

# Inspiring global alignment through value creation

The IIRC's Global Conference  
May 2019





**Pavan Sukhdev**

President and Chairman of the Board

WWF International

Inspiring global alignment through value creation  
The IIRC's Global Conference 2019

# Our panel: Inspiring global alignment through value creation



**Alan McGill**

Global Sustainability  
Reporting & Assurance  
Leader

**PwC**



**Pavan Sukhdev**

President and Chairman of  
the Board

**WWF International**



**Marianne de Bie**

Senior Advisor, Corporate  
Affairs

**Royal Schiphol Group**



**Leonie Soonawala de Haan**

Senior Planning and Control  
Officer

**FMO Development Bank**

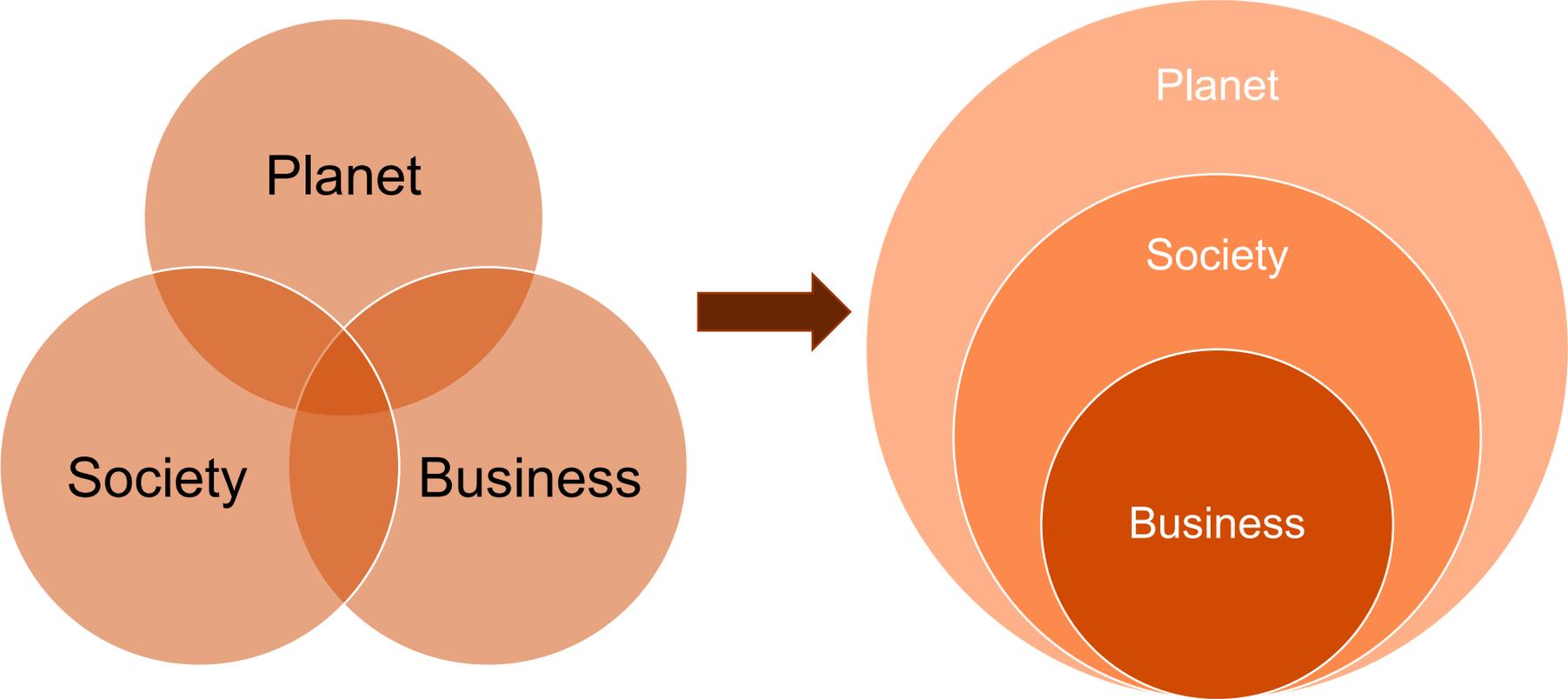


**Alan McGill**

Global Sustainability Reporting & Assurance Leader  
PwC

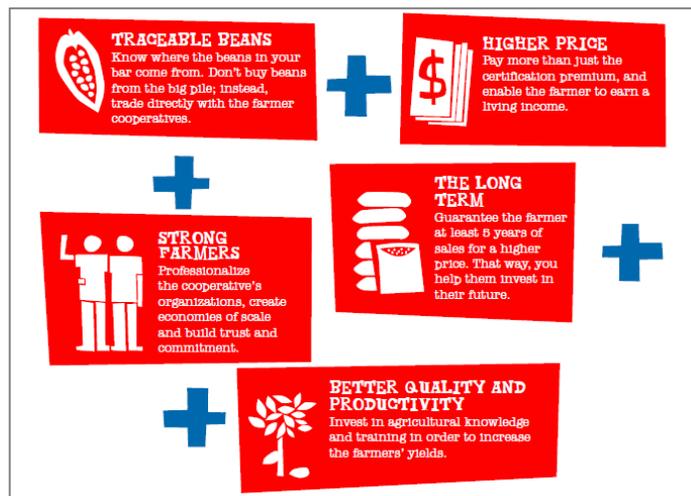
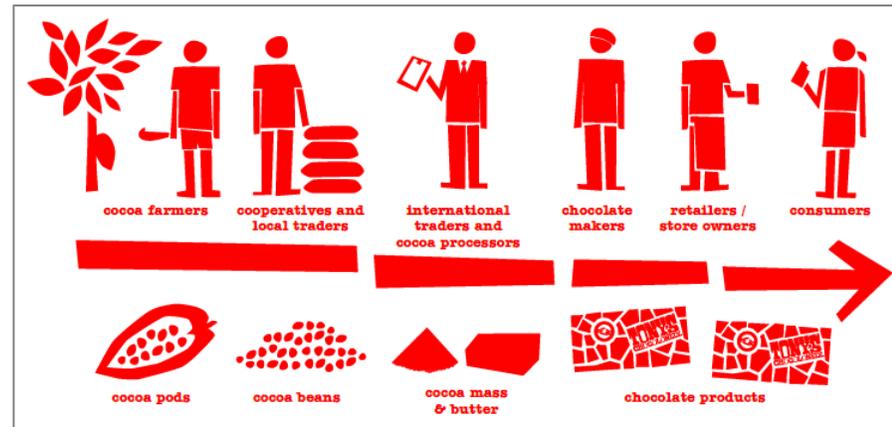
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# Inspiring alignment through value creation



# Tony ChocoLonely

## Multi-capital value built into the business model



### Income Statement

	10/01/2014 to 09/30/2015	10/01/2016 to 09/30/2016
Net Revenue	17,621,473	29,306,706
Purchasing expenses	11,036,799	17,737,336
Cost of goods sold	10,928,312	17,662,698
Tony's Additional Premium	110,487	184,737
<b>Gross Margin</b>	<b>6,886,874</b>	<b>11,668,371</b>
Gross Margin Percentage	37.37%	39.8%
Personnel expenses	1,927,866	2,916,266
Selling expenses	2,241,403	4,223,739
Marketing & PR	490,197	731,840
Promotional contributions	1,220,666	2,602,104
Premiums	362,817	499,137
Fairtrade premium	187,892	206,080
Chocolonely Foundation premium	174,926	293,056
Travel and entertainment expenses	119,607	266,803
Other selling expenses	48,228	134,866
Logistics costs	616,841	1,119,666



## Marianne de Bie

Senior Advisor, Corporate Affairs

Royal Schiphol Group

# Schiphol Group

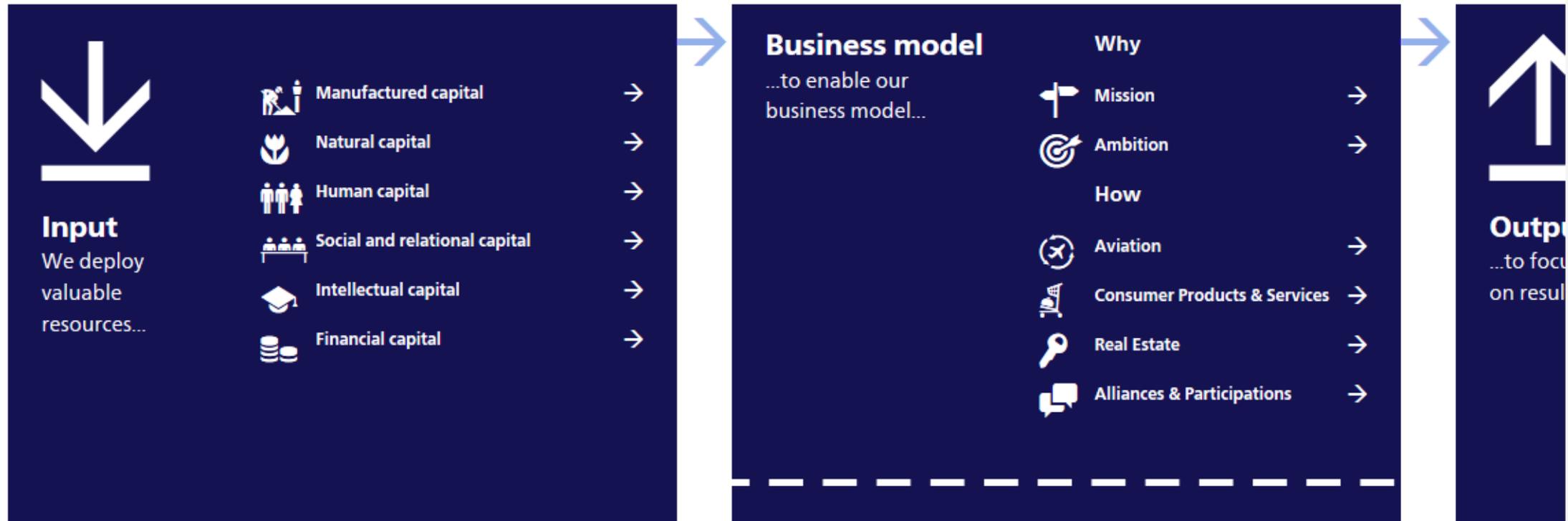
- Mission: ‘Connecting the Netherlands’ – contributing to prosperity and wellbeing in the Netherlands and elsewhere
- Airport company with Amsterdam Airport Schiphol as its main airport
- Strong socio-economic function combined with solid entrepreneurial business operations
- Financially solid with the State of the Netherlands as the largest shareholder
- Three regional airports in the Netherlands and international participations, activities and alliances



# <IR> Value creation model with six capitals



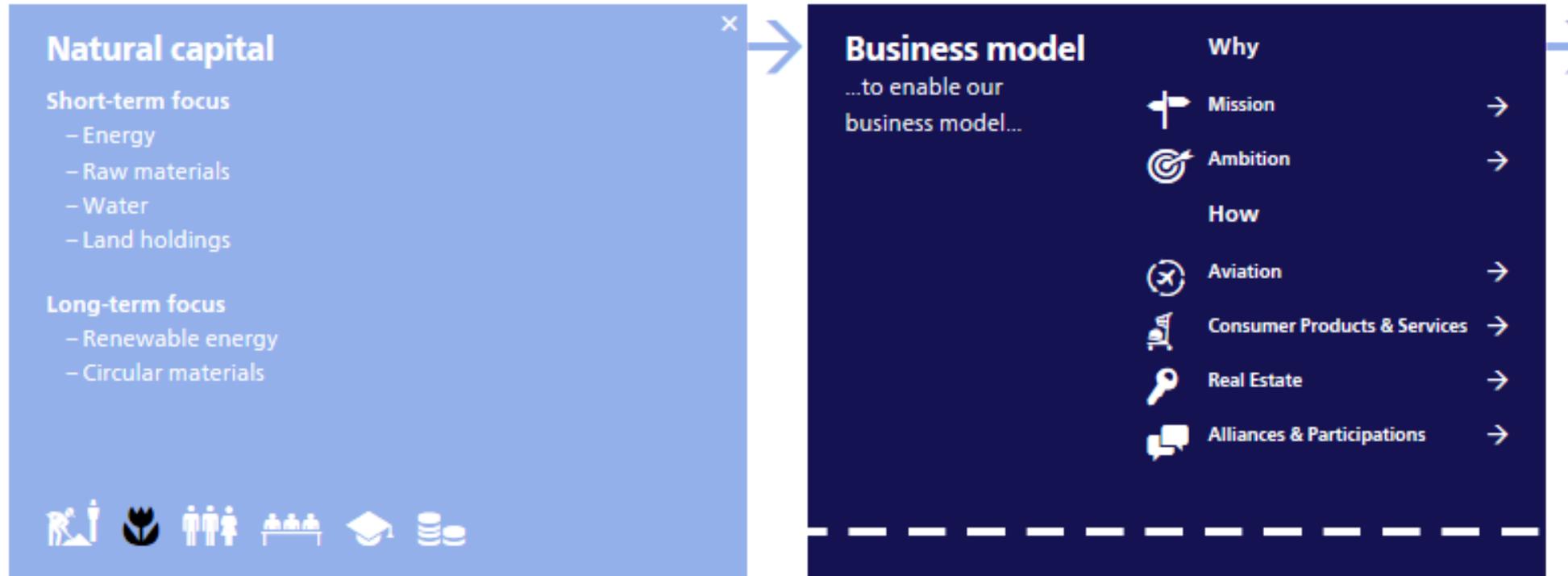
## Value



# <IR> Per Capital short-term and long-term focus



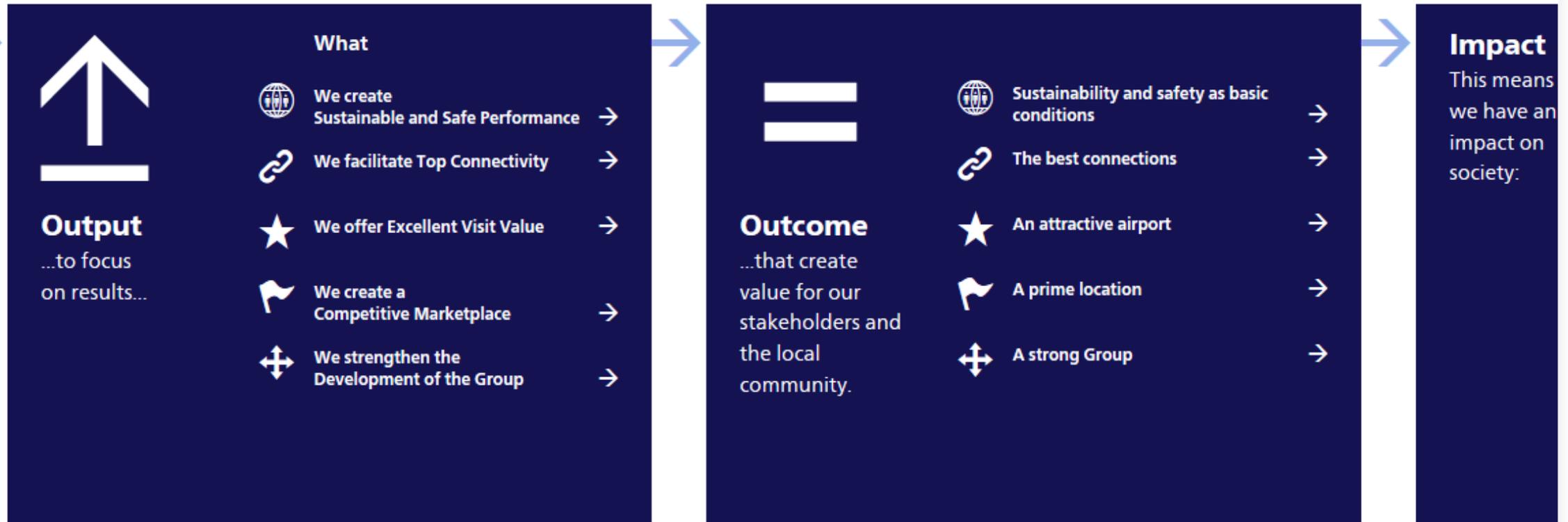
## Value



# <IR> output and outcome



## Value



# <IR> output in more detail



## Value

### We create Sustainable and Safe Performance

**150,000**

Number of people experiencing severe noise disturbance around Schiphol (target < 180,000)

**0.44 kg**

CO<sub>2</sub> emissions per passenger (target < 1.43 kg)

**6.06%**

Energy efficiency at Schiphol (target 5.92%)

**42.7%**

Waste separation (target 43%)

**50**

runway incursions

**0.3**

LTIF (target < 3)



### Outcome

...that create value for our stakeholders and the local community.



Sustainability and safety as basic conditions →



The best connections →



An attractive airport →



A prime location →



A strong Group →



# <IR> outcome and impact – linking the SDGs



## Value



**Outcome**  
...that create value for our stakeholders and the local community.

-  Sustainability and safety as basic conditions →
-  The best connections →
-  An attractive airport →
-  A prime location →
-  A strong Group →



**Impact**  
This means we have an impact on society:

-  We contribute to the GDP of the Netherlands by creating inclusive employment at and around our airports, as well as indirect employment thanks to the economic activity generated by those airports.
-  Aviation accounts for 7-8% of Dutch carbon emissions. We pursue a proactive approach in our relationship with sector partners with a view to making the aviation industry more sustainable. Moreover, we invest in resilient infrastructure.
-  Fossil-fuel-driven operations negatively affect the local air quality. We contribute to a healthy and pleasant environment for residents and workers by promoting clean mobility and reducing emissions of fine and ultra-fine particles, in collaboration with our partners.
-  The construction sector has a significant impact on resource depletion. We contribute to circular solutions through the efficient use of raw materials and resources and actively collaborate to promote circular processes at the airport.
-  We contribute to reducing the impact on climate change by using renewable energy and fuels. In addition, we are able to adapt our infrastructure in response to changing weather conditions.
-  We collaborate with business partners and stakeholders to strengthen and accelerate our contribution to the SDGs.

Read more about the KPIs and our activities supporting these goals in the **People, environment and community** section of Our results.

# New vision reflects Integrated Thinking

- Schiphol Group's new Vision 2050 is holistic and centres around creating long-term value with clear objectives for:

**Quality of Life**

**Quality of Network**

**Quality of Service**

- A new set of KPIs has been developed with eight Top Performance Indicators for all levels of the company
- A new strategy is now developed in order to deliver the performance on these KPIs, to create long-term value and to meet stakeholder expectations.

# Top Performance Indicators

Targets for 2019





**Leonie Soonawala de Haan**  
Senior Planning and Control Officer  
FMO Development Bank

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## OUR VISION

We believe in a world in which, in 2050, more than 9 billion people live well and within the means of the planet's resources.

### OUR SDGs



### OUR MISSION

We empower entrepreneurs to build a better world.

### STRATEGIC GOAL

Your preferred partner to invest in local prosperity.

### OUR STRATEGY

→ Higher Impact Portfolio    → Deeper Relationships    → Higher Productivity

### OUR MARKETS



## VALUES AND BEHAVIORS

### Making the difference

We are courageous and entrepreneurial

We create value for all our stakeholders

We accelerate sustainable development

### Diversity

We respect differences and listen

We embrace dilemmas

We include multiple perspectives

### Quality

We communicate expectations and share feedback

We learn, professionalize and innovate together

We are accountable and support clear decisions

### Integrity

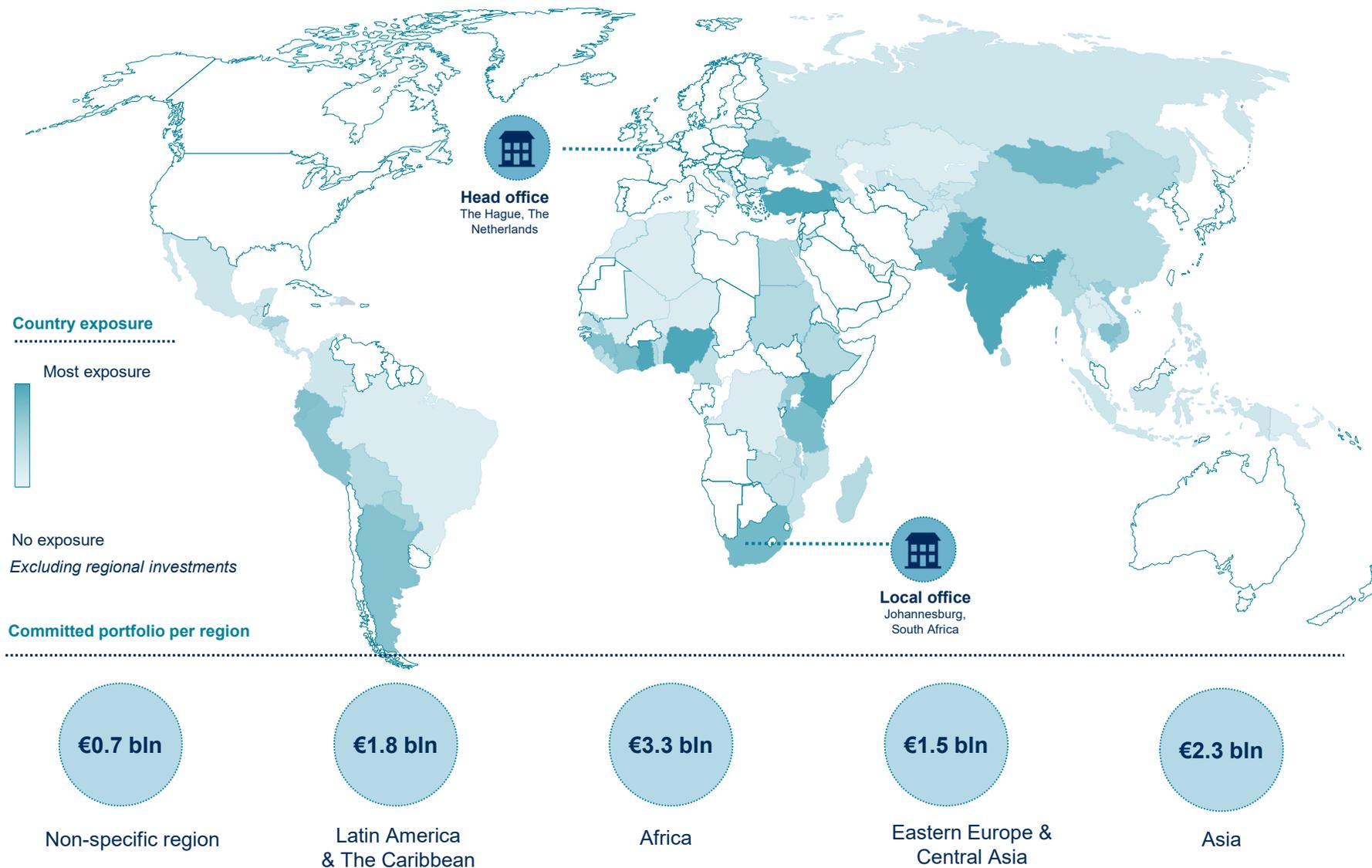
We are responsible and compliant

We are transparent and build trust

We are true to our vision and mission

# COMMITTED PORTFOLIO | 2018 > €9.6 billion

Note: total committed portfolio consists of €8.5 billion for FMO  
and €1.1 billion for government funds





# Panel discussion: Inspiring global alignment through value creation



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# Questions & Answers

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# Thank you

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