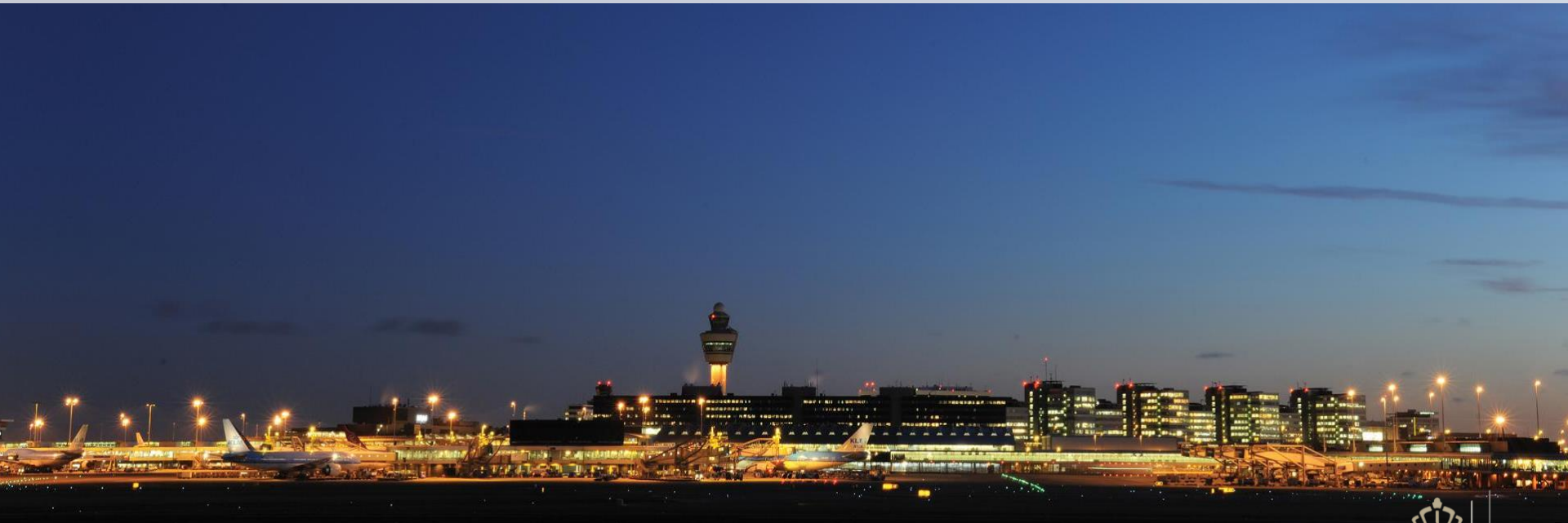


Royal Schiphol Group

Chairman Executive Board ('CEO')



EgonZehnder



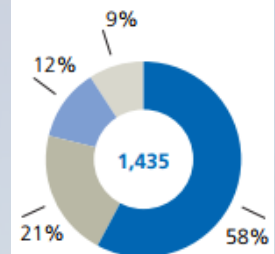
Royal Schiphol Group

- In 2016 Schiphol celebrated *100 years of history in aviation*. During those 100 years Schiphol developed from a modest airfield to an AirportCity of international excellence.
- The larger Schiphol Group is an enterprise that operates airports in the Netherlands, conducts international activities and participates in airports abroad. Operating Amsterdam Airport Schiphol is the Group's largest activity. Furthermore, Schiphol Group is the owner and operator of Rotterdam The Hague Airport and Lelystad Airport, and holds a majority share in Eindhoven Airport. Internationally, the Group has a minority cross-participation in Aéroports de Paris, is involved in the activities at JFK Terminal 4 in New York and is engaged in strategic collaborations and interests in the Asia Pacific region and the Caribbean, among which a close to 20% participation in Brisbane Airport.
- Schiphol Group is an airport company with an *important socio-economic task*. The airports of the group, and Amsterdam Airport Schiphol in particular, create value for society and for the economy, both in the Netherlands and elsewhere.
- Schiphol Group's mission is *Connecting the Netherlands to the rest of the world* in order to contribute to prosperity and well-being in the Netherlands and elsewhere. While conducting its domestic and international operations in a balanced manner, Schiphol Group reflects its key values: reliability, efficiency, hospitality, inspiration and sustainability.
- Schiphol Group's revenue is mainly generated by airport charges, concessions, retail, rent and leases of real estate, parking and incomes from international sources. The revenue amounted to 1,435 million Euros in 2016, whilst directly employing around 2000fte.
- Last year, the number of travelers served by Schiphol grew by 9.2% to over 63.6 million. Cargo volumes were stable at 1.7 million tons. Schiphol is an important marketplace, with the airport site alone accommodating some 500 companies that together employ around 65,000 people.
- Currently, Schiphol Group invests in infrastructure and facilities at the airports, seeking to balance a reasonable return on equity and a stable dividend stream, whilst maintaining competitive airport charges for airlines. Its financial policy is aimed at safeguarding independence in the financing of its business.
- Schiphol Group has four shareholders: the Dutch state (69.8%), the municipality of Amsterdam (20.0%), Aéroports de Paris (8.0%) & municipality of Rotterdam (2.2%).



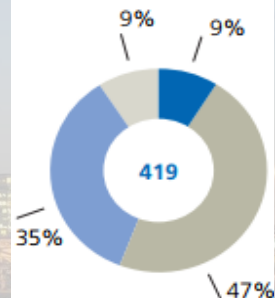
Revenue

EUR million



Operating result

EUR million



For more information about Schiphol Group, please refer to www.schiphol.com

Schiphol Group – Strategy 2016-2020

*Schiphol Group is ambitious. We aim to be **Europe's Preferred Airport**, and to stand out in terms of connectivity, quality, efficiency, customer experience, innovation and sustainability.*

- Jos Nijhuis, CEO

The aviation sector is moving fast and Schiphol Group is working to strengthen Mainport Schiphol, both as an important economic hub and as a center maximizing its value to society – socially and culturally - in the Netherlands and beyond.

Schiphol Group's 2020 strategy concentrates on five strategic principles:

Top Connectivity: Schiphol is building on its network, both in the air and on land. Optimum connectivity requires capacity. Two major projects spring to mind that will allow Schiphol to expand: Lelystad Airport, and the construction of the new pier and terminal.

Excellent Visit Value: Schiphol is Europe's preferred airport among travelers, businesspeople and airlines. Schiphol can not be the biggest airport, but it can be the best. In order to do so it needs to further evolve the growth model. A key instrument for that is applying innovative digital solutions that help elevate the visitor's experience to level that is unmatched by other airports.

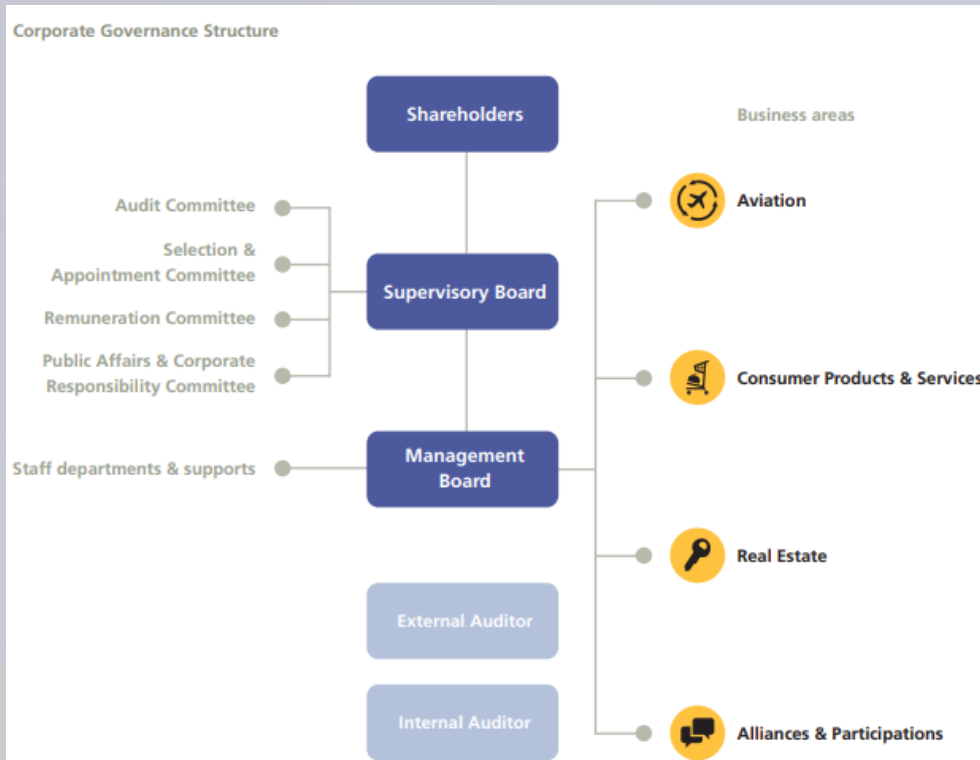
Competitive Marketplace: Schiphol is a world-class location to work, do business and spend time. International companies base themselves there because of the network connections and the region's competitive position. It is an AirportCity with global appeal.

Development of the Group: Schiphol Group wants and needs to act as a group. The regional airports and its international activities aim to reinforce the Mainport. The Group invests in its people, who deserve the opportunity to shine; The Mainport is all about people.

Safe and Sustainable Performance: Safety and sustainability are a priority in everything the Group does. Schiphol sees it as a key responsibility to carefully weigh up social, ecological and commercial interests. In other words: people, planet and profit.



The organisation



Supervisory Board

Louise Gunning-Schepers (Chair)
First term expires in 2018

Herman Hazewinkel
Third term expires in 2018

Edward Arkwright
First term expires in 2020

Caroline Clarke
First term expires in 2019

Robert Jan van de Kraats
First term expires in 2019

Mikael Ohlsson
First term expires in 2019

Margot Scheltema
Second term expires in 2018

Joop Wijn
Second term expires in 2020

Management Team



Jos Nijhuis
(b. 1957)
CEO
Since January 2009



Jabine van der Meijs
(b. 1966)
CFO
Since May 2017

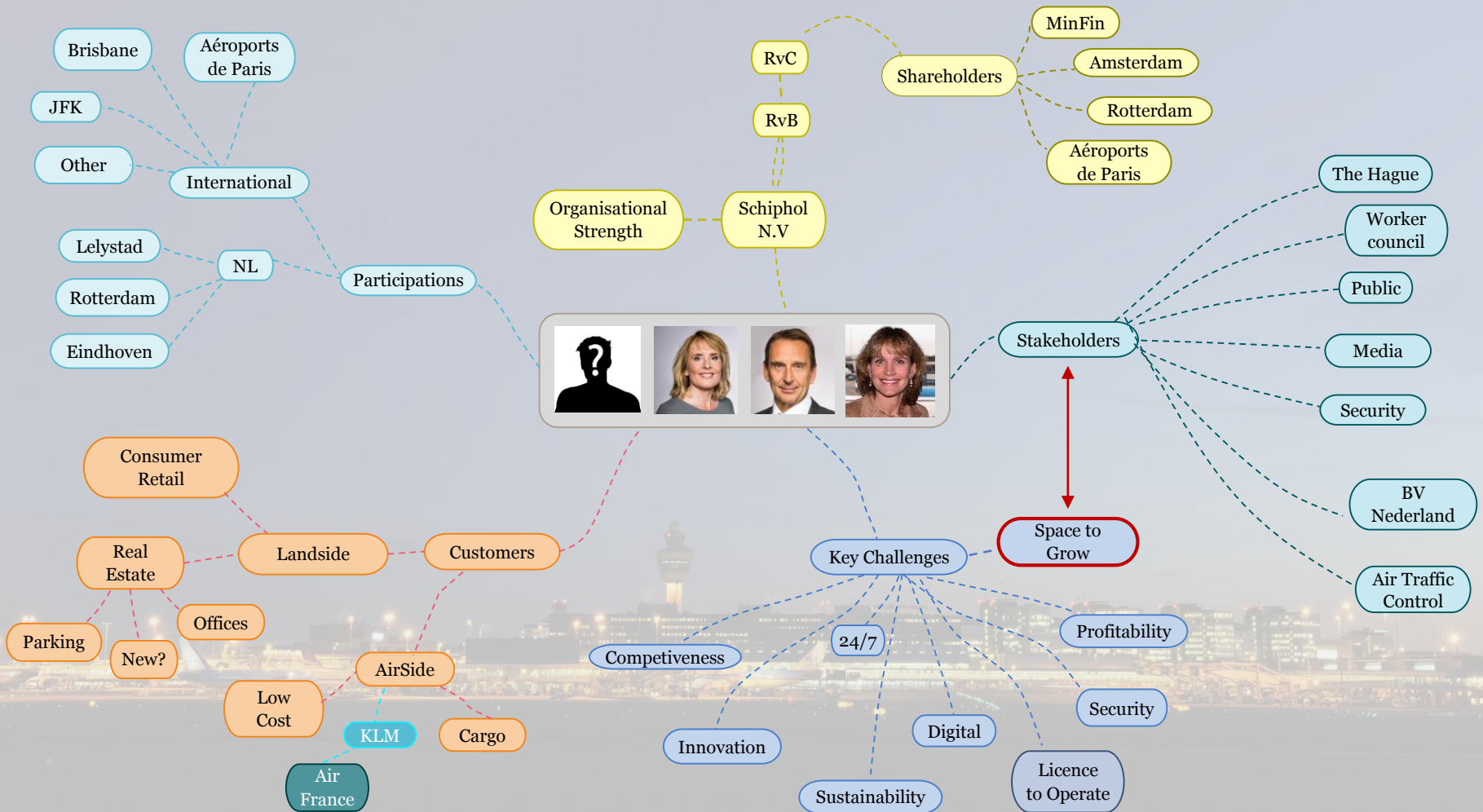


Birgit Otto
(b. 1963)
COO
Since September 2014



André van den Berg
(b. 1963)
CCO
Since April 2016

Royal Schiphol Group – Complex dynamics



The role

- The **Chief Executive Officer (CEO)** is a member of the Management Board and is ultimately responsible for the management and the long term strategy of the Group. The position reports into the Supervisory Board.
- The CEO is responsible for the relations with all stakeholders, such as the Omgevingsraad Schiphol, relevant ministries, public institutions, provinces, municipalities, safety region, the Royal Dutch Police (KMar), air traffic control (LVNL) and the important customers of the airport, including KLM/Air France as largest customer.
- Being a state-owned organization, the CEO should always act and decide with the public interest in mind. Security and sustainability, striving to become a circular airport, are of specific importance.
- Internally, the CEO chairs and coordinates the Management Board meetings and directly leads the functions such as Corporate Development, Digitalization, Corporate Legal, Human Resources and Corporate Affairs (communication and public affairs). The Workers Council also has a direct line to the CEO.
- In the Schiphol context, both internally and externally, the CEO is the pivotal person driving the health of the wider Schiphol organization including the regional airports Rotterdam, The Hague and Lelystad.
- The Schiphol Group and especially Schiphol Airport is directly and indirectly of paramount importance for the Dutch economy and its reputation abroad.
- After decades of success, one of the key challenges for the CEO is to **create space and momentum** for Schiphol Airport and the Schiphol Group, in a complex business and often dense stakeholder setting, to grow and innovate. Thus it can retain and strengthen its leading Europe and International Airport reputation.
- The role has strong stakeholder management and business (logistic) dimensions, especially with significant expansion projects and investments. He or she should be able to articulate a vision and realize it with and through people. This vision should be focused on strengthening operational results (peak terminal capacity) as well as leading digital transformation adding to the efficiency/effectivity and productivity of the company.
- In this process, the CEO should further strengthen the Schiphol Group's organizational capability, foster inclusion emphasize team building and individual development to ensure continuity and inspiration through a shared purpose of being the premier Airport Group for its passengers, the airlines, its employees, its stakeholders and shareholders.
- The new CEO should make sure the organization embraces and exploits the ever expanding opportunities provided by digital technologies in order to create a superior customer experience, thus maintaining its position as Europe's preferred airport.

Key themes (1/2)

The following 5 'themes' will be playing a key role in the years to come:

1. Stakeholders

- Schiphol operates in a uniquely complex, demanding yet subtle stakeholder environment. The CEO needs to have the *affinity, diplomatic skills, constructive mentality, but also clarity of vision and determination to successfully navigate through this field* – defending Schiphol's interest, while taking on board the other parties perspectives, objectives and constraints.

2. Digital

- Schiphol wants to leverage (digital) technologies to create a superb and distinguishing customer experience, from door to door. This requires having a *track record in leveraging new technologies in a commercially viable service model*.

3. Infrastructure

- A highly ambitious and complex (infrastructural) investment program is envisaged and has been largely approved. Executing this program, while mitigating associated risks and solving unforeseen obstacles, will require *outstanding project management and control skills*. As Schiphol is a highly sensitive environment in terms of safety, the CEO also needs to have the *stamina and character to cope with the constant awareness of this reality, while instilling the highest degree of discipline and responsibility throughout the organization*.

Key themes (2/2)

4. *Vitality*

- It will be crucial to keep investing in the connection between the top team and the rest of the organization, to strengthen the talent bench, to stimulate creativity and collaboration and to continue fostering a culture of customer orientation throughout the Group. Therefore, the CEO must bring *demonstrated outstanding change management skills*.

5. *Commitment*

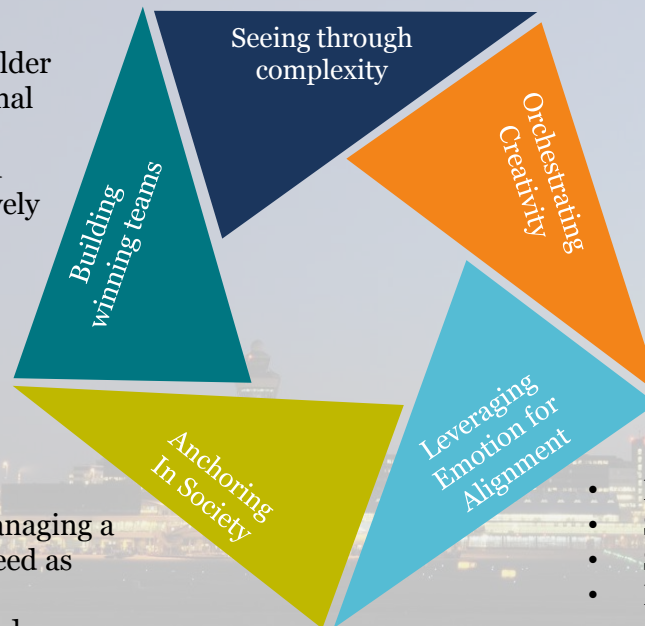
- Schiphol represents a crucial asset in the Dutch economy, in terms of connectivity and employment, but also an anchor in the Dutch society. The CEO will *radiate the commitment this creates in her/him, and leverage this dimension as a source of emotional connection and purpose for the entire organization*.



The role

- Experienced CEO in multi-interest/multi-stakeholder environment
- Knowledge and understanding of public shareholder structures and political influence, and having the ability to deal with it
- Strong decision-making skills in complex situations
- Acting effectively in crisis situations
- Long term strategy including digital transformation
- Demonstrating presence and maturity to have immediate impact

- Strong inclusive leader and team builder
- Developer of people and organisational capability
- Operating in the Management Board with an independent and constructively critical view



- Creating a positive, ambitious and innovative culture
- Constructively challenging conventional wisdoms
- Vision on development of the airport
- Stimulating digital transformation (on all fronts!)

- Spokesperson of the company
- Striking the balance between managing a company and serving a public need as Mainport
- Schiphol is key for BV Netherlands
- Creating leverage

- Inspiring leader
- Strong public antenna and right tone of voice
- Sensitive to different interests
- Building connections

Personal Characteristics

The ideal candidate is:

- a team player, connector, challenger and motivator; an inclusive leader able to operate at Board level.
- able to balance business goals with the public interest, also considering that its shareholders are government entities (i.e. should have a strong '*public antennae*').
- innovation-oriented and brings a digital transformational mindset.
- willing to be the personification of Schiphol, both externally as well as internally.
- result driven, cost-aware, disciplined and structured and a focus on decision making and delivery.
- a pragmatic person with courage and a “thick skin”.
- open, transparent and direct in communication and behavior.
- eager to assume and delegate responsibility; able to empower others.
- decisive and effective, willing to take up the challenger role.
- internationally oriented and has an authentic style with a genuine interest in people.
- focused on big picture but ready, willing and able to zoom in on detail.
- Passionate for the aviation industry. Although direct experience is not a must, experience with and affinity for complex logistical operations in a regulated environment is preferred.
- of undisputed integrity.

Contacts

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