



Sustainability Strategy

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Foreword – Esmé Valk

The airports of Royal Schiphol Group connect the Netherlands with the world and are the places where journeys begin. This is something we're proud of. At the same time, we recognise the responsibility that comes with this role, to keep the Netherlands moving in a quieter, cleaner and more sustainable way. We are also aware that the climate is changing. That's why we are committed to reducing our impact on the climate and ensuring our airports are well prepared for changing climate conditions.

Our 2050 vision is embedded in our sustainability strategy. In it, we explain what we are doing to achieve our goals and how we monitor our progress. In this updated version of the sustainability strategy, I would like to take you through our results to date and the steps we still plan to take.

We are making a strong effort to reduce CO₂ emissions. We have set a clear ambition for our own activities: by 2030, we aim to cut direct emissions from our own operations by at least 90% compared to 2019, ultimately working towards fully emission-free airports. Within ground operations as well, we strive to reduce indirect CO₂ emissions. In doing so, we not only contribute to our climate goals but also to better working conditions at our airports. Together with partners in the aviation chain, we are working on the broader transition of the sector, with the aim of further reducing emissions and achieving net zero by 2050.

Our ambition is, and remains, to create modern airports with top-quality services, infrastructure and sustainability. Airports that provide economic value while also contributing to a livable environment and a resilient society.

The demand for connectivity continues to grow worldwide. This presents us with a clear challenge. Together with all stakeholders, we must ensure the responsible development of the aviation sector so that the planet remains livable for people, animals and nature. We are taking targeted and achievable steps by deploying new technologies to reduce emissions, limit noise and improve the living environment for employees and local communities. We are making our infrastructure more sustainable, accelerating the use of renewable energy and gradually building circular processes so that the sector as a whole can move forward.

The task we face is considerable, and the world around us is constantly changing. At the same time, the commitment and energy I see every day within our organisation and among our partners give me confidence. Together, we are working toward future-proof aviation and airports, while keeping the next generations in mind.

Esmé Valk
Chief People & Transformation Officer, Royal Schiphol Group



Our mission: Creating a home for world travellers

Royal Schiphol Group's mission is to create a home for world travellers. By continuously working to ensure the happiness of travellers, airlines and employees, in balance with the environment and with excellent airport infrastructure and facilities for travellers and cargo, our company promotes the flourishing of international trade, tourism and knowledge exchange, and enables people to meet each other, visit family and go on holiday.

Royal Schiphol Group helps move the Netherlands forward by enabling seamless travel, global connectivity and economic development. We own and operate Amsterdam Airport Schiphol, Rotterdam The Hague Airport and Lelystad Airport, and hold a 51% share in Eindhoven Airport and 40% in Maastricht Aachen Airport. International participations and collaborations in Australia, Asia, the United States and Caribbean further strengthen our airport system.

Through continuous innovation and improvement, Schiphol keeps the Netherlands moving. By connecting the Netherlands with the rest of the world, we create thousands of jobs and opportunities, both directly and indirectly. For more than a century, we have been a hub for travellers and goods, contributing to prosperity and serving as a lasting foundation of the Dutch economy. Our ambition is to be among Europe's very best airports. This means delivering the highest standards in the areas that are crucial to our airports: offering a high-quality network of global connections, improving the quality of life around our airports, mitigating the negative impacts of aviation on climate, and mitigating noise and improving air quality. We want to facilitate more sustainable airports operations so that future generations can enjoy the same travel opportunities as current generations. Collaboration with suppliers and business partners is essential to achieve systemic, lasting results.

Our role in sustainability continues to shift from facilitating to collaborating, guiding, and where possible, directing. We encourage suppliers and partners to improve their social and environmental performance across the value chain. Alignment between our goals and those of our partners is increasing and helps us collectively advance the sustainability transition.



Our 2025-2035 strategic plan sets our course for the next decade, built around six pillars that guide the developments needed to achieve our goals.

The regulatory framework within we operate strongly influences our obligations and possibilities in the context of our sustainability strategy. More information on the regulatory framework is available in the Appendix.

Building on external scientific insights

Our sustainability strategy is based on the United Nations Sustainable Development Goals (SDGs), the Paris Agreement, IPCC reports and European and national ambitions and legislation. The IPCC showed that there is strong evidence of humanity's responsibility for environmental and climate breakdown. Humans are also the ones with the ability to stop climate change and work simultaneously on climate adaptation. The World Meteorological Organization (WMO) published the State of the Climate report, confirming that

2015-2025 were the hottest 11 years on record. It analysed that extreme events around the world, including intense heat and heavy rainfall, caused disruption and devastation and highlighted the vulnerability of our inter-connected economies and societies.

Greenhouse gas (GHG) and non-CO₂ emissions represent the biggest environmental impact in our value chain. The relevant impacts are the result of aviation-related activities (e.g. the use of Jet A-1 fuel). While indirect emissions (Scope 3) of the aviation sector remain difficult to abate, they represent more than 95% of our footprint and therefore require long-term, multistakeholder action. Reducing emissions is a core element of our strategy, as transitioning from fossil fuels to cleaner energy sources helps decrease environmental impacts associated with pollutants like CO₂, nitrogen oxides (NOx), ultra-fine particles (UFP), and other non-CO₂ climate forcers.

These insights have helped to shape our ambitions and goals. We closely follow relevant scientific updates and developments to ensure our sustainability strategy remains relevant.

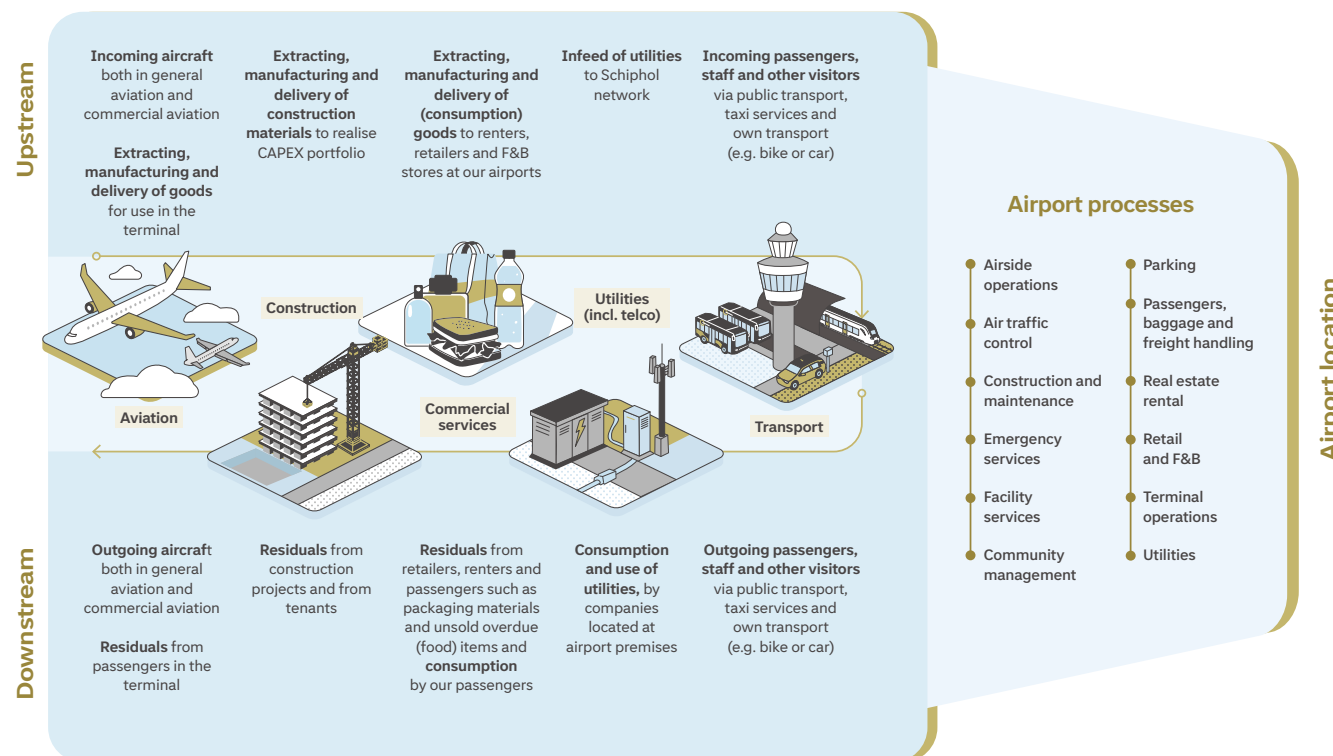
Value chain and double materiality analysis basis of prioritization

Our value chain outlines all the activities involved in running our airports. The value chain includes the five sectors that Royal Schiphol Group either contributes to or has responsibility for: aviation, construction and real estate, commercial services (including retail, food & beverage, services), transport, and utilities.

Within the five sectors, there are three value chain scopes. These include upstream impacts, airport location impacts (encompassing both our own operations and activities by third parties taking place on our premises) and downstream impacts. The value chain is the starting point for the double materiality assessment (DMA).

The DMA considers both the impact materiality and financial materiality of sustainability matters, with impact materiality being the (actual or potential) significant impact we (may)

Value chain



have on people or the environment, and financial materiality being the risks and opportunities that (may) arise from a sustainability matter leading to financial implications (including reputational damage, potential fines, etc.). The results of the materiality analysis are presented in a butterfly figure, with two axis representing the impact and financial materiality at the topic level.

Guiding principles for Sustainability

Royal Schiphol Group applies a set of guiding principles to ensure that our sustainability ambitions and targets are achieved in an effective, efficient, and future-proof manner. These principles shape how we prioritise actions, allocate resources, and work with partners across the aviation ecosystem.

1. Consider the full ecosystem and our role within it, ensuring our actions strengthen the broader system
2. Maintain a level playing field for airports and airlines as we advance sustainability measures
3. Allocate resources where it delivers meaningful impact, aligned with our strategic priorities
4. Prioritise "triple win" initiatives that deliver multiple benefits, advancing multiple sustainability goals and business objectives
5. Prioritize actions that are focused on mitigation or even avoiding negative impacts instead of end-of-pipe measures
6. Use the Trias logic: Trias Energetica: reduce, use efficiently, use and produce renewable energy and Trias Materialica: use materials efficiently, use sustainable materials, reuse materials
7. Make use of natural moments of change like new contracts and renovations

Way of working

From 2026, we have introduced an internal carbon price as a steering mechanism to make CO₂ impact explicit and comparable in decision-making. Our aim is to make conscious investment choices and to use the internal carbon price as a consistent reference point to assess investments.

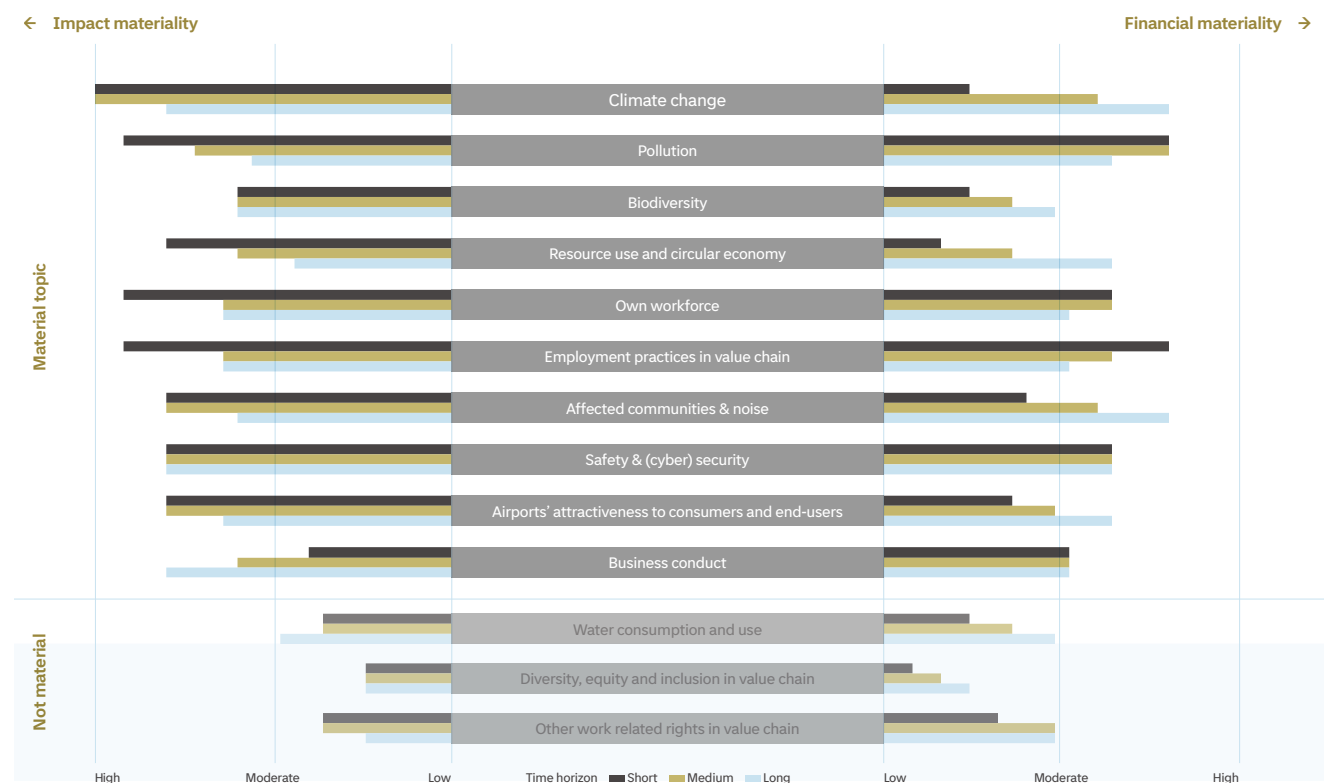
Considering that sustainability transition requires new solutions, new ways of working and often new partners there are some activities that are the standard for all topics we work on:

1. Exchange lessons learned with other airport operators, in a partnership or via ACI and ICAO, is crucial to increase knowledge and determine most impactful approach.
2. Innovations are key to realise the ambitions, preferably in collaboration with manufacturers and suppliers.
3. Advocacy at national, European and global level is needed to align policies, impacts, financial resources and solutions while ensuring a level playing field.

TULIPS Programme

TULIPS is our innovation programme focused on sustainability. It is supported by 25 million Euros in EU funding as part of the European Green Deal. Schiphol is the lighthouse airport in the consortium, a collaboration between airports, airlines, knowledge institutes and industrial partners. The consortium aims to accelerate the deployment of more sustainable aviation technologies that will contribute towards the zero-emissions and circular airports targets set for 2030 and for realising net-zero-carbon aviation by 2050. Other participating airport operators include Avinor, Hermes Airport and Torino Airport. Through innovation, the consortium will play a role in contributing to the objectives of the EU Green Deal, such as large-scale more sustainable aviation fuel (SAF) deliveries, more sustainable energy storage and circular material solutions. Innovations developed by the TULIPS consortium will be demonstrated at Schiphol Airport, with our partner airports implementing a selection of these innovations.

Double materiality results



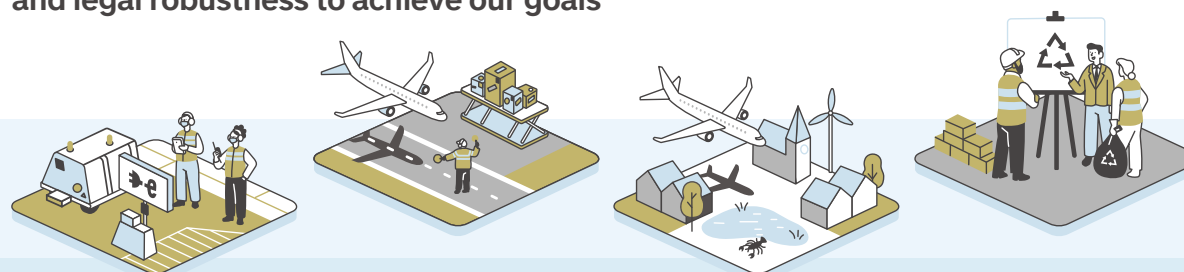
Sustainability refresh

Our Sustainability roadmap covers a ten-year period from 2020 to 2030. The sustainability goals and roadmap have been updated in 2025 to align with the revised corporate strategy. We have also considered the latest science-based evidence regarding climate change and its impacts, particularly in relation to the impact and role of the global aviation sector. Furthermore, we take our sector-specific regulatory context into account.

Our sustainability strategy focuses on four themes: Energy, Aviation, Societal Impact, and Circular Economy. Although many impacts extend beyond our direct influence, we believe airports play a crucial enabling role in the broader transition. For each theme, we have defined a clear ambition, (aspirational) targets, and prioritised levers, considering the perspectives of internal and external stakeholders.

We actively partner with our stakeholders to reduce Scope 3 emissions to stimulate and support decarbonisation efforts in our value chain. This particularly concerns airlines, suppliers, main contractors, and commercial and operational business partners. As part of our Scope 3 reduction challenge, we have committed to active participation in the “coalitions of the willing”, especially for SAF to accelerate CO₂ reduction in line with the Paris agreement.

We act responsibly and focus on feasible, concrete actions and legal robustness to achieve our goals



Energy

- By 2030, we will reduce our own CO₂ emissions and emissions of ground operations by at least 90%
- By 2030, we will reduce gas use in own buildings by at least 70% compared to 2019 by phasing out natural gas
- By 2030, we will reduce fuel use of airside operations by 90% compared to 2019 through decarbonising ground support equipment (indirect CO₂ emissions)
- By 2030, we will generate ~6% of total energy needed on-site by installing solar energy

Aviation

- By 2050, we aim to be net-zero in relation to our indirect emissions in line with the Paris Agreement
- By 2030, CO₂ emissions from departing commercial flights will be back at our 2005 level using aircraft technology, SAF, operational measures and airspace management, and policy and economic measures by driving “coalitions of the willing”
- We will accelerate indirect CO₂ reduction via smart and clean construction equipment and surface access
- We will collaborate with partners to offer less animal protein in Food and Beverage and offer retail products and services with a lower CO₂ impact

Societal Impact

- We mitigate negative impacts of airport related operations to be in balance with human and nature
- We contribute to the improvement of air and soil quality by decarbonising ground operations and other transport modes and treat contaminated soil
- We will aim to support biodiversity on-site and contribute to nature restoration
- We will adapt our infrastructure to a changing climate

Circular Economy

- By 2030, we aim to reduce ~10% CO₂ emissions for construction and operational streams
- By 2030, we will reduce ~8% CO₂ emissions in construction projects compared to 2024 by using more sustainable materials and applying circular design principles
- By 2030, we aim to have a 70% recycle rate for operational streams compared to 2024, by improving waste separation, enhancing waste management practices among business partners and waste handlers and investing in shared infrastructure

RSG Sustainability Vision

Create societal value, trust and positive environmental impact

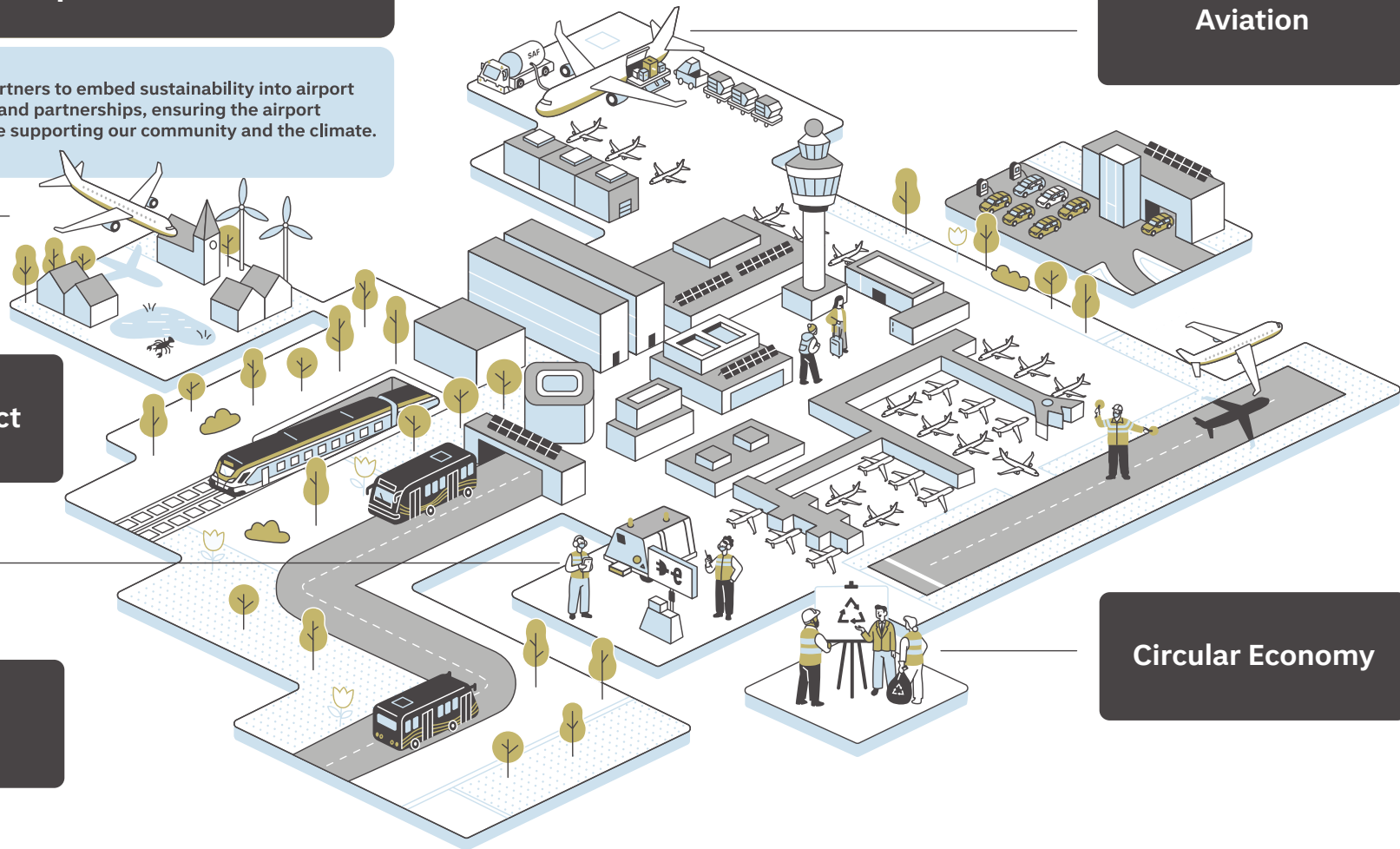
We guide RSG business partners to embed sustainability into airport operations, infrastructure and partnerships, ensuring the airport develops responsibly while supporting our community and the climate.

Aviation

Societal Impact

Energy

Circular Economy



Sustainability goals and ambitions at a glance

In this overview we present our sustainability goals and ambitions for 2030, 2050 and intermediate milestones.

Overview topics		Metric ¹	Target (2030)	Ambition (2035)	Ambition (2050)	Performance (2025)	Notes
Climate Change Mitigation	Energy	CO ₂ emissions own buildings and ground operations vs 2019	-90%	-95%	-100%	-78%	- In line with the targets and ambitions of the European Commission. - In line with targets and ambitions of Luchtvaartnota 2020-2050
		Gas use own buildings vs 2019	-70%	-90%	-100%	-38%	
		Fuel use ground operation, % vs 2019	-90%	-95%	-100%	-30%	
		Installed solar power on-site (MWp)	40	65	120	6.7	
	Aviation	CO ₂ emissions outbound flights back to 2005 level ²	-10%	-20%	Net-zero CO ₂ emissions	-9.5%	ICAO aspirational goal
	Other Construction equipment, surface access, F&B and retail	% of zero emissions construction equipment	No intermediate ambitions yet	No intermediate ambitions yet	Climate neutrality in line with Climate Agreement and EU Green Deal	15%	In line with targets and ambitions Dutch Climate Agreement and covenant clean and emission free construction; Compliant with Nature permit/Mobility plan
		CO ₂ emissions by surface access vs 2010	-48%			-10%	
		CO ₂ emissions of retail and F&B vs 2023	-55%			-24%	
Climate Change Adaptation		Implement measures at appropriate moments and ensure compliance with applicable Dutch legislation.					
Air Quality		RSG is committed to the reduction of air pollutants through a range of initiatives and targets (i.e. airside electrification, and efforts to decrease kerosene and fuel consumption) to contribute substantially to minimising air pollution and ensure healthy working conditions and maintain compliance with the NLA (The Dutch Labor Authority) and nature permit requirements.					Local air quality emissions are measured and calculated on a regular basis
Soil Quality		Volume of treated soil (tones)	No contaminated soil stored on-site anymore	Follow relevant Dutch Legislation			Contamination in soil and water is measured
Biodiversity		# Of invasive species captured ³	Invasive species not impacting AMS operations anymore	Follow relevant legislation and action plans	Nature positive in line with National ambitions	21,210	
Circular Economy		CO ₂ emissions related to construction materials vs 2024	~8%	Follow national program on CE	Circular airports in line with National Programme CE		Targets in line with National Programme CE
		Recycle rate operational streams	70%	82%	Circular airports in line with National Programme CE	35%	

1) Targets and ambitions apply to Amsterdam Airport Schiphol, use ground operation and aviation

2) Reduction % 2035 based on SAF blending mandate in ReFuelEU; reductions because of aircraft technologies and policies and economic measures are not taken into account yet

3) Focus on American crayfish, for the duration of their presence on our premises

CO₂ emissions are likely to reflect 1/3 of the climate impact of aviation. The non-CO₂ emissions are not quantified yet, further reflection on how to best address non-CO₂ climate impacts is required
CO₂ emissions target based on market-based ambitions. Up- and downstream emissions are likely underestimated as we are improving data collection from third parties

Energy

Royal Schiphol Group is committed to achieving at least a 90% reduction in our direct emissions (Scope 1 and 2) and indirect ground operations emissions (Scope 3), by 2030 compared to 2019, and to achieving zero Scope 1 and 2 emissions by 2050. We are on track to meet the 1.5°C pathway reduction trajectory for our own emissions. As shown in the visual, Scope 1 emissions pathway, the 'Schiphol Group Trajectory' represents our current performance as well as the projected impact of planned projects in the coming years.



Working on direct CO₂ emissions

Scope 1 emissions are direct emissions from our own sources, which for RSG refers to natural gas consumption, fuels used by own vehicles, propane, de-icing fluent, refrigerants and ureum. Scope 2 emissions are indirect emissions from the generation of purchased electricity.

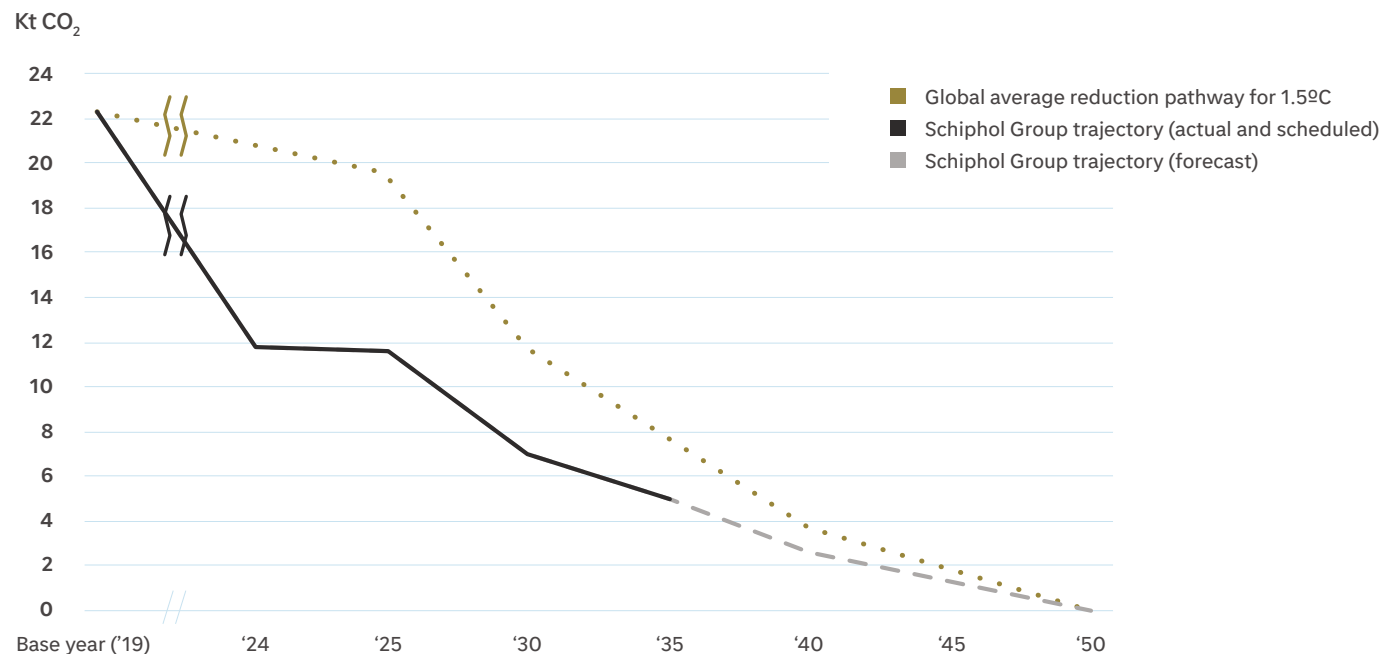
The main decarbonisation lever for the remaining emissions in Scope 1 is the phasing out of natural gas. We have already addressed the low hanging fruit and are now focusing on several multi-year activities. We have earmarked the buildings that need to phase out natural gas in order to achieve the 2030 and 2035 gas reduction targets.

We own and lease a mixed fleet consisting of light and heavy vehicles. The electrification of our vehicle fleet is progressing steadily. More than 85% of our light vehicles and buses are replaced by electric vehicles and also some special, supporting vehicles are electric. Some equipment (i.e. crash tenders and snow removal equipment) is not available in a zero emissions variant yet. HVO100 is the default fuel for these vehicles.

Renewable electricity to facilitate energy transition

Our four Dutch airports run on 100% wind electricity and/or solar power, resulting in zero market-based emissions in Scope 2. Solar energy is also generated on-site. Energy reduction and efficiency measures are key, as is awareness and behaviour. The ISO 50001 standard for energy management provides essential guidance.

We expect increased demand for electricity at our airports over the coming decade, driven by the shift away from fossil fuels in both Scope 1 and Scope 3. Schiphol owns and operates its own energy grids, which must be strengthened



Graph Scope 1: CO₂ emissions from fuels and resources

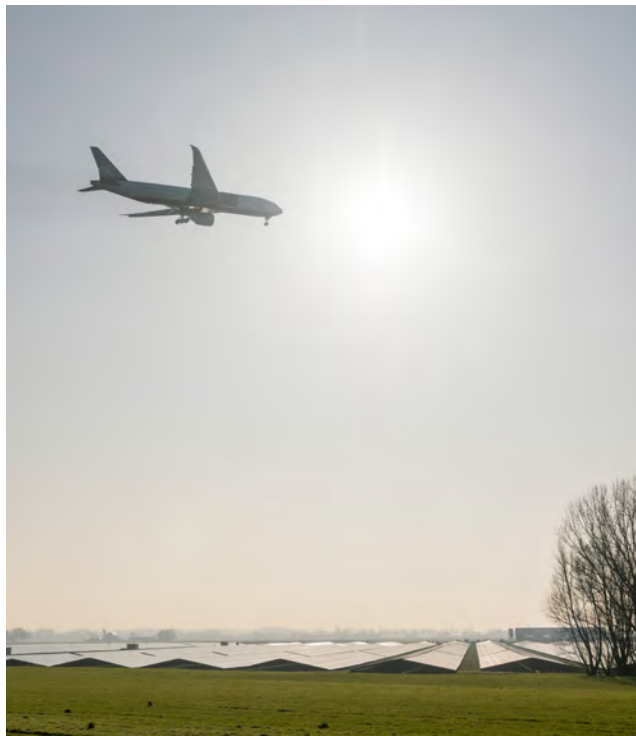
to provide sufficient capacity for this energy transition. The grids at the regional airports face similar challenges.

For Schiphol, we have a master plan for the power grid in place to support the shift to electricity and move away from fossil fuels while dealing with grid congestion now and in the

future. We applied for additional grid capacity at Schiphol several years ago. These efforts were successful and led to investments in new high voltage substations at Schiphol Centre and Schiphol Southeast, the upgrade and replacement of other substations, and the installation of a new cable network.

Carbon removals for the remaining Scope 1 emissions

We are currently taking the additional step of neutralizing our remaining Scope 1 emissions through annual carbon removals, while continuing to work towards further reductions. We invest in a nature-based reforestation project in Tanzania, which converts over 10,000 hectares of degraded grasslands into forest. This project is certified under both the Verified Carbon Standard (VCS) and the Climate, Community & Biodiversity Standards (CCB), ensuring integrity, proper monitoring, and additional socio-economic and ecological benefits to local communities and nature. An overview of our purchased carbon removals is presented in the annual report.



Ground operations at airside

Achieving zero-emissions ground operations by 2030 is a shared goal of the Dutch aviation sector. These CO₂ emissions are indirect (Scope 3) emissions for Schiphol Group. This goal positively contributes to the working conditions of staff at airside.

For the electrification of the ground operations at our airports, we have initiated several projects to facilitate business partners in switching to zero-emissions ground handling equipment. These projects are carried out between 2021 and 2030. Handlers own the ground-support equipment used at our airports, and replacing zero-emission equipment depends on their specific replacement calendars. Together with a supplier, we have co-developed the electric ground power unit (e-GPU) that supplies zero-emission power to aircraft docking at remote aircraft stands as an alternative to traditional diesel GPUs. The installation of electric charging facilities at airside will be key in speeding up the transition.

While we work together with our business partners to transition towards electric and hydrogen-powered equipment, HVO100 is used at airside as the default fuel at our Dutch airports. It is a renewable alternative to diesel and made artificially without the use of fossil resources. Using HVO100 means a 98% reduction in CO₂ emission and no modifications to the diesel engines are necessary. Electrification of equipment remains key because of local air quality emissions, although it is expected that some of the operational vehicles will not be available in a viable zero-emission alternative by 2030. Therefore, we pilot hydrogen-powered ground vehicles. Together with our partners, we evaluate the operational performance of this equipment so manufacturers can further develop these technologies.





Airport Fire Service Schiphol takes first step in electrification with two electric Scania 23P box trucks | Scania Nederland

Aviation

Royal Schiphol Group aims to be net-zero in relation to our indirect emissions (Scope 3) by 2050. We have embraced the national 2030 ambition on CO₂ emissions of aviation as an interim target: CO₂ emissions from departing commercial flights back on 2005 level. We are committed to increasing SAF and accelerating Scope 3 CO₂ reduction, in line with the Paris Agreement.

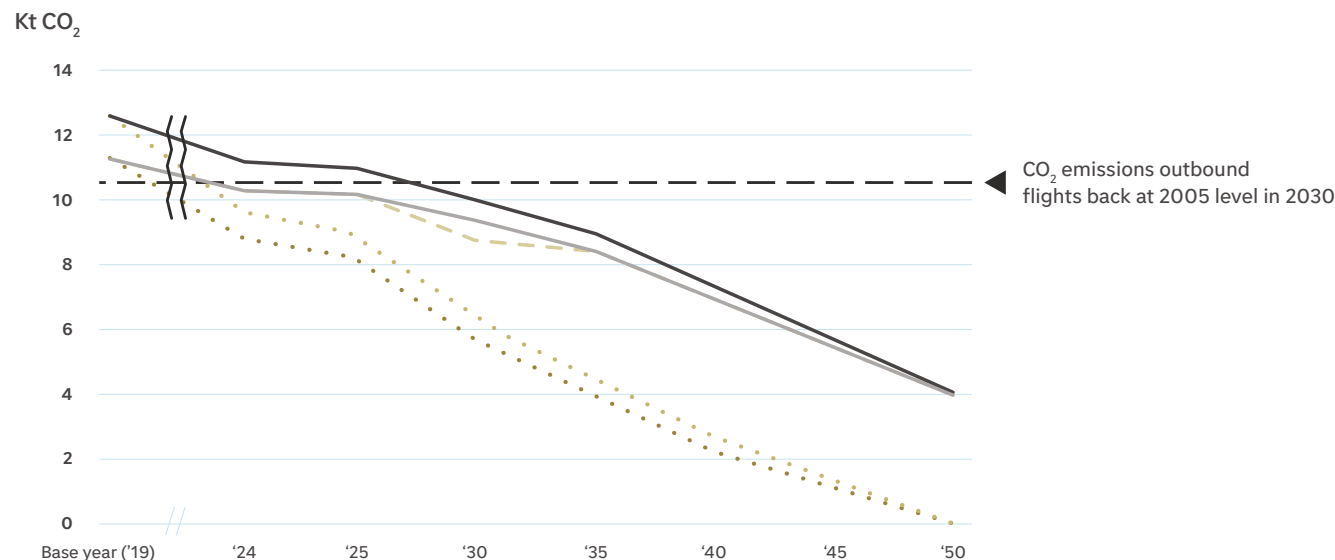
We actively partner with our stakeholders to reduce Scope 3 emissions to stimulate and support decarbonisation efforts in our value chain. This particularly concerns airlines, suppliers, main contractors, and commercial and operational business partners. Besides aviation CO₂ emissions, there are also CO₂ emissions because of surface access, materials, waste and construction activities, energy consumption of third parties and Royal Schiphol Groups international participations. Although we play a significant enabling role, we do not have direct control over the operational decisions of our partners in the value chain.

The aviation sector is responsible for 2-3% of CO₂ emissions generated worldwide and 7% of CO₂ emissions in the Netherlands, and this share will increase if the sector stands still as other sectors reduce their CO₂ output. The hard-to-abate nature of aviation combined with the highly regulated international framework the aviation industry operates in, influences the reduction measures available and results in a different reduction pathway to eventually reach the same 2050 ambitions.

Several roadmaps have been developed to indicate what is needed from the industry and governments to reach the net-zero goal. Waypoint 2050 is the roadmap for global aviation, and Destination 2050 is the roadmap for European aviation. In addition, there are also national sector agreements as the Dutch Sustainable Aviation Roundtable, including the Dutch SAF roadmap. We are involved in (inter)national working groups on the decarbonisation roadmap for aviation to share its knowledge and learn from stakeholders.

The aviation sector faces four major challenges in accelerating the reduction of climate-related emissions:

1. Industry growth outpacing relative emission efficiency gains per passenger and per flight.



Graph Scope 3 total + Scope 3 aviation

- RSG trajectory (total Scope 3)
- RSG aviation incl. RefuelEU SAF 6% 2030
- RSG aviation incl. SAF 14% 2030
- Global average red. 1.5°C (Total Scope 3)
- Global average red. 1.5°C (RSG aviation)

2. The disproportionate climate impact of long-haul flights (intercontinental flights account for 20% of flights at AMS and 80% of emissions, are technically challenging to decarbonize and have limited polluter pays principles).
3. Current net zero 2050 aviation climate plans are highly optimistic, relying on breakthrough technology, fast alternative fuel upscaling and carbon removals.
4. Non-CO₂ climate impacts are not addressed in most climate plans.

Aviation emissions from kerosene constitute approximately 95% of our carbon footprint emissions. The graph shows the reduction pathway for RSG's Scope 3 emissions, reflects the hard-to-abate nature of aviation, with the aim of reaching net-zero CO₂ emissions by 2050. However, carbon budgets show the 1.5°C target is most likely out of reach and significant interventions are needed to achieve the 1.7°C pathway.

To address aviation's major decarbonisation challenges, we focus on four levers within our scope of influence. Each lever address elements of the Trias Energetica: use less fuel, use fuel more efficiently and use alternative fuels. It is expected that the solutions will increase the cost of flying (higher ticket prices) over time, thereby potentially impacting the demand for flights.

1. Aircraft Technology
2. Sustainable Aviation Fuels
3. Operational Measures and Airspace Management
4. Policy and Economic measures

Aircraft Technology

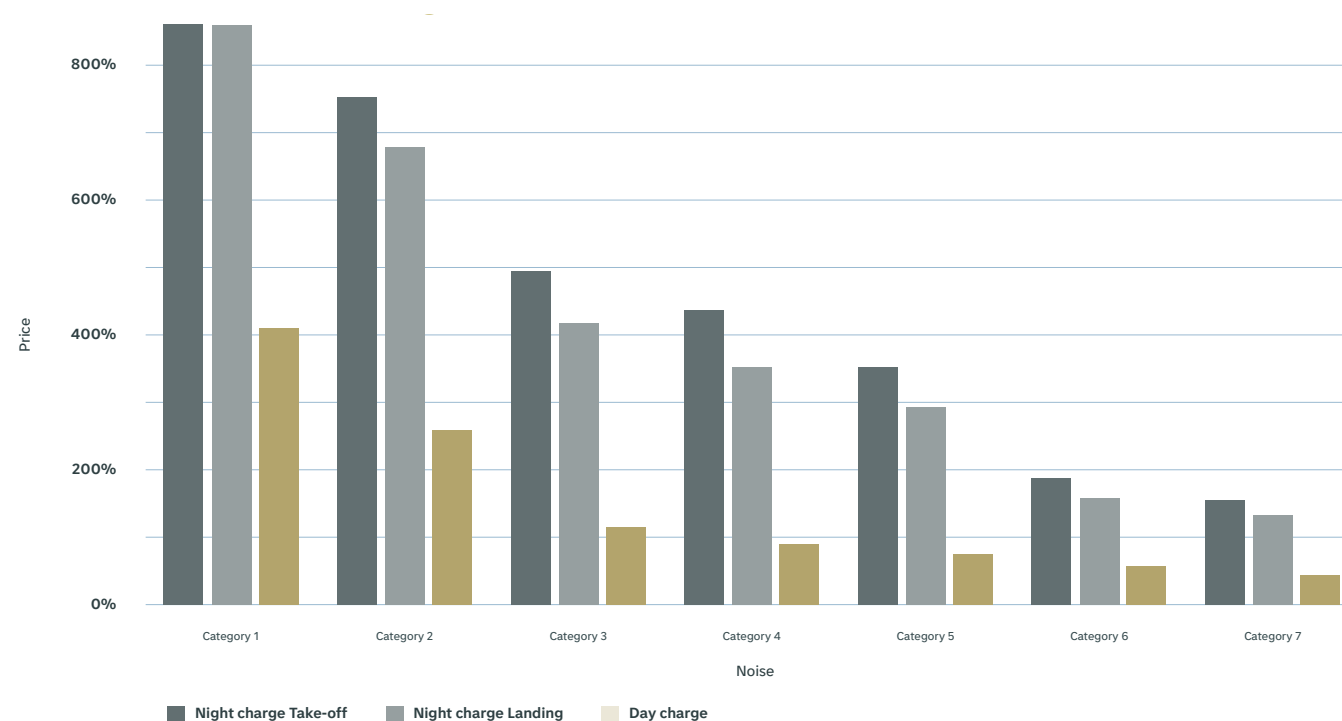
We aim to support improvements in technology to increase aircraft efficiency, for example, through differentiated airport charges at Schiphol, Eindhoven Airport, and Rotterdam The Hague Airport as an incentive for fleet allocation. The Dutch Aviation Act allows us to differentiate in (overall) cost-based airport charges, provided that individual charges remain "reasonable", bound by specific reasons of public interest. Royal Schiphol Group embeds strong sustainability incentives in its charges:

The cleanest and quietest aircraft benefit from lower landing charges;

- The noisiest (and usually least fuel-efficient) aircraft pay up to five times more landing charges than the latest generation aircraft types; and
- Since April 2022, Schiphol and Eindhoven Airport's airport charges include a NOx-based fee for emissions during landing and take-off (LTO) phase.

In the longer term, radical new technologies, such as hydrogen and electric propulsion, are required. These have a longer time to market than expected, political developments (including laws and regulations), and lack of investment certainty affects the feasibility of a clear reduction pathway. Electricity and hydrogen require totally new airport concepts. Options and potential locations for hydrogen liquefaction plants, storage and refueling systems are being investigated and included in the Masterplanning of our airports and investment portfolio.

Differentiation in charges



Due to the significant impact on airports, we are fortunate to have a mix of airports in the Royal Schiphol Group portfolio, within a relatively short distance. The network of airports is crucial to test and learn together with partners. And test and learn about the necessary safety regulations. At Rotterdam The Hague Airport and Lelystad Airport, charging areas for electric aircraft are available. Airport charges are waived for electric aircraft at Rotterdam The Hague Airport. PowerUP is the living lab in the Netherlands for electric flying. It is studying the feasibility of flying on electricity and looking at the possibility of a network between various regions in Europe. Pilots with unattended charging of electric aircraft took place in Rotterdam.

A liquid hydrogen fueling station is available at Rotterdam The Hague Airport to enable hydrogen-powered flights. This airport plays a key role in the EU-funded ALBATROS and GOLIAT projects, which develop safe technologies for liquid hydrogen use in aviation. Alongside Stuttgart and Lyon airports, Rotterdam The Hague Airport will host pilot schemes.

Sustainable Aviation Fuels

Given that Sustainable Aviation Fuels (SAF) is one of few available short-term measures to reduce international aviation emissions, Schiphol Group has been an active advocate for rapid and responsible upscaling of SAF to replace fossil kerosene. Sustainable aviation fuels have multiple positive effects since their use leads to lower emissions of CO₂, soot and UFPs, which is better for the climate at a global level and air quality at a local level. SAF can also contribute to reduced contrail forming during aircraft flights. As an airport operator, we focus on funding SAF-related R&D and expanding production capacity, as well as contributing to responsible sourcing policies and stimulating SAF demand within the industry.

The ReFuelEU Aviation Directive came into effect as of 2025, requiring fuel suppliers to ensure SAF makes up at least 2% of annual kerosene deliveries to European airports, increasing to 6% by 2030 and 20% by 2035. Airports must facilitate these deliveries. Schiphol Group was well prepared for the directive and continues to promote SAF production and supply across its Dutch airports. Rotterdam The Hague Airport has initiated a voluntary collaboration with commercial airlines to use more SAF than required by ReFuelEU and an additional SAF target for business aviation.

We expect that three instruments are most effective to increase SAF uptake in the short term and secure supply in the long term. We are determining how we could contribute:

1. A Rebate scheme to stimulate near-term SAF uptake beyond mandates and ETS allowances
2. A Double-sided auction to support the European e-SAF market by providing price certainty for producers and demand certainty for buyers
3. Investment in production of advanced SAF in the Netherlands. Pre 2020, we were an early co-investor in SkyNRG's SAF refinery and financially supported Dutch start-ups Zenid and Synkero, which focus on synthetic kerosene via direct air capture.

Operational measures and Airspace management

Activities in this category contribute to fuel reduction by stimulating airlines to use less or even no engines for activities on the ground and fly as efficiently as possible. Ground handlers and national and European Air Traffic Control are important stakeholders for the realization.

Operational measures

Aircraft emissions during the taxi, landing and take-off (LTO) phases amount to approximately 5% of total aviation emissions at our airports. As an airport operator, we actively pursue solutions that can contribute to a decrease in kerosene consumption and therefore reduce aircraft emissions of CO₂ and other pollutants, such as NOx and UFP. These include operational measures such as single-engine taxiing, reduced APU usage and towing.

Stationary aircraft normally use their own kerosene-driven auxiliary motors (APU) or a separate diesel-powered generator (GPU) to supply electricity and air conditioning. To reduce this form of fossil fuel use (Scope 3), we have equipped the majority of aircraft stands with installations for fixed electrical ground power (FPU) and pre-conditioned air units (PCAs). We consider reducing APU use a priority, given the concrete improvement it brings to healthy working conditions for apron workers. It also contributes to reducing CO₂ emissions from aviation as a whole, as it lowers fuel consumption from aircraft on the ground.

Once pushback at Schiphol Airport is completed, the departing aircraft taxis out on its main engines from the gate towards a runway (or vice versa for arriving aircraft). Usually, aircraft travel at close to their maximum weight. The average taxi time at Schiphol Airport is 14 minutes out and 9 minutes in. This is longer than is required for the warm-up (5 minutes) or cooling down (3 minutes) of aircraft engines. We are exploring the use of 'more sustainable taxiing', an umbrella term for solutions that involve aircraft taxiing while their engines are shut down. Taxiing powered by HVO100 is far more efficient than on aircraft engines. More sustainable taxiing therefore has the potential to significantly reduce LTO-related emissions.

These efforts build on insights from earlier showcases with two TaxiBots – special towing vehicles owned by Schiphol – with trials in 2020, 2022, and 2024. We acquired four electric TaxiBots as the next step in the transition to lower CO₂ and local air quality emissions. Together with our partners, we will test and learn with this new equipment. Under the EU-subsidized HERON consortium, which aims to reduce CO₂ emissions from airport operations, we successfully established more sustainable taxiing as a SESAR (Single European Sky ATM Research and Development) solution.

Airspace management

We support the Single European Sky initiative, which contributes to reducing aviation emissions through more efficient routing. At national level, improvements to Dutch airspace are also being investigated.

Greater efficiency in airspace demarcations and management could yield significant emissions reductions, as aircraft routes require less diversions. Schiphol Group closely monitors national and European developments and participates in international projects such as the Single European Sky (SES) initiative, which advocates a single, unified European airspace free from national borders, to support the region's long-term aviation capacity needs. Together with our European partners, we actively promote the accelerated introduction of SES, given its potential to modernise Europe's air traffic control system and drive efficiency across ground processes, aircraft handling and airport use. The European Governments are in the lead, together with the Eurocontrol and the national Air Traffic Controls.



TaxiBot brings the aircraft to the Polderbaan so that the aircraft engines can remain switched off during taxiing.

Policies and economic measures

Our advocacy efforts are a key enabler in reducing our Scope 3 emissions. We engage with Airports Council International (ACI) and International Civil Aviation Organization (ICAO), as well as with international airports, airlines, air traffic control and aircraft manufacturers, on worldwide solutions to make airports and the wider aviation sector more sustainable. Advocate for and co-invest in initiatives that enhance international rail connectivity is also part of our advocacy efforts. We monitor the development of the legislation for and the products offered at the carbon removals market.

ICAO's CORSIA, the EU ETS, and the Dutch distance-based air passenger tax all put a price on carbon emissions, reflecting the external costs of aviation. ETS and CORSIA also provide a cap on CO₂ emissions. The total quantity of EU ETS allowances decreases over time, which may lead to an increase in the price of emissions. As airlines may incur higher costs, these instruments are designed to incentivize in-sector emission reductions. The actual reduction follows the abatement curve, as emitting companies are allowed to trade the remaining allowances. We support a strong EU ETS, accompanied by measures to support a level playing field. In 2024, 78% of departing flights from Schiphol went to a country in the European Economic Area, Switzerland, or the UK. These flights are covered by the EU ETS. The remaining 22% went to countries not covered by the EU ETS and are covered by CORSIA. The latter covers ~80% of the CO₂ emissions emitted by departing aircraft.

Non-CO₂ emissions of aviation

An important topic for us is following policies on non-CO₂ emissions to strengthen our knowledge and determine how we can contribute to reducing the impact on climate. Non-CO₂ emissions such as NOx, soot, oxidized sulfur, and water vapor, which occur at high altitudes, may also contribute to global warming. These emissions, along with induced contrails, can have both warming and cooling effects on the climate. Although such emissions remain in the air less long than CO₂, their net impact seems to contribute to positive (warming) radiative forcing.

CO₂ emissions are estimated to account for approximately one-third of aviation's total climate impact. However, reliable estimates at the airport level are currently lacking and therefore non-CO₂ emissions have not yet been quantified. Furthermore, additional research is needed to determine the best approach for addressing the climate impacts of non-CO₂ emissions. In the absence of a baseline and calculation methods, we have not explicitly included non-CO₂ emissions in our targets.

However, our net-zero carbon target for 2050 will also contribute to a reduction in non-CO₂ emissions. For example, SAF in itself has zero aromatic content, resulting in fewer soot particles and reduced contrail formation. SAF also eliminates SOx emissions, which further decreases the potential for contrail development. Similarly, since 2022, we have applied a specific NOx charge within the landing and take-off fee within the airport charges structure of Schiphol and Eindhoven Airport, encouraging the use of cleaner aircraft engines that emit less NOx and thereby reducing overall NOx emissions. This also positively impacts the reduction of non-CO₂ emissions. Lastly, we are actively involved in further research and potential mitigation measures for non-CO₂ emissions.

We note that airlines will report non-CO₂ emissions for flights under the EU ETS for the first time in 2025. The European Commission and the aviation sector will use these reports as a learning opportunity. Given the early stage of this reporting, no EU ETS allowances are currently required for non-CO₂ emissions.

We are working together with our partners to reduce both CO₂ and NOx emissions from aircraft and ground vehicles. This includes offering free clean-power plugs at the gates, eliminating the need for auxiliary engines, and promoting sustainable taxiing. We also encourage the use of electric cars, buses, and taxis to further reduce emissions.



Influencing other Scope 3 emissions not related to use of aircraft

Since most emissions fall under Scope 3, collaboration with partners and suppliers – as well as full engagement from our people – is essential to achieving lasting results and driving systemic change. Our role in advancing sustainability has evolved from merely facilitating to actively collaborating, guiding, and even directing. We encourage suppliers to improve their social and environmental impact across the entire value chain. As partners, we must all support one another in working toward our broader goals. The growing alignment between our sustainability ambitions and those of our business partners is both encouraging and valuable. High standards in supplier and procurement practices are essential for operational excellence and ethical conduct. They also help build trust among stakeholders, including suppliers, partners, employees, and the broader community. We have implemented a Code of Conduct, an integrity reporting line, a Supplier Check-in document, and a Supplier Code to ensure responsible practices throughout its partnerships. These requirements are mandatory for all contracts and procurement activities carried out by Royal Schiphol Group, applying to all suppliers and tenderers.

Construction equipment

We are working closely with our business partners to advance emission-free construction. As part of this effort, we are testing and deploying zero-emission equipment across construction projects and adding requirements in tenders to stimulate the use of zero-emission construction equipment. To support this ambition, we have signed the Clean and Emission-Free Building Covenant (Convenant Schoon en Emissieloos Bouwen) with several contracting authorities, underscoring our commitment to national climate goals and our leadership in reducing emissions in construction processes.

Surface access

Airport accessibility is an important factor in traveller behaviour and influences the environmental footprint of both passengers and employees. Accessibility is determined by the network of infrastructure, public transport modes and parking facilities. Royal Schiphol Group's mobility vision is centred on creating a safe, robust, flexible, and future-ready transport network. We follow the Dutch Climate Agreement for CO₂ and the requirement of the Nature permit/Mobility plan because CO₂ emissions of mobility are part of our carbon footprint Scope 3.

In order to achieve the climate goals there is a mix of European and national policy instruments with an impact after 2030, like the EU ETS, norms and standards. The ETS2 ceiling (mobility, built environment, small industry) will decrease to zero in 2044. In the mobility sector, there are norms and standards, such as the CO₂ standards for light vehicles and trucks.

Our mobility vision is leading: aim for a (traffic-)safe, robust, flexible and expandable transport network, ready to meet the challenges of the future. However, since fossil fuel engines emit both CO₂ and Local Air Quality emissions, it is important to understand the different transport modes and possible changes.

We prioritize collective, clean transportation (i.e. electric hotel shuttles, crew transport and public transport) over individual transportation based on fossil fuels and we strive to achieve a modal shift from cars to public transportation.

This approach results in improving infrastructure and investing in more sustainable mobility concepts like electric buses for long-term parking, zero emission zone at Schiphol Centre for vans and small trucks and significantly expanding the number of electric charging points in coming years spread across our airports. Own employees are incentivized to use the cleanest way of transportation. Cycling to work is made financially attractive. A bike-lease programme is also available. Employees have public transport cards to use for commuting.

Food & Beverage and retail

We aim to reduce CO₂ emissions from food and beverage and retail activities with 55% by 2030, in line with the EU Fit for 55 framework. These emissions fall under Scope 3, and because they largely arise from activities outside direct operational control, the target is set as aspirational. Progress will be achieved primarily through commercial agreements with reinforced sustainability requirements for retail and Food and Beverage (F&B) partners. New contracts with our business partners in the commercial area include a sustainability clause. Business partners are required to comply with an obligation of results in line with the commercial sustainability strategy.

About half of total CO₂ emissions within F&B originate from just a few product categories, such as beef (burgers) and dairy (milk). We aim to reduce CO₂ by offering less animal protein. We focus on reducing red meat from hybrid to plant-based, and milk in coffees and other products such as apple pie and sandwiches). F&B concessionaires and Schiphol launched a food and beverage covenant. Schiphol engaged its retail partners in its sustainability ambitions, collaborating to set targets for reducing the environmental footprint of food and beverage items served at the airport. Since many concessionaires operate at multiple airports, we hope this development will also have a positive impact beyond the Netherlands.

We give our business partners the flexibility to determine their own way of working. We rely on market trends within the luxury segment to drive autonomous reductions, as these brands have the financial resources and systems to innovate in renewable materials and reuse.

Societal impact

The pillar, Environment and society, in our Strategic Plan is about ensuring broad societal trust and support for aviation, providing legal certainty for all parties, and being 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, contributing to the decarbonisation and addressing other emissions with potential environmental and health impacts.

Noise reduction and management

Schiphol Group acknowledges that the future of aviation depends not only on global connectivity but also on the quality of life of communities surrounding our airports. We therefore aim to create a better balance between the benefits and impacts of aviation by maintaining a healthy living environment around our airports. To reduce noise disturbance, Schiphol Airport has introduced the Minder Hinder programme, which optimizes runway use and flight routes and encourages the use of quieter and cleaner aircraft during both daytime and nighttime operations, supported in part by greater differentiation in airport charges, and by Balanced Approach measures such as reducing night flights and banning the noisiest aircraft at night.

In December 2024, the Ministry of Infrastructure and Water Management submitted the final Balanced Approach package to the European Commission to reduce airport noise at Schiphol. Required under EU Regulation 598/2014, the Balanced Approach procedure applies to airports within the European Union with over 50,000 annual ATMs. It addresses noise problems for each airport individually, identifying the noise-related measures that provide the greatest environmental benefit in the most cost-effective way, using objective and measurable criteria. Schiphol Group considers the Balanced Approach procedure an important step towards establishing a robust Airport Traffic Decree for future operations, providing greater certainty and clarity for all stakeholders. In line with the Balanced Approach procedure, we set a company target, effective 1 November 2025, to reduce the number of people most affected by aircraft noise by at least 15%. The noise outlook for 2026 is positive: the number of people experiencing high annoyance over the daytime period will decrease by 15.6%, slightly surpassing the ~15% goal. The number of people

experiencing high sleep disturbance during the night declines towards 32%. These improvements are mainly driven by accelerated fleet renewal, supported in part by greater differentiation in airport charges, and by Balanced Approach measures such as reducing night flights and banning the noisiest aircraft at night. This positive development is expected to continue, now that the Balanced Approach measures have been fully implemented.

Community Engagement

Community engagement plays a central role in Schiphol Group's strategy under our "Societal Impact" pillar, which seeks to maintain societal trust in aviation, ensure legal certainty for stakeholders and operate transparently. Noise disturbance remained a key concern, and Schiphol Group's objectives are to prevent noise impacts on surrounding communities and reduce complaints through timely information and active dialogue. Residents can access information and raise concerns through platforms such as the Local Community Contact Centre Schiphol (BAS), Eindhoven Airport's BurenApp and samenopdehoogte.nl. Stakeholders at Eindhoven Airport also collaborate through the Airport Eindhoven Consultation Body (LEO) to reduce aviation-related noise emissions.

Beyond noise reduction, Schiphol Group engages directly with local communities through meetings, events and community funds that support projects related to the environment, liveability, sports and public benefit initiatives. The company also actively involves children, students and young people in discussions on safety, sustainability and aviation. In addition, the Schiphol Group Quality of Life Foundation supports local projects and mitigation measures in areas affected by airport activities.



Air Quality

We are committed to limit emissions and exposures that affect the health of workers at our airport sites and in neighboring communities in order to provide an attractive, safe and healthy workplace for everyone who works at our airports. This contributes to our social responsibility in a tight labour market, contributing to the attractiveness of Schiphol Group as a socially responsible employer-of-choice.

Additionally, emissions are a significant threat to biodiversity, particularly damaging nutrient-poor habitats like peatlands and dunes, which are highly sensitive to increased nitrogen deposition. Nitrogen deposition above ecological critical threshold leads to poor conservation status in most Natura 2000 sites near the airports, leading to habitat degradation and species loss.

Being compliant with legal requirements regarding health (NLA (Dutch Labour Authority), UFP, diesel and kerosene engine emissions), nature (Nature permit, NOx depositions) and SVHCs (both health and nature) is the third reason that RSG chooses to improve local air quality and exposure by reducing emissions.

Emissions originate mainly from fuel-driven engines in aircraft, ground equipment, and road traffic, occurring on-site as well as up- and downstream in the value chain and in the surroundings of the airports. Our focus is on continuing to reduce emissions and reduce exposure. We also aim to strengthen knowledge and research base and advance innovations and scalable solutions.

Key measures to lower Local Air Quality emissions

- Reduce taxi-related emissions: N-1 taxiing, shorter routes, taxi-tow.
- Electrify ground operations.
- Enforce airlines to switch the APU off when at the stand and instead use Fixed Power Units (FPU), electric Ground Power Units (eGPU) and/or Pre-Conditioned Air (PCA) systems.
- NOx-based airport charges to stimulate cleaner aircraft engines.
- Increase SAF and e-SAF blends.
- Promote smart/clean transport to/from airports.
- Advocacy at national, European and global level to align policies and resources.
- Collaborate with airports (e.g., Copenhagen Airport) to share insights.
- Decrease the level of exposure to staff, for instance by installing a filter on vehicles.

The Dutch Government monitors air quality continuously. In 2025, the air quality standards around Schiphol were met. An airside UFP focused monitoring network will become operational in 2026, to assist Schiphol in closer monitoring the local air quality.

Not taking action to mitigate local air quality emissions might increase risks like health issues among employees, reduce the attractiveness as employer, or lead to reputational damage. Additionally, biodiversity impacts and inability to meet nature permit requirements are directly influencing our license to operate and may lead to increasing legal cases from NGOs, residents, and workers.

Soil Quality

Our ambition is to improve soil quality, prevent soil pollution and comply with local and national level regulations on soil pollution. There are no activities or processes with intentional emissions of pollutants into soil; therefore, we do not have nor need a permit for emissions into soil. Instead, we follow national guidelines. Activities that might form a threat to the soil quality, like the storage of oil and fuels, are assessed. A combination of necessary measures and technical facilities is determined to minimise the risk of soil contamination. Activities are not started until those measures and facilities are implemented.

Nevertheless, soil contamination incidents can still occur, in which case remediation is required. If emissions do occur, we manage through control and remediation measures to minimize pollution. Besides current soil contamination incidents, we find contaminated soil due to historical activities performed at RSG grounds. Additionally, if historic soil pollution due to previous activities performed at the sites is discovered, we remediate this if necessary.

Most historical contaminations involve known substances such as PAHs, asbestos and mineral oils, for which established remediation techniques are available. Where necessary, we remediate the soil accordingly. The greatest challenge lies in historical PFAS contamination - no foam has been used since 2020 - for which no ready-made solutions currently exist. Tailor-made solutions are required for each contamination. We are actively working to find suitable approaches, including exploring innovative solutions with partners. Our approach is focused on mitigating risks to people, the environment and further spread.

Schiphol is not a producer of PFAS. RSG fire brigade used PFAS-containing firefighting foam from 1985 till 2020 to extinguish liquid fires because it was obligatory. Currently we do not use it anymore. De-icing fluids do not contain PFAS. Recent desk-based research shows that there are approximately 100 potential PFAS locations at Schiphol. In about a quarter we know for sure that there is contamination. For three quarters of the locations, additional soil investigation is required, to see whether the soil is contaminated.

The soil contamination causes increased concentrations of PFAS in the surface water at the airport. The research into the water quality at the airport shows that consistently higher concentrations of PFAS are measured in the water in four areas on the airport grounds. In two places where the water from Schiphol comes into contact with water outside Schiphol, PFAS values have been measured that are above the swimming water and irrigation advisory values of the RIVM.

For Schiphol, we register the volume of PFAS contaminated soil stored on site. We have purchased a soil treatment facility for the remediation of PFAS-contaminated soil. The soil remediation facility will be operational from Q3 2026 onwards and we will monitor the volume of treated soil.

Advocacy, collaboration and innovation are key to solving environmental challenges. Exchanging lessons learned with other airport operators, in a partnership or via ACI and ICAO, and other sectors, municipalities and provinces, is crucial to increase knowledge and determine most impactful approach. It is a global challenge.

Climate adaptation

In addition to reducing emissions, we must ensure that airports remain resilient and prepared for the increasing physical risks associated with climate change. Extreme weather events—such as heatwaves, heavy rainfall, and storms—are expected to become more frequent, forcing airports worldwide to strengthen their infrastructure and operational resilience.

Changing climate influences aviation

Despite our efforts to limit global warming, there is scientific consensus that the climate is changing and will continue to change. More extreme weather and climate-related events are expected. The physical risks associated with climate change are likely to significantly impact on the availability of our assets and working conditions, potentially affecting our operations. Risks such as shifts in climate patterns resulting in changing wind directions, rising groundwater and, in the long term, sea levels, and acute physical risks – extreme weather events such as heatwaves and storm water flooding – all impact business continuity.

Climate change can negatively influence aviation operations in many ways. The frequency, intensity, spatial extent, duration and timing of these events are expected to increase, making flight disruptions and cancellations more common. Thunderstorms and severe weather events lead to increases in operational delays; the aviation network is affected as flights are re-routed around hurricanes and severe turbulence during flights leads to a higher risk of more severe injuries for passengers.

Adapting to climate change

Employees, passengers, assets, flora and fauna are exposed to a changing climate. Royal Schiphol Group is taking proactive steps to adapt our infrastructure and operations to

ensure our airports remain pleasant locations and continue providing our essential social and economic services in the long term. Key threats to our airports include increased frequency in extreme rainfall events as well as extreme heat days. During the longer term, rising groundwater levels and changes in the prevailing wind direction will become more urgent issues. Situated in a complex urban area and more than four meters below sea level, Schiphol Airport is vulnerable to the impact of climate change, and structural measures are essential to prevent potential short- and long-term issues. We give particular consideration to spatial design elements, such as a flood-resilient airport water-management system and heat-stress mitigation measures such as green roofs that can also store rainwater.

We are proactively working on the transition risks to mitigate them, create value and contribute to a more sustainable aviation sector:

1. Policy and legal risks: Via (inter)national advocacy and working with sector partners in (inter)national consortia, we advocate for stable policies and legislation in order to support the climate transition and the associated investments to stay ahead of the curve.
2. Technology risks: Mitigation of climate change is a key activity for our organisation. We are net-zero for Scope 1 and Scope 2 at three Dutch airports and consider the decarbonisation of aviation crucial. While not in our direct control, we contribute where possible, for example through the SAF incentive (2022-2024) and advocacy. We advocated for an air passenger tax differentiated by travel distance. Moving away from fossil fuels requires a higher electricity demand, investments in new and upgraded existing energy infrastructure and balancing supply and demand.
3. Market risks: There are many technological innovations needed to transition towards a net-zero aviation sector (e.g., hydrogen propulsion). These innovations may lead to higher priced flight tickets and thereby impact demand. This is an example of a market risk we need to manage. Financial markets are requiring more non-financial information (i.e. ratings) in general and specific actions for climate adaptation in particular (European Investment Bank).
4. Reputational risks: Public perception of the aviation sector's impact on climate change and pace of emission reduction;

or regulator and customer perception of Rour contribution. If we do not do enough to enable the decarbonisation of the aviation sector, there is a risk of climate-related court cases, diminished support from society and reduced interest from financial investors.

Biodiversity

As an airport operator, we own large areas of land where we, in some cases, intentionally influence the biodiversity around our airports. We chase away birds or animals that may attract birds to ensure flight safety. The biodiversity scope of Royal Schiphol Group is multifaceted and complex due to surrounding farmland, continuous maintenance and construction projects and challenges from invasive species. Emissions and pollution associated with the activities in our value chain also have an impact on biodiversity. Our Biodiversity Policy operates in synergy with associated policies such as our Climate Change Mitigation Policy. Our Biodiversity Policy includes maintaining and enhancing biodiversity where possible. We have long ongoing activities for managing our landscape to ensure flight safety. Recognising our land as part of a broader ecosystem, we're exploring ways to enhance biodiversity without increasing risks related to local fauna and focus on biodiversity-sensitive areas. Natura 2000 areas are impacted by NOx deposition from fossil-fuel engines. Schiphol is taking mitigating measures to reduce NOx emissions in the value chain.

We operate four Dutch airports in ecologically sensitive regions, making compliance critical for the license to operate, future permitting and risk mitigation, while ensuring uncompromised flight safety. The nature permit was revoked (2025) because the proposed measures did not meet the additionality requirement. The nitrogen deposition in nearby Natura 2000 areas further increases the urgency of targeted biodiversity action. While foundational governance, reporting and monitoring actions are being strengthened internally to align with CSRD requirements, additional targeted measures requiring external collaboration are required for our future nature permit and to anticipate stricter future legislation.

The biodiversity assessment identified pollution from air traffic, primarily nitrogen deposition, as the most widespread

and significant threat to biodiversity, particularly damaging to nutrient-poor habitats like peatlands and dunes, which are highly sensitive to nitrogen increases. Several Natura 2000 sites near the airports already exceed ecological nitrogen thresholds, leading to habitat degradation and species loss. Other key biodiversity impacts include land use change (from agriculture and construction), pollution (air, water and soil) and disturbance related to construction (vibration, noise and light), all contributing to habitat fragmentation, reduced ecological connectivity and long-term biodiversity decline.

Our activities are clustered in three high-impact levers that can contribute to restore biodiversity and reduce nitrogen levels: on-site monitoring of soil quality and invasive species, biodiversity-friendly management of leased land, and targeted contributions to nature restoration in nearby Natura 2000 areas. These are prioritized based on feasibility, synergies with the broader portfolio and the contribution to biodiversity. The levers could help meet the additionality requirement, meaning that they demonstrably go above and beyond existing legal or planned obligations and thus create verifiable extra environmental benefit.



Circular Economy

A circular economy is a system where materials never become waste and nature is regenerated. In a circular economy, products and materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling, and composting. The circular economy tackles climate change and other global challenges, like biodiversity loss, waste, and pollution, by decoupling economic activity from the consumption of finite resources. We are following the definition of the Ellen MacArthur Foundation.



While circularity contributes only a small share of Scope 3, it remains strategically important as it supports broader sustainability objectives and is increasingly shaped by regulation. Three key regulatory drivers include restrictions on single-use products, rising carbon costs, and tightening waste regulations. The Dutch Government has set 2035 goals and 2030 milestones in its National Programme Circular Economy (NCPE).

We focus on two specific areas:

1. Construction: all materials associated with the construction and demolition of infrastructure and commercial buildings.
2. Operational streams: materials flowing from terminal operations, offices, and airline activities.

The 2030 “zero-waste airport” target has been revised into an overarching CO₂ reduction target of ~10% by 2030 compared to 2024, supported by targets for construction and operational streams in line with the set NCPE targets for 2035 and relevant regulatory drivers while working towards the ambition Circular Economy for 2050:

- CO₂ reduction is adopted as the overarching impact metric for circularity, as it provides a comparable and widely recognized indicator of environmental performance. While it does not capture all dimensions of sustainability, such as biodiversity, water and land use, it remains the most consistent and actionable metric available today.
- For construction, an aspirational 2030 target of ~8% CO₂ reduction vs 2024 is formulated. Construction decarbonization is driven by use of more sustainable materials and applying circular design principles.
- For operational streams, an aspirational 2030 recycling target of ~70% vs ~35% in 2024 is defined. To do so, we focus on 5 material streams that equal ~90% of total material waste. These streams were selected for their high CO₂ impact (Residual waste, CAT-1, Paper Cardboard),

regulatory mandates (Plastic Drink cartons, residual waste), and strong upcycling potential (Swill). We plan to reach this impact through improving waste separation, enhancing waste management practices among business partners & waste handlers, and investing in shared infrastructure.

All targets are supported by a roadmap to 2030 with concrete projects and facilitated by clear prioritisation criteria, guardrails to remain focused on highest impact areas and governance.

Because circular design and circular operational practices are still relatively young fields, we continue to invest in knowledge development, pilot new concepts, and exchange best practices with other airport operators and organisations. This learning-oriented approach allows the organisation to adapt to emerging standards and regulatory developments while contributing to sector-wide progress.

Construction streams

We steer on reducing both CO₂ emissions related to construction materials and the use of primary materials. The 2030 CO₂ emissions forecast is based on high-level assumptions. We have key data constraints, due to limited data availability on baseline CO₂ emissions and limited visibility on CO₂ impact of upcoming projects. Given these constraints, we work towards aspirational targets and steer using objective guardrails. The emphasis is on committed actions, rather than precise long-term emissions outcomes that cannot yet be robustly quantified.

Use more sustainable materials

Use asphalt and concrete with more recycled content and/or lower CO₂ mixes and reuse high value products. An enabler for this lever is shared hubs for reusing high impact and high value materials.

Apply circular design principles

Design buildings and infrastructure to use less materials, allow for recycling and allow for disassembly, for both structural elements and technical installations. To enable this, we track and measure material usage, environmental impact and support future re-use. Building Circularity Index and environmental cost indicator (Milieu Kosten Indicator (MKI)) are methods to quantify circularity potential of new and existing buildings and assets. From experience, we have learned the importance of applying circular economy principles during the design phase, considering the estimated lifespan of the asset, whether it can be disassembled after use and the potential new purpose of the materials.

Operational streams

For operational streams, we work towards 70% recycling rate by 2030 compared to 2024. We focus on three interconnected levers, waste separation, circular business practices, and shared infrastructure, to reduce our environmental footprint while enabling partners across the airport to do the same. These activities are supported by enabling activities, like waste scans, exchanges with other airport operators and advocacy.



Strengthen waste separation at the source

RSG owns waste contracts and thus is responsible for waste handling. Current priorities include improving sorting facilities in and around our offices, expanding the collection of PET bottles, and upgrading waste separation infrastructure in real estate managed by us. These actions help close material loops and reduce residual waste.

Apply our circularity expertise to improve airport wide waste processes

We have contracts with our business partners and thus are well-positioned to collaborate more effectively with tenants and partners and encourage our circularity efforts. Together, we aim to strengthen post separation processes. We will also look at how incentive instruments, such as Polluter Pays principles, can support avoiding waste and improve waste separation. Additionally, new circular practices are being explored, such as expanding reusable packaging solutions within our operational ecosystem.

Invest in shared infrastructure that benefits the entire airport community

We own the shared infrastructure and are well-positioned to enable shared circularity initiatives. Many sustainability gains can only be realized when the infrastructure itself is futureproof. That is why we are building and upgrading shared facilities - like centralised waste collection points across the airport. These collective solutions reduce single use materials and create efficiencies that individual partners would not be able to achieve alone.



Appendices

Understanding the regulatory framework

An assessment of our sustainability plans cannot be properly conducted without considering the applicable regulatory framework. It must be emphasized that a coordinated airport cannot decide on its own environmental restrictions, but we are nevertheless doing what is reasonably possible to lower our own emissions and to incentivize emission reductions among partners in the value chain.

The Dutch State, represented by the Ministry of Finance, is the majority shareholder in Royal Schiphol Group. The Ministry of Infrastructure and Water Management sets the regulatory framework within which we operate, based partly on international laws and regulations. This framework strongly influences both our obligations and the opportunities available to us within our sustainability strategy.

Within the context of climate change, the most relevant international regulatory sources are: European Climate Law, Fit for 55, EU Slot Regulation, RefuelEU Aviation Regulation, Alternative Fuels Infrastructure Regulation, Air Services Regulation, Trans-European Transport Network (TEN-T) and EU ETS. At the national level, the Dutch Aviation Act governs the activities and environmental capacity of Dutch airports, including through airport zoning decrees, traffic decrees and operational decrees.

Optimal use and limitations with regard to capacity

Under the Dutch Aviation Act, Royal Schiphol Group must ensure “optimal use” of the airport and its capacity at Amsterdam Airport Schiphol (“Schiphol”). This means that we are required to maintain the availability of our infrastructure and assets for aviation activities.

Following the EU Slot Regulation and the Dutch Slot Allocation Decree, coordinated airports, such as Schiphol, are legally obliged to set their capacity declaration in line with the available capacity as determined by the government to ensure the most efficient use of airport capacity. Airport

slots, required for airline operations to enable the use of airport infrastructure and related services, are then allocated by an independent governmental slot coordinator (Airport Slot Coordination Netherlands). Also, legislation and court decisions require our airports to declare the available amount of (environmental) capacity, expressed in slots. Under the current regulatory framework, we emphasize that it is not allowed to unilaterally limit the available environmental capacity. Amendments to the airport’s environmental capacity can only be made by the government, in compliance with EU law (e.g. the Balanced Approach Regulation and the Air Service Regulation) and international law (e.g. EU Open Skies), generally requiring a procedure and a decision by the EU Commission to implement measures proposed by EU Member States.

Furthermore, EU internal market rules hold as a principle the freedom of airlines to determine the destinations of their air traffic services. This principle has been confirmed in EU case law.

Due to the combination of the above-mentioned legislation, we are obliged to declare the available environmental capacity as determined by the government.

Sustainability governance and reporting

The Chief People & Transformation Officer (CPTO) holds primary responsibility for sustainability governance. The Executive Committee defines the sustainability vision and policy and is supported by the Public Affairs and Sustainability Committee of the Supervisory Board. The Head of Strategy and Sustainability reports to the CPTO, ensuring the effective integration of sustainability throughout Royal Schiphol Group. Sustainability targets are a key component of the Executive Committee’s remuneration, aligning executive incentives with our sustainability objectives. The Chief Operating Officer ensures compliance with relevant safety and environmental legislation.

Our sustainability strategy is based on Royal Schiphol Group’s long term strategy (2050) and vision of creating a home for world travellers. Our corporate ambition is happy travellers, airlines and employees, in balance with the environment. Since 2024, Royal Schiphol Group has a Responsible Business Policy, which includes a comprehensive human rights due diligence process aligned with the OECD Guidelines for Responsible Business Conduct and the UN Guiding Principles on Business and Human Rights. This policy and process ensure that human rights and sustainability risks are effectively managed across our operations and value chain. More information on governance is provided in our Annual Report.

Every year, we report on our sustainability performance in our annual report. We published our first Sustainability Statement over the year 2024 with limited assurance from our external auditor, in accordance with the European Sustainability Reporting Standards (ESRS), the EU Corporate Sustainability Reporting Directive (CSRD) and EU Taxonomy. The Sustainability Statement including more information on actions and measures are available in our annual report and on our website.

Carbon accounting

Carbon accounting at Royal Schiphol Group follows the methodological requirements of the Greenhouse Gas (GHG) Protocol Corporate Standard, which categorises emissions into Scope 1, Scope 2 and Scope 3.

- Scope 1 emissions result from owned or controlled sources, such as the heating of our buildings.
- Scope 2 emissions result from electricity purchased for our operations.
- Scope 3 emissions are all indirect emissions occurring in our value chain, including aircraft emissions and surface access emissions.

Further explanation of the different scopes is listed on the next page.

All greenhouse gas (GHG) data points (Scope 1, Scope 2 and Scope 3) are reported based on the GHG Protocol. In line with the GHG Protocol, this proportionally includes Scope 1 and Scope 2 emissions from our minority shareholdings, which are reported under Scope 3, Category 15.

- GHG data and qualitative information are consolidated unless specified otherwise.
- Please refer to Sustaining Your World for historical data.
- Please refer to Annual Report for Sustainability Statement including Double Materiality Analysis, EU Taxonomy and GHG footprint. Please refer to RSG Annual report and Sustaining Your World (p.61 and 62) to learn more about the calculation method used.
- Emissions inbound flights are not included in the CO₂ footprint. Airlines don't qualify as Tier 1 suppliers. Fuel uptake is covered in category 11 'Sold Goods'. Jet A1 fuel sold at RSG airports is only used for outbound flights. There is no visibility on the uplift at the origin airport nor information on SAF and other measures taken.
- Emissions data collection follows the guidelines provided by the Airport Carbon Accreditation (ACA) programme from Airports Council International (ACI). Airport Carbon Accreditation is aligned with the GHG Protocol, the ISO 14064 principles, and the ISO Net Zero Guidelines IWA 42:2022, which set the framework and management system to develop a carbon footprint and identify projects to reduce emissions.
- Emissions are calculated by multiplying usage of primary data by emission factors provided by www.CO2emissiefactoren.nl. These are emission factors provided by the government and tailored to the Netherlands, in line with the GHG Protocol's direct use-phase calculation method.
- Emissions are reported in CO₂ emissions. These factors account for multiple GHG emissions, converting their impact into a common metric based on their global warming potential relative to CO₂.
- GHG emissions are likely to reflect 1/3 of the climate impact of aviation. Non-CO₂ emissions are not quantified yet, because further reflection on how to best address non-CO₂ climate impacts is required.
- SBTi guidelines for setting science-based near term and long-term targets

Validation and verification of CO₂ commitments and performance

We engage external validators to review our CO₂ commitments and performance. In 2023, the Science Based Targets initiative validated both near- and long-term net-zero targets, making Schiphol the first major airport globally with a validated long-term science-based ambition.

Airport Carbon Accreditation is the global carbon management certification programme developed by Airports Council International (ACI). This benchmark helps airports in terms of mapping CO₂ emissions and to reduce these emissions. Schiphol, Eindhoven Airport and Rotterdam The Hague Airport achieved Level 5 Airport Carbon Accreditation (aligned with ISO Net Zero Guidelines, IWA 42:2022) based on the carbon footprint of 2022. This accreditation confirms our active role in reducing Scope 1 and 2 emissions and providing an evidence-based Scope 3 roadmap in collaboration with key airport stakeholders. Level 5 is the highest possible level of the ACA and reflects our commitment to doing everything within our scope to achieve emissions reductions. Lelystad Airport is preparing its first full CO₂ footprint under the same framework.



For further details, please visit the following websites:

- [Annual Report](#)
- [Sustaining Your World](#)
- [Sustainability at Schiphol.nl](#)
- [Eindhoven Airport](#)
- [Rotterdam The Hague Airport](#)
- [Lelystad Airport](#)

If you have questions or feedback, please reach out via sustainability@schiphol.nl

Royal Schiphol Group, April 2026