of Transport Regulation exercises supervision on the basis of complaints from users concerning the question of whether the charges have been arrived at in accordance with the statutory requirements.
  By law, the charges for all of the airport activities should be transparent. This also applies to the revenue from activities that are directly associated with the aviation activities at the airport that are factored into the charges. For this purpose, the operator is required to keep separate accounts for the airport activities, including subaccounts for the costs of security relating to passengers and their baggage and the revenue generated by security charges. For the income and expenses of these activities, the operator has implemented an industry-standard allocation system that is proportionate and comprehensive. The NMa Office of Transport Regulation, after consulting the airlines, approved the allocation system in 2007.

- The other line of supervision involves the Ministry of Transport, Public Works and Water Management and relates to the operation of Amsterdam Airport Schiphol, for which a licence has been granted pursuant to Section 8.25 of the Aviation Act. The operator reports to the Minister on the operation of the airport at least once every three years, in particular concerning the investments that are important to the development of the airport. Based on information obtained from the operator, the Minister makes an assessment of whether the airport is in danger of being mismanaged in a way which could jeopardise its continuity. The ability to foster the main port status of the airport, to the extent that the operator is able to influence that status, is particularly dependent on the development of the airport infrastructure in the medium and long term.

Incidentally, the Aviation Act provides for the exchange of information between the two regulators to avoid the need for the operator to provide the same information more than once.

Supervisory Board
The disclosure of the remuneration of members of the Supervisory Board required by Section 2:383c of the Netherlands Civil Code is as follows:

(in euros)	2009	2008
Anthony Ruys	32,875	29,000
Trude A. Maas-de Brouwer	36,500	39,000
Hans van den Broek	29,000	29,000
Frans J.G.M. Cremers	35,000	36,250
Pierre Graff	-	-
Herman Hazewinkel	24,792	-
Willem F.C. Stevens	37,500	40,000
Toon H. Woltman	32,542	29,000
Jan Kalff	12,625	44,000
Total	**240,834**	**246,250**

The Supervisory board Chairman's remuneration is EUR 33,000 per annum. The ordinary members receive directors' fees of EUR 24,000 per annum. In addition to the above remuneration, membership of a Supervisory Board committee confers the right to supplementary remuneration. Audit Committee members receive an additional fee of EUR 6,000, Remuneration Committee members receive an additional EUR 5,000 per annum, Public Affairs & Corporate Responsibility Committee members receive an additional EUR 5,000 per annum and Members of the Selection and Appointments Committee also receive an additional fee of EUR 5,000 per annum.

All the members of the Supervisory Board also receive expense allowances of EUR 1,600 per annum, which have not been included in the above remuneration for members of the Supervisory Board.

Mr Graff has indicated that he does not wish to receive any remuneration or expense allowance with regard to his membership of the Supervisory Board and its committees.

No shares, options, loans, advances or guarantees have been or will be granted to members of the Supervisory Board.

Management Board

The disclosure of the remuneration of members of the Management Board required by Section 2:383c of the Netherlands Civil Code is as follows.

Regular salary

(in euros)	2009	2008
Jos A. Nijhuis	375,459	93,865
Pieter M. Verboom	293,285	293,285
Ad P.J.M. Rutten	293,285	293,285
Maarten M. de Groof	293,285	268,002
Gerlach J. Cerfontaine	-	375,459
Total	**1,255,314**	**1,323,896**

The annual (short-term) variable remuneration depends on the achievement of financial targets, a number of personal performance targets and the Supervisory Board's assessment regarding general performance. The financial target is given by the net result divided by the average shareholders' equity (ROE) according to the budget for the year approved by the Supervisory Board. The personal performance targets may vary from year to year. The on-target level of the (short-term) variable remuneration is 35% of the fixed salary, with achievement of the financial target accounting for approximately two-thirds of the total short-term variable remuneration. If the financial targets are exceeded, the (short-term) variable remuneration can be up to 1.625 times the on-target level for that component for the CEO, for the other members of the Management Board this can be up to 1.67. In the event of exceptional performance the maximum short-term variable remuneration for the CEO can be 47,5% of the fixed salary and for the other members of the Management Board this can be 45.1%. The extent to which the targets have been achieved is determined partly on the basis of the audited financial statements.

Based on the assessment by the Supervisory Board of the extent to which the targets were achieved, the following (short-term) variable remuneration has been charged to the result for 2009 in respect of the variable remuneration scheme (short-term) for 2009.

Variable remuneration (short term)

(in euros)	2009	2008
Jos A. Nijhuis	178,343	32,853
Pieter M. Verboom	132,271	107,782
Ad P.J.M. Rutten	132,271	113,648
Maarten M. de Groof	132,271	98,491
Gerlach J. Cerfontaine	-	150,183
Total	**575,156**	**502,957**

Schiphol Group is not a listed company and therefore does not have the ability to award Schiphol Group shares or share options. Instead, to foster the achievement of Schiphol Group's long-term objectives, there is a (long-term) variable remuneration scheme which rolls forward over a three-year period. The (long-term) variable remuneration is a remuneration component payable each year with an on-target level of 35% of the fixed salary, depending on the cumulative economic profit realised over a period of three successive years, based on the medium-term business plan approved by the Supervisory Board. If the company performs exceptionally well, the (long-term) variable remuneration may be increased up to a maximum of 52.5% of the fixed salary.

The (long-term) variable remuneration in each case relates to the period of three years from the time of award of the variable remuneration (the reference period):

- The performance criteria for the 2007 (long-term) variable remuneration relate to the economic profit for the three-year period 2007, 2008 and 2009 with payment, if applicable, made in 2010.
- The performance criteria for the 2008 (long-term) variable remuneration relate to the economic profit for the three-year period 2008, 2009 and 2010, with payment, if applicable, made in 2011.
- The performance criteria for the 2009 (long-term) variable remuneration relate to the economic profit for the three-year period, 2009, 2010 and 2011with payment, if applicable, made in 2012.

At the end of each year, an estimate is made of the amount of the (long-term) variable remuneration payable on conclusion of the three-year period. During the reference period, a pro rata part thereof is charged each year to the result for the relevant year. Payment is only made if the relevant Management Board member is still employed by the company at the end of the three-year period. If it is mutually agreed that the contract of employment should be terminated, the award is made pro rata. It is also possible in that case to calculate and pay out future variable remuneration in advance.

In respect of the (long-term) variable remuneration, the Supervisory Board's assessment of the development of economic profit has resulted in justifying a provision for employee remuneration as at 31 December 2009 as follows:

- the full (long-term) variable remuneration for 2007 (reference period 2007-2009), including a swing factor of 1.25
- two-thirds of the (long-term) variable remuneration for 2008 (reference period 2008-2010), excluding a swing factor
- one-third of the (long-term) variable remuneration for 2009 (reference period 2009-2011), excluding a swing factor

The foregoing gives rise to the following costs chargeable to the financial year:

Variable remuneration (long term)

(in euros)	2009	2008
Jos A. Nijhuis	43,803	-
Pieter M. Verboom	76,301	149,890
Ad P.J.M. Rutten	76,301	149,890
Maarten M. de Groof	51,325	51,325
Gerlach J. Cerfontaine	– 64,533	191,887
Total	**183,197**	**542,992**

In 2009, payment was made of the 2006 (long-term) variable remuneration, for which provisions had been built up. Accordingly, the payment did not lead to a charge on the 2009 result. The departure of Mr Gerlach Cerfontaine has resulted in a partial release of the (long-term) variable remuneration reserved in his name.
In 2010, payment will be made out of the provisions accumulated for the 2006 (long-term) variable remuneration, relating to the economic profit over the three-year period 2007, 2008 and 2009.

The pension costs presented below concern the payment of regular pension contributions.

Pension costs (regular)

(in euros)	2009	2008
Jos A. Nijhuis	**93,484**	22,845
Pieter M. Verboom	**65,176**	63,128
Ad P.J.M. Rutten	**65,176**	63,128
Maarten M. de Groof	**72,488**	64,769
Gerlach J. Cerfontaine	**-**	81,453
Total	**296,324**	**295,323**

Pensions are arranged on the basis of an average earnings scheme applicable since 1 January 2004, and in accordance with the standard Algemeen Burgerlijk Pensioenfonds (ABP) rules.
Messrs. Verboom and Rutten have the option of retiring at the age of 62, likewise with defined retirement benefits equalling 70% of their last total fixed salary. To this end, a supplementary allocation is made each year for the 'ABP Extra Pension' (AEP), in addition to the accrual under the ABP pension scheme. Calculations by ABP showed that limited supplementary allocations were necessary in 2009.
Messrs. Nijhuis and De Groof also participate in the ABP average earnings scheme (under which retirement benefits based on full pension build-up are paid from the age of 65). They too may contractually retire at the age of 62. They are entitled to a fixed annual contribution (representing a percentage of fixed salary) towards a life-course savings scheme in order to compensate for the missing pensionable years between ages 62 and 65.
The amount of the contribution payable for the pension scheme is calculated each year by ABP and is paid by the company. The contributions for a 'partner plus' pension - where applicable - are paid by the members of the Management Board themselves.
Finally, the departure of Mr Gerlach Cerfontaine has resulted in a partial release of the supplementary allocations reserved in his name.

Pension costs (supplementary)

(in euros)	2009	2008
Jos A. Nijhuis	**39,893**	8,615
Pieter M. Verboom	**19,601**	163,175
Ad P.J.M. Rutten	**4,842**	66,910
Maarten M. de Groof	**45,394**	24,597
Gerlach J. Cerfontaine	**– 39,954**	305,635
Total	**69,776**	**568,932**

The other payments concern allowances for private healthcare insurance costs and entertainment expenses, the employers' share of social security contributions and various non-recurring benefits.

Other payments

(in euros)	2009	2008
Jos A. Nijhuis	**8,884**	2,156
Pieter M. Verboom	**8,410**	8,653
Ad P.J.M. Rutten	**8,410**	8,653
Maarten M. de Groof	**6,725**	6,212
Gerlach J. Cerfontaine	**-**	8,855
Total	**32,429**	**34,529**
Total remuneration to the Management Board charged to profit and loss	**2,412,196**	**3,268,629**

Subsidiaries

The following subsidiaries are fully consolidated:

	Registered in	Direct / indirect interest in %
Schiphol Nederland B.V. [1]	Schiphol	100.00
Schiphol Australia Pty Ltd	Schiphol	100.00
Schiphol North American Holding Inc	Delaware	100.00
Schiphol Retail US Inc	Delaware	100.00
Schiphol Services Inc	Delaware	100.00
Eindhoven Airport N.V.	Eindhoven	51.00
Schiphol Asia Sdn. Bhd.	Kuala Lumpur	100.00
N.V. Luchthaven Lelystad [1]	Lelystad	100.00
Schiphol USA Inc	New York	100.00
Schiphol USA LLC	Delaware	100.00
Rotterdam Airport B.V. [1]	Rotterdam	100.00
Rotterdam Airport Supplies Services B.V. [1]	Rotterdam	100.00
Rotterdam Airport Holding B.V. [1]	Rotterdam	100.00
Rotterdam Airport Vastgoed B.V. [1]	Rotterdam	100.00
Beheer- en beleggingsmaatschappij Balnag B.V.	Schiphol	100.00
Brisbane Airport Real Estate B.V.	Schiphol	100.00
Malpensa Real Estate B.V.	Schiphol	100.00
Malpensa Real Estate Italy Srl	Lonate Pozzolo	100.00
Malpensa Real Estate II B.V.	Schiphol	100.00
Schiphol Real Estate Caravelle B.V. [1]	Schiphol	100.00
Schiphol Dienstverlening B.V. [1]	Schiphol	100.00
Schiphol Flexservices B.V. [1]	Schiphol	100.00
Schiphol International B.V.	Schiphol	100.00
Schiphol Project Consult B.V. [1]	Schiphol	100.00
Schiphol Real Estate Logistics Park B.V. [1]	Schiphol	100.00
Schiphol Real Estate B.V. [1]	Schiphol	100.00
Schiphol Real Estate Eindhoven B.V. [1]	Schiphol	100.00
Schiphol Real Estate Eindhoven Finance B.V. [1]	Schiphol	100.00
Schiphol Real Estate Eindhoven II B.V. [1]	Schiphol	100.00
Schiphol Real Estate International B.V.	Schiphol	100.00
HAFOK B.V. [1]	Schiphol	100.00
Schiphol Real Estate World Trade Center B.V. [1]	Schiphol	100.00
Schiphol Real Estate Italy Srl	Lonate Pozzolo	100.00
Airport Real Estate Management B.V. [1]	Schiphol	100.00
Airport Property Management B.V. [1]	Schiphol	100.00
Dartagnan B.V.	Amsterdam	100.00
Dartagnan Biometric Solutions US Inc	New York	100.00
Avioport SpA	Lonate Pozzolo	70.00
Schiphol Telematics B.V. [1]	Schiphol	100.00
Schiphol Consumer Services Holding B.V.	Schiphol	100.00
Schiphol Airport Retail B.V. [1]	Schiphol	100.00

[1] The provisions of Section 403, Book 2, of the Netherlands Civil Code apply with respect to these companies

Joint ventures

The interests in the following companies are proportionately consolidated:

	Registered in	Direct / indirect interest in %
Airport Real Estate Basisfonds CV	Schiphol	60.25
Schiphol Travel Taxi B.V.	Schiphol	50.00
Flight Square Beheer B.V.	Schiphol	50.00
Flight Square CV	Schiphol	50.00
Flight Forum Beheer Vennoot B.V.	Eindhoven	50.00
Beheer Personeelsrestaurant Schiphol B.V.	Schiphol	50.00
VOF Proefdraaiplaats Holding 27	Schiphol	50.00
P.T. Angkasa Pura Schiphol	Jakarta	50.00
Pantares Tradeport Asia Ltd	Hong Kong	50.00
Arlanda Schiphol Development Company AB	Stockholm	40.00
Villa Carmen B.V.	Amsterdam	47.44
Villa Carmen Srl	Milan	47.44

The subsidiary Airport Real Estate Management B.V. and joint ventures Flight Forum Beheer B.V. and Flight Square Beheer B.V., as managing partners, bear joint and several liability for the debts of Airport Real Estate Basisfonds CV, Flight Forum CV and Flight Square CV, respectively.

Similarly, Schiphol Nederland B.V. bears joint and several liability for the debts of VOF Proefdraaiplaats Holding 27.

Despite the fact that Schiphol Group has an interest of more or less than 50% in the companies Airport Real Estate Basisfonds CV, Arlanda Schiphol Development Company AB, Villa Carmen B.V. and Villa Carmen Srl, there is joint control and the interests in the companies concerned are therefore proportionately consolidated. In the contractual arrangements establishing these joint ventures, the venturers have agreed that decisions on important strategic, financial and operational matters shall require their unanimous consent.

Abridged balance sheet for Schiphol Group's interests in the proportionately consolidated companies:

(in thousands of euros)	2009	2008
Assets		
Non-current assets	215,013	225,868
Current assets	12,327	19,038
	227,340	244,906
Equity and liabilities		
Total equity	100,570	111,772
Non-current liabilities	115,344	122,101
Current liabilities	11,426	11,033
	227,340	244,906

Abridged profit and loss account for Schiphol Group's share in the results of these companies:

(in thousands of euros)	2009	2008
Revenue	25,470	23,389
Other income, from property	– 12,600	– 5,098
	12,870	18,291
Total operating expenses	12,085	10,169
Operating result	785	8,122
Financial income and expenses	– 4,041	– 5,475
Share in result of associates	– 724	628
Result befor tax	– 3,980	3,275
Corporate income tax	– 1	– 1,481
Result	– 3,981	1,794

Associates

As at 31 December 2009, this concerns the investments in the following companies measured by applying the equity method:

	Registered in	Direct / Indirect interest in %
Mainport Innovation Fund B.V.	Delft	25.00
Flight Forum CV	Eindhoven	49.00
Brisbane Airport Corporation Holdings Ltd	Brisbane	18.72
JFK IAT LLC	New York	40.00
Cargonaut B.V.	Schiphol	36.93
Schiphol Area Development Company N.V.	Schiphol	33.33
Schiphol Logistics Park B.V.	Schiphol	45.00
Schiphol Logistics Park CV	Schiphol	38.08
Tradeport Hong Kong Ltd	Hong Kong	18.75
Airport Medical Services B.V.	Haarlemmermeer	20.00
Airport Medical Services CV	Haarlemmermeer	20.00
Aéroports de Paris S.A.	Paris	8.00

Apart from SRE B.V., Schiphol Area Development Company B.V. and Schiphol Logistics Park B.V. have interests in Schiphol Logistics Park CV of 3.03% and 0.04%, respectively. These interests are not included in the above interest of 38.08%.

The year 2009 saw the incorporation of Mainport Innovation Fund B.V. The aim is to invest in Dutch techno-start-ups offering products and services directed at the aviation sector and resulting in a sustainable main port and sustainable aviation. The four participants are Schiphol Group, KLM, Rabobank and Delft University of Technology, while the joint investment budget amounts to EUR 8 million, of which EUR 4 million is made available by the Dutch government.

Schiphol Group has an interest of 18.72% in Brisbane Airport Corporation Holdings Pty Ltd. The latter company owns 100.00% of Brisbane Airport Corporation Holdings No.2 Pty Ltd, which in turn owns 100.00% of Brisbane Airport Corporation Ltd. (BACL). Despite Schiphol Group's interest in Brisbane Airport Corporation Ltd (BACL) being smaller than 20%, the company does have a significant influence on the basis of the following considerations:

- Schiphol Group has a blocking vote with respect to a variety of important decisions which can only be taken by the shareholders' meeting with a majority in excess of 90%;
- Schiphol Group has the right to appoint three out of the nine members of the Board of Directors, each of whom has equal voting rights, meaning that the members appointed by Schiphol Group represent 33.3% of the votes;
- The existence of a Technical Services Agreement between Schiphol Group and BACL under which Schiphol Group has, for instance, the sole right to put forward candidates for Managing Director (Chief Executive Officer); and
- The existence of an Intellectual Property Agreement between Schiphol Group and BACL under which BACL is able to share Schiphol Group's expertise relating to the operation and development of an airport.

Schiphol Group has an interest of 8% in Aéroports de Paris S.A. (ADP). Despite Schiphol Group's interest in ADP being smaller than 20%, the company does have significant influence based on the following considerations:

- It involves a long-term cooperation and a mutual shareholding;
- An Industrial Cooperation Committee (ICC) has been set up which supervises the cooperation between the two parties in eight specified areas of operation. Each company has four representatives on this committee, which is chaired alternately by the Presidents of ADP and Schiphol Group;
- The President (CEO) of Schiphol Group is a member of the ADP strategy committee and as such is able to exert significant influence on strategic decisions of the ADP one-tier board;
- The President (CEO) and Financial Director (CFO) of Schiphol Group have a seat on the ADP one-tier board;
- Joint international airport projects will be developed in the future, whereby our focus will be on reinforcing the dual hub within the SkyTeam international network.

The fair value of Aéroports de Paris S.A. (ADP), derived from the market price of the share as at 31 December 2009, amounts to EUR 5.6 billion (31 December 2008: EUR 4,8 billion). Our share in this amounts to EUR 446 million (in 2008 EUR 384 million).

The City of Amsterdam (24.3% interest), the Haarlemmermeer Municipal Authority (24.3% interest), Schiphol Group (33.3% interest) and the North Holland Provincial Government (18.1% interest) established the land development company Schiphol Area Development Company N.V. (SADC) as a public-private partnership in 1987. SADC's object is to safeguard and enhance the economic position of Amsterdam Airport Schiphol and surrounding areas through the ongoing development of business locations and supporting infrastructure projects.
The shareholders decided in cooperation agreements (known as SADC II and SADC III respectively) to contribute their holdings in the aforesaid areas to a land bank as yet to be established, and to have this land bank acquire land in the aforesaid areas that was not yet in their possession so as to be able subsequently to develop this area together. SADC may demand a maximum contribution of EUR 20 million from the shareholders for the acquisition of these lands.

In November 2009, the shareholders signed a new shareholders' agreement (SADC III). Among other things, this agreement provides that each of the shareholders will own an equal (equity) interest in SADC's share capital ('parity'). In order to achieve this, Schiphol Group will sell 8.3% of its stake to the Municipality of Amsterdam (0.7%), the Municipality of Haarlemmermeer (0.7%) and the Province of North Holland (6.9%). On the balance sheet date, the two municipalities and the province still needed to obtain permission from the Provincial Executive of North Holland and the Minister of the Interior and Kingdom Relations respectively for the above share purchase. The transfer is expected to take place in the first half of 2010.

Below is some financial information relating to the Schiphol Group share of the above associates:

(in thousands of euros)	2009	2008
Total assets	**1,038,104**	898,764
Total equity	**295,503**	236,510
Revenue	**309,904**	305,961
Net result	**74,667**	75,513

At the time when these financial statements were compiled, Schiphol Group did not yet possess the complete financial information for 2009 (profit and loss account) or as at 31 December 2009 (balance sheet) for all the aforementioned associates. This is partly attributable to the non-calendar financial year of some of these associates. With regard to certain associates, therefore, the above financial information has been compiled on the basis of the most recent financial data available to Schiphol Group. In nearly all cases this information is not older than three months.

The fact that the above financial information relating to the associates in certain cases relies on information for different financial years plus the fact that several investments are currently carried at a value of nil mean that the above figures are not reconcilable with information contained elsewhere in these financial statements.

As at 31 December 2009, Tradeport Hong Kong had a loan outstanding of EUR 19.0 million, with a guarantee covering 20% of this amount. On the basis of Schiphol Group's share in Tradeport Hong Kong (18.75%), the amount of the maximum guarantee attributable to Schiphol Group is EUR 0.7 million. Because of Tradeport Hong Kong's negative equity, the interest was valued at zero. Schiphol Group has also given guarantees for a maximum amount of EUR 5.8 million in respect of the liabilities of Tradeport Hong Kong relating to land on which the company has a concession for the operation of the logistics centre.

As at 30 June 2009, Brisbane Airport Corporation Ltd (BACL) had a contingent liability on the basis of passenger and traffic growth forecasts to capital expenditure at Brisbane Airport totalling EUR 61.4 million over a multiple-year period. For the coming years, major expansions have been planned in the form of a new runway and an extension of the terminals and the infrastructure. On the basis of our indirect interest of 18.72% in BACL, the associate's contingent liability amounts to EUR 11.5 million.

Schiphol, 19 February 2010
For the consolidated financial statements for 2009:

Supervisory Board

Anthony Ruys, Chairman
Trude A. Maas-de Brouwer, Vice-chairman
Hans van den Broek
Frans J.G.M. Cremers
Pierre Graff
Herman J. Hazewinkel
Willem F.C. Stevens
Toon H. Woltman

Management Board

Jos A. Nijhuis, President
Maarten M. de Groof, Member of the Management Board/Chief Commercial Officer
Ad P.J.M. Rutten, Member of the Management Board/Chief Operations officer
Pieter M. Verboom, Member of the Management Board/Chief Financial Officer

Corporate Profit and Loss Account for 2009

(in thousands of euros)	2009	2008
Result on ordinary activities after tax	22,352	– 1,536
Results of subsidiaries	109,771	188,412
Result attributable to shareholders (net result)	**132,123**	**186,876**

Corporate Balance Sheet as at 31 December 2009

Before proposed profit appropriation

Assets (in thousands of euros)	Note	31 December 2009	31 December 2008
Non-current assets	43		
Investments in subsidiaries		2,464,046	2,329,457
Investments in associates		551,542	538,867
Other financial interests		7,308	6,668
		3,022,896	2,874,992
Current assets	44		
Receivables		1,489	970
Cash and cash equivalents		20,287	984
		3,044,672	2,876,946

Equity and liabilities (in thousands of euros)	Note	31 December 2009	31 December 2008
Issued share capital		84,511	84,511
Share premium		362,811	362,811
Retained profits		1,900,853	1,800,319
Others reserves Schiphol Group		4,054	– 21,404
Revaluation reserve		431,629	413,607
Other statutory reserves		40,818	41,570
Net result of the year		132,123	186,876
Shareholders' equity	45	2,956,799	2,868,290
Employee benefits	46	651	1,026
Current liabilities	47	87,222	7,630
		3,044,672	2,876,946

Notes to the Corporate Financial Statements

General

The corporate financial statements have been prepared in accordance with the statutory provisions of Part 9, Book 2, of the Netherlands Civil Code, utilising the option provided by Section 2:362, subsection 8, of the Netherlands Civil Code of applying the same accounting policies for the corporate financial statements as have been applied in preparing the consolidated financial statements.

Use has also been made of the provisions of Section 2:402 of the Netherlands Civil Code, permitting presentation of an abridged profit and loss account.

Accounting policies

General
The accounting policies for the corporate financial statements are the same as for the consolidated financial statements. Where no specific policies are mentioned, reference should therefore be made to the accounting policies relating to the consolidated financial statements.

Subsidiaries
Companies in which Schiphol Group is able to exercise control or which Schiphol Group effectively manages are carried at net asset value determined by measuring the assets, provisions and liabilities and results according to the policies applied in preparing the consolidated financial statements.

If the share of losses attributable to Schiphol Group exceeds the carrying amount of a subsidiary, losses over and above that amount are not recognised unless Schiphol Group has given guarantees to the entity concerned or other commitments have been entered into or payments have been made on behalf of that entity. In that case, a provision is made for the consequent liabilities.

Results on transactions with subsidiaries are eliminated in proportion to the interest in the entities concerned, except where the results arise on transactions with third parties. Losses are not eliminated if there are indications of impairment of the assets concerned.

Elements of shareholders' equity
Various statutory reserves required by Part 9, Book 2, of the Netherlands Civil Code have been retained in the corporate balance sheet which form part of the retained profits in the consolidated balance sheet. These reserves restrict the ability to distribute equity. They are the reserve for property revaluations, the reserve for intangible assets and the reserve for participating interests. The latter two reserves have been combined under other statutory reserves.

The revaluation reserve (Section 2:390.1) is maintained in respect of fair value gains on individual items of investment property (buildings and land) held by companies forming part of Schiphol Group. Additions to this reserve are made via the profit appropriation, after allowing for corporate income tax. On the sale of investment property, the amount of the revaluation reserve for the property in question is transferred to other reserves.

The reserve for intangible assets (Section 2:365.2) is maintained in connection with capitalised research and development costs (software) carried by companies forming part of Schiphol Group.

The reserve for investments in associates (Section 2:389.6) is formed in respect of the share in the positive results of the entities concerned and in fair value gains accounted for directly in equity. Amounts are not recognised in respect of entities whose cumulative results are not positive. The reserve is reduced by the amount of dividend distributions, fair value losses accounted for directly in equity and any distributions which Schiphol Group would be able to effect without restriction.

Total equity in the consolidated balance sheet includes a exchange differences reserve, an other financial interests reserve and a hedging transactions reserve. These reserves (included collectively in the corporate financial statements under the heading of 'Other reserves of Schiphol Group') are also presented as part of corporate shareholders' equity since they likewise restrict the ability to distribute the reserves.

Notes to the corporate balance sheet and profit and loss account
Where the notes to the corporate balance sheet and profit and loss account are not materially different from the notes to the consolidated balance sheet and profit and loss account, they have not been repeated here and the notes to the consolidated balance sheet and profit and loss account should be consulted for the items concerned.

43. Non-current assets

The analysis and movements were as follows:

(in thousands of euros)	Investment in subsidiaries	Investment in associates	Other financial interests	Total
Carrying amount as at 31 December 2007	**2,895,859**	**-**	**16,590**	**2,912,449**
Movements in 2008				
Result for the year	188,412	700	-	**189,112**
Contributions of share capital to subsidiaries	35,894	-	-	**35,894**
Dividend	– 767,393	-	-	**– 767,393**
Acquisitions	-	538,167	-	**538,167**
Fair value gains and losses	-	-	– 9,922	**– 9,922**
Translation differences	– 969	-	-	**– 969**
Changes in the hedging transactions reserve	– 22,346	-	-	**– 22,346**
Total movements in the year	**– 566,402**	**538,867**	**– 9,922**	**– 37,457**
Carrying amount as at 31 December 2008	**2,329,457**	**538,867**	**6,668**	**2,874,992**
Movements in 2009				
Result for the year	109,771	23,600	-	**133,371**
Dividend	-	– 10,925	-	**– 10,925**
Fair value gains and losses	-	-	640	**640**
Translation differences	9,486	-	-	**9,486**
Changes in the hedging transactions reserve	15,332	-	-	**15,332**
Total movements in the year	**134,589**	**12,675**	**640**	**147,904**
Carrying amount as at 31 December 2009	**2,464,046**	**551,542**	**7,308**	**3,022,896**

The investments in subsidiaries concern the wholly owned subsidiaries Schiphol Nederland B.V. and Schiphol International B.V.. With regard to Schiphol Nederland B.V., Section 2:403 applies.

The investments in associates concern the 8% interest of N.V. Luchthaven Schiphol in Aéroports de Paris S.A. and the other financial interests concern the 1% interest in Flughafen Wien AG.

44. Current assets

The receivables can be analysed as follows:

(in thousands of euros)	2009	2008
Corporate income tax	**1,406**	914
Other receivables	**83**	56
	1,489	970

Cash concerns deposits with a original term of three months for EUR 5 million as at 31 December 2009. The cash is freely available. Both receivables and cash are stated at fair value, which is usually the face value.

45. Shareholders' equity

The analysis and movements were as follows:

(in thousands of euros)	Issued share capital	Share premium	Retained profits	Other reserves of Schiphol Group	Revaluation reserve	Other statutory reserves	Net Result Financial Year	Total
Balance as at 31 December 2007	**77,712**	**-**	**2,175,373**	**11,667**	**331,572**	**25,839**	**315,786**	**2,937,949**
Movements in 2008								
Appropriation of result for previous year	-	-	124,984	-	82,035	15,731	– 222,750	**-**
Distribution of dividend	-	-	– 500,000	-	-	-	– 93,036	**– 593,036**
Exchange differences	-	-	-	– 969	-	-	-	**– 969**
Changes in fair value on hedging transactions	-	-	-	– 22,180	-	-	-	**– 22,180**
Changes in fair value on other financial interests	-	-	-	– 9,922	-	-	-	**– 9,922**
Issue of shares	6,761	362,811	-	-	-	-	-	**369,572**
Net result	-	-	-	-	-	-	186,876	**186,876**
Other movements	38	-	– 38	-	-	-	-	**-**
Total movements in the year	**6,799**	**362,811**	**– 375,054**	**– 33,071**	**82,035**	**15,731**	**– 128,910**	**– 69,659**
Balance as at 31 December 2008	**84,511**	**362,811**	**1,800,319**	**– 21,404**	**413,607**	**41,570**	**186,876**	**2,868,290**
Movements in 2009								
Appropriation of result for previous year	-	-	100,534	-	18,022	– 752	– 117,804	**-**
Distribution of dividend	-	-	-	-	-	-	– 69,072	**– 69,072**
Exchange differences	-	-	-	9,486	-	-	-	**9,486**
Changes in fair value on hedging transactions	-	-	-	15,332	-	-	-	**15,332**
Changes in fair value on other financial interests	-	-	-	640	-	-	-	**640**
Net result	-	-	-	-	-	-	132,123	**132,123**
Total movements in the year	**-**	**-**	**100,534**	**25,458**	**18,022**	**– 752**	**– 54,753**	**88,509**
Balance as at 31 December 2009	**84,511**	**362,811**	**1,900,853**	**4,054**	**431,629**	**40,818**	**132,123**	**2,956,799**

The other statutory reserves comprise the reserve for intangible assets and the reserve for investments in associates.

The other reserves of Schiphol Group comprise a exchange differences reserve, an other financial interests reserve and a hedging transactions reserve. These reserves are part of the consolidated equity and are also presented as part of corporate shareholders' equity since, like the revaluation reserve and the other statutory reserves, they restrict the ability to distribute the reserves. As a consequence, the ability to distribute shareholders' equity is restricted to retained earnings.

46. Employee benefits

The liabilities regarding employee benefits relate to the Management Board of N.V. Luchthaven Schiphol and concern the net liabilities in respect of the (long-term) variable remuneration. Further details can be found under the explanatory notes on employee benefits in the consolidated financial statements.

47. Current liabilities

(in thousands of euros)	2009	2008
Group companies	**86,481**	6,676
Internal forward foreign exchange contract	**620**	751
Accruals	**121**	203
	87,222	7,630

The analysis is as follows:
Schiphol, 19 February 2010

For the corporate financial statements for 2009:

Supervisory Board

Anthony Ruys, Chairman
Trude A. Maas-de Brouwer, Vice-chairman
Hans van den Broek
Frans J.G.M. Cremers
Pierre Graff
Herman J. Hazewinkel
Willem F.C. Stevens
Toon H. Woltman

Management Board

Jos A. Nijhuis, President
Maarten M. de Groof, Member of the Management Board/Chief Commercial Officer
Ad P.J.M. Rutten, Member of the Management Board/Chief Operations officer
Pieter M. Verboom, Member of the Management Board/Chief Financial Officer

Other Information

To the General Meeting of Shareholders of N.V. Luchthaven Schiphol

Auditor's report

Report on the financial statements

We have audited the accompanying financial statements 2009 of N.V. Luchthaven Schiphol, Amsterdam as set out on pages 109 to 214. The financial statements consist of the consolidated financial statements and the company financial statements. The consolidated financial statements comprise the consolidated balance sheet as at 31 December 2009, the consolidated profit and loss account, the statement of comprehensive income, the consolidated statement of changes in shareholders equity and the consolidated cash flow statement for the year then ended and the notes, comprising a summary of significant accounting policies and other explanatory information. The company financial statements comprise the company balance sheet as at 31 December 2009, the company profit and loss account for the year then ended and the notes.

The Management Board's responsibility

The Management Board of the company is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and with Part 9 of Book 2 of the Netherlands Civil Code, and for the preparation of the annual report in accordance with Part 9 of Book 2 of the Netherlands Civil Code. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Dutch law. This law requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Management Board, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion with respect to the consolidated financial statements

In our opinion, the consolidated financial statements give a true and fair view of the financial position of N.V. Luchthaven Schiphol as at 31 December 2009, and of its result and its cash flows for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union and with Part 9 of Book 2 of the Netherlands Civil Code.

Opinion with respect to the company financial statements

In our opinion, the company financial statements give a true and fair view of the financial position of N.V. Luchthaven Schiphol as at 31 December 2009, and of its result for the year then ended in accordance with Part 9 of Book 2 of the Netherlands Civil Code.

Report on other legal requirements

Pursuant to the legal requirement under 2:393 sub 5 part f of the Netherlands Civil Code, we report, to the extent of our competence, that the annual report is consistent with the financial statements as required by 2:391 sub 4 of the Netherlands Civil Code.

Amsterdam, 19 February 2010
PricewaterhouseCoopers Accountants N.V.

J.A.M. Stael RA

Proposed profit appropriation

Article 25 of the company's Articles of Association contains the following provisions on profit appropriation:

1. Without prejudice to the provisions of Section 2:105 of the Netherlands Civil Code, the profit according to the financial statements prepared by the Management Board shall be added to reserves unless the General Meeting of Shareholders resolves to make profit distributions according to a proposal by the Management Board having the agreement of the Supervisory Board.

2. The General Meeting of Shareholders shall decide the appropriation of the amounts thus reserved according to a proposal by the Management Board having the agreement of the Supervisory Board.

(in thousands of euros)	
Result attributable to shareholders	**132,123**
With due observance of Article 25 of the Articles of Association, it is proposed that the result for the year be appropriated as follows:	
Addition to the revaluation reserve	27,029
(fair value gains and losses on property recognised in the profit and loss account, after adjustment for fair value losses below cost and after deduction of corporate income tax)	
Addition to the statutory reserve	4,903
(sum of the results of associates, less dividend distributions, and investments in research and development less amortisation)	
Dividend distribution	– 64,556
(50% of the net result less fair value gains and losses on property after deduction of corporate income tax and less the extraordinary gain related to the adjustment of the initial recognition of the opening balance sheet for tax purposes)	
	– 32,624
Addition to retained profits	**99,499**

Events after the balance sheet date

For details of the events after the balance sheet date, reference is made to the notes to the consolidated financial statements on page 195.

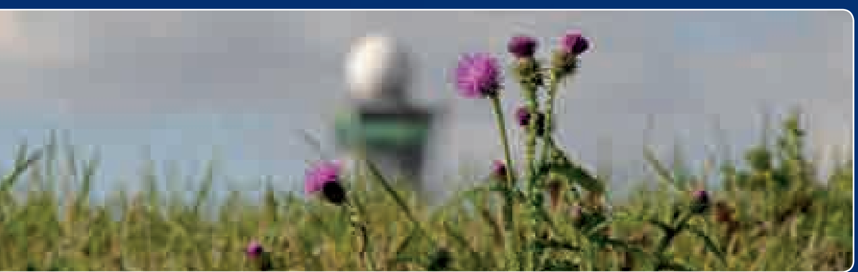
Historical Summary

Figures as from 2004 have been restated according to IFRS. The figures up to year-end 2003 are based on previous accounting policies.

(in millions of euros, unless otherwise indicated)		2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Profit and loss account	Revenue	**1,154**	1,154	1,146	1,037	948	876	860	774	695	637
	Fair value gains and losses on property	**– 40**	19	111	29	13	5	83	15	74	63
	Own work capitalised	**-**	-	-	-	-	-	13	16	11	10
	Total operating revenue	**-**	-	-	-	-	-	956	805	780	710
	Other income, from property	**-**	3	3	10	10	18	-	-	-	-
	Total operating expenses before depreciation, amortisation and impairment	**– 731**	– 709	– 666	– 598	– 492	– 475	– 488	– 452	– 383	– 340
	EBITDA	**383**	466	594	478	478	424	468	353	397	370
	Depreciation, amortisation and impairment	**– 196**	– 172	– 175	– 162	– 167	– 160	– 131	– 106	– 101	– 107
	Operating result	**187**	294	420	316	311	265	338	247	296	263
	Financial income and expenses	**– 91**	– 54	– 35	– 36	– 34	– 26	– 43	– 39	– 35	– 35
	Taxation, share in operating result of associates and minority interests	**37**	– 54	– 68	246	– 84	– 78	– 104	– 71	3	4
	Result on ordinary activities after tax	**133**	187	316	527	193	161	191	137	263	232
	Extraordinary income and expenses	**-**	-	-	-	-	-	-	-	-	– 18
	Net result	**133**	187	316	527	193	161	191	137	263	214
Balance sheet	Non-current assets	**4,798**	4,754	3945	3,681	3,249	3,157	3,047	2,729	2,522	2,219
	Current assets	**729**	655	342	483	432	399	422	209	254	213
	Total assets	**5,527**	5,409	4287	4,165	3,681	3,556	3,469	2,938	2,775	2,432
	Equity (excl. minority interests)	**-**	-	-	-	-	-	2,024	1,871	1,783	1,548
	Equity (incl. minority interests)	**2,975**	2,887	2957	2,722	2,245	2,093	-	-	-	-
	Provisions	**69**	50	54	63	84	115	64	41	38	54
	Non-current liabilities (incl minority interests)	**-**	-	-	-	-	-	1,044	523	459	448
	Non-current liabilities (excl minority interests)	**2,061**	1,747	914	865	1,006	958	-	-	-	-
	Current liabilities	**422**	725	362	514	346	391	337	502	494	382
	Total equity and liabilities	**5,527**	5,409	4287	4,165	3,681	3,556	3,469	2,938	2,775	2,432
	Operating cash flow [1]	**327**	421	313	362	307	327	298	293	216	251
Ratios	Operating result as % of revenue	**16,2**	25,5	36,6	30,5	32,8	30,2	39,3	31,9	42,6	41,2
	Return on average equity in % (ROE)	**4,5**	6,4	11,1	21,2	8,9	7,9	9,8	7,5	15,8	14,7
	Return on Net Assets in % (RONA, [2) 3)]	**4,9**	7,5	12,3	10,1	9,7	8,6	11,7	9,4	12,5	12,5
	Return on Capital Employed in % (ROCE, 4) / (ROACE, [5) 6)]	**4,5**	7,3	11,7	9,8	9,9	8,7	11,5	9,4	12,8	13,8
	FFO / Total debt in % [7) 8)]	**18,5**	19,1	34,3	39,0	28,7	33,4	-	-	-	-
	FFO interest coverage ratio [8) 9)]	**4,4**	6,5	7,7	8,3	6,8	7,9	-	-	-	-
	Leverage [10) 11)]	**40,5**	38,6	23,5	24,8	29,4	32,0	34,2	28,0	25,2	22,6
Figures per share	Earnings per share	**710**	1,083	1,844	3,077	1,126	939	1,117	799	1,536	1,250
	Operating cash flow per share	**1,756**	2,439	1,830	2,114	1,754	1,912	1,738	1,710	1,258	1,468
	Dividend per share	**347**	371	543	462	323	271	239	245	263	133
Personnel	Average effective full-time equivalent employees	**2,496**	2,506	2,459	2,293	2,179	2,216	2,231	2,134	2,038	1,864

1) For analysis see the cash flow statement
2) Up to and including 2005: Operating result / average non-current assets less deferred taxes
3) As from 2006: Operating result + result and interest associates / average non-current assets less deferred taxes.
4) Up to and including 2003: operating result / average of equity and liabilities less non-interest bearing short term debt
5) As from 2004: operating result / average of equity and interest-bearing debt
6) As from 2006: Operating result +result and interest associates / average of equity and interest-bearing debt
7) Up to and including 2005: Funds from operations adjusted for working capital / total debt
8) As from 2006: see calculation FFO / Total debt and FFO Interest coverage in the note on Financial Risk Management
9) Up to and including 2005: Funds from operating activities adjusted for working capital plus interest income / interest costs
10) Up to and including 2003: interest-bearing debt / total equity and liabilities
11) As from 2004: Interest-bearing debt / equity plus interest-bearing debt in %

Corporate Responsibility all mapped out



Energy
A B

- Heat and cold storage, Sustainable buildings: TransPort
- Green energy
- LED and NEON lighting
- Digital pier network with energy-efficient LCD screens
- Energy label standards for buildings
- Total energy plant

Air quality and mobility
C D

- Fixed ground power
- Battery recharging stations
- Electric cars and scooters
- 10% of the vehicle fleet runs on biodiesel
- The luggage trolleys used in the baggage basement are electric powered
- The golf karts used in the terminals are electric powered
- Taxis and Sternet and Connexxion buses are fitted with Euronorm 5 engine blocks
- Grass-sedum vegetation blankets on roofs

Noise

- NOMOS noise measurement system with 27 measuring points
- The parties involved in the Alders Platform talks have reached agreement on Amsterdam Airport Schiphol's future growth

Water
E

- Algae break down glycol in the algae basin
- Substances used to combat snow and ice have lower environmental impact

Waste

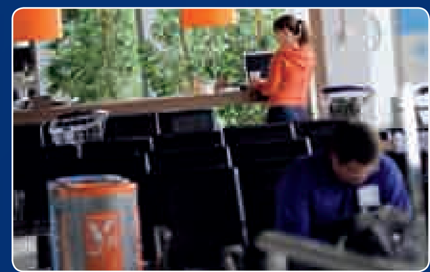
- The waste bins sited in the terminal and outside on Jan Dellaertplein Square ensure the separated collection of paper, plastic and residual waste. The plastic bottles and pots collected at the Customs entryway are collected and recycled too
- Paper and plastic beakers are collected separately at the offices, and waste separation is practised at our staff restaurant too

Being a responsible employer means (amongst other things)...

- Diversity
- New style of working
- Work safety
- Schiphol College
- SOS Children's Villages
- Annual Iftar meal
- FSC paper
- Leased cars rated as A/B/C energy label standard
- Taking part in initiatives to increase awareness, such as Earth Hour and the mass light switch-off event (Nacht van de Nacht)
- Schiphol fund

For more details, please go to www.schiphol.nl/cr

At Amsterdam Airport Schiphol, we consider it a huge and exciting challenge to achieve the right balance between the economy and the environment and between aviation and quality of life. Corporate responsibility is an integral component of our strategy. In 2009 we won the ACI Europe Best Airport Award for the practical measures that Amsterdam Airport Schiphol has taken to improve community relations.



Integrating Corporate Responsibility into the organisation

Corporate Responsibility – doing business with all due respect for man and the environment – was a more prominent strategic issue in 2009 than ever before. In response to this development we will present our performance in this area, together with the financial review, in one annual report. While the financial review discusses the performance of the entire company, the facts and figures presented in this chapter are limited to our performance at Amsterdam Airport Schiphol. Over 90% of our activities take place at this location.
In previous years our performance in the area of corporate responsibility was recorded in a Corporate Responsibility Report (2002 up to 2008 inclusive), a Surrounding Area Impact Report (2000 and 2001) and an Environmental Report (1992 up to 1999 inclusive). Until 2002 we also published a separate Social Annual Report. Starting in 2002 this was integrated into the Corporate Responsibility Report.

More prominently featured in the strategy

Corporate Responsibility is an intrinsic element of our strategy. To secure Corporate Responsibility in our organisation, it will be integrated in stages.

The first step was to assign Corporate Responsibility a more prominent status as part of the social function of our strategy. The following and more challenging step is the integration of Corporate Responsibility into our philosophy and actions, our company culture and business processes.
We consider it a huge challenge and an opportunity to make the right decisions balancing the economy and the environment, as well as aviation and quality of life.
Our Corporate Responsibility policy focuses on safety, sustainability and the environment, people and society, and innovation. We pursue this policy through focused investments and innovations. The nature of our business activities and their impact on our surroundings place an emphasis on safety and the environment.

The Amsterdam Airport Schiphol strategy distinguishes between four separate issues with respect to Corporate Responsibility:

1. *Safety*
   Guaranteeing safety and security to prevent accidents, with increasing safety awareness in our company culture as a key issue.
2. *Sustainability and the environment*
   Implementing an environmental policy whose key issues are sustainable energy management, cleaner air and improved water quality.
3. *People and society*
   This issue addresses our aim to ensure the safety, health and well-being of our staff, on the one hand, while making a contribution to employment in an economically sound environment, on the other. We also aim to strengthen our relationship with local residents and increase public support for airport activities.
4. *Innovation*
   Developing and improving products and services that contribute to the satisfaction of customers, employees and residents of the surrounding area and ensure that business processes are carried out efficiently and the environmental impact is reduced to a minimum.

Performance indicators

An assessment is made of the company as a whole and each business area separately based on Key Performance Indicators (KPIs). In consultation with the business areas, the Management Board determines the KPI standards. This happens in such a way as to ensure that the management is provided with incentives to continually improve business processes. Most performance indicators are reported once a quarter and discussed by the Board and the relevant senior managers.
A number of performance indicators are measured and assessed once a year. The set standards can be adjusted should the necessity arise.
In early 2009, performance indicators were determined to assess the following issues: safety, sustainability and the environment and people and society. Several of these are still in the development stage and will be set down in 2010.

GRI Report Application Levels

		2002 In Accordance	C	C+	B	B+	A	A+
MANDATORY	Self Declared			REPORT EXTERNALLY ASSURED		REPORT EXTERNALLY ASSURED		REPORT EXTERNALLY ASSURED
OPTIONAL	Third Party Checked							
	GRI Checked				GB GRI REPORT GRI CHECKED			

Reporting guidelines

The most relevant best practices and international guidelines were reviewed in the compilation of this section of the report, with the Global Reporting Initiative (GRI) G3 guideline being the most important guide. GRI has ranked the extent to which the G3 guideline is applied at level B (on a scale of A to C). The GRI reference table has been included in the appendices. This table also shows where in this report information on relevant topics can be found with respect to the indicators that are relevant to our business operations. Additional information to supplement this report can be found on our website, www.schiphol.nl/cr.

Scope

The information in this report covers the 2009 calendar year. Where applicable, information is highlighted from the 2009 operating year, covering the period from 1 November 2008 up to 31 October 2009 inclusive. Not all information for the 2009 performance indicators was available when this section of the Annual Report was being compiled.

Safety

Policy and management systems

Safety at Amsterdam Airport Schiphol concerns aviation safety, fire safety, road safety and health & safety in the workplace. To guarantee and improve the level of safety, we use the Terminal Safety Management System (TSMS) in the terminal complex and the Airside Safety Management System (ASMS) for the area beyond. All operating activities have been charted out in these two systems, as well as the operational risks, the corresponding risk control measures and the process owners who bear responsibility for these. Safety reports are used to drive these risk control measures. This enables Amsterdam Airport Schiphol to take stock of, analyse and manage safety risks via the TSMS and ASMS 'plan–do–check–act' [1].

Performance indicators

Runway incursions

Preventing incidents where aircraft or vehicles find themselves unintentionally on a runway, also known as *runway incursions*, requires continuous attention of both Air Traffic Control the Netherlands (LVNL) and Amsterdam Airport Schiphol. *Runway incursions* are registered in the same way at both LVNL and Amsterdam Airport Schiphol and they are reported internally once a quarter. This means that every deviation from a procedure, no matter how small, is noted and investigated, maintaining a continuous improvement process and thereby preventing any serious incidents. Thirty-two *runway incursions* were registered in 2009. With nine fewer incidents, this is a 22% reduction in comparison to 2008.

In 2009 a great deal of focus was placed on the purpose and use of the stop bars at the entrance to the runways, which resulted in a significant drop in the number of times that pilots, either consciously or otherwise, failed to observe the stop sign. Failing to observe the stop sign is deemed a *runway incursion*.

Bird strikes

Birds, especially large birds, can cause dangerous situations in the landing area. *Bird strikes* are incidents in which traces of a bird were found on an aircraft or dead birds or other animals are found on a runway. Since 2006, Amsterdam Airport Schiphol and home carrier Air France-KLM have used the same registration system for bird strikes. The two parties meet once a month in a Bird Task Force to discuss such issues as the number of bird strikes, policy and possible control tactics. *Bird strikes* are reported on a quarterly basis.

2009 saw a total of 7.1 incidents with birds per 10,000 air transport movements.
An increase of 2.9 incidents compared to 2008.

1) For more information about this approach, see: www.schiphol.nl/cr

This year, and especially in the autumn, we had serious problems with kestrels and buzzards. A total of 520 kestrels and 115 buzzards were caught. After they are caught, the birds are weighed, measured and provided with a ring. They are then set free again about 50 kilometres from the airport. Very few birds wearing rings were caught at or around the airport.

The year under review was the first in which we deployed a falconer as part of our efforts to keep birds away from the takeoff and landing runways, with special focus on the northern part of Runway 18C-36C and the area around Runway 18R-36L. In September tests were run to determine whether the falconer could keep lapwings at bay as well. Lapwings are hibernators from Scandinavia and only make the trek to the Netherlands when it becomes too cold for them there. The falconer chases the lapwings away with a Harris' hawk, vulture or peregrine falcon. 2009 also saw an increasing number of grey geese flying over the airport. A project was launched in collaboration with the Province of North-Holland to chase away geese within a 10-km radius around the airport. At the insistence of the Safety Platform a control group was set up by the Minister of Transport, Public Works and Water Management to combat this specific problem. In anticipation of this, Schiphol embarked on a project to study the origin and migration patterns of these birds. In addition, the Centre for Agriculture and the Environment is investigating the possibility of limiting the cultivation of corn crops in the vicinity of the airport, as corn is their principal source of food.

Finally, the rain in the final months of 2009 drenched many fields, which attracted many sparrows and seagulls.

Fire safety

Fire safety focuses on the improvement of the fire safety level in the terminal. The performance indicator drawn up to measure this is based on the results of integral tests carried out on the fire compartments. This entails simulating a fire or other emergency in a compartment after which all systems are tested for effectiveness in practice and in conjunction with each other. Integral tests such as these will help to map out the operational effectiveness of the fire safety and evacuation system in the terminal.

Work was carried out in 2009 on a thorough test plan coordinated with all operational parties and to be executed starting in 2010. Coordinating the scheduling and performing the integral tests are essential to enhance fire safety in the terminal.

The technical level of safety was improved with the Continuity and Fire Safety Terminal Complex (C&BT) programme launched in 2002, which was integrated into the Terminal Safety Management System (TSMS) in 2009. At the same time, an extensive Fire Safety and Evacuation analysis was conducted, which led to a thorough overview of the state of affairs in the 53 fire compartments comprising the terminal. The number of fire compartments was extended during the renovation of Terminal 1. Additional emergency exits leading outside were installed in the busy passenger areas (Lounge 2 and EF zone). Additionally, fire safety tests were intensified and extensive campaigns were directed at employees to increase fire safety awareness.

Sustainability and the environment

Policy and management systems

The Environmental Policy Plan for 2008-2011 describes targets and measures for the environmental sub-areas of air, waste, soil, energy, water, hazardous substances, nature and landscape at the Schiphol site. The environmental policy plan serves as a coordinating framework for sub-plans and offers the context within which current and future business activities are to be developed.

Tasks, responsibilities, authorisations and working agreements for the management of environmental risks associated with business operations at Amsterdam Airport Schiphol are recorded in the environmental management system. This system handles the planning and control of the airport's various environmental sub-areas. The environmental management system is ISO 14001 certified.

Amsterdam Airport Schiphol designs company-wide programmes in which all business areas collaborate on the attainment of ambitious objectives. One of these concerns the attainment of the climate targets set for 2020. The Energy Strategy 2020 programme was introduced especially for this purpose, providing for the realisation of a sustainable energy management system in 2020. If this target is achieved, Amsterdam Airport Schiphol will be the front runner amongst airports in the area of sustainable energy.

Another ambitious programme is the Sustainable Mobility Concept, whose objective is to improve the air quality and accessibility of the airport by implementing the 'New Style of Working' philosophy.

Programmes may also arise from our obligation to meet all relevant rules and regulations. Examples include programmes focusing on managing the quality of the surface water or improving the quality of the air at an around Amsterdam Airport Schiphol.

Performance indicators

CO_2 emissions
Amsterdam Airport Schiphol intends to be completely CO_2 neutral by 2012 with respect to its own activities. 2008 saw us setting a step in the right direction by reducing the CO_2 emissions of our own activities by 60,000 tonnes to 8,572 tonnes - an almost 90% reduction. We achieved this result primarily through the purchase of green energy and, for a small part, by generating our own sustainable energy. Our CO_2 footprint for the period 2006-2008 was verified by testing and certification company KEMA. A materiality level of 5% was observed for this verification. Measuring the airport's CO_2 emissions is so complex a process that the exact emission figures for 2009 will only become available in the course of 2010.

Sustainable energy
Our aim is to generate at least 20% of our energy requirement at the Amsterdam Airport Schiphol site by sustainable means before 2020. The percentage of sustainable energy has remained practically the same in comparison to 2008, at 0.8% of the total amount of energy consumed. This comprised mainly heat and cold storage in the ground, combined in some cases with heat pumps.
This percentage will increase in 2010 when we start installing small-scale solar energy systems, applying building-integrated solar cells and improving the effectiveness of the current heat and cold storage.
All energy we purchase is green energy. Generating sustainable energy and reducing the consumption of energy is secured within the Energy Strategy 2020 programme.

Energy
Under the Multi-Year Agreement with the Government (MYA3), we are committed to improving our energy efficiency by at least 2% each year between 2005 and 2020. An energy saving plan must be drawn up every four years. SenterNovem has approved the plan for the period 2009-2012 which, for each department, details how Amsterdam Airport Schiphol can achieve the objectives of the MYA3. For the period 2009-2012, this means that an overall saving of 8% must be achieved.

Because most savings measures were only implemented at the end of 2009, and did not become effective until then, our savings target for 2009 (+1.6% instead of -2.0%) was not achieved. This was primarily caused by an increase in energy consumption through the deployment of new installations in the baggage halls (+1.4%), in a number of offices and at food service outlets (+0.8%). A defective combined heat and power chip and an absorption cooling system that was wrongly fitted after a maintenance round (+1.4%) played a part in this. This produced a total negative effect on our energy efficiency of +3.6%. We managed to limit this to +1.6% by implementing energy saving measures, including switching off the ventilation and cooling system on Pier H at night, fitting tension regulators on public lighting systems and switching off the climate control installations on Pier G when the gates are not in use.

It does mean, however, that we shall be required to implement all proposed measures to achieve the intended target of 8% over the next four years. Examples include switching off lights and climate control installations at gates when no handling is taking place, regulating installations with greater precision and choosing more energy-efficient components for maintenance purposes. We also plan to continue implementing LED applications.

We aim to reduce our energy consumption by 3.2% annually over the next three years. As there is still sufficient energy-saving potential (2.8% for 2010 with absolute certainty and 2% conditionally), we expect to be able to achieve our self-imposed efficiency target over the 2009-2012 period.

In the past few years, we also reported the energy-efficiency index. The difference between our energy-savings target and the energy-efficiency index is that the energy-savings target represents absolute savings on our energy consumption, while the index is related to a number of parameters such as passengers, cargo, business floor area and air transport movements. Taking into account that the energy-savings target is easier to monitor and that the government intends to base the MYA on absolute savings from now on, we have opted in this Annual Report to limit ourselves to the energy-savings target and not to report on the energy-efficiency index.

ACA Scheme
Amsterdam Airport Schiphol participates in the Airport Carbon Accreditation Scheme (ACA) launched in 2009 by ACI Europe, the trade association for European airports (see also www.aci-europe.org).
ACA is a certified benchmark that provides insight into the efforts made by airlines to measure, report and reduce CO_2 emissions.

An audit carried out by the KEMA testing and certification company in January 2010 showed that Amsterdam Airport Schiphol has a verified insight into its CO_2 footprint. The airport works towards accreditation up to level 3 of the Airport Carbon Accreditation Scheme. This means that Amsterdam Airport Schiphol is aware of the amount of CO_2 emissions for which it is responsible and also of the extent to which this can be controlled (1); knows which activities bring about a reduction of CO_2 emissions under guide & influence[*)] (2); has a reduction target for its CO_2 emissions and achieves improvements in the reduction of CO_2 emissions (3); has a management plan in place to improve its CO_2 footprint and to anchor its reduction targets in the company (4) and consciously communicates and cooperates with stakeholders to achieve these reduction targets (5).

*) ***Guide:*** *Activities over which Amsterdam Airport Schiphol has no direct control. We can, however, guide our partners to jointly take mitigating measures. This can be done by entering into collaboration ventures, as well as by exercising control through the inclusion of the necessary measures in contracts with suppliers and concession holders.*
Influence: *Activities over which Amsterdam Airport Schiphol has no direct control and which it can only influence indirectly by taking mitigating measures. Cooperation and awareness are key factors in this area.*

Air quality
Amsterdam Airport Schiphol deploys various methods to improve air quality. Our Sustainable Mobility Concept describes how the air quality can be improved while at the same time improving the accessibility of the airport. Reports on air quality are submitted four times a year.

To improve the air quality in and around the airport area, Amsterdam Airport Schiphol primarily focuses on reducing NO_x emissions (nitrogen oxides). At the end of 2008 we initiated a project to gain insight into our emissions, which will lead to the installation of monitoring points at the airport site. These monitoring points will measure six substances and will be placed in an addition to the Province of North-Holland's monitoring network. In connection with the considerable decrease in the number of air transport movements and in the associated emissions, the project was suspended halfway through 2009. As soon as the economy improves, work will be resumed on the installation of monitoring points.

To reduce NO_x emissions a large number of gates will be provided with a fixed power point and a preconditioned air unit so that aircraft will no longer have to rely on their auxiliary engines. This operation, too, experienced some delay on account of the economic crisis. However, this did not have a negative impact on the environment, because the same crisis also caused the number of air transport movements to drop and subsequently the air quality to improve.

To compensate for future growth these new provisions will be installed at 15 aircraft stands each year. Each year this will compensate more NO_x than is emitted as a result of the expansion of the airport. Six gates on Pier B (6.6%) are currently supplied with power and pre-conditioned air connections. The provision of electrical power will result in 4.5 tonnes less NO_x being emitted on an annual basis. Incidentally, the 8.7% fall in the number of air transport movements in 2009 brought about by the economic crisis has already led to a temporary improvement in air quality.

Within the Schiphol organisation, the Air Task Force is engaged in the improvement of air quality. Experts in the field of air quality come together once a month as members of this task force to discuss the subject and take action. Schiphol also works to improve air quality at the micro level. Together with the handling agents, Schiphol is examining the possibilities for the use of fuel cells in the ground handling process and has replaced part of its own vehicle fleet by electric vehicles. The use of cleaner cars with an engine block with a Euronorm 5 standard was mandated when the taxi concession was renewed in 2009. The use of engine blocks with a Euronorm 5 standard reduces soot emissions by 80% to a maximum of 5mg/km and nitrogen emissions by 25% to 70mg/km for petrol and 180mg/km for diesel.

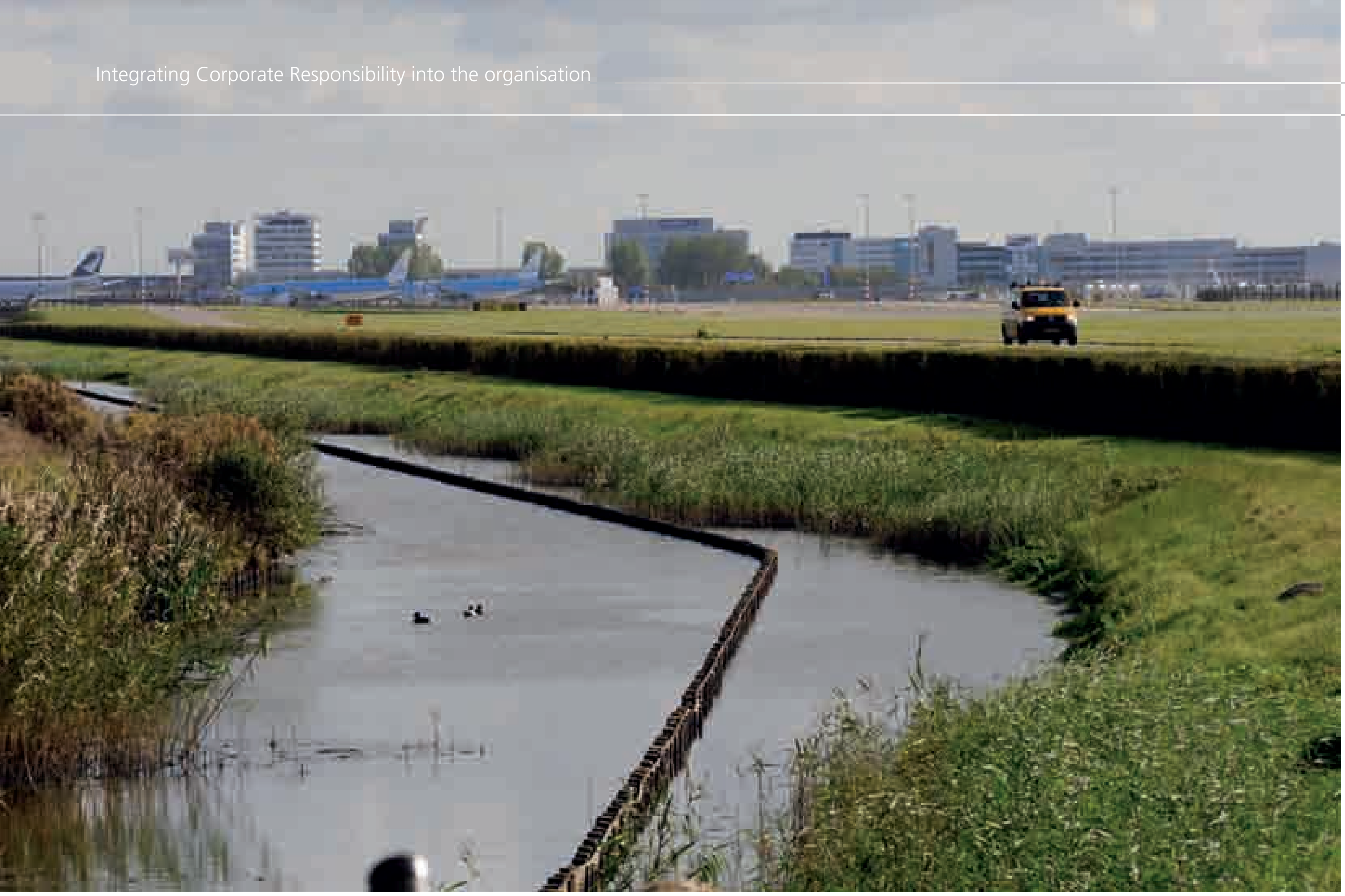
Quality of surface water
At temperatures around freezing, aircraft are de-iced for aircraft safety reasons. If glycol, which is used for this purpose, finds its way to the surface water this may have a harmful effect on the quality of the surface water in winter. Potassium acetate, a substance used to combat snow and ice on taxiways, takeoff and landing runways and aprons can also dissolve into the surface water. Glycol and potassium nitrate are biodegradable, but they deplete water of oxygen during the degradation process, which can in turn cause fish mortality.

Surface water sanitation plan
In order to improve the quality of the surface water in a sustainable fashion, a sanitation plan was drawn up in 2007 to reduce the harmful effects of *de-icing* and the use of substances used to combat snow and ice. The sanitation plan contained measures at source (Sanitation Plan 1) and infrastructural measures (Sanitation Plan 2). Formal agreements were entered into with the Rijnland Polder Board about the realisation of both plans. Prior to that, only ad hoc agreements had been made with the Polder Board. Sanitation Plan 1 is comprised of twelve action points. Ten of these have been achieved working together with sector parties. Agreements were made with the Rijnland Polder Board about the attainment of the two remaining action points. Sanitation Plan 2 has since been withdrawn in favour of an alternative, Sanitation Plan 3, which will achieve the same objectives at lower investment costs. The plan has been submitted to the Polder Board for approval. At the same time, it was agreed that the implementation of Sanitation Plan 2 will be temporarily postponed in order to create time for Amsterdam Airport Schiphol to test Sanitation Plan 3 during the 2009-2010 winter season.

Initiatives to improve the quality of surface water
- Studies to test whether algae can be used to break down glycol and potassium acetate in an environmentally friendly manner.
- Improved coordination of information between the airport, Air Traffic Control the Netherlands, the Dutch weather service KNMI, KLM and the four *de-icing* handlers to further enhance the effectiveness of the *de-icing* process.
- Changes in the *de-icing* infrastructure to increase the number of *de-icing* operations on the apron that has been outfitted specially for this purpose.
- Replacement of the open basins in which *de-icing* fluids are stored after *de-icing* with closed basins.
- Increasing collecting capacity.
- Studies to investigate the use of substances that are less harmful to the environment. Agents based on potassium formate have been tested successfully on a small scale and will be subjected to larger-scale testing during the 2009-2010 winter season.
- Modernisation of the measuring and monitoring system that tracks the quality of the surface water year-round.
- The effectiveness of an improved water quality recovery plan was tested successfully in 2008-2009. The plan will become definite as from the 2009-2010 winter season.
- Installing booster pumps and additional dredging operations ensured a better flow of the airport's water system.

People and society

Policy and management systems
The most important codes setting out the organisation's expectations as regards the conduct of its employees are incorporated into the Corporate Responsibility entrepreneurial code and policy statement. In addition, Amsterdam Airport Schiphol has developed anti-fraud and whistle-blowing regulations, as well as additional codes addressing undesirable forms of behaviour, the use of e-mail and contact with external relations. Our health and safety policy aims to ensure the health, safety and well-being of our staff in the workplace. The key issue is prevention of physical or psychological injury to our staff and third parties working on our behalf, as well as passengers and visitors. Amsterdam Airport Schiphol makes use of an OHS management



system based on the international OHSAS 18001 standard (Occupational Health and Safety Assessment Series).

Performance indicators

Human Resources
2009 was an eventful year for our organisation and our staff. The reorganisation announced in early January will result in a reduction of the total workforce by approximately 22% by the end of 2010. It goes without saying that such reorganisation will have an impact on the well-being and performance of our staff.
We want our staff to be fit and healthy and make every possible effort to ensure their good health and well-being. To us, a fit and healthy employee is 'an employee who, in terms of competency and physical health, is able and motivated to perform his or her duties'. Health and well-being are determined by the average percentage of absenteeism. Our target for 2010 is an average absenteeism percentage of 3.5% maximum. We expect to achieve this through further improvement of the absenteeism policy and implementation of a periodic preventive medical and fitness check-up.

The average absenteeism percentage at Schiphol Nederland B.V. over 2009 was 4.2% against a standard for that year of 3.9%.

Lost Time Injury Frequency (LTIF)
The Lost Time Injury Frequency (LTIF) describes the number of industrial accidents leading to absenteeism per 1 million hours worked. In previous years we reported the absolute number of accidents. However, as this did not provide sufficient insight into the consequences of these accidents for the absenteeism percentage we switched to the LTIF system in 2009. This is an international index allowing us to compare ourselves with similar companies and highlight the need for specific improvements. The index relates to the staff of Schiphol Nederland B.V. and Schiphol Real Estate B.V. (SNBV and SRE B.V.), who together make up approximately 90% of all Schiphol Group staff at Amsterdam Airport Schiphol. The remaining subsidiaries and participations at this location have not yet been included in this performance indicator.
The LTIF index was not determined in 2009. The registration system has since been set up to our specifications and in 2010 the index will be determined every month.

Needless to say, our target is to ensure that not a single industrial accidents occurs.

Schiphol College
Schiphol College was set up to help people develop their talents to full potential. The aim is to create more employment opportunities in the aviation sector by providing work experience places, day release courses, work placements and customised training courses, with a focus on the logistics, security and facilities sectors. Schiphol College is a collaborative venture between ourselves and the Amsterdam ROC (Regional Training Centre).

Work experience places
Work experience places are intended for unemployed people who have not completed their education. Preliminary courses are provided to prepare these people for a job at Amsterdam Airport Schiphol to which they will be seconded for a one-year period. In 2009 Schiphol College provided 75 people with work experience places. This is 5 fewer than our target of 80. The fall in passenger and cargo transport resulted in a drop in demand for security personnel and this limited the intake of new work experience employees to 30 in 2009.

Day release courses
Day release courses are training courses in which the trainee works at one of the companies at Amsterdam Airport Schiphol and attends a study programme at Schiphol College at the same time. A total of 247 employees embarked on this programme in 2009. Our target was 580. Again, the reduction in passenger and cargo transport was a factor behind the drastic drop in demand for 'new' employees, especially among security companies.

Work placement
Schiphol College also serves as a work placement agency and offers work placement to students in all sectors represented at Amsterdam Airport Schiphol. This primarily concerns work placement students in intermediate vocational education (MBO). These students are placed with Amsterdam Airport Schiphol as well as with external companies established at this location.
The reorganisation resulted in fewer students being placed than was our target: 161 versus 430.

Customised training courses
Customised training courses are specific training courses in the aviation sector that we provide in collaboration with Amsterdam ROC. At the end of 2009, the number of personalised training courses came to 265, in line with our target of 260.

Purchasing
Amsterdam Airport Schiphol has also incorporated sustainability targets into its purchasing policy. The targets imposed by the government serve as a guideline. Amsterdam Airport Schiphol aims to raise the sustainability of its purchases to 75% in 2010 and 100% by 2015. To determine what makes purchasing sustainable, we take the products, services and work purchased by us into consideration as well as the suppliers of these items.

We have set company-wide targets for energy and mobility. These targets are also taken into consideration during the selection process.
This has led to the purchase of green energy and service vehicles that meet A, B or C energy label standards.

We prefer to contract suppliers and partners who pursue a corporate social responsibility policy in line with that of Amsterdam Airport Schiphol and who make a demonstrable effort to reduce their impact on the environment and society to a minimum. Such efforts can be demonstrated based on the following criteria, which are taken into consideration during the selection process:

- A recent policy document on Corporate Responsibility: In this document suppliers can address social and environmental aspects relevant to Amsterdam Airport Schiphol. It is important to us that suppliers share our views on specific issues (human rights, the environment) and that they contribute to the achievement of our goals in these areas.
- A recently published Corporate Responsibility Report.
- ISO 14001 certification: ISO 14001 is a standard guaranteeing a supplier's compliance with statutory rules and regulations and ability to control environmental risks. At the same time, ISO 14001 certification aims to improve ongoing environmental performance within the organisation.
- EMAS certified management system: EMAS corresponds largely to the ISO 14001 standard, the difference being that EMAS requires suppliers to provide information about their environmental performance periodically through publication of an environmental report.

A system will be implemented in 2010 to measure the extent to which the above selection and awarding criteria impact the purchasing process. Furthermore, the purchasing process will be optimised in 2010 through the implementation of electronic sourcing. This will ensure a proper balance in the workload of our organisation (primarily with a view to the organisational factors) and of the supplier during the tendering process, thereby promoting an efficient deployment of resources for all parties involved.

Innovation

Amsterdam Airport Schiphol is an innovative airport that pushes the boundaries. To be able to continue competing effectively with other major airports, we continually invest in innovation. There are several ways in which Amsterdam Airport Schiphol aims to achieve its objectives with respect to innovation: as an initiator, an orchestrator and a laboratory as well as by offering support to starters or research. As an airport, we are aware that continuous innovation is crucial if we wish to continue developing our processes and capacity in a sustainable and qualitatively sound manner. We aim to achieve this through close collaboration with knowledge institutes and companies to contribute to the successful AirportCity formula. Making use of existing and future technology, also outside of the established industrial frameworks, we are constantly on the lookout for new innovative methods, products and services that take the development of our airport to the next level.

Results and developments 2009

We are currently working on the development of theGROUNDS, an innovative knowledge cluster in which companies, government agencies and knowledge institutes work to enhance the sustainability of the airport. In addition to a network, theGROUNDS also aims to be a physical workplace. Amsterdam Airport Schiphol aims to create an inspirational meeting place where we and our partners work on the challenges facing the airport. This concept will be further developed in 2010.
One of the initiatives within theGROUNDS is the Mainport Innovation Fund. Schiphol Group established this fund together with KLM, Delft University of Technology and the Rabobank. Support is provided by the Ministry of Economic Affairs TechnoPartner programme. The fund aims to invest EUR 8 million in innovative enterprises over the next eight years. Primary candidates are young entrepreneurs with innovative ideas within the aviation industry. In addition to stimulating innovation and sustainability in the aviation sector we also aim to enhance our own innovative strength. We aspire for open lines of communication between the enterprises receiving financial support. This will ensure more efficient operating processes, better customer experiences, cost savings and quality improvement. At the same time, this will stimulate the creation of new application areas and possibilities for existing products and processes. In addition, new markets are stimulated to develop. Innovation and the Mainport Innovation Fund are monitored and supervised by the Innovation Board, founded in 2009.

One of the collaborative ventures we supported last year is the Knowledge and Innovation Agenda (KIA), in which the aviation sector, at the request of the Ministry of Transport, Public Works and Water Management, set out its innovative ambitions with the aim of stimulating the Dutch economy.

A vast array of pilots are being conducted at various departments within the company. A prime example is the innovative Labgate programme, which aims to redesign gates in order to improve the passenger experience. A second example involves loading baggage containers using robots.

Do you wish to comment on this report?
This reports, as well as any other information of interest about Schiphol Group, is available on our corporate website www.schiphol.nl. More information about Schiphol and the surroundings can be found on www.bezoekbas.nl. We look forward to receiving your questions and comments in response to the content of this report via cr@schiphol.nl.

Schiphol Group GRI assessment

Ref.	GRI - G3 guidelines for corporate responsibility reporting Guideline Description	Chapter	Page	Explanation, reference to other sources of information
1	**PROFILE**			
1.1	CEO statement	- Foreword	10, 11	
1.2	Key effects, risks and opportunities	- Objectives and strategy - Business risks	18, 19 88-91	
2	**ORGANISATION PROFILE**			
2.1	Name of the organisation	- At a glance	8, 9	
2.2	Primary products, and/or services	- At a glance	8, 9	
2.3	Operational structure	- At a glance	8, 9	
2.4	Location of organisation's headquarters	+		www.schiphol.nl/SchipholGroup1/Onderneming.htm
2.5	Number of countries where the organisation operates	- Facts and figures	5	
2.6	Nature of ownership and legal form	- Corporate Governance	97	
2.7	Markets served	- Facts and figures		
2.8	Scale of the organisation	- Facts and figures		
2.9	Significant operational changes during the period under review	+		No significant changes
2.10	Awards received in the reporting period	- Aviation	47	
3	**REPORTING PARAMETERS**			
3.1	Reporting period	+		01-01-2009 - 31-12-2009
3.2	Date of most recent previous report (if any)	05-03-2009		**Annual report** www.schiphol.nl/SchipholGroup1/InvestorRelations/FinancieleInformatie/Jaarverslagen.htm **CR report** www.schipholgroup.nl/CorporateResponsibility/CorporateResponsibilityVerslagen/CorporateResponsibilityVerslagen.htm
3.3	Reporting cycle	+		annually
3.4	Contact point for questions	+		www.schiphol.nl/SchipholGroup1/InvestorRelations/IRServicesContact.htm www.schiphol.nl/SchipholGroup1/CorporateResponsibility/Contact.htm
3.5	Process for defining report content	- Integrating CR into the organisation	225, 226	
3.6	Boundary of the report	- Integrating CR into the organisation	225	
3.7	State any specific limitations on the scope or boundary of the report	- Integrating CR into the organisation	225	
3.8	Basis for reporting	- Integrating CR into the organisation	226	
3.9	Data measurement techniques and calculation principles	- Integrating CR into the organisation	226	Certain GRI indicators are considered as immaterial for the Schiphol Group (type of organisation/processes and products). As a result, no measurements or calculations were carried out and no data is available. In other cases, data is not yet available and may be collected and reported in the coming years.
3.10	Re-statements of information provided in previous reports	+		The level of CO_2 emission has been recalculated, leading to a different result than the one obtained in 2008. The figures for emissions during engine tests have also been adjusted.
3.11	Significant changes from previous reporting periods	+		no significant changes
3.12	GRI table of contents	- Integrating CR into the organisation	236-240	
3.13	Verification report	-		Due to the integration of the Annual Report and the Corporate Responsibility Reports, the CR passages in the Annual Report were not verified by an accountant.
4	**INDICATORS CONCERNING GOVERNANCE STRUCTURE**			
4.1	Governance structure of the organisation	- Corporate Governance - The board & management	97 104-107	
4.2	Relationship between the Chair of the highest governing body and executive position	- The board & management	104-107	
4.3	Number of members of the highest governing body that are independent and/or non-executive members	- The board & management	104-107	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction	- Shareholder information - Corporate Governance	16 97	
4.5	Link between compensation for members of the highest governing body, senior managers, and executives and the organisation's performance	- Remuneration report	98-101	
4.6	Processes in place by the highest governing body to ensure conflicts of interest are avoided	- Corporate Governance	97	See also: www.schiphol.nl/SchipholGroup1/InvestorRelations.htm

Ref.	GRI - G3 guidelines for corporate responsibility reporting Guideline Description	Chapter	Page	Explanation, reference to other sources of information
4.7	The highest governing body's knowledge of corporate social responsibility.	- Remuneration report	98	
4.8	Internally developed mission statements, principles and codes of conduct	+		The Corporate Code of Conduct and the Corporate Responsibility Policy Statement are the main codes that set out how we expect our employees to behave. We have also drawn up anti-fraud and whistleblower regulations as well as additional codes regarding undesirable behaviour, e-mail use and external contacts. See also: www.schiphol.nl/SchipholGroup1/CorporateResponsibility/Strategie/GedragscodesEnVerdragen.htm
4.9	Corporate Governance	- Corporate Governance	97	See also: www.schiphol.nl/SchipholGroup1/InvestorRelations.htm
4.10	Processes for evaluating the highest governing body's own performance	- Remuneration report	98	
4.11	Precautionary principle	+		www.schiphol.nl/SchipholGroup1/CorporateResponsibility.htm
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives	+		ISO9001, ISO 14001, ACI ACA Scheme
4.13	Memberships in associations (such as industry associations) and/or national/international interest groups	- The board & management	104-107	
4.14	List of stakeholder groups engaged by the organisation	+		www.schiphol.nl/SchipholGroup1/CorporateResponsibility/OnzeStakeholders.htm
4.15	Basis for identification and selection of stakeholders with whom to engage	+		Stakeholders have not been awarded a specific place in the Management Board's Report, but their engagement is discussed at various points in the 2009 Annual Report. See also: www.schiphol.nl/SchipholGroup1/CorporateResponsibility/OnzeStakeholders.htm
4.16	Approach to stakeholder engagement	+		www.schiphol.nl/SchipholGroup1/CorporateResponsibility/OnzeStakeholders.htm
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting	+		Key topics in BA Aviation: safety, the environment and noise&expansion See also: CR report 2008: Page 2 and Chapters 3 - 7
5.1	**ECONOMIC PERFORMANCE INDICATORS**			
	DMA Economic performance	- At a glance - Financial performance	8, 9 24-29	
	DMA Market presence	- At a glance - Aviation	8, 9 34-37	
	DMA Indirect Economic effects	- Foreword - Objectives and strategy - Aviation - Integrating CR into the organisation	10, 11 18 34-36 233	
EC1	Direct economic values	- Financial Statements		
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	+	112-221	Knowledge for Climate Programme. Financial implications not qualified. See also: www.schiphol.nl/SchipholGroup1/CorporateResponsibility/DuurzameGroei/Innovatie.htm
EC3	Coverage of the organisation's defined benefit plan obligations	- Business risks	83-91	
EC4	Significant financial assistance received from government	+		No significant financial assistance was received.
EC5	Range of ratios of standard entry level wage compared to local minimum wage	-		Not relevant. Activities do not take place in developing countries/emerging economies.
EC6	Policy, practices, and proportion of spending on locally-based suppliers	-		
EC7	Procedures for local hiring and proportion of senior management hired from the local community	-		
EC8	Development and effect of infrastructure investments and services provided primarily for public benefit	+		We invest an amount between EUR 300 million and EUR 400 million on an annual basis, of which a substantial amount is appropriated towards improving, maintaining and optimally deploying the infrastructure related to the airport . The long-term investments contribute to the quality, accessibility and development of the airport. Additionally, regular investments have been made to improve parking facilities and airport-related real estate such as hotels, offices and cargo buildings. These investments serve both our and the public's interest.
EC9	Understanding and describing significant indirect economic effects, including the extent of these	+		The investments lead to considerable additional economic activity and employment in and around the airport, especially in the area of construction and installation, facilitary services and other areas of service provision. These provisions, which will be available soon, will also attract other businesses locating at the airport. These companies will have their own economic effect on the environment.

GRI - G3 guidelines for corporate responsibility reporting		Chapter	Page	Explanation, reference to other sources of information
Ref.	Guideline Description			
5.2	**ENVIRONMENTAL PERFORMANCE INDICATORS**			
	DMA The Environment	- Foreword - Objectives and strategy - Aviation - Integrating CR into the organisation	10, 11 18 47-51 227-231	
EN1	Total amount of materials used by weight or volume	-		We only register the purchase of materials and not the amount of materials actually used.
EN2	Use of recycled materials	-		We do not register the amount of recycled materials used.
EN3	Direct energy consumption by primary energy source	- Aviation - Integrating CR into the organisation	48 229	
EN4	Indirect energy consumption by primary source	+		The energy consumption registered concerns the total amount of energy consumed in electricity and gas. No indirect energy is purchased separately. Schiphol itself arranges the conversion from dircet to indirect energy consumption as required.
EN5	Energy saved due to conservation and efficiency improvements	- Aviation - Integrating CR into the organisation	48, 49 229	
EN6	Initiatives to promote energy efficiency or the use of sustainable energy, as well as reductions in energy requirements as a result of these initiatives	- Aviation - Integrating CR into the organisation	48, 49 228, 229	
EN7	Initiatives to reduce indirect energy consumption	- Aviation - Integrating CR into the organisation	48, 49 228, 229	Reducing our indirect energy consumption is part of the energy reduction and efficiency goals set out in the MYA and our climate goals.
EN8	Total water withdrawal by source	-		We do not withdraw water to treat it for drinking or for industrial applications.
EN9	Water sources significantly affected by withdrawal of water	-		
EN10	Percentage of water recycled and reused	-		We do not recycle or reuse water.
EN11	Location and size of land owned, leased, managed, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	-		Our business operations do not take place in protected areas or areas adjacent to protected areas. Because nature is allowed free reign in the areas between our runways, special flora and fauna specimens live here. For more information, read the book: 'Natuurgebied Schiphol. Flora en Fauna in kaart gebracht (Schiphol nature reserve. A compendium of its Flora and Fauna)'.
EN12	Description of significant effects of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value	-		
EN13	Habitats protected or restored	-		
EN14	Strategies, current actions, and future plans for managing effects on biodiversity	-		
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by business operations, by level of extinction risk.	+		
EN16	Total direct and indirect greenhouse gas emissions	- Aviation	49	
EN17	Other relevant indirect greenhouse gas emissions	-		Not relevant
EN18	Initiatives to reduce greenhouse gas emissions	- Aviation - Integrating CR into the organisation	49, 50 230, 231	
EN19	Emissions of ozone-depleting substances	+		Amsterdam Airport Schiphol and its tenants make use of refrigerants in its buildings' air conditioning systems. Some of these agents are detrimental to the ozone layer. There is no information available yet as to the use of refrigerants in 2009. 215 kg of refrigerants were used in 2008. This figure was calculated as follows: 72 kg HCFK (R22 = freon) and 143 kg HFK (R410a, R407c and R134a).
EN20	NO_x, SO_x, and other significant air emissions	- Aviation - Integrating CR into the organisation	49	
EN21	Total water discharge by quality and destination	+		All waste water (sanitary and otherwise) is discharged from our buildings to an Evides drainage installation.
EN22	Total weight of waste by type	+		www.schiphol.nl/SchipholGroup1/CorporateResponsibility/MilieuEnGeluid/Afvalbeleid.htm
EN23	Total number and volume of significant spills	-		Not available
EN24	Weight of transported, imported, exported, or treated waste	-		We outsource the transportation and processing of our waste, including hazardous waste.
EN25	Water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff	-		Not available
EN26	Initiatives to mitigate environmental impact of products and services	- Aviation	47-51	
EN27	Packaging materials of products	-		Schiphol Group does not sell pre-packaged products.
EN28	Fines and non-monetary sanctions for non-compliance with environmental laws and regulations	+		No environmental incidents were reported this year as regards enforcement issues with respect to environmental laws or regulations. No matters were taken to court concerning operations carried out at the Amsterdam Airport Schiphol site, nor were any fines or penalties imposed, or any other administrative coercive measures used in relation to non-compliance with environmental laws or regulations.
EN29	Significant environmental impact of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce	- Aviation	50, 51	
EN30	Total environmental protection expenditures and investments by type	- Business risks - Financial Statements	83-91 112- 221	
5.3	**WORKING CONDITIONS AND DECENT WORK INDICATORS**			
	DMA working conditions	- Objectives and strategy - Human Resource Management - Integrating CR into the organisation	20 93-95 231- 234	See also: www.schiphol.nl/SchipholGroup1/CorporateResponsibility/GoedWerkgeverschap.htm
LA1	Total workforce by employment type, employment contract, and region	- Human Resource Management	93-95	There is no information available about this type of work.
LA2	Employee turnover	- Human Resource Management	93	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, per major operation	+		All group benefits available to employees with full-time employment contracts apply fully to employees working part-time, albeit on a pro rata basis. Individual payments and/or supplements apply equally to full-time and part-time employees.
LA4	Percentage of employees covered by collective labour agreements	+		95%
LA5	Minimum notice period(s) regarding significant operational changes	+		No specific agreements have been made as regards notice periods that would apply in the event of operational changes.
LA6	Percentage of total workforce represented in formal joint employer-employee health and safety committees	+		0.50%
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	- Human Resource Management	94	
LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members	+		CR report 2008, p73-75
LA9	Health and safety topics covered in formal agreements with trade unions	+		Agreements on occupational safety and health topics have been set down in the collective labour agreement, but there are no formal agreements with trade unions.
LA10	Average hours of training per year per employee by employee category	- Human Resource Management	95	Number of training hours yet unknown, but the average training budget has been recorded. See also: http://www.schiphol.nl/SchipholGroup1/CorporateResponsibility/GoedWerkgeverschap.htm
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	+		CR report 2008, p73-75
LA12	Percentage of employees receiving regular performance and career development reviews	+		100%
LA13	Composition of governing bodies	- The Board & Management	104- 107	
LA14	Ratio of basic salary of men to women	-		Basic salaries for men and women are the same.
5.4	**HUMAN RIGHTS**			
	DMA	- Business risks - Integrating CR into the organisation	85 231- 234	Corporate Code of Conduct, Corporate Responsibility Policy Statement, anti-fraud regulations, whistleblower regulations and additional codes of conduct as regards undesirable behaviour, use of e-mail, contact with external parties. See also: www.schiphol.nl/SchipholGroup1/CorporateResponsibility/Strategie/GedragscodesEnVerdragen.htm
HR1	Investment agreements that include human rights clauses	+		www.schiphol.nl/SchipholGroup1/CorporateResponsibility/Strategie/Inkoop.htm
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	-		Not screened

GRI - G3 guidelines for corporate responsibility reporting		Chapter	Page	Explanation, reference to other sources of information
Ref.	Guideline Description			
HR3	Total hours of staff training on policies and procedures concerning aspects of human rights that are relevant to operations	-		Schiphol Group does not provide services in countries where human rights are compromised. Therefore, no training courses are provided to employees in this area.
HR4	Discrimination	+		CR report 2008, p.75
HR5	The right to exercise freedom of association and collective bargaining	-		Employees have the freedom of association and collective bargaining.
HR6	Child labour	+		The majority of our operations takes place in the Netherlands. Our operations fully comply with Dutch laws and regulations which forbids child labour or forced or compulsory labour.
HR7	Forced or compulsory labour	+		
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	+		The security personnel working at Schiphol has been seconded from companies that comply fully with Dutch laws and regulations. In the performance of their duties, our security personnel fully respect human rights.
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	-		We do not carry out any operations in developing countries or countries with an emerging economy.
5.5	**SOCIAL PERFORMANCE INDICATORS**			
	DMA	- Objectives and strategy - Aviation - Integrating CR into the organisation	20 40-43 233	See also: www.schiphol.nl/SchipholGroup1/CorporateResponsibility/Betrokkenheid.htm
SO1	The way in which activities affect communities	- Aviation	40-43	
SO2	Corruption-related risks	-		No corruption incidents were reported.
SO3	Employees trained in anti-corruption policies and procedures	-		
SO4	Actions taken in response to incidents of corruption	-		
SO5	Public policy positions and participation in public policy development and lobbying	-		
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	+		We do not make any financial or in-kind contributions.
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	+		2
SO8	Fines and non-monetary sanctions for non-compliance with laws and regulations	+		No fines were imposed in 2009
5.6	**CONSUMER HEALTH AND SAFETY**			
	DMA	- Aviation - Business risks - Integrating CR into the organisation	43-47 85 226	
PR1	Life cycle stages in which health and safety effects of products and services are assessed	-		Not relevant
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety effects of products and services during their life cycle	-		Not relevant
PR3	Type of product and service information required by procedures	-		Not relevant
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling	-		Not relevant
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	- Aviation	47	Results only
PR6	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	+		Our marketing communication policy adheres to generally accepted ethical and cultural values and advertising codes. This renders the deployment of special programmes for compliance to laws and regulations in this field unnecessary.
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship	-		No such incidents were reported during the year under review.
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	-		Not relevant
PR9	Fines for non-compliance with laws and regulations concerning the provision and use of products and services	+		During the year under review, no fines were imposed on the Schiphol Group concerning the provision of services, in part or in their entirety.

Appendix 1

Domestic Airports

Appendix 1a: Traffic volume

Amsterdam Airport Schiphol	2009	2008	%
Passengers (excl. transit direct)	43,523,110	47,391,711	– 8.2%
Transit direct passengers	47,260	38,308	23.4%
Total passengers	43,570,370	47,430,019	– 8.1%
Air cargo (in tonnes)	1,286,372	1,567,712	– 17.9%
Air mail (in tonnes)	30,748	34,873	– 11.8%
Air transport movements	391,264	428,332	– 8.7%
Other	15,710	18,361	– 14.4%
Total aircraft movements	406,974	446,693	– 8.9%

Appendix 1b: Traffic volume

Rotterdam Airport	2009	2008	%
Passengers (excl. transit direct)	937,694	986,780	– 5.0%
Transit direct passengers	26,848	26,891	– 0.2%
Total passengers	964,542	1,013,671	– 4.8%
Air cargo (in tonnes)	5	15	– 66.7%
Air transport movements	13,963	15,272	– 8.6%
Other	38,942	44,379	– 12.3%
Total aircraft movements	52,905	59,651	– 11.3%

Appendix 1c: Traffic volume

Eindhoven Airport	2009	2008	%
Passengers (excl. transit direct)	1,711,504	1,629,839	5,0%
Air transport movements	13,515	14,446	– 6,4%
Other	2,738	3,904	– 29,9%
Total aircraft movements	16,253	18,350	– 11,4%

Appendix 1d: Traffic volume

Lelystad Airport	2009	2008	%
Total aircraft movements	133,755	133,323	0.3%

Airports in other countries

Appendix 1e: Traffic volume

Paris Charles de Gaulle	2009	2008	%
Passengers (incl. transit direct)	57,906,866	60,874,681	– 4.9%
Total aircraft movements	518,018	551,174	– 6.0%

Appendix 1f: Traffic volume

Paris Orly	2009	2008	%
Passengers (incl. transit direct)	25,107,693	26,209,703	– 4.2%
Total aircraft movements	220,606	230,167	– 4.2%

Appendix 1g: Traffic volume

Terminal 4 JFK Airport	2009	2008	%
Passengers (excl. transit direct)	9,580,092	9,257,866	3.5%
Total aircraft movements	56,860	55,912	1.7%

Appendix 1h: Traffic volume

Brisbane Airport	2009	2008	%
Passengers (excl. transit direct)	18,886,000	18,779,855	0.6%
Total aircraft movements	175,000	180,170	– 2.9%

Appendix 1i: Traffic volume

Aruba Airport	2009	2008	%
Passengers (excl. transit direct)	1,919,374	1,970,000	– 2.6%
Total aircraft movements	36,818	38,335	– 4.1%

Appendix 2

Ten largest airports in Western Europe

Air transport movements

		2009	2008	%
1	Paris Charles de Gaulle	518,018	551,174	– 6.0%
2	Londen Heathrow	460,026	473,139	– 2.8%
3	Frankfurt	457,868	479,623	– 4.5%
4	Madrid	435,179	469,740	– 7.4%
5	**Amsterdam**	**391,264**	**428,332**	**– 8.7%**
6	Munich	376,770	408,292	– 7.7%
7	Rome Fiumicino	318,905	340,727	– 6.4%
8	Barcelona	278,963	321,491	– 13.2%
9	Londen Gatwick	245,279	256,364	– 4.3%
10	Vienna	243,430	266,402	– 8.6%

Passenger movements
(excl. transit direct)

		2009	2008	%
1	Londen Heathrow	65,907,896	66,909,932	– 1.5%
2	Paris Charles de Gaulle	57,812,040	60,677,555	– 4.8%
3	Frankfurt	50,615,575	53,233,889	– 4.9%
4	Madrid	48,270,581	50,846,104	– 5.1%
5	**Amsterdam**	**43,523,110**	**47,391,711**	**– 8.2%**
6	Rome Fiumicino	33,463,818	35,132,882	– 4.8%
7	Munich	32,605,460	34,447,433	– 5.3%
8	Londen Gatwick	32,369,891	34,178,580	– 5.3%
9	Barcelona	27,311,765	30,208,134	– 9.6%
10	Paris Orly	25,099,428	26,206,283	– 4.2%

Air transport movements
(in tonnes)

		2009	2008	%
1	Paris Charles de Gaulle	1,818,503	2,039,460	– 10.8%
2	Frankfurt	1,808,021	2,021,344	– 10.6%
3	**Amsterdam**	**1,286,372**	**1,567,712**	**– 17.9%**
4	Londen Heathrow	1,278,296	1,400,569	– 8.7%
5	Luxembourg	628,462	787,971	– 20.2%
6	Cologne	549,734	572,469	– 4.0%
7	Liège	481,980	518,750	– 7.1%
8	Brussels	449,132	659,282	– 31.9%
9	Milan Malpensa	333,721	403,585	– 17.3%
10	Copenhagen	314,536	347,156	– 9.4%

Appendix 3

Scheduled airlines operating at Amsterdam Airport Schiphol in 2009

OpenSkies [2]	p	Kenya Airways	p	Airbridge Cargo	FF
Adria Air	p	LOT	p	Asiana	FF
Aer Arann [2]	p	Malev	p	CYGNUS [4]	FF
Aer Lingus	p	Malta	p	DHL International	FF
Aeroflot	p	Meridiana	p	Emirates	FF
Afriqiyah	p	Myair [2]	p	Etihad Airways [4]	FF
Air Arabia Maroc [1]	p	Northwest	p	Great Wall Airlines	FF
Air Astana	p	Norwegian Air [1]	p	Jade Cargo	FF
Air Baltic	p	Olympic Air(lines)	p	Jett8	FF
Air Berlin [3]	p	PIA	p	Kalitta	FF
Air France	p	RAM	p	LAN Cargo	FF
Air Transat [3]	p	Rossiya	p	Nippon Cargo	FF
Alitalia	p	Royal Jordanian	p	Qatar Airways	FF
Arke Fly	p	SAS	p	Sundt Atlanta Sky [1]	FF
Armavia	p	Sata [3]	p	West Air [2]	FF
Austrian	p	Sky Europe [2]	p		
Belavia [1]	p	Surinam Airways	p		
BMI	p	Swiss	p		
BMI baby	p	Syrian Arab	p		
British Airways	p	TACV	p		
Bulgaria Air	p	TAP Portugal	p		
Clickair [2]	p	Tarom [1]	p		
Continental	p	THY	p		
Corendon	p	transavia.com	p		
Croatia Airlines	p	Tunis Air	p		
Cyprus Airways	p	Ukraine	p		
Czech Airlines	p	United Airlines	p		
Delta Airlines	p	US Airways	p		
easyJet	p	VLM Airlines	p		
Egypt Air	p	Vueling	p		
EL AL	p	Wind Jet [3]	p		
Estonian Air [1]	p	Cathay	p + FF		
Eva Airways	p	China Airlines	p + FF		
Finnair	p	China Southern	p + FF		
Flybe	p	Japan Airlines	p + FF		
flyLAL [2]	p	KLM	p + FF		
Georgian Airlines	p	Korean Air	p + FF		
Iberia	p	Lufthansa	p + FF		
Icelandair	p	Malaysia Airlines	p + FF		
Iranair	p	Martinair	p + FF		
JAT	p	Singapore	p + FF		
Jet 2	p	Air Contractors [1]	FF		

P = passengers + cargo services
FF = full freighter services

[1] started in 2009
[2] stopped in 2009
[3] seasonal operations
[4] started and stopped in 2009

Glossary

70 MB
Investment programme to achieve an annual baggage handling capacity of 70 million bags by 2018/2020 while reducing both costs and the IR rate

ACRE Fund
AirportCity Real Estate Fund; a property fund whose portfolio includes a number of Schiphol Real Estate buildings, with 40% of the shares placed with institutional investors

Airport charges
Aircraft, passenger and security related charges

Airport Traffic Ruling (Luchthavenverkeersbesluit, LVB)
Part of the Dutch Aviation Act (Wet luchtvaart) that governs the use of Amsterdam Airport Schiphol

AirportCorridor
Area between the Amsterdam South business district (Zuidas), Schiphol and the Amsterdam Connecting Trade (ACT) business park near Hoofddorp

Airside
Area where aircraft take off, land, and taxi and where ground handling activities are carried out on aircraft

Alders Platform
Consultative body for the aviation sector and regional partners, chaired by former Queen's Commissioner Hans Alders and concerned with the future of Amsterdam Airport Schiphol

Aviation Act (Wet luchtvaart) governing the operation of Amsterdam Airport Schiphol
Legislation laying down the terms of the operating licence and the sector-specific supervision of charges and conditions for using Amsterdam Airport Schiphol; in force since July 2006

Aviation Act (Wet luchtvaart) governing the organisation and use of Amsterdam Airport Schiphol
Legislation laying down standards for noise, air quality, odour and safety at Amsterdam Airport Schiphol; in force since February 2003

Bird strike
An incident involving fauna where traces of a bird have been found on an aircraft. A fauna incident is an event that occurs within the boundaries of the airport grounds where one or more dead birds or other animals have been found on a takeoff or landing runway during inspections and/or reported by air traffic control

Business Area
A functional cluster of activities with the Schiphol Group organisation

Catchment area
Area from which passengers travel to and from Amsterdam Airport Schiphol by road or rail

Climate Plan
Plan for reducing CO_2 and NO_x emissions at Amsterdam Airport Schiphol Sustainable Mobility Concept and Energy Blueprint

Concession income
Income from activities for which a concession (i.e., a licence to conduct specific activities) has been granted, usually in the form of a percentage of revenue

Concessionaire
A person or company with whom or which a concession agreement (= non-exclusive right to conduct a commercial activity such as the operation of a store or catering establishment at a location designated by Schiphol) has been concluded

Corporate Governance Code
The Corporate Governance Code for listed companies as drawn up in 2003 by the Tabaksblat Committee

CROS
The Schiphol Regional Consultative Committee (Commissie Regionaal Overleg luchthaven Schiphol); a discussion platform connecting the aviation sector and region

De-icing
The removal of ice and snow from the body and wings of an aircraft prior to takeoff

Departure Lounge 1
Waiting area for passengers travelling to Schengen countries on flights departing from Piers A, B, C or D

Departure Lounges 2 & 3
Waiting area for passengers travelling to non-Schengen countries on flights departing from Piers D, E, F, G or H

Dual-hub system
A system in which a global alliance of airlines uses two primary hubs to serve a particular continent; also referred to as a multi-hub system

Economic profit
RONA (after tax) minus the WACC, multiplied by average fixed assets

Euro Medium Term Note (EMTN)
An umbrella programme under which investment-grade entities can issue unsecured certificates of debt ('notes')

FFO
Funds From Operations is the cash flow from operating activities before changes in working capital

FTE
Fulltime-equivalent; a full-time employment position

Full-freighter
An aircraft that transports cargo only

General Aviation
Generic term for small-scale, normally non-commercially based aviation

Groenenberg site
A site near Runway 18L-36R owned by the property developer Chipshol and to which a development ban applied for a number of years. Chipshol is claiming compensation from Schiphol Group and other parties because of the ban

Ground noise
Ground noise is low-frequency noise producing vibrations that can cause nuisance. Low-frequency noise is noise that is perceived differently from 'regular' noise, and is more often felt than heard. This noise is produced by aircraft taking off on the runway

Health and safety incidents
Incidents that compromise the safety of the airport's employees or of users of the airport's infrastructure. The seriousness of incidents ranges from 'minor' to 'extremely serious'. Extremely serious health and safety incidents are those that result in death or permanent injury

Holland Boulevard
Area in the Terminal between Piers E and F

Hub
An important junction for continental and intercontinental flights

Hub carrier
Main network carrier at a hub airport

Instrument Landing System
Air traffic guidance equipment used during aircraft approach and landing

IR rate
Irregularity Rate; the percentage of bags that do not arrive at the destination at the same time as the passenger

Iris scan
Device that uses iris recognition to establish personal identity

Key Performance Indicator (KPI)
Important indicator used to measure the performance of a company or business unit

Landside
The landside area of the airport or the airport grounds

Liquids & Gels Regulations
EU regulations limiting the quantity of liquids and gels allowed on aircraft.

Low-cost carrier
A 'no frills' airline specialised in offering low air fares

Main port
A hub for air, road and rail transport which serves as home base for an airline alliance and generates significant economic activity within the region

Measurement point
A measurement point to which applies a maximum permitted noise limit value set by the central government. There are 35 measurement points for the 24-hour period and 25 measurement points for the night-time period (23:00 to 07:00 hours)

MTOW
Maximum Take-Off Weight of an aircraft upon which take-off and landing charges are based

NLA
Net Lettable Area as measured in square metres

NMa
Netherlands Competition Authority (Nederlandse Mededingingsautoriteit); supervises the aviation changes and conditions set by Amsterdam Airport Schiphol

O&D passenger
Origin & Destination passengers begin or end their journey at Amsterdam Airport Schiphol

Occupational safety
Occupational safety concerns work-related safety for both the airport's own staff and staff hired from third parties as well as that of visitors and passengers

Operating year
Period from 1 November 2008 through to 31 October 2009

Operational year
Period from 1 November 2008 through to 31 October 2009

Passenger Service Charge
The charge departing passengers pay for using airport facilities

Pax-combi aircraft
Aircraft in which both cargo and passengers are transported on the main deck.

Permanent turning radius
A highly precise, pre-determined flight path that has the shape of (a part of) a circle

Privium
An airport service programme featuring automated border passage using iris recognition

PRM charge
Charge imposed to implement EU aviation transport regulations for 'people with reduced mobility'

Randstad
The urbanised western region of the Netherlands, encompassing the major cities of Amsterdam, The Hague, Rotterdam and Utrecht

Registered Traveller Programme
Programme that allows registered passengers to use fast border clearance facilities through the use of, for example, a biometric pass

Return on equity (ROE)
After-tax result (payable to shareholders) divided by average equity capital

ROE
Return on Equity; after-tax result (payable to shareholders) divided by average equity capital

RONA
Return on Net Assets; operating results divided by the average fixed assets, less deferred-tax assets and receivables on derivatives older than one year

Runway 18R-36L (Polderbaan)
Runway in use since 2003. Runway 18R-36L is the fifth main runway at Amsterdam Airport Schiphol

Runway incursion
An incident involving the unauthorised presence of an aircraft, vehicle or person at or near a location designated for aircraft take-offs and landings

Runway safety
Safety on or near runways

Schengen countries
Countries in Europe that have agreed to allow unrestricted cross-border movement of people and goods (named after the town in Luxembourg where this treaty was signed)

Schiphol worker
A staff member of one of the approximately 550 businesses operating at Amsterdam Airport Schiphol

Security Scan
The Security Scan uses 'millimetre wave' technology. The millimetre waves, which are harmless, do not pass through the body; instead, they bounce off the surface of the body and any objects. The scan shows the objects that a person is carrying

Security Service Charge
Charge that departing passengers pay in connection with security measures

See Buy Fly
Alliance of retailers operating in the passengers-only zone at Amsterdam Airport Schiphol

Six Sigma
Method used for continuous improvement of business processes

SkyTeam
Worldwide alliance of airlines grouped around Air France-KLM

Slot Coordinator
Government-appointed person tasked with allocating available slots (licences to takeoff and land at specific times) in accordance with international regulations

Smart Parking
Online service (via www.schiphol.nl) for advance booking of discounted parking spaces in the P3 long-stay car park

Sternet
Public bus service connecting Amsterdam Airport Schiphol with regional towns and cities and with all airport parking facilities and work locations

Terminal
The airport building with arrival and departure halls

Ticket tax
Also known as ecotax; a tax imposed by the Dutch government since 1 July 2008 on O&D passengers departing from airports in the Netherlands. The tax was EUR 11.25 for destinations within the EU or a 2,500 km radius (or a 3,500-km radius if the 2,500 limit intersects the destination country), and EUR 45 for all other destinations

On 1 July 2009 the Ticket tax was set to 0; it was completely abolished in late 2009

Transfer passenger
A passenger who changes planes at an airport

Transit direct passenger
A passenger who arrives at an airport and continues their journey on the same plane

Valet Parking
Product name for a service allowing passengers flying from Amsterdam Airport Schiphol to leave their car outside the departure hall and have it waiting for them on their return

Visit costs
The total costs an airline pays for calling at the airport

WACC
Weighted Average Cost of Capital as based on the capital asset pricing model (CAPM)

Work Load Unit (WLU)
A term used to measure production; equal to 1 passenger or 100 kg of cargo

WTC
World Trade Centre Schiphol Airport

X-ray
A system by which security personnel can check items of baggage (fully automatically) for prohibited objects

Zuidtangent express bus service
Bus service travelling primarily on reserved bus lanes and offering connections between Haarlem, Amsterdam Airport Schiphol and Amsterdam Southeast, and between Nieuw Vennep, Amsterdam Airport Schiphol and Amsterdam South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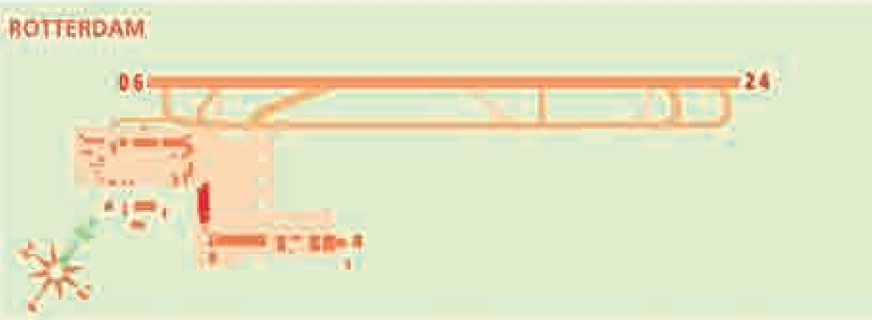
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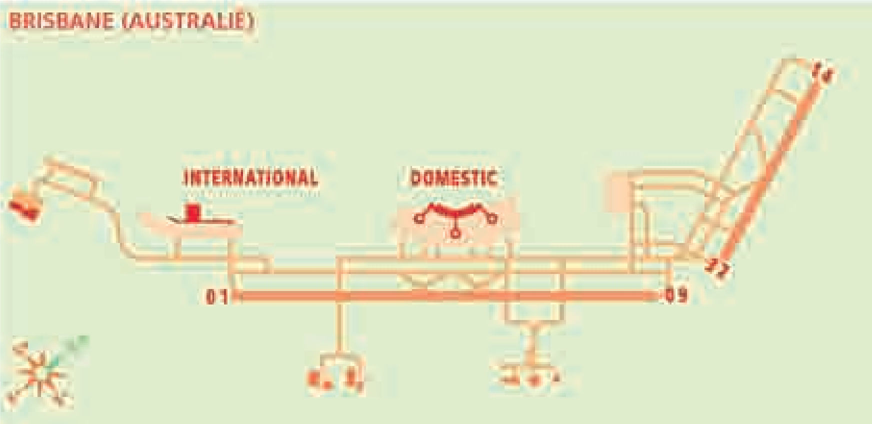
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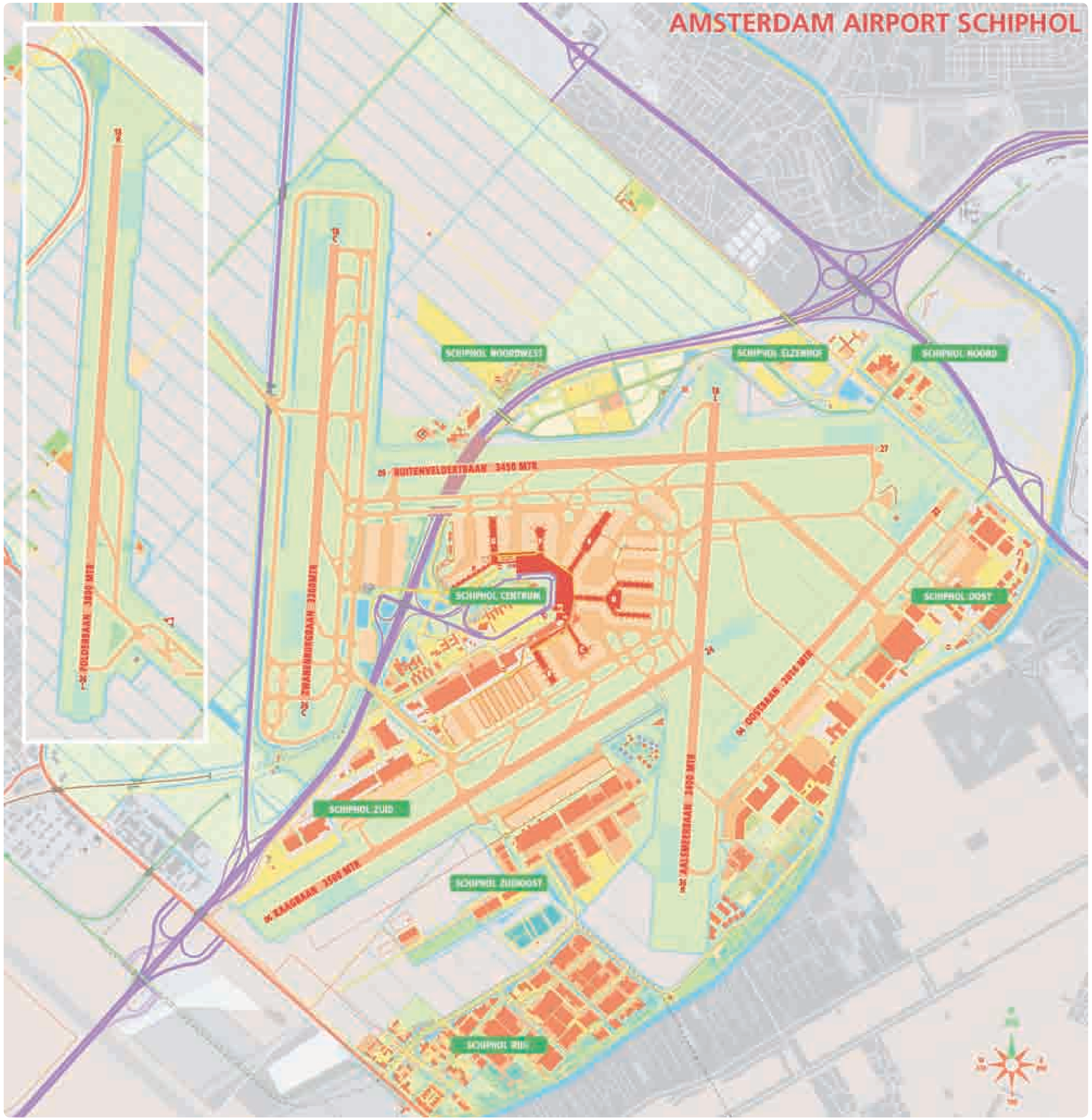
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