

Message from the CEO

In 2024, our airports welcomed more travellers while maintaining smooth operations. Building on our stable recovery, we launched a 6 billion euro investment programme, with a focus on high-quality and quieter operations. While industry challenges and uncertainties remain, I am optimistic about Schiphol's future and its role as a leading global airport—opening the world to the Dutch and strengthening our proud legacy.



Investing in our future

For over a hundred years, Schiphol's core task has remained unchanged. We are the place in the Netherlands where travellers can depart or arrive with the airline of their choice in a fast and pleasant way. The airports of Royal Schiphol Group connect cultures, families, holidaymakers and business travellers and contribute to broader prosperity. Every single day, this is made possible thanks to all the people who work at our airports. And I am extremely proud to have been part of this family for more than six months.

In 2024, Schiphol Airport saw a stable recovery of operations. Travellers flowed quickly through security, and we had enough staff in every area of the terminal. I would like to express my gratitude to my predecessor Ruud Sondag, who made an important contribution to Schiphol's recovery. The number of travellers went up once again, and people from all over the world found their way to our airports. Almost 67 million people travelled by plane to, from or via Schiphol, an increase of 5 million compared to 2023. Half of the Dutch population aged 18-80 years made one or more flight trips per year. This underlines the importance of our airports for society and provides us with more room to focus on the future and to invest—in happy travellers, happy neighbours and happy employees.

This means that over the coming years, we will continue to work on improving our services to airlines and travellers and making our airport quieter. This also means that we will focus on quality over price when we put out tenders for services such as cleaning and security. And it means that our firm commitment to sustainability remains undiminished. 2024 is our first year of reporting in accordance with CSRD, the new Corporate Sustainability Reporting Directive. In 2024, we continued our transition by investing 1 billion euros in the sustainability, maintenance, repair and quality of our airport. And we need to make further investments to achieve our ambitions. That is why we announced an ambitious investment programme of

6 billion euros for the coming five years. This investment aims to see Schiphol Airport regain its place among the top airports worldwide. High quality, more sustainable and quieter, those are our goals. Even though we took significant steps to achieve these goals in 2024, we realise that there is still much work to be done. Our ambitions regarding the passenger experience, the quality of work for our employees and the quality of life for our neighbours require further investments.

And the new airport charges we announced in 2024 will make this investment possible. We understand that increasing airport charges is tough for airlines, but we are convinced that they too will benefit from the resulting increase in quality. By differentiating these rates, we can make a substantial contribution to noise reduction. We will incentivise the use of the quietest aircraft, night flights will cost up to six times more than daytime flights, and we will ban the loudest aircraft outright. All in all, this is the most important step towards noise reduction since the opening of the Polderbaan runway.

The world around us is constantly changing. We operate in uncertain times amid geopolitical tensions and pressure on the climate and our industry, and we are waiting on important decisions that will determine our future. In 2024, no decision was made on the opening of Lelystad Airport, nor was a decision taken on a new Airport Traffic Decree. Despite all these uncertainties, I see the future in a positive light. I have high hopes that 2025 will bring genuine clarity and certainty—for local residents, airlines, travellers and ourselves. Everyone needs this. The Dutch gateway to the world begins at Schiphol. This is unique and something we should appreciate. I look forward to building on this strong foundation with the entire Schiphol family and with all our important partners and stakeholders.

Pieter van Oord
President & CEO of Royal Schiphol Group