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# Schiphol

With the introduction of the strategic plan and the adoption of the Master Plan in 2025, Schiphol has placed quality front and centre. The coming decade will see major investments to improve Schiphol’s quality, capacity and safety, while the Master Plan looks beyond 2035 toward 2050 to define how Schiphol will create positive value for society. Together, the strategic plan and Master Plan provide the direction needed to restore Schiphol to the top three European hub airports.

## Company target performance

Metric	Scope	2025 target	2025 actual	2024
Overall passenger satisfaction	AMS	≥ 3.79	3.84	3.78
On-time position in benchmark	AMS	2nd	4th	2nd
Ease of going through security	AMS	3.92	3.83	n/a
Airline satisfaction score	AMS	≥ 3.75	3.28	n/a
Overall execution safety measures in risk reduction plans	AMS	80% - 100%	88% - 94%	n/a
Clean & tidy passenger satisfaction	AMS	≥ 75%	79.3%	n/a
State of maintenance passenger satisfaction	AMS	≥ 3.63	3.56	n/a

## Passenger experience and satisfaction

We measure the passenger satisfaction score (PSAT) to understand overall passenger satisfaction with the airport experience. We are working towards a score of 4 out of 5 by reducing waiting times, achieving high on-time performance, providing reliable facilities and services, and ensuring a broad range of shops and restaurants. For 2025, the target was a minimum score of 3.79 out of 5. We achieved our target with an actual score of 3.84, driven by improvements such as the upgraded Lounge 1 and expanded retail and food & beverage offer.

Our Passenger Experience (PX) Strategy prioritises implementing quality improvements that impact key PX drivers. In addition, our PX Team gathers feedback monthly through the passenger experience monitor, and our Customer Insights Team conducts quarterly benchmarking via the Airport Service Quality (ASQ) benchmark. This feedback informs our strategy and helps us focus on projects that enhance the passenger experience.



## Passenger facilities

We made substantial investments in the maintenance, reliability and cleanliness of our facilities, as well as in our passenger services and amenities.

We continued to execute our Extensive Maintenance Programme focussed on the upkeep and optimisation of passenger transport assets, such as elevators and moving walkways. Through this programme, we ensure that the terminal’s foundation remains robust and reliable.

At the end of the year, the renovation of Lounge 1 was nearing completion, transforming the space with improved seating areas, natural elements and new tiles. The renovations have had a positive impact: passenger feedback shows a significant increase in ratings for the ambiance of the lounge, the state of maintenance and satisfaction with shops. Preparations for further renovations across other lounges are well underway.

We also developed a new retail and food & beverage strategy, introducing renewed offerings such as Louis Vuitton, Donsje, Eataly, Wingstop, the Wanderer, improved bread and coffee quality, and the new core category store(s) Today Duty Free.

In November, we revealed Schiphol’s new brand identity: Today is the day. This new identity reflects the meaningful moments in every traveller’s journey, such as the anticipation of departure day, the comfort of coming home and the excitement of reuniting with loved ones. The goal is to make each of these experiences as smooth and pleasant as possible. In line with this rebrand, we made adjustments to the airport’s design to create a more recognisable and calming environment, providing clarity and confidence to travellers throughout their journey.

Various initiatives contributed to the accessibility of Schiphol for passengers with reduced mobility (PRM). We improved the accessibility of the assistance desks and call points and enhanced PRM training modules for relevant airport staff. Additionally, together with our business partner Axxicom, we implemented a plan to substantially increase the number of PRM staff to ensure that the airport can meet the increasing demand for assistance and can continue to comply with relevant regulations. We also published our quality standard,

outlining the quality of service that passengers can expect from us.

To measure the effectiveness and impact of these efforts, we introduced two company-wide metrics in 2025: state of maintenance and cleanliness & tidiness of toilets. For state of maintenance, we set a 2025 target of 3.63 out of 5. The 2025 score of 3.56 reflects progress compared to previous years, but also shows that further improvement is needed to fully meet passenger expectations. For cleanliness and tidiness of toilets, the target was 75%. This was achieved with an end-of-year score of 79.3%, indicating that recent investments and changes in cleaning operations are having a positive effect.

### Landside accessibility

Schiphol made significant progress in enhancing landside accessibility, laying the foundation for a more accessible, sustainable and resilient airport.

Multimodal Hub Schiphol (Multimodale Knoop Schiphol, MKS), a project aimed at enhancing transportation services at Schiphol, reached a milestone with the completion of preparatory works at the Arrival Passage. This enables more seamless transfers between train, bus and airport facilities, supporting better passenger flows, intuitive wayfinding and enhanced accessibility for all users, including those with reduced mobility. The MKS contract for the final phase of the bus station project has been signed, and the project will continue in 2026, with project delivery expected in mid-2027. Furthermore, the MKS partners have committed to a new study that will propose solutions for the long-term development of the train station.

We continued preparations for a potential new terminal entrance, optimising traffic flows and infrastructure to support future growth and resilience.

In partnership with local transport providers and municipalities, Schiphol expanded sustainable mobility concepts, such as charging infrastructure and cycling facilities. These, along with other measures, support the decarbonisation of hotels and crew transport providers. Additionally, plans for the zero-emissions zone in Schiphol

centre were approved, and the zone is effective from 1 January 2026.

In the coming years, we will continue to invest in accessibility at Schiphol. This will include extending the North and South Metro and renovating the terminal and landside facilities. We will also keep driving and coordinating efforts to enable more sustainable airport operations, for example by implementing stricter zero-emission requirements for landside traffic and construction activities, expanding electric mobility infrastructure, and preparing for new environmental and nature permit requirements. At the same time, we recognise that despite all the initiatives we are already taking, we must continue to invest in high-quality infrastructure to keep Schiphol accessible in the future.

### On-time performance

On-time performance is an important contributor to a pleasant travel experience. We measure the on-time performance of outbound traffic, which is the percentage of commercial flights that depart within 15 minutes of their scheduled time, based on the sector-wide D15 standard. Schiphol's goal is to rank second in the top-five European Airports benchmark for this indicator, which includes Charles de Gaulle Airport, Frankfurt Airport, London Heathrow and Munich Airport

In 2025, Schiphol achieved an on-time performance of 65.2%, up from 62% in 2024. Despite this improvement, Schiphol's position among the top five shifted from second to fourth. Weather disruptions, slow turnaround processes, peak-time capacity constraints and airspace restrictions contributed to delays.

Runway availability is critical to maintaining Schiphol's on-time performance. To ensure this, a multi-year continuous runway maintenance programme is in place. In 2025, this included the complete overhaul of the Buitenveldertbaan runway. During a 20-week closure, extensive works were carried out across 360,000 square meters. These works included replacing asphalt layers, applying 14,000 square metres of new markings, installing energy-efficient LED lighting, upgrading rainwater drainage, and modernising

approximately 400 kilometres of cables and related systems. By scheduling the project during summer and integrating surrounding works, the overall duration was minimised and future disruptions reduced. As a result, major maintenance will not be required for nine years instead of seven.



Preparations for the development of the Romeo platform and the installation of hydrant systems at the Sierra platform were underway in 2025. The Romeo platform will add seven new aircraft stands, easing peak-hour congestion, while the hydrant systems at Sierra will streamline refuelling by replacing tanker trucks with in-ground facilities. These initiatives will indirectly contribute to on-time performance and, in the case of the hydrant systems, also improve working conditions and safety on the platform. Work will commence in 2026.

### Ease of going through security

As of 2025, we measure passengers' ease of going through security, aiming for a satisfaction score of 3.92 out of 5. In 2025, Schiphol scored 3.83, below target. One of the contributing factors was an increase in delays associated with border-control operations, which rose to 8,800 minutes in Q4 2025 (Q4 2024: 4,800 minutes). This led to more passengers being redirected to other security filters, creating longer queues and walking times. Improving the ease of going through security will be an area of attention in 2026.

## Network developments

Schiphol is amplifying its focus on quality and service. Maintaining our high-quality network with 300 direct connections while strengthening Schiphol's competitiveness as a hub airport is crucial to achieving our ambitions. In 2025, Schiphol ranked 2<sup>nd</sup> for direct connectivity and 5<sup>th</sup> worldwide (3<sup>rd</sup> in Europe) for hub connectivity in the 2025 ACI Airport Industry Connectivity Report. We further enhanced our hub connectivity, adding 14 new destinations spanning North America, the Caribbean, South America, Europe, the Middle East, South Asia and North Africa. The network of destinations reached 300 (2024: 301). This decrease is mainly a result of serving fewer cargo destinations.

## Direct connectivity in 2025 of top-10 European airports

Source: 2025 ACI Airport Industry Connectivity Report

Airport	Rank 2025	Rank 2024
Istanbul (IST)	1	1
Amsterdam (AMS)	2	2
London (LHR)	3	3
Frankfurt (FRA)	4	5
Paris (CDG)	5	4
Madrid (MAD)	6	6
Barcelona (BCN)	7	8
Munich (MUC)	8	7
Rome (FCO)	9	9
Athens (ATH)	10	12

## Hub connectivity in 2025 of top-10 airports worldwide

Source: 2025 ACI Airport Industry Connectivity Report

Airport	Rank 2025	Rank 2024
Istanbul (IST)	1	3
Dallas Fort Worth (DFW)	2	2
Frankfurt (FRA)	3	1
Denver (DEN)	4	4
Amsterdam (AMS)	5	5
Atlanta (ATL)	6	7
Paris (CDG)	7	6
London (LHR)	8	8
Munich MUC	9	10
Dubai (DXB)	10	11

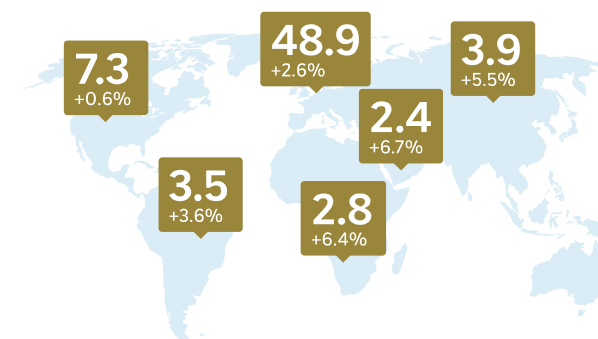
## Destinations added and ceased in 2025

	Added	Ceased
Passenger	Halifax (Canada)	Graz (Austria)
	Kajaani (Finland)	Bahrain (Bahrain)
	Biarritz (France)	Varadero (Cuba)
	Paris Orly (France)	Tampere (Finland)
	Georgetown (Guyana)	Strasbourg (France)
	Hyderabad (India)	Dresden (Germany)
	Mombasa (Kenya)	Milan Bergamo (Italy)
	Agadir (Morocco)	Sandefjord (Norway)
	Skopje (North Macedonia)	East Midlands (United Kingdom)
	Evenes (Norway)	
	Muscat (Oman)	
	Exeter (United Kingdom)	
	San Diego (United States)	
	Bridgetown (Barbados)	
Cargo only		Curitiba (Brazil)
		Florianopolis (Brazil)
		Hefei (China)
		Zhengzhou (China)
		Guatemala City (Guatemala)
		Montevideo (Uruguay)
	+ 14	-15

## Passenger numbers and air traffic movements

Our passenger numbers reached 68.8 million in 2025 (2024: 66.8 million), with each month showing a slightly higher volume compared to last year. Air traffic movements (ATMs) showed a modest increase to 477,552 (2024: 473,815), as growth was limited due to the Dutch government's decision to limit total ATMs at Schiphol to 478,000. As a result, ATMs are expected to remain stable in the coming years.

## Passenger volumes by continent in millions (change versus 2024)



## Cargo developments

Schiphol Group aims to support the development of the cargo sector by improving the utilisation of available belly cargo capacity. In 2025, Schiphol served 300 destinations of which 13 are considered cargo-only.

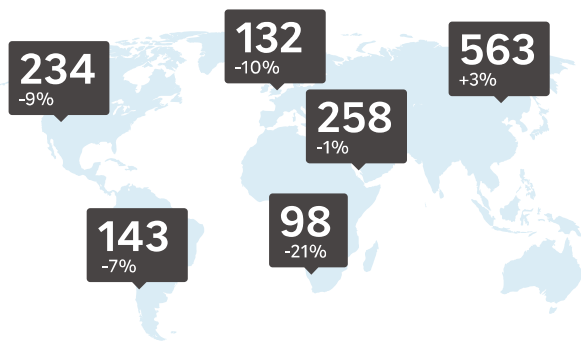
Various factors impacted our cargo hub, including the global economy, Dnata's relocation to a new cargo facility at Schiphol, Air France KLM Martinair Cargo's digital transition and the inability to meet market demand due to a shortage of slots. Additionally, trade tariffs imposed by the United States significantly impacted the flow of goods: for the period June to December 2025 export to the US declined by 16%, while imports from China increased by 8%, compared to 2024.

The changing trade landscape required a flexible approach. We continued developing and implementing a new strategy aimed at achieving 2 million tonnes of cargo by 2035 (2025: 1.43 million tonnes). The strategy focusses on increasing capacity through higher cargo load factors on existing flights in Amsterdam. Additionally, we are exploring the opportunity to collaborate with Maastricht Aachen Airport due to the shortage of slots at Schiphol.

In 2025, the cargo division was incorporated into the business area Schiphol Commercial to further strengthen collaboration within the broader Schiphol organisation. We also enhanced processes and workflows by optimising landside and airside operations, focussing on reducing congestion, improving handling efficiency and accelerating the electrification of equipment.

At the end of 2025, Air France-KLM Martinair announced plans to invest in a new cargo building in Cargo City Amsterdam at Schiphol to support future growth.

**Cargo volumes by continent (in 1,000 tonnes) and change vs. 2024**



**Airline partnerships and satisfaction**

We welcomed four new airlines: Transavia France, WestJet, Oman Air and IndiGo. At the same time, airline partners have expressed concerns about the increase in airport charges and

aviation taxes, even as they recognise the necessity of airport improvements. In addition, the airlines have been confronted with many other changes, including the decision to reduce the maximum number of ATMs as of 1 November 2025 and the government’s intention to introduce a distance-related aviation tax from 1 January 2027. Furthermore, global economic uncertainty affected traffic, and (temporary) airspace closures (i.e., India–Pakistan, Israel–Gaza, Israel–Iran, Russia–Ukraine) directly impacted flight times and routes. Falling oil prices partially offset the declining demand in air traffic.

As of 1 April 2025, the new airport charges have taken effect. Under the updated structure, airlines pay on average 41% more than in 2024 to use our airport. We recognise that an increase of this scale is challenging for airlines. That is why, in the coming years, we are working hard to make Schiphol a high-quality airport once again and to further improve the services we provide to airlines.

To achieve a better balance with our surroundings, we use our fee structure to encourage airlines to deploy their quietest aircraft. Charges for newer, quieter aircraft are more favourable, while older, noisier aircraft will face higher charges. Night flights will also incur additional charges. In addition, aircraft that fall into the loudest noise category will be completely banned from 2025 onward.

Following the introduction of the new airport charges, airlines are increasingly using newer, quieter aircraft for flights to and from the airport. The proportion of aircraft in the quietest categories rose from 23% to 33%, further reducing aircraft noise in the area around Schiphol.

We launched various efforts to strengthen our partnership with aviation stakeholders, including re-introducing our Airline Satisfaction Survey. This survey enables us to collect valuable feedback from our airline customers. The survey produces an annual airline satisfaction score. In 2025, the score was 3.28 out of 5.0, below our target of 3.75. Airlines appreciated our willingness to support them, the good working relationships with their key contacts, and the progress made with the one-terminal approach. At the same time, they pointed to areas where further progress is necessary, particularly the condition and availability of

essential assets, the level of costs and charges, and the clarity of communication during and after operational disruptions. The results inform our actions to improve operational performance and airline satisfaction.

**Safety**

Schiphol Group collaborates closely with key stakeholders, including airlines, Air Traffic Control the Netherlands, ground handlers and service partners, to maintain high safety standards at our airports.

From 2025 onwards, we have a new safety metric for Schiphol: the percentage of safety measures from Risk Reduction Action Plans that are implemented. The metric replaces the net safety score. The reasoning behind this approach is that we have more direct control over the execution of safety measures in the Risk Reduction Action Plans than over the number of days with or without serious incidents previously monitored through the net safety score.

The target for the new safety metric is to implement 80% of all the measures, as included in the action plans. For measures that are classified as ‘must-haves’, we aim to implement all measures. The ‘must have’ measures are determined by the respective business units in collaboration with Health, Safety and Environment (HSE) advisors. In 2025, Schiphol implemented 88% of all measures. 3 of 47 must-have measures were not formally completed, however, the risks they address were effectively controlled and mitigated.

In addition to the Risk Reduction Action Plans, Schiphol’s Safety Management System is designed to continuously enhance airport safety in close collaboration with our sector partners. The system undergoes regular internal and external audits to ensure compliance and effectiveness. Every reported safety incident is thoroughly assessed, and appropriate corrective actions are implemented.