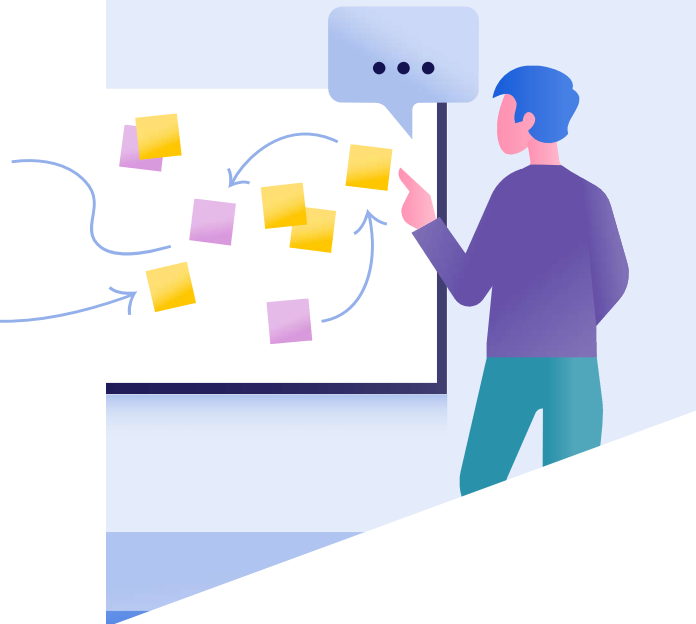


Targets 2024

We translate our long-term strategy into a business plan, which also incorporates the budget for the following year. The business plan sets out how we plan to achieve each of Royal Schiphol Group's strategic milestones. Our Top Performance Indicators represent our multi-stakeholder approach, which takes into account RSG's main stakeholder groups.

An important condition of the business plan is that it meets the requirements of a sound financial policy and is robust enough to weather potential financial setbacks. The business plan also results in a management agenda, which sets out concrete actions and targets for management for the year ahead. Since 2019, Schiphol Group's target setting has consisted of the Top Performance Indicators (TPIs) and major deliverables, enabling the introduction of a consistent language across Royal Schiphol Group, the alignment of all Group activities and a focus on the most value-adding activities. For 2024, two TPIs have been altered: Local Residents and Passengers.

In the TPI Local Residents the BAS reports are excluded as a metric since this was based on a 24-month rolling average and does not reflect the current reputation of RSG. The Net Promotor Score used for the TPI Passengers is replaced by the Passenger Experience score. This score is more directly affected by underlying quality of airport touchpoints, products and services. The major deliverables are mainly linked to the Fast Forward programme.



¹ On-time performance of comparable European hubs

TPI targets for 2024

Priorities

Safety

Net Safety Score target 2024: 95.6

This index takes into account the percentage of days without serious¹ incidents minus the percentage of days with serious incidents².

Sustainability

CO₂e emissions Royal Schiphol Group target 2024: -65%³

Decrease in CO₂e emissions compared with 2019 levels, taking into account Scope 1 (natural gas and fuels used by own vehicle fleet) and selected items of Scope 3 (natural gas used by third parties in buildings owned by Schiphol Commercial with their own environmental permits, airside fuels, commuter traffic and business travel by own car or aircraft⁴). Market-based emissions without Scope 2 (electricity) are used, since Schiphol Group purchases 100% renewable electricity and the market-based method therefore better reflects our progress towards zero emissions in 2030.

Network

Number of intercontinental destinations target 2024: 125

The number of direct intercontinental destinations for passengers and cargo⁵.

Passengers

Passenger Experience (PX) score target 2024: 3.96

The CSAT (customer satisfaction score) measures the overall satisfaction of the airport among departing and arriving passengers. At the end of their airport journey passengers are asked "Taking everything into account, how do you rate Amsterdam Airport Schiphol overall"? excellent, very good, good, fair or poor. The result is an average score between 1 (poor) and 5 (excellent). The higher the score, the better the experience. In previous years the Net Promoter Score (NPS) was used. As of 2024 the PX score will replace the NPS. The PX score is more directly affected by underlying quality of airport touchpoints, products and services. In addition, the PX score is more commonly used by other airports.⁵

Airlines

On-time performance target 2024: within top 2 on on-time performance compared to comparable European hubs

The punctuality of outbound traffic is the percentage of commercial flights departing on time (based on the sector-wide standard D15)⁵. The OTP is benchmarked against Charles de Gaulle Airport, Frankfurt Airport, London Heathrow, and Munich Airport.

Local residents

Reputation score target 2024: 7.0

This score is based on qualitative reputation surveys (motivation). In previous years, the reputation score was partly based on the Motivation score (80%) and partly based on the 24-month rolling average of the number of reporters at Bewoners Aanspreekpunt Schiphol (BAS) (20%). RSG wants the performance indicator to reflect the current sentiment of local residents. Hence, RSG decided to exclude the BAS reports due to the lag in this metric⁵.

Employees

Employee Promoter Score target 2024: 31

The Employee Promoter Score (EPS) measures how likely employees are to recommend Schiphol as an employer. Employees are asked: 'On a scale of 0 to 10, how likely would you be to recommend your employer to friends and acquaintances?' Employees who give a score under or equal to 6 are detractors; 9 or 10 are promoters. The Employee Promoter Score is determined by subtracting the percentage of employees who are detractors from the percentage who are promoters to generate a score between -100 and 100, which is similar to the Net Promoter Score⁵.

Shareholders

Return on equity (ROE) target 2024: 6.5%

The ROE is the financial return for shareholders based on net result adjusted for fair value gains and losses on investment property and one-off items divided by average equity⁶.

¹ Serious incidents are defined as incidents that have led to death, permanent injury or hospitalisation and potential fatal incidents (near miss).

² The scope of this TPI is Amsterdam Airport Schiphol and contractors.

³ The 2019 baseline is 160kt CO₂e.

⁴ The scope of this TPI is the Dutch airports of Schiphol Group.

⁵ The scope of this TPI is Amsterdam Airport Schiphol.

⁶ The scope of this TPI is Royal Schiphol Group.