

Strategic plan 2025–2035

Our strategic plan 2025–2035 advances our vision of creating a home for world travellers. At its core is a focus on quality that is visible, tangible and noticeable throughout the traveller journey. We aim to bring Schiphol back into the top three European hub airports. Six goals will guide our actions in the coming decade and help us respond to the broader trends shaping aviation and society.

Our strategic plan 2025–2035 sets our course for the next ten years and anticipates developments in aviation and broader global trends. We see trends such as growing demand for air travel, the use of larger, higher-capacity aircraft by airlines, and workforce challenges emerging. Our investments in infrastructure focus on quality, capacity, continuity and resilience across our group of airports. That is what the Netherlands expects from us and what we will deliver.

We also see societal concerns about the negative impacts of aviation, particularly noise, health and climate impacts. The sector is under scrutiny, and regulatory uncertainty and tightening environmental standards complicate long-term planning and have the potential to undermine Schiphol Group's license to operate. Our strategy places great importance on providing certainty and clarity for local communities, airlines, travellers and Schiphol Group as an organisation. We advocate for clear legislation that ensures legal protection for local residents and safeguard our license to operate.

The growing risks of global disruption, such as geopolitical conflicts, pandemics and trade barriers, make additional resilience measures critical. To address these challenges, our strategy prioritises financial stability, operational agility and scalable flexibility to safeguard resilience and ensure continuity during rare but high-impact events. Developing a strong Dutch airport system is also crucial for the resilience of the Netherlands.

Schiphol Group's strategy and business unit strategies are closely aligned with the material topics identified in our double materiality assessment (DMA). Please see the Double materiality assessment section of the sustainability statement for additional information.

Six strategic goals

The strategic plan is structured around six goals that, when achieved, will enable us to realise our ambition and effectively navigate external developments.

1) Schiphol - Restore Schiphol to the top three European hub airports, with a focus on connectivity, quality and capacity, ensuring resilience and safety.

We strive for Schiphol to be among the best airports in Europe. Our Master Plan guides continuous, well-planned and long-term investments to restore and maintain infrastructure quality, and to expand our capacity so we can accommodate more passengers while keeping air traffic movements stable. These investments, totalling ten billion euros over ten years, include extensive measures to improve the traveller and airline experience. Our integrated Passenger Experience (PX) strategy covers the entire traveller journey and targets short and predictable waiting times, high on-time performance, excellent facilities and hospitality, and an attractive range of shops and restaurants.

We focus on a stable and high-quality network with direct destinations to the rest of the world. Schiphol's 300+ direct connections make it a vital part of the Netherlands' economic infrastructure, and strengthening its hub position relative to competing hubs is essential to the prosperity of the country. The development of the cargo sector is a strategic priority, with a focus on utilising available belly capacity. Building a resilient organisation and safeguarding the safety of our operations are central to our success.

2) Environment and society – Ensure broad societal trust and support for aviation, provide legal certainty for all parties, and be publicly accountable and transparent in our actions.

We act to continually reduce the impact of our operations on local communities and the environment. Our efforts include reducing noise hindrance, reducing carbon emissions from our own operations, contributing to the decarbonisation of the aviation industry and addressing other emissions with potential environmental and health impacts. We commit to transparency and accountability, reporting on progress annually and ensuring our long-term license to operate. We seek to resolve the ongoing uncertainty surrounding the Airport Traffic Decree (Luchthavenverkeersbesluit) and nature permit for Schiphol to secure a permitted status, with clear and transparent standards for noise, operational limits and nitrogen emissions.

To be a trusted partner to all our stakeholders, we will foster a balanced relationship with local communities, the environment and the government. Additionally, we are committed to restoring and improving relationships with airlines, labour unions and other partners.

3) Employees – Further improve the sector’s quality of labour and anticipate a tight labour market.

We will continue to improve the quality of work at our airports, recognising it as a strategic priority. All people working at our airports play a vital role in fulfilling our responsibilities as an airport operator. We are committed to fair and socially responsible labour practices, and we seek to safeguard the health and safety of everyone working at our airports. We take ownership of working conditions, for example by reducing physical strain and minimising exposure to ultrafine particles, and we improve the attractiveness of work by providing good facilities. By investing in process optimisation, digitisation and automation, we improve labour productivity, strengthening our resilience amid workforce shortages.

Improving the quality of labour requires us to be in control of and accountable for core airport processes. In outsourcing critical services, including security, cleaning and asset maintenance, we will adopt a hands-on approach, working closely with our suppliers to improve operational performance.

4) Regional airports – Develop the Dutch airport system to keep aviation accessible for all Dutch citizens.

We will build on the unique strengths of Schiphol and the regional airports to create a stronger Dutch airport system. By enhancing coordination and collaboration, we optimise the use of scarce aviation capacity in the Netherlands and position ourselves to meet the growing demand for air travel. Priorities include completing planned investments in Eindhoven Airport and Rotterdam The Hague Airport, the use of Lelystad Airport for civil aviation, and securing Maastricht Aachen Airport’s future capacity with a focus on cargo. With a clear innovation focus per regional airport, we create synergies and advance our strategic ambitions together.

5) International – Selectively grow Schiphol Group’s international holdings and maintain the group’s robustness.

We aim to strengthen the hub position of Schiphol by investing in and partnering with international airports. Our international holdings and partnerships enable knowledge sharing, drive operational efficiency and contribute to Schiphol Group’s resilience.

6) Financial – Ensure Schiphol Group’s financial robustness through prudent financial policy.

Schiphol Group strives for an optimal balance between financial resilience, financial health and sustainable returns for shareholders. We achieve this by strengthening our capacity to independently withstand and recover from unexpected events and industry disruptions, controlling costs while investing in value creation and ensuring fair returns that balance short-term gains and long-term value creation. We improve our cost competitiveness by increasing our efficiency and absorbing growth with limited extra costs.