

Message from the CEO

Creating a home for world travellers

Schiphol is at the heart of Dutch society, serving as a vital hub that connects the Netherlands with the world. Every day, our airports welcome travellers from across the globe, drive our economy forward and bring different cultures together. This is made possible by the dedicated people across our airports who work tirelessly to create high-quality travel experiences. We are proudly building on Schiphol's legacy, striving to be among the top three airports in Europe.

Balancing investment and competitiveness

2025 was a year of steady progress for Schiphol Group. We saw stable operations and growing passenger numbers, added destinations and welcomed new airlines. The airport became quieter, as our updated charges stimulated airlines to use quieter aircraft. Our passenger satisfaction score rose to the highest level in three and a half years. Since passenger numbers are on the rise due to airlines' use of larger aircraft, expanding our capacity is essential to sustaining this momentum.

It was also a year in which we regained the space to look ahead and plan for the future—one where balance is central. In November, we proudly introduced our new strategic plan 2025–2035, built around six goals that are essential to achieving our ambition: happy travellers, airlines and employees, in balance with our environment. This strategy forms part of a Master Plan that outlines how we will accommodate Schiphol's growth over the next 25 years. A historic step in the Master Plan is the decision to retain our one-terminal concept, involving the future relocation of the KLM Cargo building to the other side of the Kaagbaan runway. This vision has been long in the making and is now coming to fruition.

These plans are bigger than Schiphol itself. They are a building block in maintaining the broad prosperity we have built in this country. This is echoed in the December 2025 Wennink Report, which highlights the crucial role of aviation in safeguarding an open and competitive Dutch economy.



That is why we are making deliberate, substantial investments to raise both the quality and capacity of our operations. This decisive planning brings to mind Schiphol's founding father, Jan Dellaert, who sketched out Schiphol's post-war future in his diary before the Second World War had even ended. You will find this sketch on page 6.

Airport charges have risen significantly over the past four years, and we recognise the significant impact these increases have had on airlines. At the same time, we firmly

believe that improving the quality of the airport is necessary and will benefit all partners. To remain competitive, it is our intention to have stable airport charges for the rest of this decade. This is of course dependent on external factors and regulatory aspects.

Balancing quality of work and operational needs

We are investing substantially in our people. During the year, we continued to prioritise the conditions for everyone working at our airports. We successfully incorporated our quality of work requirements aimed at improving working conditions into the security tender, the taxi concession and the cleaning tenders. Our subcontractors are vital to our airports' operations, and we take their well-being seriously.

We recognise that while tenders create opportunities, they also bring about change for people. Striking the right balance means pursuing our operational ambitions responsibly while recognising the impact our decisions have on the people who deliver our services every day. The security tender alone means that around 4,500 people will need to change their employer, and possibly location. This scale of impact requires strategic oversight as well as measures to ensure that those affected are supported during the transition. This is one of the reasons we decided to make the Director of Procurement a full member of the Executive Committee, to ensure that tendering and subcontracting matters are considered at the right level.

Balancing environmental responsibility and demand for travel

We want to provide a home for world travellers, keeping the Netherlands connected and our economy moving. We commit to balancing connectivity with sustainability, with consideration for the environment and our surrounding communities.

The new, temporary Airport Traffic Decree was published in May, offering both local residents, Schiphol and the aviation sector as a whole perspective. While we await the final Airport Traffic Decree, we remain focussed on meeting noise reduction targets. On 1 April 2025, we updated our airport charges to encourage the use of quieter aircraft by offering discounts for the quietest and cleanest aircraft. Since implementing these charges, the share of aircraft in the quietest category has grown from 23% in 2024 to 33% in the period from April to December 2025. Achieving this progress in less than a year represents a significant step forward in our efforts to reduce noise impact for the surrounding communities.

Beyond noise reduction, we remain committed to reducing Scope 1 and 2 emissions in line with the Paris Agreement. We are prioritising electrification across our airside operations and terminals. Reducing Scope 3 emissions is still challenging, as these emissions primarily stem from jet fuel, which is beyond our direct control. Addressing this requires industry-wide and European-led initiatives and collaboration. We will continue working with our stakeholders to reduce Scope 3 emissions and are committed to joining a coalition of the willing to accelerate the use of sustainable aviation fuels.

Legal certainty is essential to our license to operate. That is why, in 2020, we applied for a nature permit for all our airports. That process is still ongoing. We believe it is important that our operations take place within a legal framework, and therefore we continue to work toward creating a fully permitted situation.

Lelystad Airport is strategically important for keeping air travel accessible for all Dutch citizens. We continue to advocate for a swift opening of the airport for commercial traffic, and we are encouraged by the broad support in

society. The province of Flevoland and the municipality of Lelystad are doing everything they can to establish a civil aviation airport to give a major boost to employment in the region. This reflects a shared recognition of the airport's value and strengthens our conviction in its importance for the region and the Netherlands as a whole.

Looking ahead

We have much to look forward to in the coming years. In addition to operational improvements, we will continue to enhance our airport facilities, including new shops, renovated lounges and the development of the Multimodal Hub Schiphol to enhance transfers between trains, buses and airport facilities, making Schiphol even more accessible.

Every action we take is designed with the future in mind, ensuring Schiphol remains a world-class hub serving the interests of the Netherlands. Guided by our commitment to quality and balance, we are building a Schiphol that serves our travellers, our employees and our neighbours.

Pieter van Oord

President & CEO of Royal Schiphol Group