



**Sydney
Airport**

The right future.
Starting now.

SYDNEY ²⁰¹³ AIRPORT

Annual Review and Financial Highlights

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ABOUT SYDNEY AIRPORT

Aviation is essential to Australia's economy, as it fosters trade, investment and tourism, and enhances regional and international connectivity.

Sydney Airport is one of the largest and most significant transport infrastructure facilities in Australia.

Located just eight kilometres from the CBD and 10 kilometres from major tourist attractions, the airport's location is an advantage for business and tourism travellers alike. Sydney is within air range of more than half of the world's population, including large Asian markets, making it a prime location for business, tourism, trade and major events.

As the international gateway to Australia, Sydney Airport welcomes over 40% of international travellers and connects 37.9 million passengers to 94 destinations.

Sydney Airport has three runways and three passenger terminals that service a range of airlines:

- T1 International terminal, used by 36 carriers to fly to 47 direct destinations around the world;
- T2 Domestic terminal, used by Virgin Australia, Jetstar Airways, Tigerair, Regional Express and Skytrans; and
- T3 Qantas Domestic terminal, operated by Qantas and QantasLink for domestic and regional flights.

Since 2002, Sydney Airport has invested more than \$2 billion in airport improvements in areas such as security, safety, capacity building and terminal enhancements.

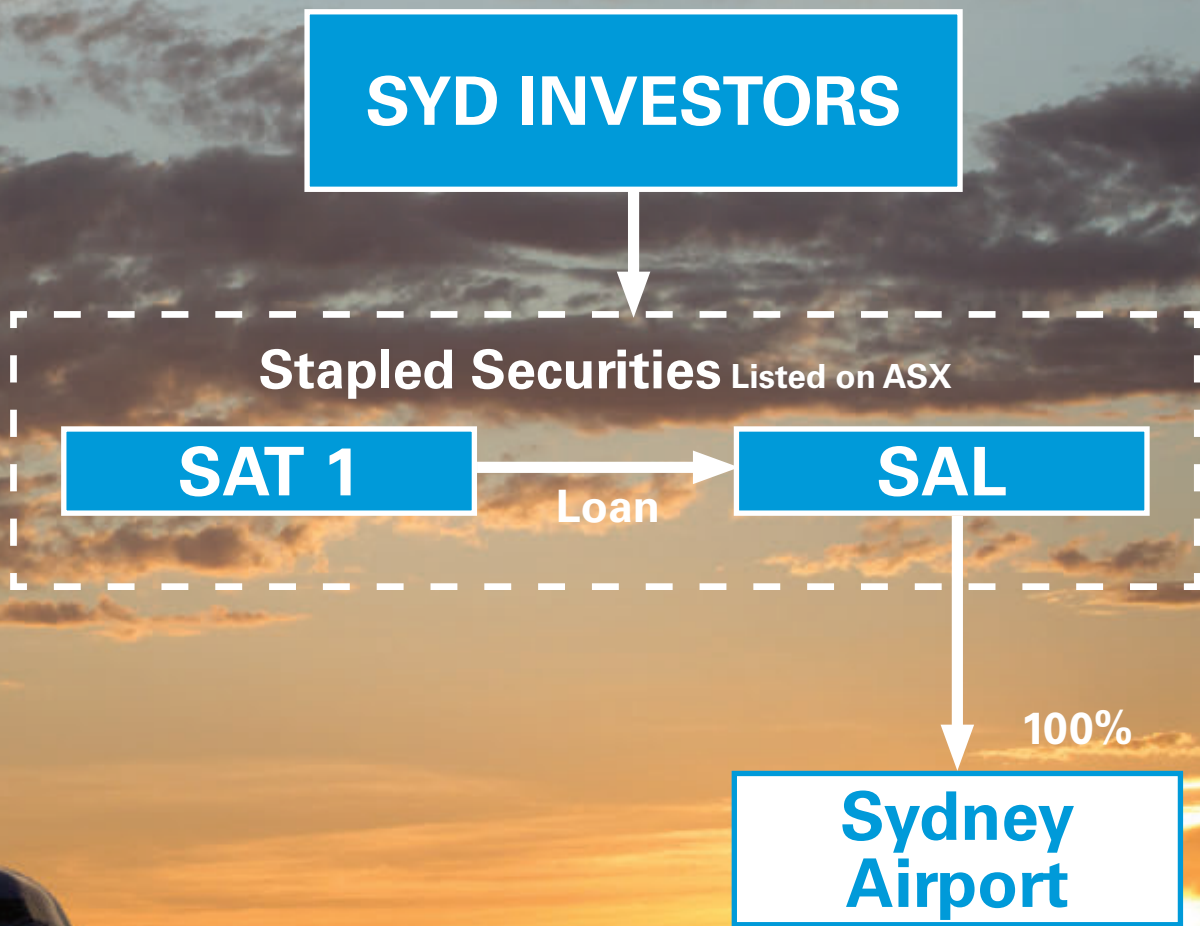


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OWNERSHIP STRUCTURE

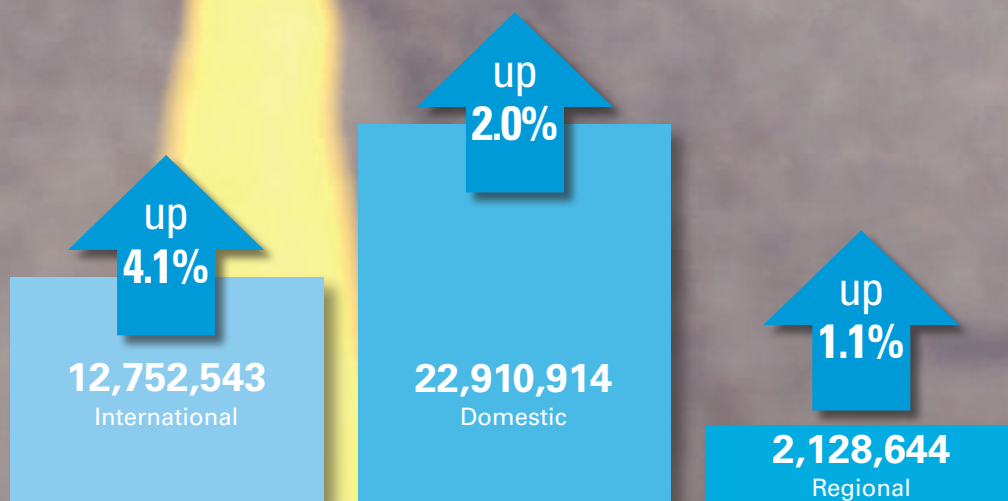
SYD has more than 100,000 investors and now owns 100% of Sydney Airport.



2013 KEY FACTS

Total passengers

37.9 million up 2.6%



PASSENGER MOVEMENTS ('000)	2013	2012	% CHANGE
International	12,753	12,251	4.1%
Total International and Domestic-on-Carriage	12,823	12,351	3.8%
Domestic	22,911	22,464	2.0%
Regional	2,129	2,105	1.1%
Total Domestic and Regional	25,040	24,569	1.9%
Total Passenger Movements	37,863	36,920	2.6%

39^{*}

AIRLINES

36 INTERNATIONAL
6 DOMESTIC
5 REGIONAL

*Five airlines fly multiple sectors

94^{*}



DESTINATIONS

47 INTERNATIONAL
24 DOMESTIC
23 REGIONAL

*As at 31 December 2013

AIRCRAFT MOVEMENTS

	2013	2012	CHANGE	% CHANGE
International	64,366	63,110	1,256	2.0%
Domestic	169,534	165,735	3,799	2.3%
Regional	63,477	64,004	-527	-0.8%
General Aviation	21,105	21,367	-262	-1.2%
Freight	7,746	7,414	332	4.5%
Total	326,228	321,630	4,598	1.4%

AIRCRAFT LANDED TONNAGE ('000)

	2013	2012	CHANGE	% CHANGE
International	8,126	8,008	118	1.5%
Domestic	7,239	7,179	60	0.8%
Regional	638	630	8	1.2%
General Aviation	103	93	10	10.5%
Freight	806	737	69	9.3%
Total	16,912	16,647	265	1.6%

Percentage changes have been calculated on non-rounded numbers.



CHAIRMAN'S MESSAGE

I am very pleased to report that 2013 has been another successful year for Sydney Airport, generating EBITDA of \$910.3 million and distributable cash of \$445 million.

Financial and operational performance have remained strong across all of our businesses, and our strategy is clear and focused. In addition, we continue to benefit from significant positive demand and supply side trends in aviation markets, as well as our proximity to Asia and emerging economies.

In August 2013, we announced a major transaction which involved moving to 100% ownership of Kingsford-Smith Airport, increasing the foreign ownership cap from 40% to 49%, simplifying the group structure and resolving the Australian Tax Office (ATO) dispute. These changes, while individually important, were together transformational for investors and represent the achievement of a long held strategy. Investors displayed overwhelming support for the package of changes by voting strongly in favour of all resolutions, and through higher demand for Sydney Airport securities. These changes have increased our market capitalisation, improved our index weighting in many indices, enabled us to accommodate greater foreign ownership and strengthened our investor register.

In November, Macquarie Group announced the decision to distribute its holding in Sydney Airport to owners of Macquarie shares on a one-for-one basis via an in-specie distribution on 13 January 2014. The distribution has materially increased our free float and liquidity, improved our position in the ASX50 and significantly broadened our investor register. The Board welcomes our new investors as a result of the Macquarie in-specie distribution.

Investors received a distribution of 22.5 cents per stapled security for the year, fully covered by net operating receipts, in line with guidance provided in May 2013. This distribution

represented a headline growth of 7% and underlying growth of 10% over 2012, and provided investors with a cash yield of approximately 6% as at 31 December 2013. The strong distribution and security price performance delivered an excellent outcome to investors with a total return of 19%.

The Australian Government approved Sydney Airport's Master Plan 2033 on 17 February 2014. The plan outlines the strategic direction for the airport's development over the next 20 years, and is the culmination of an enormous effort by Kerrie Mather and the Sydney Airport management team, as well as support from many stakeholders including Australian and NSW government agencies and departments.

In summary, Sydney Airport is well positioned to continue to deliver solid earnings and distributions growth to our investors. On behalf of the Board, I would like to thank you for your ongoing and valued support.

A handwritten signature in black ink, appearing to read 'Max Moore-Wilton'. The signature is fluid and cursive.

Max Moore-Wilton
Chairman

Sydney Airport is well positioned to continue to deliver solid earnings and distributions growth to our investors.



CEO'S MESSAGE

Sydney Airport again performed well throughout 2013, delivering a Total Investor Return (TR) of 19% over the year. Over the past three years, Sydney Airport has delivered

a TR of more than 82 percentage points above market and over that period investors have received \$1.22 in cash payments per stapled security.

2013 was a year of successful delivery for the airport, as we realised many long standing milestones for the business. These included moving to 100% ownership, increasing our foreign ownership cap from 40% to 49%, resolving the ATO matter and further corporate simplification, as well as broadening our investor base.

We are very proud of our track record of delivering solid income and capital growth each period to our investors. The business is well positioned to capitalise on positive trends driving future growth.

Traffic growth

Passenger traffic reached record levels in 2013, with traffic trends demonstrating resilient growth. International traffic continued to perform strongly, growing by 4.1% over the year, while domestic passengers, including regional passengers, grew by a solid 1.9%. December 2013 provided an exceptional end to the year. It marked our busiest year serving 37.9 million passengers, our busiest month serving 3.4 million passengers, and 21 December was our busiest day ever as we served more than 47,300 passengers at our International terminal. Traffic growth has been driven by a range of factors, including strong demand, new routes, capacity increases, major events such as the 2013 Ashes series and the British and Irish Lions rugby tour to Australia, coupled with consistent growth across key markets such as China, India, Malaysia and Singapore.

Focus on tourism development

Tourism development remains a focus for Sydney Airport as we partner with tourism and business organisations to drive tourism to Sydney. Our market position remains strong and we achieved some major milestones in 2013, including welcoming new airlines Air India and Sichuan Airlines, and more services utilising next generation aircraft such as the Dreamliner and A380. These developments are positive not only for our business and our passengers, but also for Sydney and the wider economy. For example, with more than 50,000 seats per year, Sichuan Airlines' new Chongqing-Sydney service is worth an estimated \$37 million in inbound visitor expenditure to the NSW economy.

Customer service a key priority

We continue to focus on providing a world-class experience for our customers through enhancing passenger facilitation, optimising technology, and improving value and choice across the airport. We continue to invest in upgrading airline

and passenger facilities in line with demand. In the Retail business, in response to our customers, we have focused on providing additional retail space for new stores, new brands, store refurbishments and products with significant growth potential. This has delivered positive trading results and a steady improvement in sales per passenger. Car park utilisation and revenues have increased as a result of more car parking spaces, new products and online deals offering customer savings. As a result of our work to improve customer service across all key areas of the business, the airport has maintained positive customer satisfaction ratings over the past year.

Master Plan 2033

Sydney Airport welcomed the federal government's approval of our Master Plan 2033 in early 2014. Our plan will improve the passenger experience, enhance safety, increase efficiency and maximise capacity at the airport. Planning assumes a phased development of the airport subject to forecast demand, airline requirements and regulatory approvals. It includes our first ever integrated ground transport plan to improve traffic flow and reduce congestion to the airport, which will deliver a superior passenger experience. The positive feedback we received on the plan was unprecedented, reflecting more than two years of extensive consultation across our wide range of stakeholders. This engagement will continue as we implement the plan.

Working with the community

Sydney Airport has a proud history of supporting charities, community organisations and events as part of our engagement with the local and broader community. In 2013, we partnered with or provided support to a range of organisations in the communities surrounding the airport and beyond. Our most successful partnership was with Variety – the Children's Charity through our second annual Christmas Giving Appeal, a six-week charity initiative activated across the airport and embraced by the airport community and public. Through the joint efforts of Variety, Sydney Airport, Rotary and the airport community, we raised more than \$180,000 for Variety. Strong engagement with the local community remains a primary focus for 2014 in terms of consultation, education and collaboration.

Finally, I would like to thank you for your continued support of Sydney Airport. We look forward to continuing to deliver positive results for our investors.

Kerrie Mather
CEO

2013 HIGHLIGHTS

Q1

- 09 Feb Sydney Airport celebrates Chinese New Year Festival with Chinese-themed decorations and traditional lion dance in T1
- 26 Feb Works commence on upgrade to enhance low-visibility operations at Sydney Airport

Q2

- 12 Apr Sponsorship of Sutherland Shire Netball Association renewed, supporting 6,500 players and their families
- 30 Apr Sydney Airport passenger satisfaction rating highest in 10 years and only Australian airport to improve its rating, according to ACCC report
- 07 May Official opening of Rydges hotel at T1
- 23 May Sydney Airport donates \$28,250 to The Salvation Army's Red Shield Appeal and provides donation collection points at T1 and T2
- 02 Jun Emirates upgauges to a second daily A380 service to Dubai
- 05 Jun Preliminary Draft Master Plan, featuring airport's first ever integrated ground transport plan, released for public consultation
- 11 Jun Launch of Sydney Airport app for Android™ to complement iPhone™ app and provide easy access to airport information
- 14 Jun Launch of new Pronto Valet Lounge and expanded 'red carpet' drop-off area at Domestic terminal
- 20 Jun Completion of Blu Emu car park facelift, including renovated lounge, bus shelters and gardens
- 28 Jun Five radars installed as part of the Radar Video Surveillance project to detect activity on the water surrounding Sydney Airport ready for final commissioning
- 29 Jun Body scanners and X-ray machines installed at reconfigured security screening points under Optimal Screening Technology project

Q3

- 03 Jul Launch of mobile-friendly website, simplified Chinese desktop site and simplified Chinese mobile site to cater for people on the go and Chinese passengers
- 04 Jul New airport e-newsletter distributed to the public and stakeholders
- 13 Jul Iconic Australian fashion brand Country Road opens exclusive airport store in T2
- 14 Aug Sydney Airport announces ownership restructure, simplification and a settlement with the ATO to drive shareholder value
- 21 Aug First Coopers Alehouse in Sydney opens at T2, alongside a new Hudsons Coffee outlet
- 28 Aug Renowned Spanish tapas restaurant MoVida opens at T2
- 29 Aug Upgrade of the T1 shuttle bus and coach area to provide clearer signage and a more attractive environment
- 30 Aug Australia's first ever Boeing 787 Dreamliner passenger flight touches down at Sydney Airport as Air India commences direct services from India

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- Q4**
- 04 Sep Innovative lifestyle store StudioT2 opens, offering customers a range of new brands
 - 12 Sep Sydney Airport named as a finalist in the 'Best Emerging Airline/Airport on Social Media' category of the Simplifying Awards for Social Media
 - 19 Sep Investors approve the acquisition of the remaining unlisted minority investors to move to 100% ownership of Sydney Airport
 - 20 Sep Seven self-service border control kiosks and seven SmartGates commissioned to improve passenger facilitation
 - 26 Sep Sixteen local schools receive up to \$5,000 each for educational and environmental projects under Sydney Airport's School Grants Program
 - 01 Oct Online car parking bookings reach 24,000 per month
 - 23 Oct Sydney Airport donates \$28,250 to Youth Off The Streets' new South Eastern Sydney Outreach Program, providing vital services to local young people in need
 - 28 Oct Sydney Airport becomes the fifth busiest A380 hub in the world with around 120 A380 services per week
 - 31 Oct Sydney Airport wins 'Best Travel and Hospitality Website' and 'Best Use of Multi-Channel' categories at Sitecore Awards
 - 07 Nov New jewellery precinct in T1 features luxury brands Toscow, Kailis and Cerrone
 - 09 Nov Launch of Sydney Airport's Christmas Giving Appeal to raise funds for Variety – the Children's Charity and Aussie kids in need over the Christmas period
 - 13 Nov Runway 34L catwalk structure erected as part of upgrade to enhance low-visibility operations
 - 13 Nov Donation of \$20,000 to Kookaburra Kids for a respite camp for teenagers living in families affected by mental illness
 - 15 Nov Australia's first airport National Geographic store and exclusive gourmet gift store A Little Something open at T1
 - 16 Nov Sydney Airport holds second annual Lost Property auction, raising \$130,000 for charity
 - 19-27 Nov Sydney Airport, in conjunction with Morgans, hosts retail investor events in Brisbane, Melbourne and Sydney
 - 22 Nov Investors approve the restructure and simplification of the Sydney Airport corporate structure, following the move to 100% ownership in September 2013
 - 26 Nov Sydney Airport hosts annual emergency training exercise for staff and stakeholders
 - 29 Nov Bays 76 and 77 Code E aircraft parking positions completed
 - 02 Dec Sydney Airport's new multi-storey Domestic car park P3 opens, providing 25 per cent more Domestic terminal car parking spaces and great opening offers for customers
 - 03 Dec Sydney Airport's foreign ownership cap increases from 40% to 49% as a result of its restructure and simplification
 - 06 Dec Forty-nine new Chinese-speaking Red Ambassadors deployed to assist Chinese passengers in T1
 - 09 Dec Four new bag drops and 18 self-service kiosks open at T1
 - 12 Dec NSW Government announces plan for new and additional bus services to Sydney Airport
 - 20 Dec Tigerair commences new Sydney-Perth service operating six days a week, providing travellers with greater choice and convenience
 - 20 Dec Sichuan Airlines launches new twice weekly Chongqing-Sydney service, providing direct access to western China from Sydney Airport
 - 20 Dec New aircraft parking at Bay 1A, Bay 75 Code E parking position, and Bays 75A and 77A Code F parking positions ready for use
 - 21 Dec More than 47,300 passengers pass through T1, marking the airport's busiest day on record

FINANCIAL HIGHLIGHTS

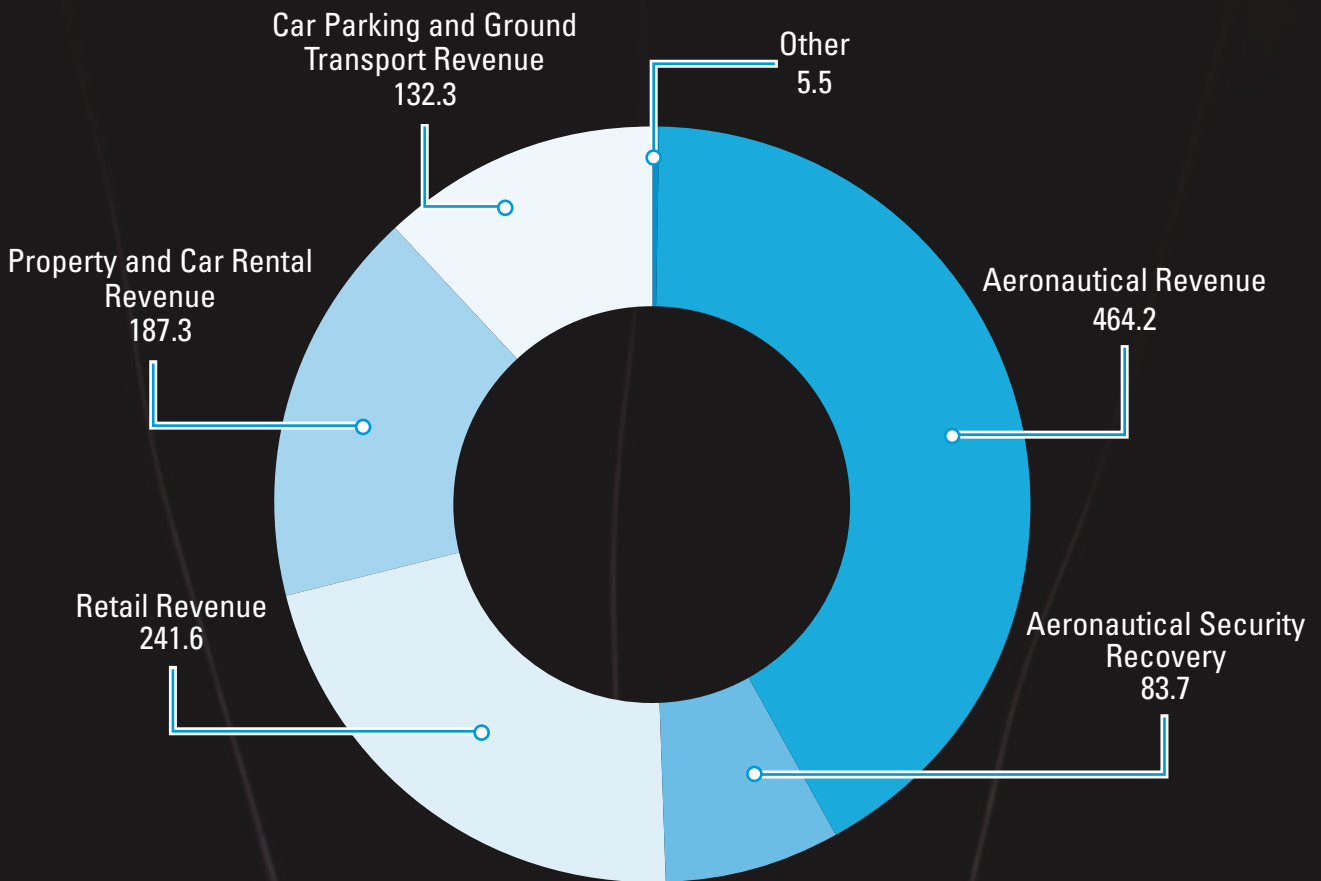
	CY 2013 \$m	CY 2012 \$m
Revenues		
Aeronautical	464.2	433.2
Aeronautical Security Recovery	83.7	77.4
Retail	241.6	235.1
Property and Car Rental	187.3	169.0
Car Parking and Ground Transport	132.3	119.3
Other	5.5	5.7
Total Revenues	1,114.6	1,039.7
Other Income	0.3	0.1
Operating Costs	(204.6)	(191.8)
EBITDA	910.3	848.0
\$ per Passenger Measures		
Revenue	29.4	28.2
Operating Expenses	5.4	5.2
EBITDA	24.0	23.0





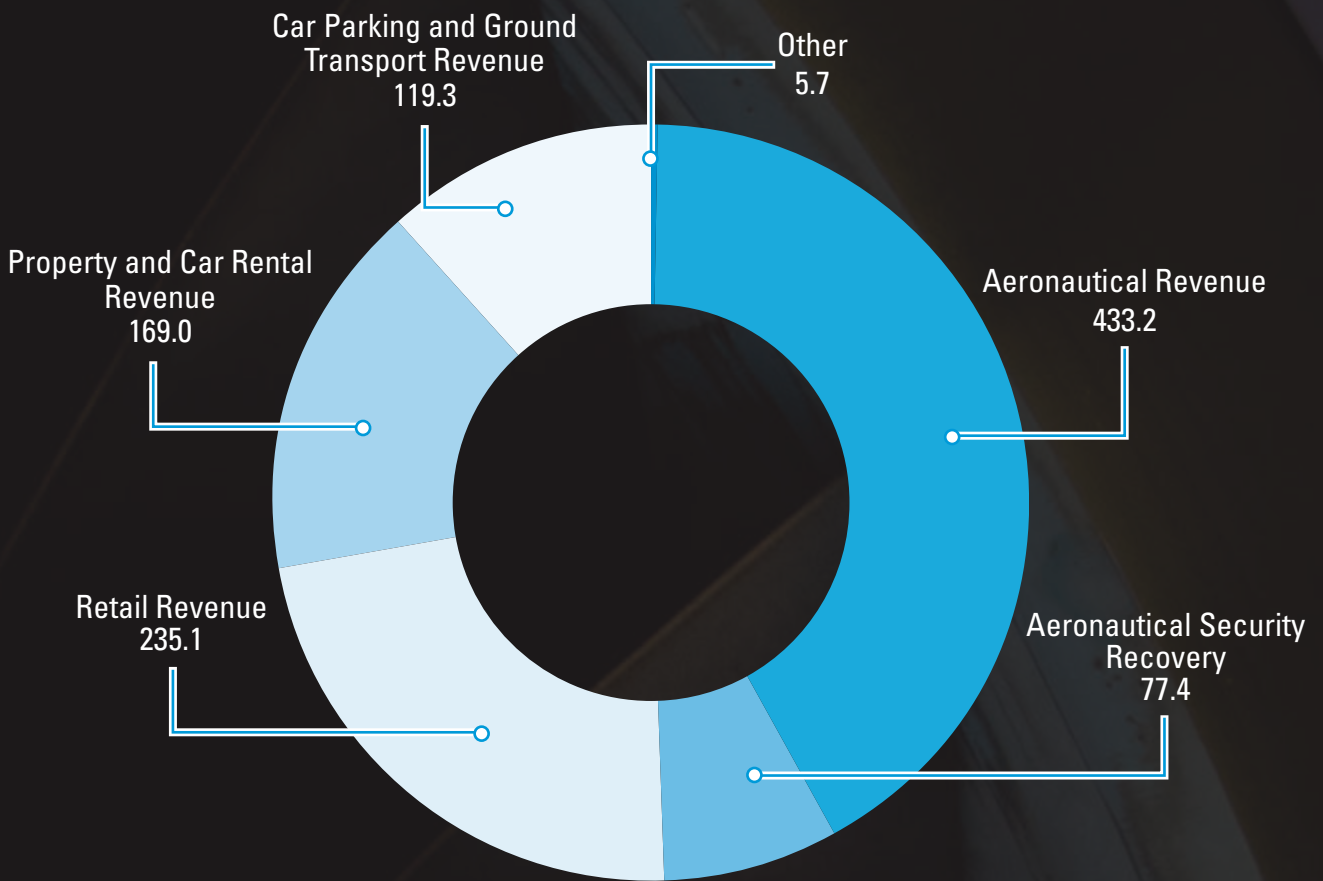
REVENUE

Consolidated
2013
\$m



Total Revenue **1,114.6**

Consolidated
2012
\$m



Total Revenue **1,039.7**

TOURISM LEADERSHIP AND PARTNERSHIPS

Aviation plays an essential part in stimulating and driving tourism and trade in Australia.

Sydney Airport takes a leadership role in tourism and continues to work with government, airlines, tourism and business groups to grow tourism to Sydney, NSW and Australia. These wide ranging partnerships are integral to achieving this goal and ensuring that customers enjoy a world-class experience on their journey.

Tourism leadership

Sydney Airport closely collaborates with tourism organisations Tourism Australia and Destination NSW. These partnerships aim to align tourism targets, drive visitor growth and deliver on visitor expectations through working collaboratively and sharing resources.

As the international gateway to Sydney and Australia, an important focus for Sydney Airport is developing key tourism and business markets such as China and India.

Our partnerships particularly focus on the growing Chinese market, as Sydney is the tourist destination of choice for Chinese visitors to Australia. Chinese passengers already provide a significant economic contribution, with potential for enormous growth. For example, 97 million Chinese nationals travelled overseas in 2013, yet only 715,000 of those came to Australia.

Tourism Australia's China strategy is deepening its marketing footprint into the new markets of the country's secondary cities, while Destination NSW's China tourism strategy focuses on attracting new services to Sydney. Sydney Airport supports both organisations in these goals.

As a result of these partnerships, Sydney Airport secured a new route and airline with Sichuan Airlines' Chongqing-Sydney service and direct flights from Delhi with Air India. Indian passengers continue to grow now that the market is served directly, boosting tourism and supporting trade links.

The airport is also working with key tourism organisations to develop other overseas tourist markets and secure better aviation access to a range of countries through bilateral agreements.

Business facilitation

Sydney is Australia's business and economic centre, and the airport plays an important role in facilitating business travellers to Sydney.

Business events are a key part of business, tourism and trade in Sydney, so Sydney Airport continues to partner with Business Events Sydney to promote Sydney as an attractive business and conference destination, and to ensure a positive experience for business events groups and delegates when travelling through the airport.

Sydney hosted a range of delegations in 2013, including the Perfect China Leadership seminar for more than 3,000 delegates from China, whom Sydney Airport provided with streamlined facilitation and a specialised group retail offering.

Supporting Sydney events

Sydney Airport proudly sponsors and supports a range of major events in Sydney.

The City of Sydney Chinese New Year Festival marked the Year of the Snake in 2013 and Sydney Airport once again partnered with this premier cultural event. Chinese passengers comprise our second largest international visitor market, and Chinese New Year is a peak time for travel and reuniting with family. The airport featured decorations and a traditional lion dance in our International terminal to welcome our Chinese arrivals. Our Chinese-speaking Red Ambassadors were again on hand to assist Chinese customers with general wayfinding. The Red Ambassadors have proved so popular that they have now become a permanent part of our airport Ambassador contingent.

For the second year, the airport again supported the Sydney Festival, a summer event celebrating music, theatre, dance, visual arts and family fun, as well as the Sydney Fringe Festival, NSW's largest alternative arts festival with events held in a selection of suburbs near the airport.

Also in 2013, we celebrated a new partnership with the Art Gallery of NSW.



Other partnerships

In order to continue to foster the growth of tourism for Sydney, NSW and Australia, Sydney Airport works with a range of tourism, business and industry organisations, including Australian Tourism Export Council (ATEC), Committee for Economic Development of Australia (CEDA), Trans-Tasman Business Circle, Business Events Sydney (BES), Sydney Business Chamber (SBC), Australia-Israel Chamber of Commerce, Australia Arab Chamber of Commerce and Industry (AACCI), Botany Bay Business Enterprise Centre (BBBEC), CAPA Centre for Aviation, Infrastructure Partnerships Australia (IPA), International Air Transport Association (IATA), Australian Airports Association, Tourism and Transport Forum (TTF), Business Council of Australia (BCA) and the Committee for Sydney.

In addition, Sydney Airport CEO, Kerrie Mather, sits on the World Governing Board of Airports Council International (ACI) and is Vice Chairman of the TTF. Senior executives Shelley Roberts and Sally Fielke sit on the boards of BES and BBBEC respectively.

As well as being a member of various organisations, the airport also collaborates with organisations such as Tourism Accommodation Australia (TAA) and the NSW Taxi Council on areas of policy, tourism growth and customer experience.



WELCOMING NEW AIRLINE SERVICES

AND NEXT GENERATION AIRCRAFT

Sydney Airport welcomes 39 airlines, including 36 international, six domestic and five regional airlines, with five airlines flying multiple sectors.

These airlines serve a total of 94 destinations: 47 international, 24 domestic and 23 regional.



New airlines

The airport welcomed two new international airlines in 2013: Air India and Sichuan Airlines from the growing markets of India and China respectively.

Air India operates a daily B787-8 service to Delhi, while Sichuan Airlines operates a twice weekly A330-200 service to Chongqing.

New routes

Route development continued strongly in 2013, with new direct routes to Delhi, India and Chongqing in western China.

The airport secured our first direct service to India in 22 years with Air India, which will further grow this significant market.

The Chinese market continues to grow, as Sydney Airport now has five carriers serving five mainland Chinese cities.

In the domestic market, QantasLink commenced services to Gladstone, Queensland in March, marking another new route for the airport. Jetstar commenced services to Ayers Rock, Northern Territory in June, while Tigerair commenced services to Cairns, Qld; Alice Springs, NT; Perth, Western Australia; and Coffs Harbour, NSW throughout the year.

Capacity increases

Over half of our existing airlines increased capacity in 2013, through increased frequencies and upgauged existing services.

These included:

- Etihad upgauged a daily Abu Dhabi frequency from A340-600 to B777-300ER aircraft in February;
- Emirates upgauged a daily Dubai frequency from B777-300ER to A380-800 aircraft in June;
- China Southern upgauged a daily Guangzhou frequency from A330 to A380-800 aircraft in October;
- Qantas upgauged a weekly Hong Kong frequency from B747-400 to A380-800 aircraft in November;
- Malaysia Airlines increased frequencies to Kuala Lumpur from double daily to 18 times a week in November;
- Hawaiian Airlines added seasonal frequencies to Honolulu in April, May, September and October;
- AirAsia X increased from daily to 10 times weekly frequencies to Kuala Lumpur in July, 11 times weekly in August and a double daily service in November;
- Qantas introduced A330 aircraft on all weekday services to Perth from April; and
- Virgin Australia introduced A330 aircraft on all weekday services to Perth from October.

Air China upgauged a daily service to a B777-300 aircraft over the northern winter season and added additional frequency during Chinese New Year. China Eastern and China Airlines also announced increased frequencies in 2013, while Asiana added seasonal frequencies. Fiji Airways retired its B747-400 aircraft from Sydney during the year and commenced operations with new A330 aircraft. Capacity was maintained through frequency increases.

Sydney Airport maintained our status as Australia's largest international low-cost carrier airport in 2013.





Next generation aircraft

Sydney is one of the world's leading hubs for next generation aircraft, which are quieter and more fuel efficient than the aircraft they replace.

Australia's first ever Boeing 787 Dreamliner passenger flight touched down at Sydney Airport in August with the long-awaited return of Air India to Australia.

The Dreamliner cabins are designed to provide a more comfortable, quieter passenger experience, with higher cabin pressure and humidity, as well as larger passenger windows. The exceptional performance of the Dreamliner is due to its suite of new technologies and its revolutionary design, including composite carbon fibre materials, raked wingtips and serrated engine nacelles.

Sydney Airport hosted the world's first commercial Airbus A380 service in 2007 and these services have continued to grow. In 2013, we became the world's fifth largest A380 airport, with over 120 services a week, subject to seasonal fluctuation.

Four airlines operate the A380 to and from Sydney: Emirates, Qantas, Singapore Airlines and China Southern (seasonal), serving seven international destinations including Auckland, Dubai, Guangzhou (seasonal), Hong Kong, London, Los Angeles and Singapore.

The improved economics of new generation aircraft like the A380 and the Boeing 787 will enhance Sydney's connectivity by opening up new non-stop routes, particularly in our target markets of south-east Asia, India and China.

Aircraft technology continues to advance at a rapid pace. The new noise standard adopted by the International Civil Aviation Organization in 2013 will ensure new design aircraft entering into service from 2017 are even quieter than today's aircraft.

Traffic performance

2013 marked Sydney Airport's busiest ever year, month and day in terms of traffic.

The airport served a record 37.9 million passengers in 2013 and a record 3.4 million passengers in December 2013.

International traffic grew by 4.1% and domestic and regional traffic grew by 1.9% compared to 2012.

On 21 December, Sydney Airport marked our busiest day on record, with 47,399 international passengers passing through the airport, as well as many meeters and greeters.

International terminal T1

Sydney Airport's International terminal is home to 36 airlines:

- Aerolineas Argentinas;
- AirAsia X;
- Aircalin (Air Caledonie);
- Air Canada;
- Air China;
- Air India;
- Air New Zealand;
- Air Niugini;
- Air Vanuatu;
- Asiana Airlines;
- British Airways;
- Cathay Pacific Airways;
- China Airlines;
- China Eastern Airlines;
- China Southern Airlines;
- Delta Airlines;
- Emirates;
- Etihad Airways;
- Fiji Airways;
- Garuda Indonesia;
- Hawaiian Airlines;
- Japan Airlines;
- Jetstar Airways;
- Korean Air;
- LATAM Airlines;
- Malaysia Airlines;
- Philippine Airlines;
- Qantas Airways;
- Scoot;
- Sichuan Airlines;
- Singapore Airlines;
- Thai Airways;
- United;
- Vietnam Airlines;
- Virgin Atlantic; and
- Virgin Australia (includes Virgin Samoa).

Domestic terminal T2

Our Domestic and Regional terminal serves five airlines:

- Virgin Australia;
- Jetstar Airways;
- Tigerair;
- Regional Express; and
- Skytrans.

Qantas terminal T3

Qantas operates its domestic and regional services from T3. Its QantasLink operations moved to T3 in August 2013.

DELIVERING WORLD-CLASS FACILITIES

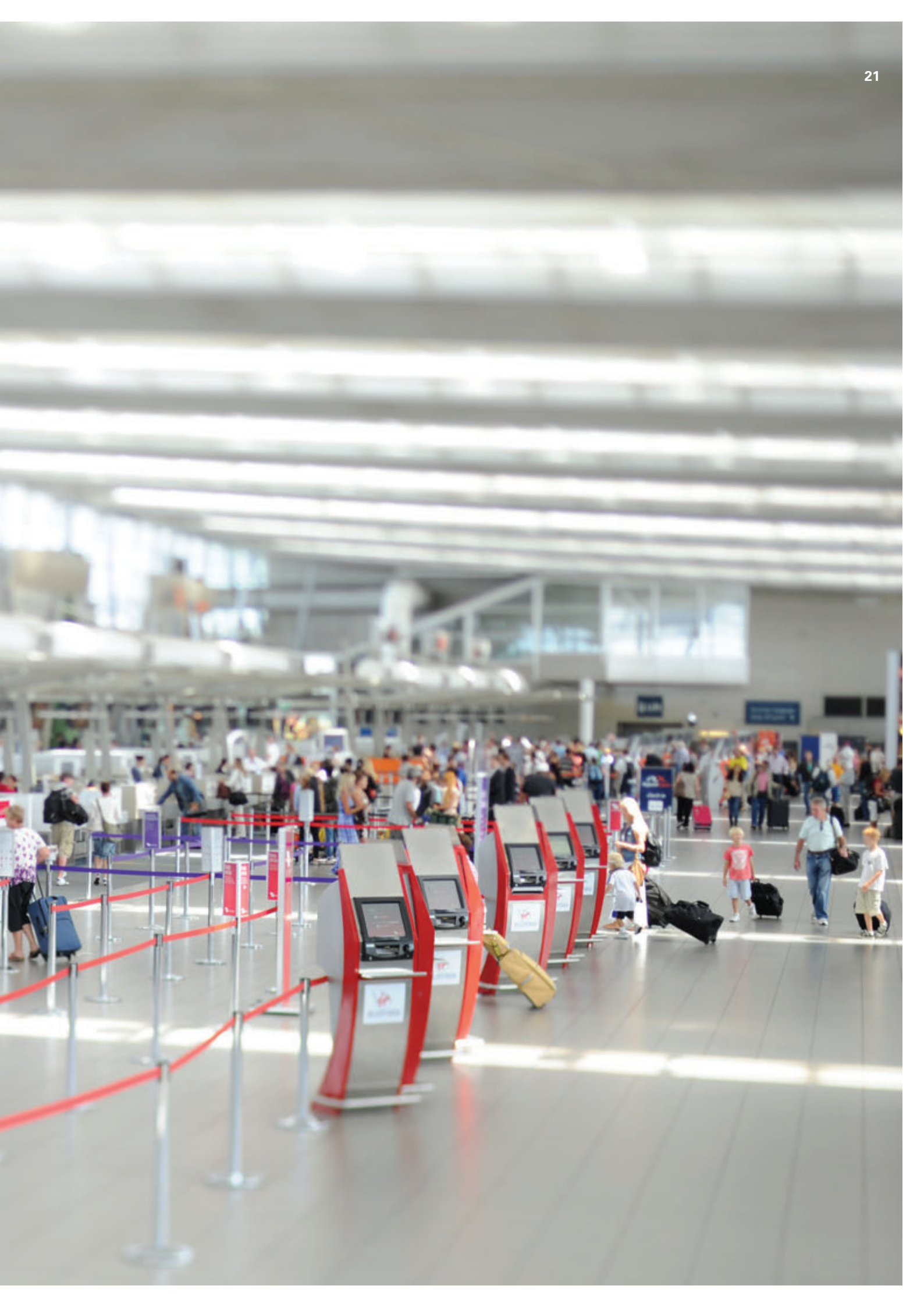
Master Plan 2033

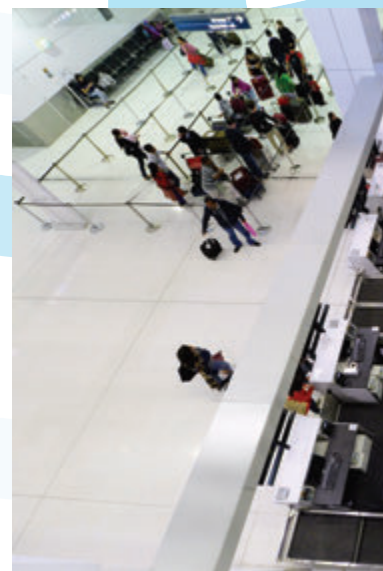
The Australian Government approved Sydney Airport's Master Plan 2033 on 17 February 2014, following submission to the Minister for Infrastructure and Regional Development in December 2013.

The master plan outlines Sydney Airport's plan for the operation and development of Australia's premier airport for the period to 2033. The plan will cater to forecast demand of 74 million passengers in 2033, ensuring the airport remains Australia's premier international gateway.

It will facilitate delivery of an array of benefits including:

- Benefits to all airline passengers by increasing the productivity, flexibility and capacity of Sydney Airport;
- New integrated terminal precincts, which will improve passenger connectivity by reducing inter-precinct transfers;
- Enhanced airfield safety and efficiency, and improved on-time performance;
- Capacity for almost double the number of A380 gates and new flexible swing gates;
- More aircraft parking and improved taxiways;
- A new Environment Strategy that outlines more than 100 actions to minimise the airport's impact on the environment and support sustainable growth;
- Enhanced airline efficiency on the airfield and in the terminal;
- Retention of the existing fuel and international freight facilities; and
- Decades of additional capacity to meet forecast demand in air travel for tourism and trade.





Improving ground transport

Sydney Airport's Master Plan 2033 includes our first ever integrated ground transport plan, which will improve traffic flow in and around both passenger terminal precincts and deliver an improved door-to-door experience for passengers.

The plan includes:

- The construction of a new road to create a one-way road system through the T2/T3 precinct, which will increase the entry and exit capacity of the area and significantly improve traffic flow;
- Reconfiguration of the T1 precinct, which will relocate the entry and exit gates to create a free flowing road system, making it easier and quicker to enter and exit the area;
- Significant upgrades to public transport facilities to facilitate more public transport services; and
- Improved facilities for pedestrians and cyclists.

The airport has welcomed the NSW Government's support of our ground transport plan, including a commitment to invest \$282 million in surrounding roads to complement airport works, as well as the federal and state governments'

commitment to the construction of WestConnex as a high priority.

Work on other ground transport improvements commenced in 2013.

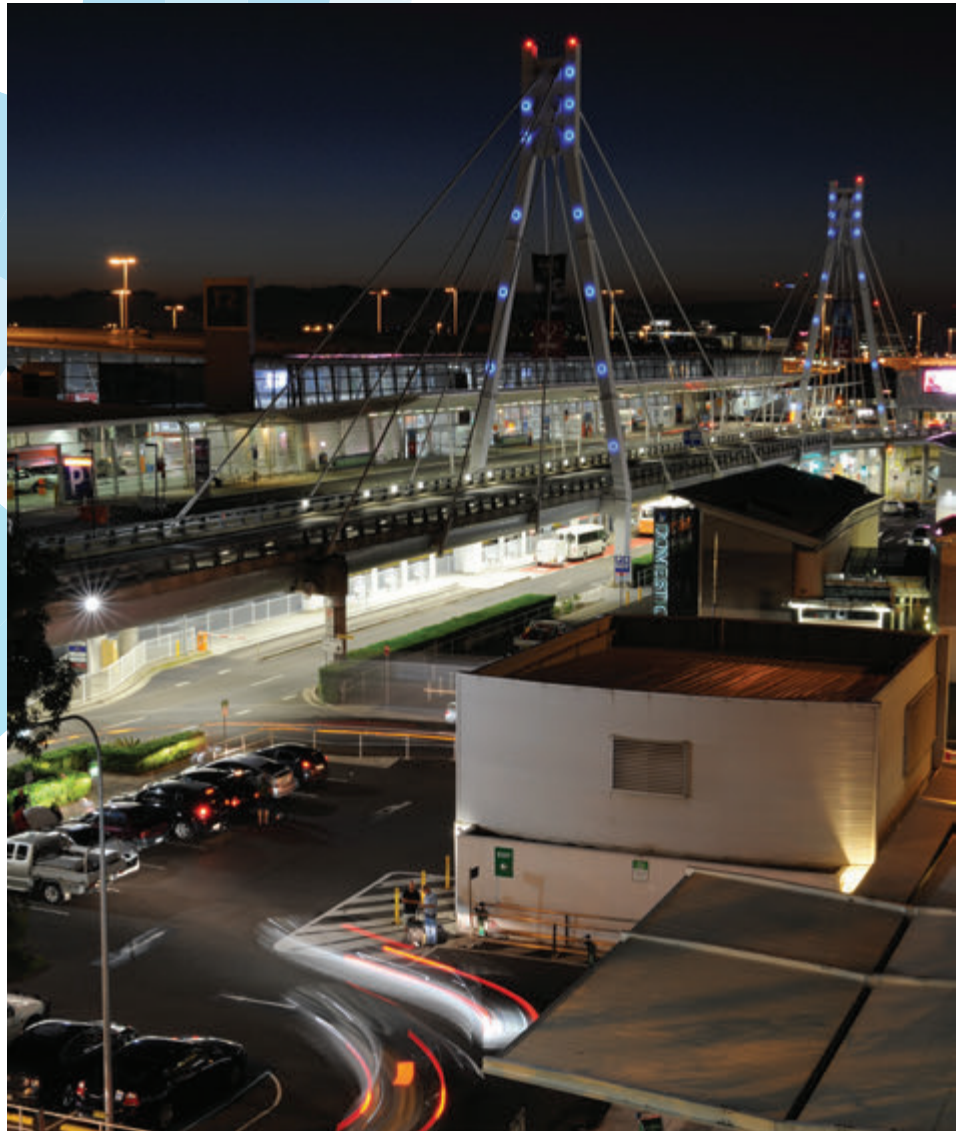
These works and the airport's infrastructure development plans, including our ground transport plan, will help to optimise the use of Sydney Airport well into the future.

More public transport services

Sydney Airport's continued advocacy for improved bus and train services from the NSW Government achieved some positive results in 2013.

Sydney Airport welcomed the state government's steps to improve public transport options to the airport and the decisions to add additional rail and bus capacity to the airport for the first time in many years.

From 20 October 2013, the government provided 145 extra train services every week between Sydney Airport and the CBD, ensuring at least eight trains an hour between 7am and 9pm.



The state government also announced two new bus routes servicing Sydney Airport – Chatswood to Sydney Airport via Sydney CBD and Botany Road, and Bondi Junction to Miranda via Sydney Airport – and an increase in the number of Bus Route 400 services, likely to commence in 2014.

Providing more choice and convenience for travellers and workers is a strong focus for Sydney Airport and we will continue to advocate for further expansion of public transport services to the airport.

Major projects

A range of major projects were undertaken at the airport in 2013 to enhance airfield efficiency and improve passenger experience. Projects included:

- Airfield and civil works, including a new apron and A380 gate;
- High Intensity Approach Lighting system for Runway 34L to improve visibility and capacity to deal with weather events;
- New P3 car park at the Domestic terminal;
- Expansion of Blu Emu car park;

- The remainder of our 4,500 square metre T2 extension, including new bussing lounges and bays;
- Ongoing improvements to T1 Pier C, including gate lounge and 'Pier Link' upgrades, as well as the installation of an additional two aerobridges to enable dual boarding of aircraft;
- Optimal Screening Technology Works, Radar Video Surveillance and Enhanced Inspection Area Vehicle to enhance security;
- Improvements across our terminals, including new lifts, and upgraded escalators, elevators, aerobridges, lighting and bathrooms; and
- Installation of self-service kiosks and SmartGates designed to improve the check-in and inbound screening process.

Secondary Sydney airport

In line with the Australian government's Joint study on aviation capacity in the Sydney region, Sydney Airport supports the federal government identifying and protecting a site for a supplementary airport, which we have the right to develop and operate. Many stakeholders have identified Badgerys Creek as the most suitable option.

Sydney Airport's vision is to deliver a world-class airport experience for the benefit of Sydney, NSW and Australia. Our vision is underpinned by our values and our people.

Our values

Our values were articulated in 2011. In our most recent staff engagement survey, 76% of staff rated their knowledge and understanding of Sydney Airport's values as effective.

Integrity and Openness

Acting honestly and openly to achieve corporate and social objectives.

Safety and Security

Delivering the highest levels of safety and security.

Excellence

Striving to deliver an outstanding airport experience through operational efficiency, superior customer service and innovation.

Teamwork

Fostering a collaborative and supportive work environment that values diversity.

Creativity and Flexibility

Working with our partners to achieve superior business outcomes.

Sustainability

Responsible growth through balancing community and environmental needs with corporate objectives.

Our staff

Our brand depends on attracting and retaining staff who share our values and are committed to creating a world-class experience for our customers.

Around 37.9 million passengers travel through Sydney Airport each year, so every interaction with a Sydney Airport staff member is an opportunity to create a positive impression of our airport.

Sydney Airport has invested in the development of our people to ensure that they are capable of meeting the changing demands of working in a fast paced, complex



environment to service the needs of a wide range of customers.

Learning and development

Our Learning and Development program has been designed to support the continued development of organisation wide capability in the context of our vision, values and changing business needs.

The program is comprehensive, flexible and incorporates on the job training with a seminar based approach to optimise the integration of learning into staff's day-to-day roles. The

OUR LEADERSHIP TEAM



Chief Executive Officer
Kerrie Mather



Chief Financial Officer
Stephen Mentzines



General Counsel and Company Secretary
Jamie Motum



program includes learning opportunities for staff at all levels in the organisation, with a particular focus on ensuring managers have the necessary skills to create and develop high performing teams.

Fostering diversity

Sydney Airport is committed to offering a workplace that fosters diversity.

By encouraging diversity, we enhance our potential to generate new ideas and so improve our ability to adapt to change. This means we are better able to understand

the differing needs of passengers, airlines and airport businesses by delivering outstanding service to them, and in turn provide superior returns to our investors.

We believe that a diverse workforce provides the best source of talent, creativity and experience. People with different backgrounds and life experiences can identify opportunities and address problems from different perspectives.

In 2013, the number of women employed at Sydney Airport increased from 95 to 105 out of 338 employees, and the proportion of women in management roles increased from 26.3% to 28.6%.



**Executive Director
– Aviation Services**
Shelley Roberts



**General Manager
– Development
and Construction**
Peter Wych



**General Manager
– Corporate Affairs**
Sally Fielke



**General Manager
– Parking and
Ground Transport**
Craig Norton



**General Manager
– People and
Performance**
Sarah Rodgers

IMPROVING CUSTOMER EXPERIENCE

Sydney Airport is committed to providing a world-class customer experience and continually improving our offering.

Investing in infrastructure

In 2013, Sydney Airport invested in terminal infrastructure to improve the terminal presentation, passenger facilitation and customer experience at the airport.

Investments in infrastructure improvements included:

- Expanded gate lounges and facilities, including charging stations for portable devices, more seats and comprehensive information displays, to provide increased comfort and utility;
- Additional access points for boarding and secondary screening facilities for US-bound flights at T1 to improve passenger facilitation;
- New bus lounges at T2 with stairs, escalators and lifts to assist people with reduced mobility;
- Upgrade of the T1 shuttle bus and coach area to provide clearer signage and a more attractive environment;
- Improved access to T1, including clearer road markings, widened drop-off lane, extended drop-off area, new entrance to taxi holding bay and pedestrian crossing lights, to increase throughput and improve traffic flow;
- Ten new counters at check-in island J in T1;
- A new pre-booked taxi space at both terminals for customers with a disability, enabling taxi drivers to better assist passengers;
- New paving at T1 Arrivals and Departures forecourts;
- Works to improve internal finishes in T1 and T2, including new LED lighting, stainless steel panelling and painting;
- Bathroom upgrades at T1, including state-of-the-art technology such as automated recessed soap and hand dryer facilities;
- Additional bathrooms at T2;
- Streamlined signage and improved wayfinding to help locate key areas in our terminals;

- Improved signage and line marking in car parks and taxi ranks to better delineate entry and exit routes; and
- Completion of the new Rydges hotel adjacent to T1, providing a convenient accommodation option for passengers.

Other changes included refreshed public, safety and security announcements and ambient music in our terminals.

The airport will continue to invest in further improvements to cater for the needs of our customers in coming years.

Offering choice and value in Retail

With more than 200 stores, Sydney Airport works hard to ensure there is 'something for everyone' in duty free, specialty, and food and beverage outlets at the airport. This includes offering retail exclusives, excellent value, well-known brands and products to suit differing customer tastes and price points.

A variety of new stores and eateries, including Australian and airport firsts, opened in 2013, including MoVida, Coopers Alehouse, Hudsons Coffee, National Geographic, A Little Something, La Perla, Marcs, Sportscraft, David Lawrence, Surf Dive 'n' Ski and a specialty jewellery precinct in T1.

Sydney Airport has redeveloped the T2 Retail precinct, refurbishing stores, offering more food and beverage options, improving access to gate lounges, updating wayfinding and providing information screens for customers.

The airport also introduced an eating guide to showcase the convenience, value and choice of food and beverages available in our terminals.

Car Parking products

Sydney Airport has a range of car parks at our terminals to suit both leisure and business travellers. The airport is focused on providing all of our customers with choice and value in car parking to complement our Retail choice and value strategy.

The airport continues to deliver on our promise to offer choice, value and convenience to customers through our





Airport
Help





car parking products and online parking deals featuring competitive pricing for all of our car parks. A quarter of total parking revenue is now generated from online bookings, with the airport receiving up to 24,000 online bookings per month.

We have nearly doubled our car parking spaces in a period of two years, with 16,700 car parking spaces now available across the airport. The new P3 car park provides 964 additional car parking spaces for passengers and visitors within easy walking distance of the Domestic terminals. Opening special offers for the car park provided great value for customers, with savings of up to 75%.

Providing in-terminal assistance

Our Ambassador program continues to be a great success, with 114 Gold Ambassadors and 49 Red Ambassadors throughout our terminals.

The main Ambassador customer assistance desks in T1 and T2 have been relocated to ensure they are conveniently situated and more visible to customers. Ambassadors have also been deployed in high traffic areas including the Customs controlled areas in T1, as well as T2 Departures.

The successful Red Ambassador program was expanded over the busy Chinese New Year season to accommodate the increase in Chinese-speaking visitors.

Customer satisfaction

Direct feedback from customers is essential in informing our business decisions.

Sydney Airport continued to conduct regular customer satisfaction surveys throughout 2013 to gauge customer satisfaction at the airport.

The frequency of these surveys was increased to a monthly basis in 2013. The airport also invested in improving the surveys by making them more interactive, offering a 'real time' feedback tool and tracking response times to our customers.

The new feedback system has been implemented across key areas of our business and is delivering clear visibility and a consistent approach to communicating with and responding to our customers. Feedback is now more timely and targeted to assist in decision making and improvements across the airport.



The 'Rate Your Experience' competition for T1 was expanded to include T2 in 2013, with the feedback received informing the design of the airport's bathroom upgrades.

Face-to-face engagement surveys and regular working groups with airline partners were also used as tools to monitor customer feedback in 2013. They have strengthened our partner relationships, improved cooperation on airport improvement projects and ensured we exceeded our customer satisfaction targets.

Due to the success of these surveys and working groups, they have been extended to include government agencies such as Customs, delivering improvements such as more SmartGates and better passenger facilitation.

Customer Experience Committee

The airport's Customer Experience Committee, which was formed in 2012, continues to work across the business on areas such as ambience, terminal presentation, passenger facilitation and customer service.

In 2013, Sydney Airport formally introduced a Customer Charter in consultation with the airport community, which the committee supports through recommending and tracking focus areas relevant to enhancing customer experience.

Service Standards outline practical examples of how to meet the expectations of the airport's Customer Charter. Every new employee at the airport is asked to familiarise themselves with the airport's Service Standards to assist them in their day-to-day interactions with customers.

The airport also ran Cultural Intelligence and Customer Experience strategy workshops in conjunction with SNP Security for members of the airport community. The workshops focused on improving cultural awareness and providing tools for serving culturally diverse customers. Key learnings from the workshops are being applied by Sydney Airport and our business partners.

Recognising excellent service

The Sydney Airport Service Star program recognises staff and business partners who are performing highly in customer service.

The program ensures that our business partners meet customer service expectations, and that recognition is consistent and appropriate across all areas of the airport.

Sydney Airport. Now on Android and iPhone.



NEW MEDIA AND TECHNOLOGY

Optimising technology

Technology is changing the airport experience for the better. Developments in technology are enhancing efficiency, increasing capacity and delivering improvements in passenger facilitation.

Sydney Airport is leading the way in enhancing our customers' airport experience through the use of technology such as self-service options, next generation equipment and digital technology.

Self-service options

Today's passengers expect to be offered the option of simplified, automated processes such as self-service check-in capability. Sydney Airport is utilising common use technology to improve passenger facilitation and experience, while also driving efficiencies for the airport and airlines.

For example, following a trial with Air New Zealand in 2012, the airport has installed additional common use check-in kiosks at check-in counters A and B in T1 to enable participating airlines to use the kiosks to streamline their check-in operations and increase capacity. The kiosks assist with faster, more efficient passenger processing during peak periods.

Sydney Airport has also commenced an automated bag drop trial in partnership with Qantas. Check-in Counter C was extended to accommodate four new check-in positions and automated bag drops. Qantas passengers travelling to New Zealand can now check-in at a kiosk and deposit their luggage at an automated bag drop, reducing waiting time. Airline staff remain on hand to provide guidance as required.

SmartGate

In collaboration with Customs, Sydney Airport has installed more SmartGates throughout our International terminal, which are improving passenger processing times.

In 2013, Sydney Airport expanded the SmartGate area in Pier B of T1, increasing the number of gates from six to 13. There are now 22 SmartGates in T1, including 13 in Pier B and nine in Pier C.

Passengers with ePassports from Australia, New Zealand, the US and the UK can currently use the SmartGate system, with more countries expected to follow. A growing number of Australian passengers are using SmartGates, with all Australian passports to be replaced with micro-chipped ePassports by 2015.

The SmartGate program – which first commenced in 2009 – has been a great success, with excellent feedback from customers. SmartGates are easier and faster, significantly reducing passenger processing times. A trial of automating the process for passengers departing Australia is expected to commence in 2014.

Sydney Airport continues to work closely with Customs to improve efficiency and passenger processing times.

Digital offering

Sydney Airport has worked closely with digital partner Panthacorp to extend the features of the airport's digital platform, improve user experience and drive new revenue opportunities through an integrated advertising platform.

Digital channels have been broadened to include the airport website, free Android/iPhone apps and a dedicated mobile site.

Sydney Airport's website includes a range of new features, such as online travel guides for overseas destinations and a Christmas shopping 'wishlist' for the festive season.

Around half a million customers use the Sydney Airport website each month to plan their journey to the airport; receive up-to-date flight information; book parking, hotels, rental cars and flights; access information about their destination; and much more. Half of those customers access the site from their mobile devices, while around 85% of people accessing Sydney Airport's free Wi-Fi use a mobile device, providing an opportunity for the airport to engage with travellers.

No matter where they are, passengers can stay connected throughout their journey via Sydney Airport's phone applications. Our mobile-friendly website and apps enable



passengers to better plan their journey to the airport, with up-to-date information on flights, transfers, transport, shopping and parking available in the palm of their hand. Special features include the ability to directly subscribe to live flight status push updates and exclusive retail offers. The app also features terminal maps so passengers can easily find check-in desks, gates and airport services.

The mobile site and a microsite are now both available in Chinese to assist the growing number of Chinese passengers in finding information relating to their journey.

The airport has also introduced a holistic advertising solution to strengthen our marketing and promotional activity by targeting customers with tailored content.

Recognition of digital platform

Sydney Airport's optimisation of technology was recognised in the annual Sitecore Site of the Year awards, winning the 'Best Travel and Hospitality Website' and 'Best Use of Multi-Channel' categories, and the airport was named as a finalist in the 'Best Emerging Airline/Airport on Social Media' category of the Simplifying Awards for Social Media.

Customers are also endorsing the digital options at their fingertips, with more than 100,000 downloads of Sydney Airport's apps since they were launched. The apps received an average customer review rating of four out of five stars. Additionally, the Sydney Airport iPhone app is regularly featured in the Travel categories of the Apple app store globally.

Social media continues to grow in relevance for the business. On Facebook, Sydney Airport is the most checked into place in Australia, with more than 1.6 million users publicly 'checking in' via Facebook since the page was launched in late 2012. More than 65,000 Facebook and Twitter users have followed or 'liked' Sydney Airport online.

SAFETY AND SECURITY

Work health and safety

Delivering the highest levels of safety and security is a key value of Sydney Airport. The airport aims to provide a safe, healthy and secure environment for staff, stakeholders and passengers.

The airport's complex operating environment can present safety challenges so constant vigilance is required. Although many stakeholders operate independently across the airport precinct, Sydney Airport plays an important role as a safety leader and facilitator.

Sydney Airport has significantly invested in our Safety Management System to reflect best practice and continuous improvement. The system facilitates effective safety communication, consultation and consistent safety standards.

The airport also fosters a safety culture for staff, providing safety training for people leaders and staff across the business.

Aviation safety

Aviation safety is a key priority for Sydney Airport. In addition to our stringent operating procedures, we are continuing our investment in new technology to deliver innovative solutions and improve aviation safety.

The airport has commissioned and commenced installation of new landing equipment, including High Intensity Approach Lighting (HIAL) at Runway 34L, to enable Category II landing capability in low-visibility operations. This means that more aircraft will be able to land safely in adverse weather conditions such as fog.

These works are being implemented in close consultation with airport stakeholders including Airservices Australia, Civil Aviation Safety Authority (CASA) and airlines.

Sydney Airport continues to work closely with the safety regulator, government stakeholders and industry to promote runway safety through the Local Runway Safety Team, which was established in 2012. This collaborative forum has proven to be effective in identifying and managing safety issues related to runway operations.

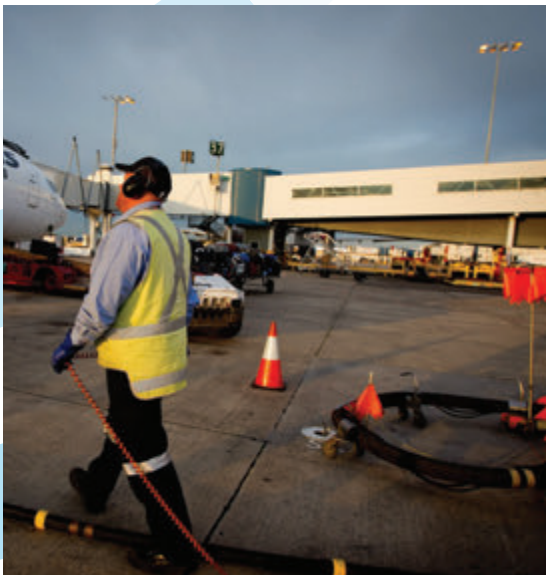
Operating standards in higher risk areas such as terminal parking bays and freight aprons are also being enhanced through improved lighting, provision of more apron space and targeted compliance activity.

Emergency planning and preparedness

The Airport Emergency Committee – which comprises key stakeholders from the airport community and external response agencies – continues to adopt a risk based and adaptive approach to strengthen Sydney Airport's emergency capabilities.

Key focus areas for emergency management include prevention, preparedness, response and recovery.

Sydney Airport has enhanced our fire safety and evacuation procedures through training for wardens at all airport sites; building and ramp level evacuation drills; online fire fighting theory training; and new emergency response procedures for our multi-storey car parks. The airport has also installed more than 200 new evacuation diagrams throughout our terminals, including publicly accessible, ramp, retail, administrative and back-of-house areas.





New emergency evacuation equipment cabinets have been installed adjacent to all 16 ramp level emergency assembly areas to assist in evacuating people in the case of an emergency.

The emergency committee conducted workshops and training for members of the airport community in 2013, focusing on incident management, emergency operation centre liaison officers, disaster victim registration, evacuation issues and emergency scenarios. The airport community actively participated in the workshops, with positive and productive outcomes.

Throughout the year, the airport hosted a series of multi-agency discussion exercises on potential issues such as power outages, terminal evacuations, passenger reception procedures, and recovery and welfare issues. In particular, Sydney Airport conducted a drill exercise with 130 volunteers to practise the activation and coordination of passenger, relative reception and reunification processes following a simulated crash on-airport.

In 2014, Sydney Airport will continue to evolve our emergency response procedures and facilities in collaboration with our on-airport partners.

Security

Sydney Airport continues to work with the government and industry stakeholders to implement improved security infrastructure and optimal screening technology.

Body scanners became operational at all International Departures and transit screening points in September 2013, and the main Departures screening point at T1 was redeveloped with multi-view X-ray equipment and automated iLane conveyor systems. The rollout was supported by a communications strategy, including an information video, fact sheets and foreign language guides, to inform passengers about the security screening process.

At Sydney Airport, we pride ourselves on delivering 'security with service' through our One Aviation Security Team to positively change the way people see and experience aviation security.

The airport fosters a strong security culture, providing regular security awareness programs for staff. A new security awareness program was implemented in 2013 to inform staff about security compliance and reporting obligations.

This security culture is supported by a national aviation security awareness strategy, Airport Watch, which takes a community approach to identifying, reporting and resolving suspicious activity.

ENVIRONMENT AND SUSTAINABILITY

Sydney Airport is committed to managing the airport in an environmentally sustainable way, including meeting voluntary global commitments for reducing carbon emissions and the aviation industry's impact on the environment.

The airport is working with the broader aviation community to reduce environmental impacts, while continuing to provide the global economy with the benefits of safe, reliable and efficient air connectivity.

Sydney Airport Environment Strategy

As part of Sydney Airport's Master Plan 2033, the airport has developed a new five-year Airport Environment Strategy in close consultation with aviation and other stakeholders.

The strategy builds on the environmental achievements and initiatives of the existing and previous environmental strategies, which continue to be implemented.

It includes more than 100 actions to ensure that the development and operation of the airport continue to facilitate best practice and deliver ongoing improvement in environmental performance.

The Airport Environment Strategy includes 11 environmental action plans, which address:

- Sustainability and environmental management;
- Climate change and energy management;
- Water management;
- Air quality;
- Ground-based noise;
- Ground transport;
- Biodiversity and conservation management;
- Heritage;
- Waste and resource management;
- Soil and land management; and
- Spills response and hazardous materials.

Energy efficient lighting

Sydney Airport updated and commenced implementation of our comprehensive Energy Savings Action Plan in 2013. Under the plan, Sydney Airport has installed thousands of light-emitting diode (LED) lights across the airport via retrofits and new installations. This new energy efficient lighting is delivering both environmental and cost benefits.

Saving water

The airport's water recycling plant continues to deliver solid water savings and better environmental outcomes, recycling a total of 195 million litres of water in its third full year of operation.

Our recycled water network has been expanded and now includes new developments such as the Rydges hotel located at the International terminal.

The water recycling plant – which was completed in November 2009 – involves recycling sewage from sources within the T1 precinct for reuse in toilet flushing and cooling towers.

The project aims to eventually save up to one million litres of water per day.

Encouraging cleaner, next generation aircraft

In 2013, Sydney Airport welcomed Australia's first ever Boeing 787 Dreamliner passenger flight with Air India. Jetstar has also now commenced the operation of its new Dreamliner fleet.

The Dreamliner – along with the existing Airbus A380 – heralds a major shift in the aviation industry towards quieter, greener and more fuel efficient aircraft. The Dreamliner is up to 60 per cent quieter than the aircraft it replaces and uses 20 per cent less fuel per passenger, so it has lower air emissions and a reduced carbon footprint.

Sydney Airport continues to invest significantly to facilitate the introduction of larger, cleaner aircraft. To date, the airport has invested around \$128 million to upgrade the airfield and terminal infrastructure to accommodate new aircraft.

As part of our Master Plan 2033, Sydney Airport is planning further infrastructure upgrades to support the progressive introduction of more next generation aircraft over the next 20 years.

Other initiatives

Other initiatives Sydney Airport has undertaken to meet our sustainability commitments in 2013 include:

- Offsetting Sydney Airport's vehicle fleet carbon emissions by planting more than 1,600 trees around Australia with Greenfleet's biodiverse forest sink program;
- Auditing of and subsequent improvements to Sydney Airport's waste management system to maximise resource recovery; and
- Implementation of an enhancement program for the Sydney Airport wetlands.



SUPPORTING OUR COMMUNITY





Community engagement and consultation are key drivers for Sydney Airport in all facets of our business and we strive to build strong working relationships with the community.

Community consultation

For our Master Plan 2033, Sydney Airport undertook the most extensive consultation of any of our master plans, including more than 18 months of initial consultation with all stakeholders including the community, followed by a statutory three-month exhibition period.

The airport conducted around 450 stakeholder briefings, meetings and consultations over a period of two years. A further 20 community information sessions attended by hundreds of people were held in shopping centres, community halls, public libraries and community markets in areas around the airport to ensure the local community was adequately informed about the master plan. The airport also used social media channels such as Facebook to disseminate community updates and communicate milestones in the submission process.

Sydney Airport considered the 148 submissions and 1,000 individual comments received in amending our Preliminary Draft Master Plan to produce a Draft Master Plan for

submission to the federal government. The plan was approved in February 2014.

In addition to the Master Plan 2033 consultation, Sydney Airport continued to implement our community and stakeholder engagement program in 2013. The program is intended to inform and seek feedback from the community and stakeholders on proposed development and future planning for the airport. It also enables Sydney Airport to work cooperatively with government, communicate effectively, and listen and respond to feedback.

The Sydney Airport Planning Coordination Forum (PCF) forms part of this program. The PCF – which includes members from the City of Sydney, City of Botany Bay, Marrickville, Rockdale City and Sutherland Shire councils; key transport and planning agencies of the NSW Government; and the Sydney Business Chamber – met twice during 2013.

While the focus of consultation and engagement activities for Sydney Airport during 2013 was the airport's master plan, many other airport issues were also raised and discussed, such as ground transport access, environment and sustainability, and planning and development related issues.

Partnering with charities

Sydney Airport has a long history of partnering with local and national charities to raise funds for people in need.

For the second year, Sydney Airport coordinated our Christmas Giving Appeal. The airport chose Variety – the Children's Charity as our charity partner in 2013 due to the valuable work they do to support Australian children who are sick, disadvantaged or have special needs.

The six-week campaign was launched at the airport in November 2013, featuring entertainment from John Paul Young, Shannon Noll and the Merry Makers dance troupe, as well as around 100 Santas running across the tarmac to signify the start of the festive season initiative.

The airport precinct came alive with Christmas decorations and donation collection points throughout the charity campaign. The airport community and the wider community – including passengers, stakeholders, businesses and the general public – strongly supported the Christmas Giving Appeal, which raised more than \$180,000 for Variety.

Sydney Airport distributed the proceeds from our 2012 Lost Property auction to Father Chris Riley's Youth Off The Streets (\$28,250), the Australian Kookaburra Kids Foundation (\$20,000) and the Salvation Army's Red Shield Appeal (\$28,250).

We raised over \$130,000 through our 2013 Lost Property auction, which will be donated to a range of charities throughout 2014.

During the year, the airport also welcomed charitable organisations into our terminals to collect donations for worthy causes such as the Cancer Council's Daffodil Day and Pink Ribbon Day, and Legacy Week. Legacy Week alone raised \$47,467 across our International and Domestic terminals.

Sustainability in local schools

Now in its twelfth year, Sydney Airport provided \$79,365 to 16 local schools through our annual School Grants Program.

In 2013, the program focused on environmental sustainability. The grants directly funded local students, teachers and schools to achieve a diverse range of environmentally sustainable objectives.

The projects included outdoor learning spaces; recycling initiatives; environmentally efficient lighting; native, vegetable and kitchen gardens; and playground, sports and music equipment.



Sydney Airport surrounds

Sydney Airport proudly supports our local community.

The airport continued our 14-year partnership with the Surf Life Saving – Sydney Branch, assisting clubs along 15 beaches from North Bondi to Burning Palms in the Royal National Park. Our annual sponsorship enables the organisation to provide vital training and skills to young Nippers.

We also supported other local schools, community organisations and sporting clubs, including Sutherland Shire Netball Association, St George District Cricket Club, Randwick Petersham Cricket Club, Newtown Junior Jets, Marrickville Football Club, Marrickville Cricket Club and the Cook Community Classic in Cronulla.

Local clubs are essential to the fabric of our local community, helping children to learn life skills including leadership, teamwork and respect. The funds provided to these various organisations assist athletes and families participating in team sports, exercise and local community activities.

Festivals showcasing local talent, including Marrickville Children’s Festival, Kurnell Festival and Newtown Festival, also received support from Sydney Airport in 2013.

Working with stakeholders

The airport community encompasses many stakeholders, with whom we work to deliver memorable experiences for our passengers, partners and the public.

Sydney Airport helped and facilitated our airline partners’ charitable initiatives by waiving landing fees and associated charges, and providing free parking for charity flights including the Qantas Jumbo Joy Flight, the Qantas Pathfinders and the Virgin Charity Flight supporting the Starlight Children’s Foundation.

Staff lending a hand

Sydney Airport’s staff showed their community spirit in 2013, with a team participating in the MS Sydney to the Gong Ride and raising over \$25,000 for multiple sclerosis research.

Staff also raised funds for St George Hospital’s new Emergency Department through a charity ball supported by the airport community. Sydney Airport donated \$15,000 to the cause, with a total of \$24,300 presented to the hospital.

A small group of Sydney Airport running enthusiasts also joined Variety and 4,000 supporters on the Variety Santa Fun Run to assist with raising a further \$150,000 for the charity.



Disclaimer

ASX-listed Sydney Airport (the Group) is comprised of Sydney Airport Limited (ABN 18 165 056 360) (SAL) and Sydney Airport Trust 1 (ARSN 099 597 921) (SAT1). The Trust Company (Sydney Airport) Limited (ABN 83 115 967 087) (AFSL 301162) is the responsible entity of SAT1.

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DEPARTMENTS
NEXT LEVEL



DEPARTURE
NEXT LEVEL



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ACN 165 056 360

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