

Our company

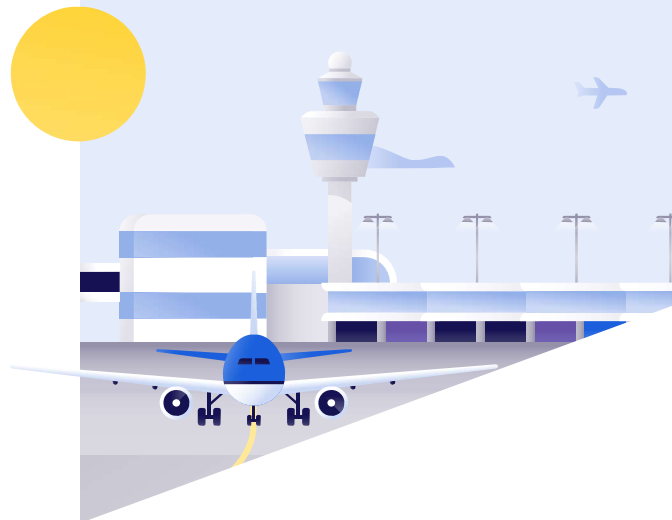
Royal Schiphol Group has an important socio-economic function. The airports in the Group create value for society and for the economy, with safety as a key enabler.

We create value for society and the economy

Royal Schiphol Group is the owner and operator of Amsterdam Airport Schiphol, Rotterdam The Hague Airport and Lelystad Airport, and holds a majority stake in Eindhoven Airport and a 40% stake in Maastricht Aachen Airport. Amsterdam Airport Schiphol is our mainport, a gateway that connects the Netherlands to the rest of the world. Over the years, Schiphol Airport has become one of the best-connected hub airports in Europe, with 305 direct destinations.

volumes went down by 4.2% at 1.38 million tonnes. Schiphol Airport remains an important marketplace: more than 1,300 employers have a connection to the airport. Many are located on the airport site or in close proximity with a combined employee base of approximately 71,000 people.

In 2023, the number of passengers served by the Dutch airports in the Group continued to pick up. Though passenger volumes at Schiphol Airport were still lower than pre-pandemic levels, the volumes were at 18% above 2022 levels at 61.9 million and cargo



Schiphol Group's partnerships with these other airports in the Netherlands further strengthen our reach and impact, as do our international activities – which account for a substantial share of our Group's financial results.

In 2023, Royal Schiphol Group acquired a 40% interest in Maastricht Aachen Airport (MAA) for 4.2 million euros. This partnership will contribute to Schiphol Group's aim to enhance airport sustainability, in part by enabling MAA to accelerate its development as a sustainable and future-proof airport. Electric flying is a key priority, for example. An environmental fund is being set up to drive that ambition. In addition to contributions

from governments and companies, Royal Schiphol Group will put 800,000 euros into the fund.

Schiphol Group also has an interest in the airports of Brisbane and Hobart and manages terminal and retail operations in Terminal 4 at JFK International Airport in New York.

In 2023, we announced our intention to invest three billion euros in catching up on maintenance and upgrades at Amsterdam Airport Schiphol during the coming three years (2024 - 2027) to increase the quality of our assets. The aim of these investments is also to connect the world for our stakeholders and fulfil our ambition of creating the world's most sustainable, high-quality

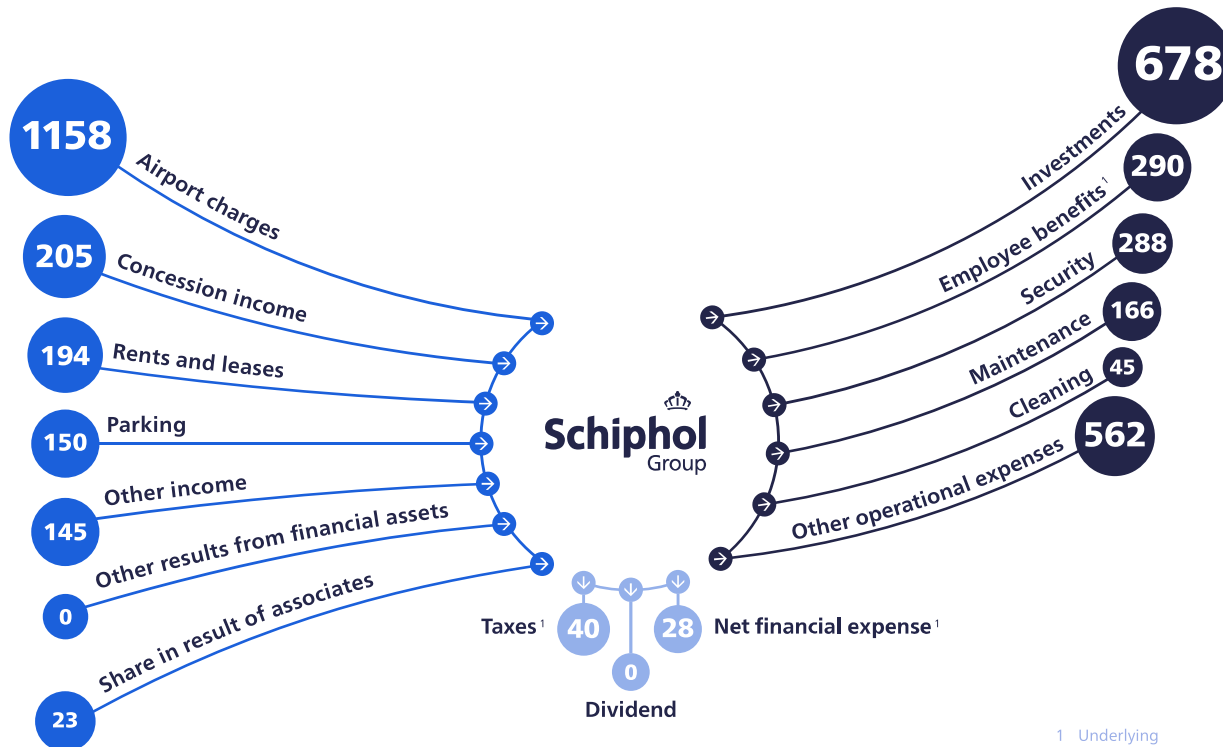
airports. Our robust financial policy seeks to safeguard the independent financing of our business, both today and in the future. Schiphol Group's core activities are concentrated within three business areas: Aviation, Schiphol Commercial and Alliances & Participations.

In 2023, Schiphol Airport embarked on a hiring drive in response to staffing shortages in 2022. This initiative was not just about numbers, but also marked the introduction of a new fourth cornerstone for our Vision: Quality of Work. This pillar underscores our commitment to ensuring the safety and wellbeing of everyone working at the airport, as well as operational efficiency. Improvements have been made to the working environment, including a major refurbishment of existing rest areas to make them comply with our current quality work standards. The combined impact of these efforts was significant, especially during the busy summer period. Our airport saw remarkable improvements, with 93% of passengers passing through security within a 10-minute window. Indeed, we will continue to invest time and money to ensure that our airport remains an attractive place to work.

Schiphol Group has three shareholders: the Dutch state (69.8%), the municipality of Amsterdam (20.0%) and the municipality of Rotterdam (2.2%). The 8% of Royal Schiphol Group shares that have been bought back from Groupe ADP are currently held by the company (RSG) as treasury shares. This substantial shareholding by the Dutch state is not just a financial stake; it is reflected in our strategy to 'connect your world'. This approach embodies our commitment to linking the Netherlands with the rest of the world, in line with the government's Civil Aviation Policy Memorandum 2020-2050. Our goal is to link people, places, and businesses efficiently and sustainably, ensuring safe aviation while contributing to an attractive and healthy living environment embodying our commitment to linking people, places and businesses efficiently and sustainably.

Business model

(x EUR million)



¹ Underlying

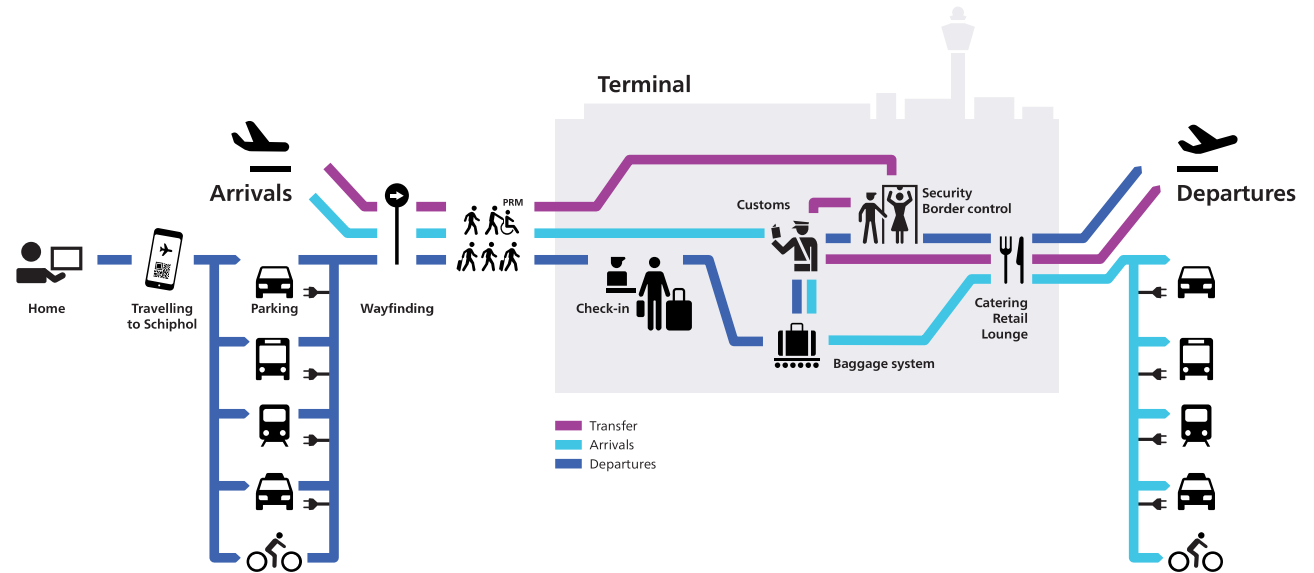
Passenger and airline journey

As an airport operator, we are responsible for the infrastructure and processes that facilitate passengers, airlines, cargo and baggage. Our processes are the basis of our value chain.

Passenger process

Increasingly, passengers check in and receive information online. We are responsible for wayfinding on the airport area and for assisting people with reduced mobility. All passengers and baggage go through security checks, and passengers to and from non-Schengen destinations pass through border control. Passengers wait in the departure lounge before boarding. Arriving passengers may be subject to customs control before entering Schiphol Plaza and continuing their journey.

Passenger journey



Airline process

Schiphol Group owns, maintains and is responsible for the safety of the runways and the terminal, as well as other airport infrastructure. Real estate is either owned by Schiphol Commercial or its occupants, and contractors carry out services such as security and maintenance. Airlines are responsible for the safe carriage of passengers, baggage and cargo.

Air traffic control is responsible for safely guiding air traffic. The baggage system, passenger bridge and the gate are airport assets, and the airline or handling agent is responsible for all activities associated with aircraft handling. Airline and ground handling staff are also subject to security checks, as is cargo. Cargo may also be subject to a customs inspection.

Airline journey

Aircraft lands at and departs from Schiphol

