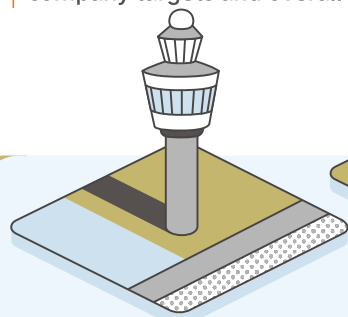


2025 at a glance

Royal Schiphol Group is creating a home for world travellers, with happy travellers, airlines and employees, in balance with the environment. Our new 2025–2035 strategic plan sets our course for the next decade, built around six strategic pillars that guide the developments needed to achieve our goals. These six pillars and their key figures are shown below. They also form the structure of the Performance chapter, where we present our company targets and overall progress for each strategic pillar.



Schiphol

3.84
Passenger satisfaction score¹
(2024: N/A)

Position 4
On-time performance^{1,2}
(2024: Position 2)

3.83
Ease of going through security¹
(2024: N/A)

3.28
Airline satisfaction¹
2024 (N/A)



Environment and society

100%
Electrification of airside¹
(2024: N/A)

15.6%
Reduction in number of people experiencing severe noise disturbance at night¹



Employees

65%
Employee satisfaction score > 8
(2024: 65%)



Regional airports

Passengers
7.0 m
Eindhoven Airport
(2024: 6.8 m)

2.4 m
Rotterdam The Hague Airport
(2024: 2.3 m)

Cargo
41.6 tonnes
Maastricht Aachen Airport
(2024: 28.4 tonnes)



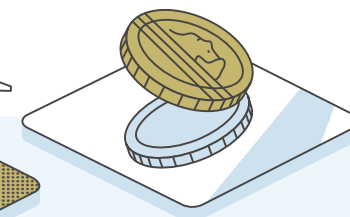
International airports

Passengers
24.9 m
Brisbane Airport (Australia)
(2024: 23.6 m)

27.0 m
JFKIAT, New York (US)
(2024: 27.7 m)

2.9 m
Hobart (Tasmania)
(2024: 3.3 m)

3.4 m
Queen Beatrix International Airport (Aruba)
(2024: 2.8 m)



Financial

9.9%
Return on Capital Employed
2024 (5.9%)

1,122
Million euros EBITDA (underlying)
(2024: 734)

1,056
Million euros total CAPEX
(2024: 1,050)

-22
Million euros cash flow after CAPEX³
(2024: -405)

¹ The scope of this metric relates to Amsterdam Airport Schiphol

² On-time performance of Top-5 European Airports

³ Including other investments