



Paul Spijker | Floor Manager | Schiphol

## General basis of preparation for non-financial disclosure

Royal Schiphol Group (Schiphol Group or RSG) provides relevant information about our non-financial performance in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the UN Sustainable Development Goals (SDGs). Our non-financial disclosure boundaries include Royal Schiphol Group N.V. and its value chain and follow the financial control consolidation approach.

### Consolidation

Schiphol Group has voluntarily prepared the Sustainability statement in this annual report on a consolidated basis, in accordance with the European Sustainability Reporting Standards (ESRS), since the CSRD is not yet implemented into Dutch law. Where necessary, data is broken down by geographical locations or operational sectors, aligning with our financial statements. Segmentation by country or asset type is not deemed necessary.

On 18 January 2024, Schiphol Group acquired Kappé Group, the retailer for perfumes, cosmetics and sunglasses at Schiphol. This acquisition has impacted environmental, social and governance (ESG) reporting at Schiphol Group, mainly relating to employees. Schiphol Group disposed a majority share in the Kappé business in May 2025, as part of the transactions to be executed in connection with the new partnership with Lagardère Travel Retail for the new concession for duty-free retail activities. RSG only reports on Kappé Group for the period that it had a majority share. There are no exemptions from disclosure applicable to RSG. In instances where intellectual property-related information is omitted, this is explicitly stated.

### Reporting standards and frameworks

Schiphol Group adheres to the CSRD and draws from international reporting guidelines and best practices to disclose relevant information regarding its non-financial performance. Please refer to the CSRD reference table for detailed information on the relationship between these reporting frameworks. 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.

### External review

Schiphol Group's independent external auditor signs the assurance report and provides limited assurance on the sustainability statement. A separate limited assurance report is provided on the allocation of the proceeds of our green bonds as presented in this report. For datapoints that have been externally validated, we included an additional section addressing this within the relevant chapter. Where such external validation is not present, the only assurance provided is through the external auditors' assurance report.

### Double materiality as the basis for reporting

In 2024, we conducted an extensive DMA, which determined the scope of our sustainability statement. The consolidation applied in the DMA aligns with the scope used in our financial statements. This assessment resulted in an overview of the material impacts, risks and opportunities (IROs). In 2025, we conducted a revalidation of our 2024 DMA. As there were no major changes in activities or significant acquisitions during the year, a revalidation was deemed sufficient. Please refer to the Double materiality assessment section for detailed information on the process, methodology and outcomes. Through ongoing engagement with stakeholders, such as regular passenger satisfaction surveys, RSG gains insights that inform its due diligence process and contribute valuable input to the DMA. Due diligence is an on-going practice that responds to and may trigger changes in the company's strategy, business model, activities, business relationships,

operating, sourcing and selling contexts. For our DMA, we use thresholds and judgements, which may change overtime due to new insights, sector discussions and developments.

### Risk management and internal controls over sustainability reporting

In 2025, the annual risk assessment and DMA were integrated to ensure a holistic approach. As part of this process, the top risks identified through the 2025 Enterprise Risk Management (ERM) process were cross-checked with those identified through the DMA. This ensured that all ESG-related risks highlighted in the annual risk assessment were also captured within the DMA, providing a comprehensive view of both financial and non-financial risks. In 2026, we plan to combine the DMA and ERM processes into a single, streamlined approach for identifying financial risks. Please refer to the Sustainability governance section for detailed information on the oversight of ESG topics and the Risk management chapter for a detailed description of Schiphol Group's approach to ERM. In 2025, we updated our strategy for the period 2025–2035, defining our focus areas and establishing measurable targets. Please refer to the Strategy chapter for more information. Additionally, in coordination with other target-setting processes, we have established specific targets for the majority of our material topics to monitor and assess the effectiveness of our actions. The Executive Committee, under the supervision of the Supervisory Board, actively steers and monitors progress closely, serving as a mechanism to evaluate the effectiveness of these initiatives.

## Assumptions and estimations

Schiphol accounts for over 90% of RSG's activities. To enhance comparability and comply with legislation, we aligned definitions and reporting processes across AMS, EA, RTHA, and LA. Differences in definitions were retained only when necessary to clarify specific operations. Data in this report is systematically collected and verified for reliability. Where definitions deviate or assumptions are made, this is disclosed. Most data are based on actual group and value chain figures. Where data is unavailable, best estimates are used and clearly stated. For some metrics, we make use of the phased-in option or have a reason to omit the data. Please refer to the CSRD reference table for all applicable methodologies, phased-in options and omissions.

Due to the sensitivity of cyber-related topics, we do not disclose all indicators for the effectiveness of our security processes. In alignment with ESRS 1, section 7.7 on Classified and Sensitive Information, we are not required to disclose such information, even if it is material, as it relates to safeguarding natural and/or legal persons. Please refer to the Safety and (cyber) security section to see which metrics are disclosed.

## Potential interpretations and uncertainties

We publish our sustainability statement in accordance with the requirements of the ESRS and applicable legislation, notwithstanding any uncertainties. As this is our second year of CSRD reporting, future developments such as Omnibus, new EFRAG guidelines, Q&As and sector insights may refine our interpretation. The EU Taxonomy also remains subject to change. We applied thresholds we consider appropriate for eligibility assessments to ensure fairness and realism.

## Governance

The Supervisory Board has several committees, such as the Audit Committee (AC) and the Safety, Sustainability & Stakeholders Committee (SSSC), that focus on specific

themes or topics. Members of the various committees are experts in (some of) the subjects they address. The committees serve an advisory role by preparing and reviewing decisions, but final decision-making authority lies with the Supervisory Board. The SSSC focusses on safety, sustainability and stakeholders, and therefore advises on the management of the topics that fall under the sustainability statement.

Schiphol Group's Executive Committee and Supervisory Board support and facilitate the governance of all relevant policies, including the management of IROs. The Executive Committee of Schiphol Group has formally endorsed the various policies.

Schiphol Group's policies outline how we address our material IROs. These policies elaborate on our ambitions, actions and targets. The policies served as the foundation for developing the sustainability statement. As such, they have been made available to potentially affected stakeholders.

## Reporting on current and future CAPEX and OPEX investments related to action plans

Schiphol Group invested 1,056 million euros in 2025 and plans to invest a total of ten billion euros through our Master plan in infrastructure, quality and capacity in the period 2025–2035, which are investments that impact several of our material topics. In accordance with ESRS 2 MDR-A 69a-b, we report on the significant current financial resources by disclosing the significant capital expenditures (CAPEX) associated with the actions plans. We do not have to report on the significant operational expenditures (OPEX) for the current financial resources associated with the actions plan, as we deem the related operational expenditures on the actions plan to be insignificant since the majority of the actions relating to CAPEX. The disclosure on the EU Taxonomy for the operational expenditures confirms this statement.

We report on the future financial resources in accordance with ESRS 2 MDR-A 69c. At this moment, we must omit

reporting on our future investment plans per individual action as reported for CSRD purposes since our data is not set up to report accurately in this manner. As data availability and systems improve, we expect that reporting this information may become possible in the coming years. Some of these investments impact the CAPEX of several action plans. Therefore, it is not possible to split the (financial and other) resources by each of the action plans. Additionally, Schiphol Group is required to comply with European Tender Law, and an assessment will need to be made as to whether this reporting obligation would lead to being non-compliant with European Tender Law. For information on the current investments per action plan, we refer to the different chapters within the Sustainability statement.

## Incorporation by reference

The sustainability statement outlines our commitment to integrating ESG principles into our business operations and decision-making processes. To provide a comprehensive overview of our sustainability initiatives, this statement incorporates by reference several disclosures in other sections of the annual report, as outlined in ESRS 1 9.1 Incorporation by reference. The reference included pertains to the Governance and risk management chapter and the Strategy and performance chapter, paragraph Performance. All references are listed in the CSRD Reference Table. This approach ensures consistency across disclosures, avoids duplication and offers stakeholders a clear and cohesive understanding of our sustainability efforts.

## Stakeholders

We regularly engage with stakeholders to understand their needs. The nature and frequency of these interactions and sustainability matters discussed varies. Besides that, stakeholders including affected communities can reach us through several channels such as the BAS channel. Please find below an overview of the stakeholder groups that RSG has engaged with in 2025, the matters discussed and how we engaged. The overview is not exhaustive.

Stakeholder	Matters discussed	How we engage
Airlines	<ul style="list-style-type: none"> <li>• Safe and responsible travel</li> <li>• Sustainability-related initiatives aviation industry</li> <li>• Operational challenges and Strategic update</li> <li>• Decisions on air traffic movements (ATMs)/capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings</li> <li>• Operational briefings</li> <li>• Collaborative planning for improvements</li> <li>• Feedback surveys</li> </ul>
Passengers	<ul style="list-style-type: none"> <li>• Safe travel facilitation</li> <li>• Enhancements to passenger experience</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback surveys</li> <li>• Customer service interactions</li> <li>• Digital engagement initiatives</li> </ul>
Local residents	<ul style="list-style-type: none"> <li>• Quality of life improvements</li> <li>• Noise and hindrance reduction</li> <li>• Employment opportunities</li> <li>• Runway maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Civic Advisory Board Schiphol (MRS)</li> <li>• Schiphol Local Community Council (BRS)</li> <li>• Community forums and local information mails</li> <li>• Noise reduction projects and Environmental Fund</li> <li>• Local employment programmes</li> </ul>
Sector partners	<ul style="list-style-type: none"> <li>• Safe and secure travel facilitation</li> <li>• License to operate</li> <li>• Sustainability progress</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic partnerships</li> <li>• Joint sustainability initiatives</li> </ul>
Governmental bodies	<ul style="list-style-type: none"> <li>• Safe and responsible travel</li> <li>• Decisions on ATMs/capacity</li> <li>• Infrastructure projects</li> <li>• Elections</li> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Policy dialogues</li> <li>• Compliance meetings</li> <li>• Collaborative frameworks</li> <li>• Regular meetings</li> <li>• Lobbying efforts</li> </ul>
Financial stakeholders	<ul style="list-style-type: none"> <li>• Cost control</li> <li>• Creditworthiness</li> <li>• Financial health for future growth</li> </ul>	<ul style="list-style-type: none"> <li>• Financial briefings</li> <li>• Investor relations updates</li> <li>• Strategic planning sessions</li> </ul>
Business partners	<ul style="list-style-type: none"> <li>• Safe travel facilitation</li> <li>• Improving labour conditions</li> <li>• Airside electrification</li> <li>• Responsible practices</li> <li>• Sustainable Food Route Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Joint campaigns</li> <li>• Collaborative development for labour conditions and operational efficiency</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Quality of work</li> <li>• Labour conditions</li> <li>• Diversity, equity and inclusion initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Internal communications via email, Teams and meetings</li> <li>• Feedback mechanisms (e.g., My Schiphol Survey)</li> <li>• Engagement with Work Councils</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>• Relationship and collaboration enhancement</li> <li>• Supply chain sustainability</li> <li>• Supply chain constraints and disruption management</li> </ul>	<ul style="list-style-type: none"> <li>• Regular supplier forums and contract management</li> <li>• Collaborative projects</li> <li>• Feedback and improvement initiatives</li> </ul>
Network and special interest organisations	<ul style="list-style-type: none"> <li>• Wildlife trafficking prevention</li> <li>• Policies relating to sustainability initiatives</li> <li>• Aviation industry</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Lobbying efforts</li> <li>• Knowledge sharing and research initiatives</li> </ul>
Knowledge institutions	<ul style="list-style-type: none"> <li>• Research on noise disturbance</li> <li>• Sustainable aviation fuels - Biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative research projects</li> <li>• Academic partnerships</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>• Financial and sustainability performance</li> <li>• Political decision-making and investment portfolio</li> <li>• Strategic update</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings</li> </ul>

## Double materiality assessment

RSG regularly carries out a DMA, assessing both the financial and impact materiality of sustainability matters. These insights help us move towards our ambition of happy travellers, airlines and employees, in balance with our environment. Key steps in our DMA process included identifying potential topics, identifying and scoring IROs and validation. This resulted in a list of ten material topics.

The material topics identified through our DMA guide our sustainability efforts across the entire Schiphol Group. Our 2025 DMA consisted of a light revalidation and update of the 2024 DMA, which follows the requirements of the CSRD. This updated DMA comes into effect for Schiphol Group in 2025. For 2026, we will perform a full DMA again.

Our analysis includes both impact and financial materiality, considering all CSRD and company-specific topics. Impact materiality refers to the significant (actual or potential) impacts that RSG has on people or the environment. Financial materiality pertains to the risks and opportunities that may arise from a sustainability matter, leading to a financial effect on the organisation.

### DMA process and methodology

In 2025, we verified the accuracy of the 2024 DMA. While the original assessment involved both internal and external stakeholders, this years engagement process focussed primarily on internal stakeholders, yet still incorporated valuable input from external stakeholders. Given that this was a light revalidation, we used the 2024 outcomes, including scores and value chain mapping, as the foundation for our update.

The 2024 DMA consisted of the following steps:

#### Step 1: Identifying a longlist of topics

In this step, we compiled a comprehensive list of sustainability topics using multiple sources: value chain analysis, business relations, desktop research, peer benchmarking, CSRD mandates and Schiphol Group-specific priorities.

#### Step 2: Defining the shortlist of topics

Topics were refined through a clear exclusion rationale and, where appropriate, merged or split to ensure effective management and strategic alignment.

#### Step 3: Identifying the longlist of IROs

Each shortlisted topic was translated into a longlist of IROs, informed by business experts and regional airports. We considered geographic scope, business relationships and value chain activities and aligned them with risks identified as part of the ERM process.

#### Step 4: IRO scoring

Using established impact scoring criteria, we assessed both financial and non-financial dimensions. For more information, please see the section on scoring principles. Financial scoring was aligned with our ERM Framework for consistency.

#### Step 5: Validation and decision on material topics/IROs

The Executive Team validated the results, which were then reviewed by the Supervisory Board and its committees. Material topics were determined using a threshold based on the ERM heat map, resulting in a final list of 16 material topics.

For more detailed information on the steps that were taken for the 2024 DMA, please refer to the 2024 Annual report.

The 2025 DMA process consisted of the following steps:

#### Step 1: Contextual review

The contextual review confirms continued relevance for the full DMA performed in 2024, with some updates required based on a peer analysis and internal and external factors. The contextual review included:

- Peer analysis: Benchmarking against industry peers to compare material (sub)topics and IROs as well as the materiality mapping and threshold.
- Internal and external factors: Listing potentially relevant internal and external factors based on CSRD guidance and interviews. Conducting internal interviews to assess the impact of internal and external factors on the scoring of the DMA.

#### Step 2: Re-assessment of material topics and IROs

In this step, we refined the longlist of topics and IROs into a more targeted shortlist. We merged topics and IROs that share common management oversight, creating a more cohesive and manageable set of topics. These modifications were reviewed by the CSRD Leadership Team, relevant topic leads and the strategy team to ensure strategic alignment. The CSRD Leadership Team includes the Director Finance, Head of Financial Planning & Analysis, Head of Sustainability, ESG Legal Counsel and the Manager ESG reporting.

#### Step 3: Management validation and IRO scoring

After developing the revised list of topics and IROs, management validated them. The Executive Committee and Supervisory Board's Audit Committee then endorsed the list. We subsequently mapped the identified IROs against the value chain and our ERM and VOR risks, scoring them with reference to the 2024 results. The scoring principle and value chain can be found at the bottom of this section.

The Executive Committee held a validation meeting to discuss and finalise the material topics, ensuring that the selected topics align with the organisation's strategic direction and stakeholder expectations. Based on the new Corporate Strategy insights, we identified one additional material risk: a potential imbalance between passenger numbers and airport capacity, which can impact airport

attractiveness. The results were compiled and presented to the Supervisory Board's AC and the SSSC. The presentation provided a comprehensive overview of the identified material topics and their respective scores.

The applied materiality threshold was based on the ERM heatmap, which considers IROs and their related topics material if they exceed a score of 13. Therefore, the sustainability statement may not include every IRO or additional entity-specific disclosure that each individual stakeholder(group) may consider important in its own particular assessment.

### Scoring principles

In 2025, we built upon the scoring principles of 2024.

- *Impact scoring process 2024:* The first step in the scoring process is assigning a score to identified impacts. First, internal experts assigned scores individually, after which we held an alignment session. For both impact and financial impact, the scoring of IROs was conducted across three-time horizons: short term (less than 1 year), medium term (1–5 years) and long term (more than 5 years). We then carried out a survey among approximately 70 external stakeholders, including our alliances and participations, to validate these scores. The response rate was 60%. The stakeholders were given the opportunity to provide feedback on our scores and point out any impacts that we might have missed. Their input was taken into consideration during the final impact scoring.
- *Impact scoring methodology:* Negative impacts were scored based on their relative severity (scale and scope), likelihood and irremediable character. Positive impacts were scored based on their severity (scale and scope) and likelihood. Furthermore, we distinguished between potential and actual impacts. We also identified potential human rights risks associated with the determined negative impacts. Where we identified such risks, we used a multiplier to adjust the severity score. With each DMA, we will reassess the human rights impacts based on the outcomes of the annual human rights risk assessment. For more information on our human rights due diligence process, we refer to the Minimum safeguards section.
- *Financial scoring process 2024:* To assess financial materiality, internal stakeholders assigned a score to the

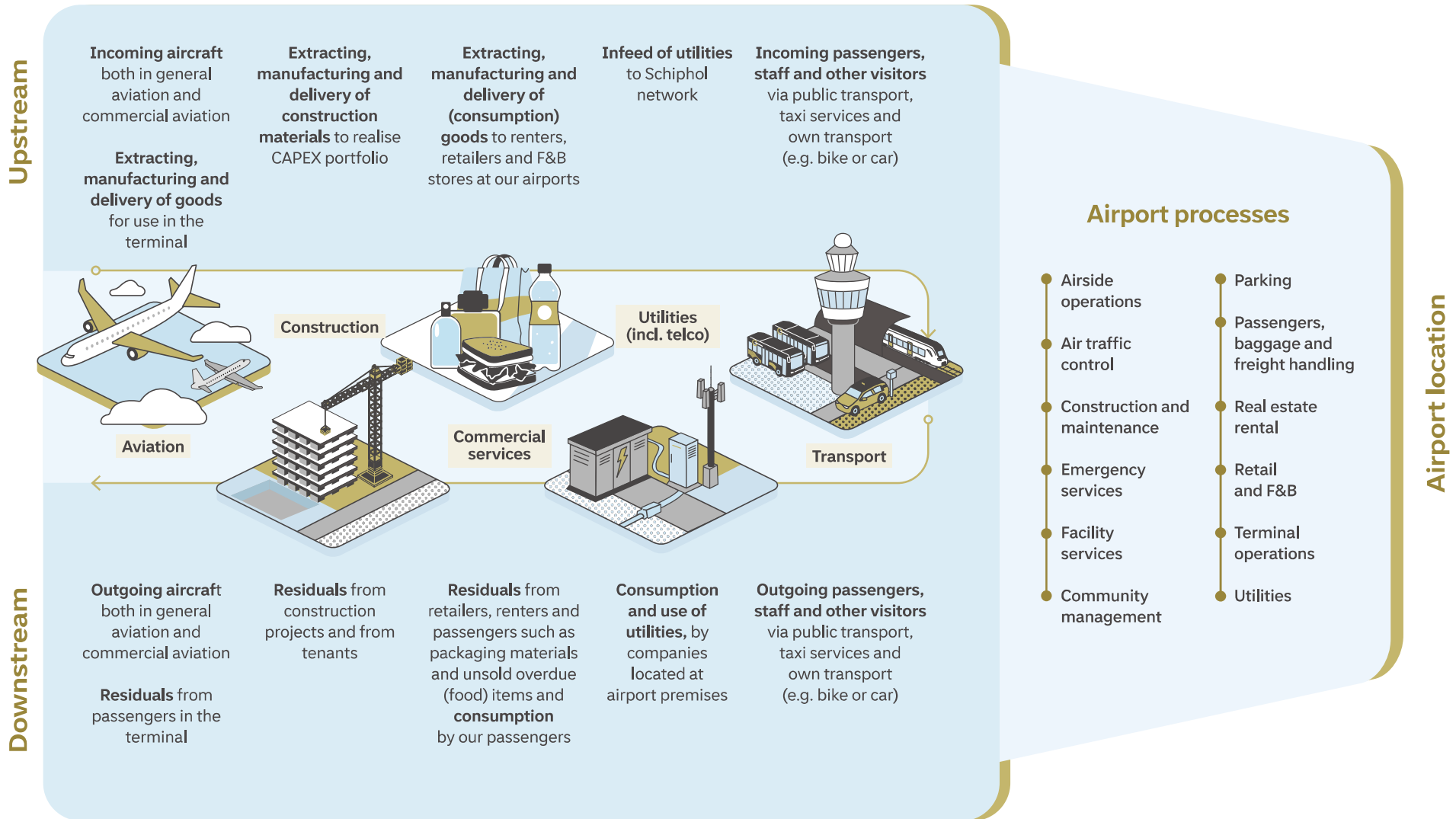
risks and opportunities. This was followed by an alignment session. Directors then reviewed and validated the financial impact scores.


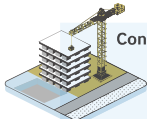

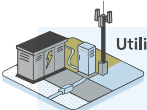

- *Financial scoring methodology:* We scored the risks and opportunities by prioritising them according to their likelihood and magnitude. This is consistent with the ERM scoring method, ensuring standardisation in the prioritisation of risks across the organisation.

### Value chain

RSG's value chain outlines all the activities involved in running its airports, from start to finish. The value chain includes the five sectors that RSG contributes to, has responsibility for, or both. These are: 1. aviation, 2. construction and real estate, 3. retail, food & beverage, 4. services and transport and 5. utilities. Within the five sectors, there are three value chain scopes. As shown in the figure on the following page, 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. Additionally, a detailed overview of the value chain is included on the next page, containing all upstream, airport location and downstream activities per sector. This overview also includes a link to the material topics developed from the DMA and RSG's role in relation to responsible business impact.

# Value chain



Sectors	Upstream			Airport			Downstream		
	Activity	Material topics	Responsible business impact	Activity	Material topics	Responsible business impact	Activity	Material topics	Responsible business impact
 <b>Aviation</b>	Air traffic arriving	E1 E2 E3 S3 S4 G1	■ ■	Check-in	S2 S4 G1	■ ■	Air traffic departing	E1 E2 E4 S3 S4 G1	■ ■
	Raw material extraction	E1 E2 E4 E5 S2 G1	■	PRM	S2 S4 G1	■ ■ ■	Cargo transport from airport	E1 E2 G1	■
	Manufacturing	E1 E2 E4 E5 S2 G1	■ ■	Security	S2 S4 G1	■ ■	Residual management	E1 E4 E5 S2 G1	■ ■
	Wholesale/distribution	E1 E2 S2 G1	■ ■	Restrooms / lounges	S2 S4 G1	■ ■ ■			
	(Cargo) transport to airport	E1 E2 G1	■ ■	Border control	S2 S4 G1	■			
				Boarding	S2 S4 G1	■			
				Pax transport to aircraft	S2 S4 G1	■ ■ ■			
				Baggage handling	S2 S4 G1	■ ■			
				Baggage reclaim	S2 S4 G1	■ ■			
				Customs	S2 S4 G1	■			
				Runway handling	S2 S3 S4 G1	■ ■ ■			
				Aircraft handling	E1 E2 E5 S3 S4 G1	■			
				Cargo handling	E1 E2 S2 S4 G1	■			
				Air traffic control	S2 S4 G1	■			
				Emergency services (public)	S2 S4 G1	■			
			Emergency services (own)	S2 S4 G1	■ ■ ■				
			Cleaning services	S1 S4 G1	■ ■ ■				
			Customer support	S1 S4 G1	■ ■ ■				
			Marketing	S1 S4 G1	■ ■ ■				
			Community management	S3 G1	■ ■ ■				
 <b>Construction</b>	Design/architecture	S1 G1	■ ■	Construction	E1 E2 E5 S1 S4 G1	■ ■	Residual management	E1 E4 E5 S2 G1	■
	Raw material extraction	E1 E2 E4 E5 S2 G1	■	Maintenance	E1 E2 E5 S1 S4 G1	■ ■			
	Manufacturing	E1 E2 E4 E5 S2 G1	■	Demolition	E1 E2 E5 S1 S4 G1	■ ■			
	Transport to airport	E1 E2 G1	■						
 <b>Commercial services</b>	Raw material extraction	E1 E2 E4 E5 S2 G1	■	Retail, F&B, services (own)	E1 E2 E4 E5 S2 S4 G1	■ ■ ■	Residual management	E1 E4 E5 S2 G1	■ ■
	Manufacturing	E1 E2 E4 E5 S2 G1	■ ■	Retail, F&B, services (3rd)	E1 E2 E4 E5 S2 S4 G1	■ ■			
	Wholesale/distribution	E1 E2 S2 G1	■ ■	Premium services	E1 E2 E4 E5 S2 S4 G1	■ ■ ■			
	Transport to airport	E1 E2 G1	■ ■	Marketing	E1 E2 S2 G1	■ ■ ■			
				Hotel stays	S2 S4 G1	■			
			Real estate rent & landlease	E1 E2 E4 E5 S2 S4 G1	■ ■				
 <b>Utilities</b>	Infeed of utilities	E1 E2 S2 G1	■	Infrastructure development	E1 E2 E5 S2 S4 G1	■ ■			
				Planning	S1 G1	■ ■ ■			
				Infrastructure maintenance	E1 E2 E5 S2 S4 G1	■ ■			
				Transmission / distribution	S1 S4 G1	■ ■ ■			
 <b>Transport</b>	Passengers to airport	E1 E2	■	Taxi	E1 E2 S2 S4 G1	■ ■	Passengers from airport	E1 E2	■
	Staff to airport	E1 E2	■ ■	Public transport: bus	E1 E2 S2 S4 G1	■	Staff from airport	E1 E2	■
	Other visitors to airport	E1 E2	■	Public transport: train	E2 S2 S4 G1	■	Other visitors from airport	E1 E2	■
				Parking (cars and bikes)	E1 E2 S1 S2 S4 G1	■ ■ ■			

Please note that the Responsible business impact is not related to the material topic.

**E** Environmental topics

**S** Social topics

**G** Governance topics

■ Potentially linked/sector activity

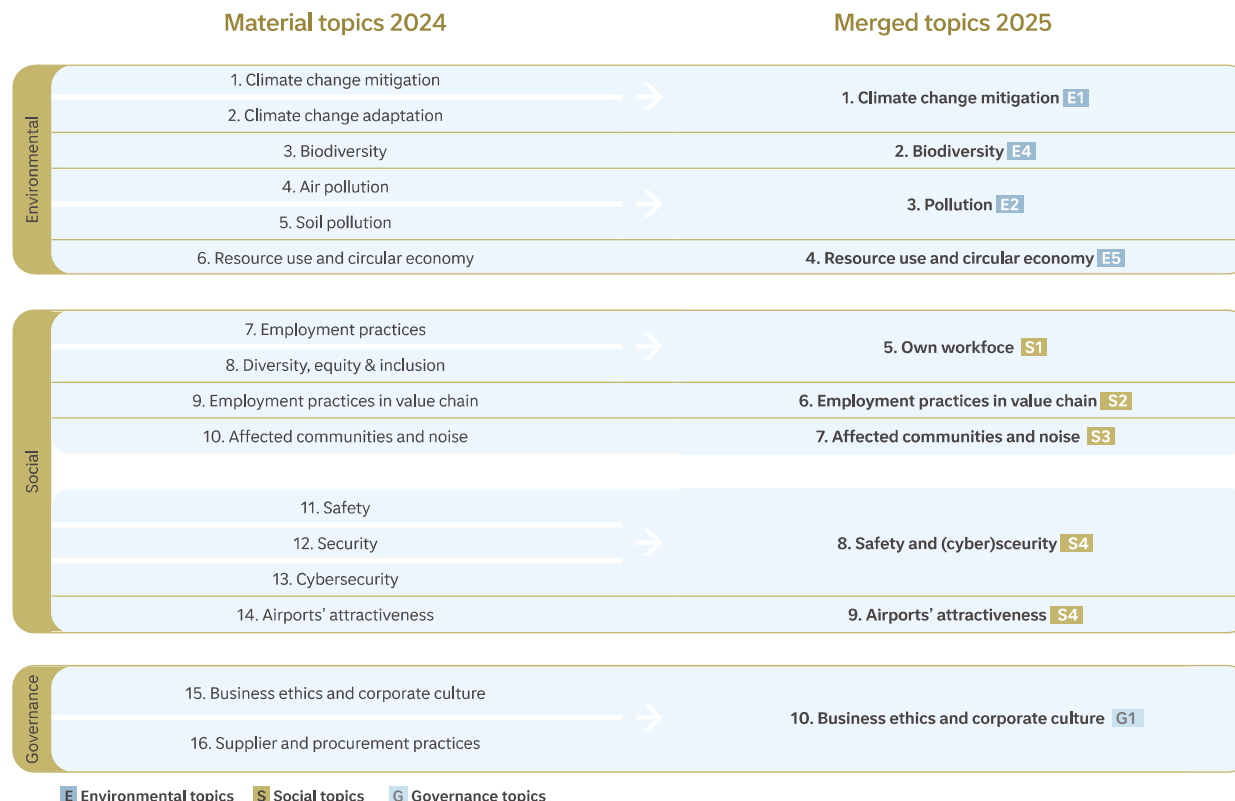
■ ■ Potentially contributing/shared activity

■ ■ ■ Potentially causing/own activity

# Double materiality results

## 2025 results

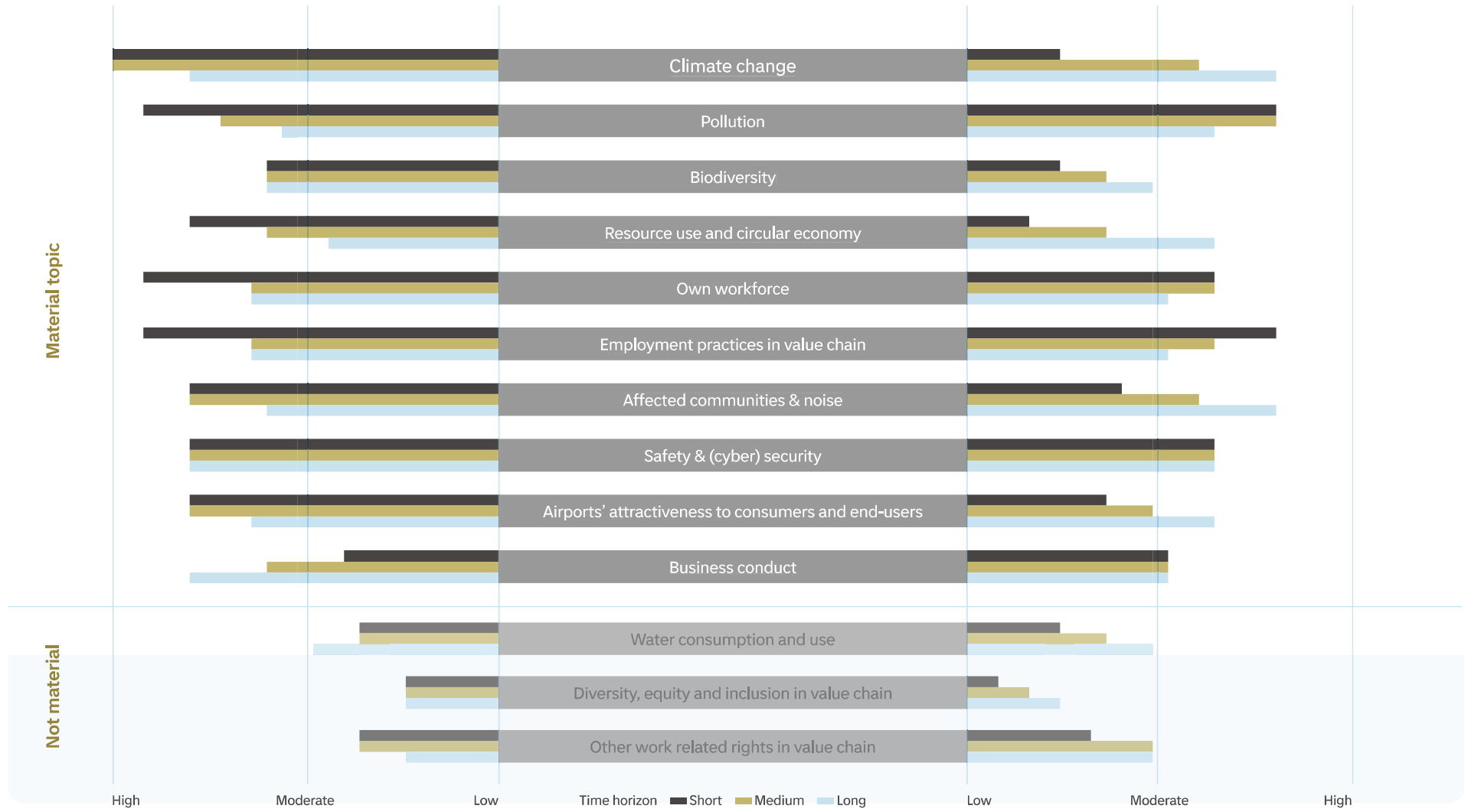
We identified ten material topics during the DMA process. The material IROs can be found in the respective material topic chapters. In November 2025, a new corporate strategy was launched, resulting in no key changes in the material topics and some changes in company specific metrics. The key changes in the material topics from 2024 include the merging of the old topics and underlying IROs. Topics were merged as follows: climate change mitigation with climate change adaptation; air pollution with soil pollution; employment practices with diversity equity and inclusion; safety with security and with cybersecurity; and business ethics and corporate culture with supplier and procurement practices. Merging these topics helps us to better and more efficiently manage and report on our impact. The figure below shows the results of the DMA. The impact materiality is shown on the left side, and the financial materiality is shown on the right side. A topic is considered material if an IRO surpasses the materiality threshold of 13, ensuring alignment with the ERM Framework.




# Double materiality results

← Impact materiality

Financial materiality →





# IRO table



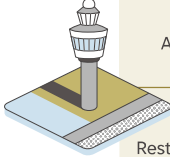

Strategy	Material (sub-) topic	IRO description	Impact	Value chain	Time horizon
<b>Climate change</b>					
Climate change entails the impact on climate change due to use of fossil fuels in own operations and value chain, as well as preparing for the physical and transition risks and opportunities associated with the changing climate.					
 <p><b>Environment and society</b></p> <p>Ensure broad societal trust and support for aviation, provide legal certainty for all parties and be publicly accountable and transparent in our actions</p>	<b>Climate change mitigation &amp; energy use</b>	CO2e emissions due to use of fossil energy in our value chain	⊖ ANI	<O>	⇒⇒⇒
		Other greenhouse gas (GHG) (non- CO2) emissions and emissions and/or impacts of emissions that are currently unknown	⊖ ANI	<O>	⇒⇒⇒
		Governmental restrictions on air traffic movements related to the CO2e emissions	€	<O>	⇒⇒⇒
		Emissions of other greenhouse gases (GHG) (non-CO2) and currently unknown emission impacts, resulting in regulatory pressure, reputational damage and increased mitigation costs	€	<O>	⇒⇒⇒
		Failure to meet climate change mitigation ambitions, resulting in reputational damage, legal repercussions and loss of stakeholder trust	€	<O>	⇒⇒⇒
	<b>Climate change adaptation</b>	Impact of extreme weather conditions and climate change on business continuity and operational disruption	€	<O>	⇒⇒⇒
		Being prepared to adapt to transition risks and opportunities associated with the changing climate	+ API	<O>	⇒⇒⇒


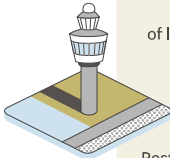

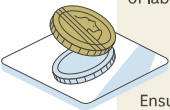
### Explanation of the table

- API: Actual positive impact
  - ANI: Actual negative impact
  - PPI: Potential positive impact
  - PNI: Potential negative impact
- <O> This value chain section symbol indicates where in the value chain the impact occurs. This includes upstream impacts, airport location impacts (encompassing both our own operations and activities by third parties taking place on our premises) and downstream impacts.
- + Positive impact
  - € Financial opportunity
  - ⊖ Negative impact
  - € Financial risk
- ⇒⇒⇒ This time horizon section symbol indicates the time frame in which impact is material. Short term (<1 years), mid-term (1-5 years) or long term (>5 years). If the impact is not material, this does not mean that no impact occurs in this time horizon.

Strategy	Material (sub-) topic	IRO description	Impact	Value chain	Time horizon
<b>Pollution</b>					
Pollution refers to RSG's potentially harmful emissions into the air, soil and water. This includes substances such as nitrogen oxides (NOx), ultra fine particulates (UFPs), PFAS, runoff water from airside operations and buildings or chemicals used during operations such as de-icing on the platform or the impact of polders on the groundwater.					
 <p><b>Environment and society</b></p> <p>Ensure broad societal trust and support for aviation, provide legal certainty for all parties and be publicly accountable and transparent in our actions</p>	<b>Pollution of air</b>	Air pollution due to ground operations, aviation, surface access, construction activities and buildings	⊖ ANI	<O>	⇒⇒
		Legal and reputational repercussions as a result of air pollution endangering the health of affected stakeholders and nature	€	<O>	⇒⇒
	<b>Pollution of soil</b>	Soil contamination due to PFAS leakages and other spills	⊖ ANI	<O>	⇒⇒
		Delays in the execution of construction projects due to changes in environmental regulations (e.g., finding PFAS in soil leading to construction stop)	€	<O>	⇒⇒
<b>Biodiversity</b>					
Biodiversity encompasses the variety of life forms and ecosystems, crucial for overall ecological health. For RSG this entails ecological disruptions due to airport operations and the effects of air pollutants on biodiversity, excluding farmlands.					
<b>Environment and society</b>	<b>Direct impact drivers of biodiversity loss</b>	Harm to animal presence during take-offs and landings (e.g., bird strikes, scaring off birds) (ANI)	⊖ ANI	<O>	⇒⇒
	<b>Impacts on the state of species</b>	Ecological disruption (e.g., due to land use, land use change, fragmentation of habitat during airport operations, activities in value chain like transport and invasive species) (ANI)	⊖ ANI	<O>	⇒⇒
<b>Resource use and circular economy</b>					
Resource use and circular economy includes material resource inflows, and outflows (including waste), for both construction and operational streams.					
<b>Environment and society</b>	<b>Resource inflows, including resource use</b>	Predominantly linear use of resources (e.g., construction materials), including in transportation of new resources	⊖ ANI	<O>	⇒⇒
	<b>Waste</b>	Sub-optimal treatment (e.g., incineration or landfill) of operational waste (e.g., single-use items, waste from passenger services, shops, restaurants) and construction waste	⊖ ANI	<O>	⇒⇒
	<b>Resource outflows, including resource use and waste</b>	Use of circular principles (materials, assembly) results in higher end-of life value and higher value when selling assets	€	<O>	⇒⇒
<b>Own workforce</b>					
RSG's impacts and the management of those on their own workforce in terms of employment and working conditions, equal treatment and opportunities for all.					
 <p><b>Employees</b></p> <p>Further improve the sector's quality of labour and anticipate a tight labour market</p>	<b>Working conditions</b>	Support professional development through personal growth, skill enhancement and attractive employment conditions to reduce workforce transience	⊕ API	<O>	⇒⇒
		Create a work environment that is safe, healthy and comfortable, minimising exposure to harmful substances (e.g., Ultrafine Particles (UFP) and Substances of Very High Concern (SVHC))	⊖ ANI <sup>1</sup>	<O>	⇒⇒
		Negative health effects due to exposure to UFPs, SVHCs and Aircraft and Diesel Engine Emissions (VDMEs)	€	<O>	⇒⇒
	<b>Equal treatment and opportunities</b>	Promote diversity, equal opportunity and inclusion by advancing gender diversity, supporting inclusive recruitment and building a representative workforce, recognising that an inclusive culture strengthens innovation, well-being and long-term organisational success	⊕ API	<O>	⇒⇒

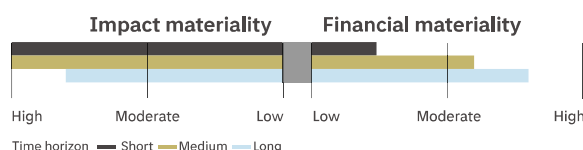
<sup>1</sup> Due to the merging of a positive and negative IRO, we have conservatively reported this IRO as ANI.

Strategy	Material (sub-) topic	IRO description	Impact	Value chain	Time horizon
<b>Employment practices value chain</b>					
RSG's impacts and the management of those, on its value chain workers in terms of working and employment conditions					
 <p><b>Employees</b></p> <p>Further improve the sector's quality of labour and anticipate a tight labour market</p>	<b>Working conditions</b>	Ensuring compliance with labour standards for fair and equal remuneration (employment conditions) (PPI) to reduce workforce transience	⊕ PPI	< ○ >	⇒ ⇒ ⇒
		Workload and pressure, physical strain in ground handling, unpleasant work environment and exposure to harmful substances (e.g., UFPs and SVHCs)	⊖ ANI	< ○ >	⇒ ⇒ ⇒
		Negative health effects due to physical strain and exposure to harmful substances (e.g., UFPs, SVHCs, VDMEs), resulting in absenteeism and liability risks	⊖ €	< ○ >	⇒ ⇒ ⇒
<b>Affected communities &amp; noise</b>					
Direct community engagement and the impact of aircraft and ground operations on surrounding communities.					
 <p><b>Environment and society</b></p> <p>Ensure broad societal trust and support for aviation, provide legal certainty for all parties and be publicly accountable and transparent in our actions</p>	<b>Communities' civil and political rights</b>	Noise disturbance (severely annoyed people and sleep disturbed people) in local communities due to air traffic	⊖ ANI	< ○ >	⇒ ⇒ ⇒
		Health impacts due to sleep disturbance in local communities and other health effects of exposure to high levels of noise	⊖ ANI	< ○ >	⇒ ⇒ ⇒
		Fostering a strong relationship with our affected communities through regular engagement	⊕ API	< ○ >	⇒ ⇒ ⇒
		Strain on availability of houses due to noise contours	⊖ ANI	< ○ >	⇒ ⇒ ⇒
		Noise disturbance leading to reduced public support, complaints, legal cases, public protests and reputational damage, putting RSG's license to operate under pressure	⊖ €	< ○ >	⇒ ⇒ ⇒
		Non-compliance with noise regulations, resulting in reduced air traffic movements and stricter runway operating hours.	⊖ €	< ○ >	⇒ ⇒ ⇒
		Stimulate fleet renewal and allocation results in reduced noise disturbance and better sustainability performance on other issues including greenhouse gas emissions (GHG) and air pollution	⊕ €	< ○ >	⇒ ⇒ ⇒
<b>Airports' attractiveness to consumers and end-users</b>					
Attractiveness of the airport for consumers and end-users is managed by the quality of network (i.e. destinations and landside accessibility) and the quality of service (i.e. infrastructural airport capacity and passengers experience).					
 <p><b>Schiphol</b></p> <p>Restore Schiphol to the top three European hub airports: connectivity, quality, and capacity, ensuring resilience and safety</p>	<b>Information-related impacts for consumers and/or end-users</b>	Providing a passenger and airline journey with a high quality of service	⊕ API	< ○ >	⇒ ⇒ ⇒
		Improving airport attractiveness for passengers resulting in a higher pax, higher spend per pax and therefore commercial Return on Equity	⊕ €	< ○ >	⇒ ⇒ ⇒
Connecting the world through a high-quality network of destinations and multi-airline choice		⊕ API	< ○ >	⇒ ⇒ ⇒	
Decreasing destinations compared to competing airports leads to RSG's hub function being at risk		⊖ €	< ○ >	⇒ ⇒ ⇒	
 <p><b>Regional airports</b></p> <p>Develop Dutch Airport system to keep aviation accessible for all Dutch citizens</p>		An imbalance between the number of passengers and airport capacity (availability and performance of Schiphol staff, sector partners, assets and infrastructure) can result in bottlenecks and inefficiency in operational performance. This could lead to financial loss and reputational damage.	⊖ €	< ○ >	⇒ ⇒ ⇒

Strategy	Material (sub-) topic	IRO description	Impact	Value chain	Time horizon
<b>Safety &amp; (cyber) security</b>					
Ensuring the safety for everyone on premises; securing airport operations and surrounding areas; and the application of digital technology to the business operation.					
 <p><b>Employees</b> Further improve the sector's quality of labour and anticipate a tight labour market</p>  <p><b>Schiphol</b> Restore Schiphol to the top three European hub airports: connectivity, quality, and capacity, ensuring resilience and safety</p>	<b>Personal safety of consumers and/or end-users</b>	Ensuring the safety of consumers and end-users on premises, in surrounding areas and air	⊕ API	<○>	⇒⇒⇒
		Ensure the security of consumers and end-users on premises, surrounding areas and air	⊕ API	<○>	⇒⇒⇒
		Effective business continuity control through robust information and testing processes ensuring the resilience and recovery of critical airport systems when incidents occur	⊕ API	<○>	⇒⇒⇒
		Facilitating illegal activities (e.g., human and wildlife trafficking and spread of illegal substances) on RSG premises	⊖ PNI	<○>	⇒⇒⇒
		Failure to manage physical safety during airport operations, construction or extreme weather events can lead to serious injury, loss of life and disruption of airport operations.	€	<○>	⇒⇒⇒
		Failure to prevent or respond to extraordinary security incidents and terrorist threats that can result in casualties, injuries, operational disruption, reputational damage and instil fear in our employees and across society	€	<○>	⇒⇒⇒
<b>Business conduct</b>					
Business conduct addresses transparent and fair business practices and the management of relationships with suppliers.					
 <p><b>Employees</b> Further improve the sector's quality of labour and anticipate a tight labour market</p>  <p><b>Financial</b> Ensure financial robustness through prudent financial policies</p>	<b>Corporate culture</b>	Enable and promote ethical business practices through a strong Integrity Programme and governance, including anti-corruption measures and accessible whistleblower mechanisms	⊕ API	<○>	⇒⇒⇒
		<b>Protection of whistle-blowers</b>	RSG's lobbying activities are considerate of and advocate for environmental and public health concerns	⊕ PPI	<○>
	<b>Management of relationships with suppliers including payment practices</b>	Adoption of ethical supplier and procurement practices	⊕ API	<○>	⇒⇒⇒
		Supply chain constraints or disruption, including bankruptcy of critical business partners	€	<○>	⇒⇒⇒

# Environment

## Climate change



### Our strategy, policy and governance

For Schiphol Group, climate change includes climate change mitigation, as well as climate change adaptation. The topic falls under our strategic pillar ‘Environment and society’ in which we aim to ensure broad societal trust and support for aviation, provide legal certainty for all parties and be publicly accountable and transparent in our actions.

### Climate change mitigation

GHG and non-CO<sub>2</sub> emissions, represent the largest environmental impact in our value chain. These emissions are mainly caused by the combustion of fossil Jet A-1 fuel (kerosene). RSG supports the Paris Climate Agreement and has established targets for Scope 1, 2 and 3 emissions, based on the Intergovernmental Panel on Climate Change (IPCC) reports, to ensure its activities remain within planetary boundaries. While non-CO<sub>2</sub> emissions are not explicitly included in our target due to the absence of a baseline, our net-zero carbon ambition for 2050 (aligned with the 1.5°C pathway) will also lead to a reduction in non-CO<sub>2</sub> emissions.

Although the aviation industry contributes to climate change, it also plays an essential role in the transition towards a low-carbon future. Reducing CO<sub>2</sub>e emissions is central to RSG’s strategy. Transitioning from fossil fuels helps lower other (air) pollutants such as nitrogen oxides (NO<sub>x</sub>), ultra fine particles (UFPs), non-CO<sub>2</sub> climate forcers and substances of very high concern (SVHCs). For more information on air quality emissions, please see the Pollution chapter.

Schiphol Group’s Climate Change Policy operates in synergy with associated policies that address climate change adaptation, energy efficiency and renewable energy deployment.

Our four key objectives related to climate change are as follows:

- Reduce Scope 1, Scope 2 and part of Scope 3 (category 11 and 13) CO<sub>2</sub>e emissions from our own buildings and ground operations by 90% compared to 2019 levels by 2030. This translates to a 70% gas reduction for buildings owned by Schiphol and operated by Schiphol (Scope 1) or leased to third parties as single tenant properties (Scope 3). For ground operations, the target is a 90% reduction, covering both our own ground operation vehicles (Scope 1) and ground operation vehicles owned by third parties (Scope 3). Our 2030 gas target was updated from 90% to 70% due to external factors affecting building projects and renovations, causing a delay.
- Generate 10% renewable electricity on site by 2030, and 100% renewable electricity on site by 2050 for our own energy consumption (Scope 2).
- Reduce outbound flight kerosene emissions (Scope 3) to 2005 levels by 2030. This goal is part of the Dutch Akkoord Duurzame Luchtvaart (Sustainable Aviation Agreement).
- Achieve net-zero carbon emissions for Scope 3 by 2050 or as per industry sector commitments.
- Follow the development of sectoral measures and standards on the inclusion of non-CO<sub>2</sub> GHG emissions closely.

Despite the challenges of making the aviation sector more sustainable in the short- and medium-term, RSG recognises the serious risks associated with climate change and is actively working to reduce its direct and indirect impact. We are making our own processes and assets more sustainable and are actively working to reduce CO<sub>2</sub> emissions within our value chain. For Scope 1 and 2 emissions, we are on track to meet the global average reduction pathway for 1.5°C. Furthermore, we will build on our emission reduction work in Scope 1 and 2 and continue working with our stakeholders to

reduce Scope 3 emissions. Collaboration with partners and suppliers, as well as the full engagement of our people, is essential to achieve lasting results. Schiphol Group’s role in furthering sustainability has shifted from facilitating to collaborating and guiding and – where possible – even directing. Additionally, we encourage suppliers to improve their social and environmental impact across the entire value chain. As sector partners, we support one another in achieving our shared sustainability goals. This mutual support is encouraging and helps accelerate our progress.

In this section, we primarily focus on the climate impact of transport modalities and buildings. Additionally, we are actively working on reducing emissions in other Scope 3 categories, including those that stem from food & beverage, retail and circularity. For more information on resource inflows, outflows and waste, please see Resource use and circular economy.

Reducing Scope 3 emissions remains challenging, due to sustained flight demand, a changing political environment and long lead times for impactful aircraft innovations. Furthermore, due to the regulatory framework of slot coordinated airports, such as Schiphol, RSG legally has no right to manage flight demand. However, RSG does take action where legally possible, such as the differentiation of airport charges and investments in SAF. Please refer to pages 5 and 6 of RSG’s Sustainability Update 2025. Remaining below the 2005 emissions level for outbound flights by 2030 is a target jointly set by the Dutch government and the aviation sector in 2018. Research indicates that ambitions must be raised and the execution of innovation must be accelerated to remain within the carbon budget.

One of the Dutch aviation sectors key ambition to reach the 2005 emissions level was to aim for 14% SAF blend by 2030. However, due to the RefuelEU mandate requiring a 6% SAF blend by 2030, the feasibility of this target has become uncertain. Since committing to net-zero CO<sub>2</sub>e emissions by 2050, Schiphol Group has actively supported aviation decarbonisation through policy advocacy, SAF incentives, R&D in eSAF and hydrogen propulsion infrastructure. Despite

these efforts, it will be difficult to achieve the 2030 goal and 2050 ambitions for the aviation sector due to the aforementioned challenges. Nevertheless, we expect that the 2030 goal is still attainable.

#### Governance

The Chief People & Transformation Officer oversees the implementation of Schiphol Group's Climate Change Policy and provides regular progress and impact reports to the Executive Committee. The investments needed to reach the 2030 target are included in the investment portfolio. We factor climate-related considerations into the remuneration of members of the Management Board, including their performance against the GHG emissions reduction targets.

#### Climate change adaptation

Climate change poses significant risks to the aviation sector, including melting runways due to extreme heat waves and flooding due to extreme rainfall. These extreme weather conditions can disrupt airport operations, pose a risk to the health of employees and passengers and can cause serious damage to assets. Since the aviation network is global, our airports can be impacted due to a situation at another airport and vice versa. Climate change also impacts kerosene use, flight durations and delays.

The effects of climate change will make RSG vulnerable across different assets, activities and interactions with both passengers and employees. Due to historical CO<sub>2</sub>e emissions, a lock-in situation exists, meaning that even in a hypothetical scenario where CO<sub>2</sub>e emissions cease, climate adaptation remains necessary. Moreover, climate change and the associated risks are expected to increase in the next decades. Mitigating these risks is essential to maintaining our resilience in the coming years and reducing the risk of damage.

Schiphol Group's Climate Adaptation Policy aligns with its Climate Mitigation and Labour Policies. These two policies support our overall Climate Change Adaptation Strategy:

- *Climate resilient airports – Climate Adaptation Strategy 2022*: the starting point for an integral climate adaptation policy for Schiphol Group, which enables the Executive

Committee to evaluate its targets and make decisions while taking into account climate-related risks.

- *Strategic Investment Plan – Water*: a comprehensive plan to address challenges concerning water storage, drainage and connectivity.

To stay climate resilient, RSG has determined the following three key objectives:

- Embed climate adaptation into requirements and principles
- Expand climate change knowledge and monitor climate impact
- Create awareness and embed the ambitions and strategy into the organisation

Schiphol Group is prepared for known weather events. We also anticipate a shift towards extreme weather conditions, such as heavy rainfall and heat waves. As climate risks increase, proactive asset protection is critical. Since we own and operate our airports, climate adaptation is in our direct control, unlike climate change mitigation. However, we accept a certain level of risk, as we understand that we cannot shield our airports from all extreme weather events. Together with the Koninklijk Nederlands Meteorologisch Instituut ('The Royal Netherlands Meteorological Institute'; KNMI), Schiphol aims to gain a comprehensive understanding of the transition risks related to climate adaptation and to develop mitigation policies aligned with the requirements of the CSRD. These initiatives are currently under review and are scheduled for future implementation.

#### Governance

The Chief Infrastructure Officer oversees the implementation of the Climate Adaption Policy and provides regular progress and impact reports to the CEO. The Infrastructure Department, in close collaboration with pertinent departments, carries out the actual implementation of this policy along with the establishment of mitigating measures. Issues related to the IROs are routinely discussed with the SSSC of the Supervisory Board, ensuring constant dialogue and action.

### Impacts, risks and opportunities

Schiphol Group has identified several IROs related to climate change; transition risks and mitigation measures are addressed under other material topics from the DMA. For example, rising GHG prices are covered under climate mitigation, and raw material cost increases are covered under resource use and circular economy. These climate-related IROs are reflected in the strategic pillar Environment and Society.

#### Actual positive impact

1. Being prepared to adapt to transition risks and opportunities associated with the changing climate

#### Actual negative impact

1. CO<sub>2</sub>e emissions due to use of fossil energy in our value chain
2. Other GHG (non-CO<sub>2</sub>) emissions and emissions and/or impacts of emissions that are currently unknown

#### Risks

1. Governmental restrictions on air traffic movements (ATMs) related to the CO<sub>2</sub>e emissions
2. Emissions of other GHGs (non-CO<sub>2</sub>) and currently unknown emission impacts, resulting in regulatory pressure, reputational damage and increased mitigation costs
3. Failure to meet climate change mitigation ambitions, resulting in reputational damage, legal repercussions and loss of stakeholder trust
4. Impact of extreme weather conditions and climate change on business continuity and operational disruption

It is important to note that risk 4 relates to people, including passengers and the workforce, as well as assets and operational activities.

#### Physical and transition risks

RSG collaborates on physical and transition risks at a sector-wide level with Eurocontrol, Airports Council International and other airports. Nationally, we work with the Dutch government, the KNMI and research institutes to leverage

insights. The Task Force on Climate-Related Financial Disclosures (TCFD) is used as a framework for understanding physical and transition risks.

### Physical risks

In collaboration with KNMI, and in support of our first objective outlined on the previous page, Schiphol Group conducted a climate resilience analysis in 2022. Currently, heavy precipitation, winter days and storms are the extreme weather events that occur at its airports. Looking ahead, we expect more extreme and irregular precipitation, more heat waves, fewer winter days and less fog. In 2026, we will continue our research with the Knowledge & Development Center (KDC).

For our physical risk analysis, we used the following KNMI climate projections: KNMI '14 scenarios, Klimaatsignaal '21 insights and the latest meteorological insights from the KNMI '23 scenarios. These projections are aligned with the newest insights from reports of the IPCC and range from high- to low-emission scenarios. In the moderate scenarios, the global temperature increase is 1°C in 2050 and 1.5°C in 2085; in the warm scenarios, the increase is 2°C in 2050 and 3.5°C in 2085 (compared to 1981-2010). The warm scenarios are the high emission climate scenarios. The climate scenarios were specific to Schiphol, while our DMA applies to Schiphol Group as a whole. The timespan for the strategy is 2022 to 2030 for the short term and 2050 for the long term.

### Transition risks

The TCFD Framework describes four types of transition risks:

- **Policy and legal risks:** Schiphol Group faces transition risks due to evolving regulations, including EU Emissions Trading System (EU ETS), Fit for 55 and a potential national CO<sub>2</sub>e ceiling.
- **Technology risks:** Climate change mitigation is central to Schiphol Group. We are net-zero<sup>1</sup> for Scope 1 and Scope 2 emissions at three Dutch airports and consider the decarbonisation of aviation crucial. While aviation decarbonisation is beyond our direct control, we contribute through policy advocacy, differentiated airport charges, hydrogen initiatives, and we have previously engaged with SAF incentives. Additionally, we face

potential risks related to our energy network. As fossil fuels are phased out and self-generation increases, risks such as grid congestion may arise, potentially affecting operational continuity and energy reliability at airport sites.

- **Market risks:** There are many technological innovations needed to transition towards a net-zero aviation sector (e.g., hydrogen propulsion). This can lead to higher priced flight tickets and thereby impact demand. This is an example of a market risk we need to manage.
- **Reputational risks:** If Schiphol Group does not take sufficient action 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. NGOs are already targeting the aviation sector and using airports as central and accessible locations to demonstrate. In 2025, Milieudefensie, a sister NGO of 'Friends of the planet', requested a progress report from RSG (amongst other companies) on climate change. RSG responded to this request and shared a document as a status update on Sustaining Your World.

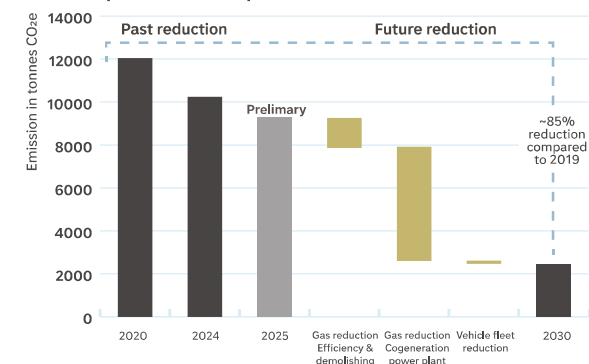
### Actions to manage our IROs for Climate change mitigation

#### Transition plan & actions

In our Transition Plan, approved by the Chief People & Transformation Officer, we describe our goals and key actions to manage our IROs and reach our GHG emissions targets, spread over Scope 1, Scope 2 and Scope 3. The figure below shows the transition plan for AMS<sup>2</sup>. Our full set of actions can be found in Sustaining your World. In general, RSG follows the Trias Energetica approach:

- Reduce the use of energy and fossil fuels
- Use energy as efficiently as possible
- Produce and use renewable energy to replace fossil energy

Transition plan AMS for Scope 1 and 2 emissions towards 2030



### Scope 1 and Scope 2

Scope 1 emissions are direct emissions from owned or controlled 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 or acquired electricity, steam, heating or cooling.

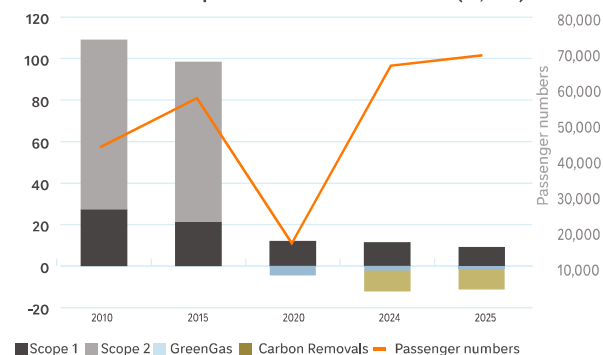
Consistent with its key objectives, RSG is committed to ensuring that its strategy and business model are compatible with the transition to a more sustainable economy and in line with the Paris Agreement. The figure historic Scope 1 (location-based) and 2 (market-based) emissions<sup>3</sup> show a decrease in emissions as a result of implemented measures. The figure transition plan Schiphol shows our reduction pathway.

<sup>1</sup> Net-zero refers to achieving 90% reduction compared to 2010 levels, with the remaining 10% being compensated using carbon removals.

<sup>2</sup> The 2020 emission data is based on the previous calculation methodology according to the GHG protocol of 2020.

<sup>3</sup> Please keep in mind that the calculation methodology and emission factors are different to the current methodologies and factors.

Historic overview of Scope 1 and 2 CO<sub>2</sub>e emissions AMS (x1,000)



The implementation of energy efficiency measures remains important for responsible energy use. The main decarbonisation lever for the remaining emissions in Scope 1 is the phasing out of natural gas (70% of Scope 1 emissions). In 2025, RSG continued its efforts to phase out natural gas. In 2025, we established an Aquifer Thermal Energy Storage (ATES) connection to the Outlook building, and in mid-2025, a central ATES system at Schiphol Central Business District and Het Schipholgebouw was also successfully connected.

Reducing natural gas is also part of the renovation of Pier E and two fire brigade stations, representing investments of 17.5 million and 7 million euros, respectively. Phasing out natural gas in Terminal 1 and 2 is the most challenging project because the operation needs to continue during the necessary construction activities. The projects will span multiple years. These CAPEX expenditures are eligible under the EU Taxonomy CCM7.2. With our current scheduled investment portfolio, we are on the pathway to reduce the gas consumption of our buildings in 2030 by 70% compared to 2019 levels. Phasing out natural gas is a non-recurring activity per asset.

The electrification of our own vehicle fleet is an ongoing process. In 2025, two fossil fuel vehicles were replaced by battery-electric vehicles. In addition, RSG purchased 53 new battery-electric buses for its airside operations at Schiphol, replacing part of the original fleet. Additionally, we have 11 leased battery-buses. The total fleet is now 64. An additional 10 battery-electric buses are expected to be added in early

2026. The buses will mainly replace our oldest battery-electric bus fleet, which have been in operation since 2015.

Furthermore, our four Dutch airports run on 100% wind electricity and/or solar power, resulting in zero market-based emissions in Scope 2. AMS, EA, RTHA and LA each have their own solar parks, collectively generating approximately 10% of RSG's total electricity demand. These solar parks are located on grassy fields and on the top of buildings and parking garages. For the amount of solar electricity generated and consumed on site, please see the metrics and targets section at the end of this chapter.

Due to an increase in electricity demand, RSG aims to strengthen its grid and become more energy efficient, furthering its energy-positive goal for 2050. The ISO 50001 standard for energy management provides essential guidance for this goal. Any future increase in our electricity demand will be fully covered by on or off-site renewable energy generation, ensuring that our Scope 2 emissions do not increase. Furthermore, we have a master plan power grid in place to prevent grid congestion now and in the future. We applied for additional grid capacity on the grid at Schiphol some years ago. These efforts were successful and led to the investment in a new high-voltage substation at Schiphol Centre, the upgrade and replacement of other substations and the installation of a new cable network. Work on the substations and network began in early 2024. The new high-voltage substation will be integrated into the surrounding environment. Most of the structure is covered by an 11-metre-high dome, over which herbs, shrubs and trees will grow. A total of approximately 39 million euros in CAPEX was spent in EU Taxonomy categories CCM 3.20 and CCM 4.9. Strengthening the electricity grid will be an ongoing activity for RSG. The three regional airports do not own the electricity grid and do not have to invest in additional grid capacity.

### New buildings

Schiphol Group integrates its sustainability objectives into the design and construction of new buildings. Schiphol Airport's Pier A is scheduled for delivery in 2027 and will run on electricity and an ATES system. The process to obtain a LEED Gold certification for Pier A is ongoing. Due to the incorporation of sustainability requirements, the entire asset

can be reported as aligned under the EU Taxonomy criteria. The security checkpoint (Doorlaatpost 90) is also EU Taxonomy aligned. Both buildings fall under activity CCM7.1, with a total CAPEX of 200 million euros.

### Scope 3

Scope 3 emissions are all indirect emissions that occur in RSG's value chains, including both upstream and downstream emissions. We partner with Scope 3 stakeholders to stimulate decarbonisation efforts in our industry, particularly with airlines, suppliers, main contractors and operational business partners. Besides CO<sub>2</sub>e emissions due to aviation, there are also CO<sub>2</sub>e emissions as a result of surface access, buildings, materials and waste, construction activities, energy consumption of third parties and our international participations. For more information on RSG's policy and actions on these topics, please see Pollution and Resource use and circular economy.

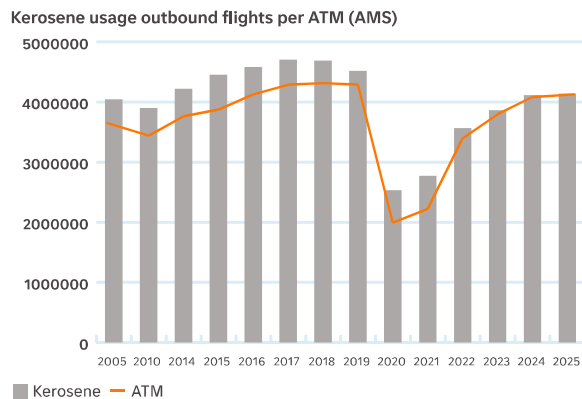
The International Civil Aviation Organisation (ICAO) member states adopted a collective long-term global aspirational goal of net-zero carbon emissions by 2050 for international aviation. The Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), adopted by the member states in 2016, is the first global market-based measure for any sector. In 2024, CORSIA entered its first phase, with 126 participating states, marking the start of the offsetting requirements. From 2027, all international flights will be subject to these offsetting requirements.

Intra-European flights have been included in the EU ETS since 2012. The European Commission will evaluate the effectiveness of the EU ETS and is considering including flights outside of the European Economic Area as of 2027. Since 1 January 2021, departing origin and destination (O/D) passengers at Dutch airports are subject to air passenger tax. Acting as a cap-and-trade system, the EU ETS limits the number of emissions allowances issued, thereby constraining the total amount of emissions of the sectors covered by the system. The European Commission will evaluate the effectiveness of the EU ETS and is considering including flights outside of the European Economic Area as of 2027. In effect, CORSIA, EU ETS allowances and the air passenger tax

put a price on carbon emissions, reflecting the external costs of aviation.

RSG differentiates its airport fees to attract a cleaner and quieter fleet at Schiphol. Airport fees are established every three years, with the new period being from 2025 until 2027. RSG financially supported the uptake of SAF at Schiphol between 2022 and 2024. In the long term, the extensive time-to-market for (radical) innovations to decrease the environmental impact of aircraft could jeopardise our Scope 3 ambitions.

The Jet A-1 CO<sub>2</sub>e emissions from outbound flights and the flight movements from 2005 until 2025 are visualised in the figure below. The volume includes the fuelled SAF. RSG will evaluate its position on Scope 3 emissions as part of the updated Corporate Strategy for 2050. Since RSG cannot decarbonise Scope 3 emissions independently, collaboration with a large number of partners in the value and supply chain is crucial to reduce CO<sub>2</sub>e emissions. Some of the actions that RSG undertakes regarding Scope 3 emissions are addressed below.



**SAF**

Kerosene emissions are the largest contributor to Scope 3 (90%). At the same time, reducing these emissions is difficult and costly. In the short term, blended SAF is the best option to reduce emissions. SAF is not 100% sustainable, but it is a

more sustainable alternative to fossil fuels, emitting 70% to 90% less CO<sub>2</sub>e compared to fossil kerosene. While we support the aviation sector in reducing emissions where possible, we do not have direct influence. Furthermore, RSG has evaluated and updated its roadmap for the decarbonisation of aviation.

Since 2022, Schiphol Group has continuously supplied SAF to multiple airlines at Schiphol. 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 EU airports, increasing to 6% by 2030. 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. In 2025, deliveries of SAF at RSG were part of the Refuel mandate, in which on average 2% SAF was delivered to RSG, alongside voluntary uptakes from airlines and their customers. Rotterdam The Hague Airport totalled 3% SAF in their fuel, and realised a physical SAF blend of 38% for TU Delft test flights early 2025, in collaboration with TU Delft, Shell and Jet Aviation.

SkyNRG is still preparing the DSL01 SAF facility in the Netherlands, scheduled for completion in 2028. Meanwhile, the EU TULIPS project will also contribute to the scaling up of the SAF supply at EU airports. Initiatives we plan to explore over the next two years include creating new supply channels for e-fuels, enabling large-scale supply options and introducing potential SAF incentives at other EU airports.

**Hydrogen, zero emissions ground support equipment and taxiing of aircrafts**

Schiphol Group actively supports zero emission propulsion development and explores how to facilitate this. At the moment, hydrogen-electric and hydrogen combustion seem to be the most promising power trains for our airlines commercial aviation needs. They will offer the highest range and passenger per aircraft. Additionally, battery-electric propulsion also has potential.

Schiphol and Rotterdam The Hague Airport are conducting a hydrogen hub for an Airports feasibility study with KLM, Transavia, Airbus and hydrogen supplier, Air Products. The outcomes will help our Sustainability, Master Planning and

Health Safety & Environment teams determine how to implement hydrogen aviation.

RSG is exploring its supply of hydrogen. Under the EU TULIPS Programme, we assess hydrogen transport options from the Port of Amsterdam to Schiphol. In addition, Schiphol has signed an expression of interest with Hynetwork for a possible connection to the hydrogen backbone Gasunie. We are also an active member within the North Sea Canal Area (NZKG) to increase hydrogen supply and generate demand. In partnership with Rotterdam The Hague Innovation Airport (RHIA) and Port of Rotterdam, Rotterdam The Hague Airport is also advancing hydrogen-powered aviation.

Rotterdam The Hague Airport and Schiphol play key roles in the EU-Horizon funded GOLIAT project. Launched in 2024, the project focusses on safe use and refuelling of liquid hydrogen aircraft at airports. Refuelling demos will run at Rotterdam The Hague Airport, Stuttgart and Lyon-Saint Exupéry airports. A feasibility study for liquid hydrogen ground operations was completed in 2025, with a demo planned for late 2026 or early 2027 at Rotterdam The Hague Airport. Schiphol will assess the impacts that the introduction of hydrogen aviation will have on airports.

Rotterdam The Hague Airport completed the construction of a relatively small 9 kg liquid hydrogen facility in 2025, after receiving an environmental permit and finalising a contract with Air Products. The site now supports R&D aircraft testing. Additionally, Rotterdam The Hague Airport hosted Albatros, an EU funded project focussed on maintaining safety and resilience in the aviation sector. During their visit, Albatros demonstrated a fictional hydrogen aircraft scenario, including fire and rescue service training and drone inspection.

Lelystad Airport opened the first publicly accessible charging plaza for battery-electric aircraft in the Netherlands in 2025. With two charging stations using the European standard Combined Charging System (CCS) and a CSS-to-GB/T adapter (the Chinese standard for charging connectors), the plaza can accommodate all current and anticipated models in the market.

Furthermore, hydrogen-electric vehicles showed potential for decarbonisation. After demonstration on a ground power unit

(GPU), in 2025, Schiphol tested a hydrogen-electric tow truck, capable of towing wide-body aircraft and light weight hydrogen pickups for our Bird Control. All vehicles are fuelled with green hydrogen from our mobile refuelling station at airside.

Schiphol Group is also working with a consortium to scale up more sustainable taxiing at Schiphol. While our goal to eliminate avoidable taxiing emissions remains unchanged, the consortium has updated its strategic roadmap through 2030, building on insights from the TaxiBot showcase. Scaling up more sustainable taxiing can significantly reduce fuel use, GHG emissions, UFPs and ground operation disturbances. In 2025, Schiphol became the first major international airport to pilot a custom-built battery-electric TaxiBot. Additionally, Schiphol has purchased four additional battery-electric TaxiBots (owning now six in total). The first was delivered in September 2025, and the remaining three are planned for 2026.

Schiphol and KLM collaborated via the EU-funded HERON consortium, which promotes CO<sub>2</sub> reduction in airport operations. RSG successfully demonstrated Taxitow as a SESAR solution. This increased the technological readiness of the concept, enabled the scaling up live Taxitow operations and thereby reduced CO<sub>2</sub> and UFP emissions at Schiphol, while also securing approximately 2.8 million euros in funding. The project is a significant step towards expanded and standardised Taxitow operations across Europe.

### Other actions

RSG is also addressing other Scope 3 emissions categories, including surface access, materials and waste and ground operations. Higher passenger volume and more ATMs may result in an increase in emissions in most categories.

Surface access includes the fossil-fuel transport generated by movements to and from the airport as a result of the aviation activity. This includes passengers travelling to and from the airports, commuter traffic of third-party employees and truck traffic. Although 2% of our total carbon footprint may seem small, it represents a substantial portion of our emissions in absolute terms. In 2025, we began developing the Electrification Landside Programme, focussed on expanding

our network of charging facilities for passengers, hotel busses, trucks and taxi's. Additionally, we notified our business partners that all ordered taxi pick-ups (Uber, Bolt, etc.) must be electric as of 1 January 2027. Next to electrifying transportation to and from the airport, we are encouraging passengers to use public transport through the Tranzor application. Tranzor offers a fluent international public transport ticketing service amongst different public transport providers in and outside of the Netherlands.

In 2025, Rotterdam The Hague Airport introduced a Shared Mobility Hub in partnership with the Municipality of Rotterdam, enabling passengers to conveniently access the airport using shared electric mopeds and bicycles. They also launched Project MARTHA, an autonomous shuttle bus service connecting the metro station Meijersplein with the airport. By introducing smart, sustainable vehicles that operate on public roads and in mixed traffic, Rotterdam The Hague Airport aims to further enhance public transport options for travellers.

For the electrification of its ground operations, Schiphol Group has initiated several projects to facilitate business partners in switching to zero-emissions ground handling equipment. These projects are being carried out between 2021 and 2030. Investments to enable the transition towards electric ground operations amounted to 161 million euros in 2025 in EU Taxonomy category CCM6.17 and CCM6.20. Additional budget is available for the coming years to facilitate this transition.

In 2025, all positions appointed by the Human Environment and Transport Inspectorate, had electric preconditioned air (PCA) units put into service, limiting the use and emissions of the auxiliary power units (APUs) in the aircraft. These were the last set of PCA units needed to finish the project; all widebody stands and a large number of narrowbody stands now have a PCA unit. Our business partner, KES (part of TCR international), has replaced some GPUs with electric ground power units (eGPUs) on narrow-body stands. At Eindhoven Airport, there are now 4 eGPUs in operation. At Rotterdam The Hague Airport, over 70% of the ground handler's GPUs are now electric.

By making these investments, RSG is working to comply with the EU Alternative Fuels Infrastructure Regulation Directive and the Trans-European Transport Network policy.

### Investments

Schiphol Group's main approach is to upgrade assets in line with its sustainability goals at a suitable moment in time. For buildings that still run on natural gas, the gas installation will be removed when the asset is renovated. Because of this integrated way of working, we do not execute many projects related exclusively to sustainability. It is therefore difficult to determine the share of an investment that contributed to our sustainability goals. Schiphol Group secures external funding to partially finance investments and allocates green financing to green buildings and clean transport, aligned with its Green Finance Framework. Many projects are EU Taxonomy eligible, and in 2025 we embedded the eligibility assessment into our organisation and capital life cycle to ensure that our eligible and aligned percentages reflect our environmental efforts.

### Locked-in GHG emissions in Scope 1 and Scope 3

Locked-in GHG emissions are estimates of future GHG emissions likely to be caused by the organisations key assets or products sold within their operating lifetime. Apparent locked-in GHG emissions coming from gas-heated buildings will be phased out during natural replacement moments, such as when an asset is being renovated or demolished. Renovations can include technical and/or economical optimised designs, including hybrid systems or fully gas-free solutions. Since 2019, Schiphol Group buys green gas for a part of its gas consumption. Annually, we purchase approximately 10% of our gas consumption as certified green gas.

Locked-in emissions are also apparent in aircraft. Current fossil fuel-powered aircraft have an average lifespan of at least 25 years, making it difficult to move towards more sustainable alternatives. Once the lifespan of an aircraft expires, it will be replaced with a more efficient aircraft, reducing its CO<sub>2</sub>e emissions.

### Non-CO<sub>2</sub> emissions

Non-CO<sub>2</sub> emissions—such as NO<sub>x</sub>, soot, oxidised sulphur and water vapour at high altitudes—contribute to global warming, primarily through positive radiative forcing from contrails. While CO<sub>2</sub> accounts for roughly one-third of aviation’s climate impact, reliable airport-level estimates for non-CO<sub>2</sub> emissions are lacking. Therefore, they are not yet quantified or included in our targets. However, our 2050 net-zero carbon ambition, aligned with the 1.5°C pathway, will also reduce non-CO<sub>2</sub> emissions.

RSG is actively researching mitigation options and collaborates with Eurocontrol, Breakthrough Energy and Imperial College London. In 2025, airlines have started reporting non-CO<sub>2</sub> emissions under the EU ETS. These early reports will inform future policy, though no EU ETS allowances are currently required for non-CO<sub>2</sub> emissions.

### Carbon removals

AMS, EA and RTHA compensate the remaining Scope 1 emissions using carbon removals to achieve its net-zero goal. The specific guidelines for these removals can be found in the ACI Airport Carbon Accreditation carbon offsetting guideline. RSG invested in a nature-based reforestation project in Tanzania. To promote environmental conservation, the project focusses on soil conservation, protection of water sources and enhancement of biodiversity. The project involves local communities by offering them employment and income via carbon financing. Over 600 employees receive a salary and carbon income equal to 10% of the projected carbon revenue. The project is a combination of climate change mitigation, biodiversity actions and social impact. The project is Verified Carbon Standard and Climate, Community & Biodiversity Standards certified, ensuring that the effects, monitoring and auditing of emissions-reducing projects are conducted properly and that socio-economic and biodiversity benefits for the local communities and nature are in accordance with the Climate Community & Biodiversity standard. The carbon credits were provided by Anthesis, which is a founding member of the International Carbon Reduction and Offset Alliance (ICROA). ICROA monitors the working methods annually and ensures reliable climate compensation. More information is available in Additional environmental information.

### External validation

To ensure credibility, RSG engages external validators to review its CO<sub>2</sub>e commitments. In 2023, the Science Based Target initiative (SBTi) validated Schiphol’s near- and long-term net-zero targets, making Schiphol the first airport globally with a validated long-term science-based ambition. AMS, EA and RTHA all achieved Level 5 of the ACI Airport Carbon Accreditation, signifying net-zero Scope 1 and 2 emissions and a verified Scope 3 decarbonisation roadmap. This accreditation aligns the airports with the Paris Agreement’s 1.5°C scenario for Scope 1 and 2.

In 2025, Lelystad Airport continued preparing for accreditation by mapping its CO<sub>2</sub> emissions across Scopes 1, 2 and 3.

### Actions to manage our IROs for Climate adaptation

Schiphol Group is prepared for known events. The internal handbook Adverse weather conditions was developed in collaboration with the Air Traffic Control Netherlands (LVNL), and provides relevant guidance on managing current extreme weather events and resuming the operation as quickly as possible. In case of these events, flights are cancelled or rerouted to other airports.

### Adapting to climate change

The risk that airport infrastructure will not be adapted to climate change in time is addressed in our ERM Framework. Risks related to extreme weather conditions are covered under our Operational Risk Management Framework.

- **Flooding:** Schiphol Group has conducted multiple studies and can handle rainfall with a likelihood of 1/100 years, which means no significant delays and damage occur during heavy rainfall. The rainfall can be stored locally without the flooding of critical assets.
- **Rainfall:** Increasingly extreme and frequent precipitation may cause flooding, aircraft damage and construction delays. For new infrastructure, RSG will take into account climate projections after 2050 to anticipate climate change in the long term. Because our assets have a long lifespan, this is crucial to stay resilient. Current design-phase projects include the redevelopment of Schiphol East

and Terminal South. Climate adaptation costs are integrated into the project budget.

- **Extreme temperatures:** Temperatures and heat are also becoming more extreme as a result of climate change. More tropical days (temperatures exceeding 30 degrees Celsius) are expected in the Netherlands.

Currently, Eindhoven Airport and Lelystad Airport experience the highest amount of tropical days. In the high 2050 scenario, Eindhoven Airport is expected to see the largest increase in tropical days: from three to six days annually to approximately 15–18 days annually. AMS, RTHA and LA will see approximately nine to 12 days per year due to the mitigating influence of the sea. Since workers wear protective clothing outside, the risk of dehydration and heatstroke increases. We aim to learn from airports located in high-temperature regions about the measures they implement to ensure employee safety and maintain infrastructure amid changing weather conditions. These changing conditions also require increased cooling in buildings (air conditioning), aircraft (PCAs) and assets (cooling runways with water).

RSG collaborates with the KDC to research transition risks related to demand shifts and develop mitigation policies. In 2026, we aim to build on the work initiated in 2024 regarding the identification of transition risks through an explanatory study with KDC to better understand and adapt to these climate-related impacts. We also participate in a working group led by ACI Europe and Eurocontrol to exchange knowledge and best practices. While extreme weather is expected at our own airports, it is even more likely at locations across our network, causing flight disruptions.

### Metrics and targets

#### Climate change mitigation

Schiphol Group collaborates with key stakeholders and reviews the latest scientific reports to set targets that guide our Climate Mitigation Strategy for Scope 1, Scope 2 and relevant Scope 3 emission categories. We report on these targets quarterly, using the associated metrics to monitor our progress towards the 2030 CO<sub>2</sub>e emissions reduction targets.

RSG strives for efficient and sustainable energy use across operations, taking annual measures to reduce consumption. This is a key factor in replacing installations and systems. The 2025 target was to reach a 4% energy efficiency rating for RSG. A comprehensive assessment defined measures to meet this goal, but implementation delays resulted in an actual rating of 6.7% in 2025.

Furthermore, in 2025, RSG airports generated and consumed 6,070 MWh of solar energy on site. In 2025, Schiphol produced twice as much solar energy compared to 2024. Mainly due to the newly delivered solar roof of P4 Car Rental Services and excellent weather during the first half of the year. These figures reflect our ongoing commitment to reducing our CO<sub>2</sub>e emissions.

Kerosene remains the largest contributor to Scope 3 emissions. The 2030 target, set jointly by the Dutch government and the aviation sector, aims to reduce outbound flight emissions below 2005 levels. In 2025, the aviation emissions for AMS exceeded the 2005 benchmark (2005: 10.3 MT CO<sub>2</sub>e; 2025: 10.5 MT CO<sub>2</sub>e; not adjusted for SAF yet). All other targets are reported at varying frequencies throughout the year.

In the Sustainable Aviation Agreement, zero emissions ground operations was set as a 2030 goal. RSG is monitoring the fuel consumption at airside, and has established a target for litres fuelled in airside operations, recognising that this will be influenced by ongoing airside electrification efforts. In 2025, 7,653,681 litres were fuelled on RSG's premises. In line with this, RSG has also defined a specific company target for airside electrification. Airside electrification refers to the transition from fossil fuel-powered equipment and infrastructure to electric alternatives in the airside areas of

airports. This includes aircraft facilities (e.g., power units), vehicle facilities (e.g., car chargers) and ground service equipment (GSE) active on the airside.

The company target was to deliver 100% of the scope of eight projects related to electrification of airside in 2025. In 2025, Schiphol completed all eight airside electrification projects, including eGPUs, Fast Chargers, GSE chargers and PCA units across key operational areas. These achievements mark a significant step toward reducing carbon emissions and accelerating the transition to a fully electric airside environment. By delivering 100% of the planned scope, Schiphol reinforces its commitment to sustainable airport operations and future-proof infrastructure.

Furthermore, Schiphol Group set a target for Schiphol Airport regarding Landing and take-off (LTO) emissions from the LTO cycle, including taxiing, take-off, climb-out, approach and landing. In 2025, Scope 3 LTO kg CO<sub>2</sub>e/passenger was 7.7 LTO kg CO<sub>2</sub>e/passenger.

The emissions table on the following pages covers RSG's airports: AMS, EA, RTHA and LA. Scope 3, Category 15 emissions also include Brisbane, Hobart and Maastricht Airports.

The 2025 emissions data is preliminary and subject to refinement. Some items are currently unavailable and will be included in the next annual report, aligned with reporting cycles. This delay is mainly due to third-party Scope 3 stakeholders needing more time and resources to process and interpret their data. Additionally, gas and electricity usage for the final months of 2025 will be updated in 2026 once actual figures are available. CO<sub>2</sub> emissions likely represent only one-third of aviation's total climate impact.

Non-CO<sub>2</sub> emissions remain unquantified, pending further evaluation to determine the best approach for their quantification, target setting and addressing their climate effects.

Furthermore, climate-related performance, including performance on GHG emissions measured through the sustainability company targets, is factored into Management Board remuneration. In 2025, 0.5% of remuneration is linked to climate related considerations.

### Climate change adaptation

Schiphol Group maintains ongoing dialogue with internal and external stakeholders to jointly define metrics that accurately reflect progress on climate adaptation.

Metric	Unit	Scope	2025		
			Target	2025	2024
Natural gas	t CO <sub>2</sub> e	RSG	-	10,117	10,820
Energy efficiency	%	RSG	4%	6.7%	3.6%
Kerosene emissions	t CO <sub>2</sub> e	RSG	-	11,000,741	10,352,836
Litres fuelled at airside operations	Litres	RSG	-	7,653,681	7,931,976
Airside electrification	%	AMS	100% of 8 projects in scope	100%	N/a
Scope 3 LTO passenger	kgCO <sub>2</sub> e/	AMS	-	7.7	8.0

## Total GHG emissions

Total GHG emissions <sup>1,2,3,4,5,6</sup>	Retrospective				Milestones and target years			
	Base year (2019)	Comparative (2024) <sup>7</sup>	2025 <sup>8</sup>	%2025/ 2024 <sup>9</sup>	2025	2030	(2050)	Annual % target/ Base year
<b>Scope 1 GHG emissions</b>								
Gas consumption	19,957	10,820	10,117	-6.5%	n/a	70% reduction	0	not linear
Vehicle fleet including lease cars	2,144	146	146	0.0%	n/a	90% reduction	0	not linear
Fire brigade & other fuel consumptions (incl emergency power supply), De-icing fluids for surface de-icing, Refrigerants, and Ureum <sup>10</sup>	639	1,123	1,123	0.0%	n/a	n/a	0	n/a
Gross Scope 1 GHG emissions (tCO2e)	22,740	12,089	11,386	-5.8%	n/a	n/a	0	not linear
Green gas consumption	-3,167	-1,708	-945	-44.7%	n/a	10% of gas usage	n/a	n/a
Net Scope 1 GHG emissions (tCO2e)	19,573	10,381	10,442	0.6%	n/a	n/a	0	n/a
<b>Scope 2 GHG emissions</b>								
Gross location-based scope 2 GHG emissions (tCO2e)	116,421	86,664	83,037	-4.2%	n/a	10% renewable energy produced on own site	100% renewable energy produced on own site	n/a
Gross market-based scope 2 GHG emissions (tCO2e)	0	0	0	0.0%	n/a	0	0	n/a
<b>Significant scope 3 GHG emissions</b>								
Total gross indirect (scope 3) GHG emissions (tCO2e)	12,243,946	11,567,817	12,215,327	5.6%	n/a	n/a	net-zero CO2e emissions	n/a
1. Purchased goods and services	498	22,648	22,648	0.0%	n/a	n/a	net-zero CO2e emissions	n/a
2. Capital goods	n/a	292,999	292,999	0.0%	n/a	n/a	net-zero CO2e emissions	n/a
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	20,568	3,891	3,891	0.0%	n/a	n/a	net-zero CO2e emissions	n/a
4. Upstream transportation and distribution	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
5. Waste generated in operations	3,664	8,412	8,412	0.0%	n/a	disclosed	net-zero CO2e emissions	not linear

1 These emissions include AMS, EIN, RTHA and LEY airport. Brisbane Airport, Hobart Airport and Maastricht Airport are included in scope 3 cat 15.

2 Calculations according to the GHG protocol.

3 Emission factors based on CO2emissiefactoren.nl, ACA Acert tool V7 and Climatiq.

4 Emission origins based on ACA Level 5.

5 CO2e emissions are likely to reflect 1/3 of the climate impact of aviation. The non-CO2 emissions are not quantified yet, because further reflection on how to best address non-CO2 climate impacts is required.

6 Data that is not available yet will be included in the next annual report in alignment with the reporting cycles.

7 As the underlying 2024 data has now been finalised, the 2024 figures have been revised compared to last year's reporting.

8 Italic 2024 numbers are preliminary and have not been finalised yet, they will be finalised in the next reporting cycle.

9 If change is 0.0% the 2024 emissions are not available yet and will be provided in the next update.

10 Emissions related to de-icing, refrigerants, ureum and fire fighting will have no targets due to mandatory training/ regulations

Total GHG emissions <sup>1,2,3,4,5,6</sup>					Retrospective		Milestones and target years	
	Base year (2019)	Comparative (2024) <sup>7</sup>	2025 <sup>8</sup>	%2025/ 2024 <sup>9</sup>	2025	2030	(2050)	Annual % target/ Base year
6. Business traveling	1,172	771	771	0.0%	n/a	Net-Zero Emissions	net-zero CO2e emissions	not linear
7. Employee traveling	3,124	1,341	1,341	0.0%	n/a	Net-Zero Emissions	net-zero CO2e emissions	not linear
8. Upstream leased assets	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
9. Downstream transportation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
10. Processing of sold products <sup>10</sup>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
11: Use of sold goods	11,986,642	11,161,365	11,808,876	5.8%	n/a	n/a	net-zero CO2e emissions	n/a
<i>Jet-A1 emissions outbound flights<sup>11</sup></i>	11,543,582	10,352,836	11,000,741	6.3%	n/a	2030 = 2005	net-zero CO2e emissions	not linear
<i>Fuel uses for ground operations</i>	37,414	804	192	-76.1%	n/a	0	net-zero CO2e emissions	not linear
<i>De-icing fluids used for aircraft</i>	741	618	835	35.2%	n/a	n/a	net-zero CO2e emissions	n/a
<i>Other items Category 11<sup>12</sup></i>	404,905	807,108	807,108	0.0%	n/a	n/a	net-zero CO2e emissions	n/a
12. End-of-life treatment of sold products	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
13. Downstream leased assets	100,446	68,095	68,095	0.0%	n/a	n/a	net-zero CO2e emissions	not linear
14. Franchises	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
15. Investments	127,832	8,296	8,296	0.0%	n/a	n/a	net-zero CO2e emissions	n/a
<b>Total GHG emissions</b>								
<b>Total GHG emissions Location based (tCO2e)</b>	<b>12,383,107</b>	<b>11,666,569</b>	<b>12,309,750</b>	<b>6%</b>				
<b>Total GHG emissions Market based (tCO2e)</b>	<b>12,263,519</b>	<b>11,578,198</b>	<b>12,225,769</b>	<b>6%</b>				

1 These emissions include AMS, EIN, RTHA and LEY airport. Brisbane Airport, Hobart Airport and Maastricht Airport are included in scope 3 cat 15.

2 Calculations according to the GHG protocol.

3 Emission factors based on CO2emissiefactoren.nl, ACA Acert tool V7 and Climatiq.

4 Emission origins based on ACA Level 5.

5 CO2e emissions are likely to reflect 1/3 of the climate impact of aviation. The non-CO2 emissions are not quantified yet, because further reflection on how to best address non-CO2 climate impacts is required.

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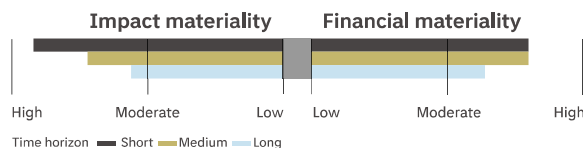
9 If change is 0.0% the 2024 emissions are not available yet and will be provided in the next update.

10 Emissions for Kappé were 75 ktonnes in 2024 and 24 ktonnes in 2025. These emissions were not included in the 2024 and 2025 overview, as Kappé was acquired midway through 2024 and subsequently sold after April 2025. The figures were calculated using a spend-based emission method, in line with the GHG Protocol.

11 Jet-A1 emissions outbound flight not yet adjusted for SAF. The 2024 emission factor has been revised and led to a change in CO2 emissions.

12 Other items in scope 3 cat 11: Use of sold goods consists of Commuter traffic employees other parties, Passenger transport to Schiphol and Truck traffic to Schiphol.

# Pollution



## Our strategy and policy

As included in our strategic pillar Environment and Society, it is our goal to ensure broad societal trust and support for aviation, provide legal certainty for all parties and be publicly accountable and transparent in our actions. We are committed to reducing air pollution from aircraft and fossil-fuel-powered ground activities, including construction activities and road transport to and from RSG airports. Our aim is to limit substances that affect the climate, the environment and the health of workers at our airport sites and in neighbouring communities. Additionally, we aim to limit water pollution and do no harm to water bodies on RSG grounds and its surrounding waterbodies. These ambitions also include full compliance with relevant laws and regulations.

## Air pollution

In addition to GHGs, there are several other air pollutants emitted by activities related to RSG, including carbon monoxide (CO), NO<sub>x</sub>, particulate matter (PM10 and PM2.5), polycyclic aromatic hydrocarbons (PAHs), UFPs, sulphur oxides (SO<sub>x</sub>) and volatile organic compounds (VOCs).

RSG’s Air Pollution Policy is closely connected with policies for our own workforce and workers in the value chain, as mitigating air pollution is critical for a healthy work environment. The policy scope includes IROs throughout the entire RSG value chain, specifically in the aviation, construction, retail, food & beverage, services and transport value chain. The majority of emissions stem from the aviation value chain, making electrification of aircraft a key lever for

improving air quality in and around RSG’s airports. SVHCs are also addressed in this policy.

We strive to take measures within our sphere of influence to encourage emission reductions. However, the primary responsibility for aircraft emissions lies with airlines operating at RSG airports.

We continuously work with our partners to improve air quality, which goes hand in hand with reducing CO<sub>2</sub>e emissions. This often requires new ways of working and changes in procedures. This process takes time, especially given the importance of keeping our operation safe amidst these changes. RSG is proud of the introduction of PCAs which limit and reduce emissions that can harm human health. In 2025, we installed the PCAs at Schiphol for all positions specified in the Luchthavenverkeerbesluit (‘Air Traffic Decree’; LVB) for 2025. This accomplishment required a lot from our organisation and our partners, with whom we delivered part of the solution.

## Soil pollution

Schiphol Group manages soil and water emissions through prevention, control and remediation measures to minimise pollution. Our Soil Pollution Policy outlines objectives and action plans and includes procedures for engaging stakeholders and affected communities. The policy applies to RSG and its consolidated group companies, which may tailor their own procedures, metrics and targets to align with the relevant principles.

We acknowledge societal concerns and the impact of pollution on communities. Community engagement ensures transparency on developments, including innovative solutions pursued with partners. There are no activities or processes with intentional emissions of pollutants into soil. However, due to activities such as the use and handling of fuels, soil contamination incidents can still occur. If emissions do occur, we act prudently and in line with our permits and regulations to ensure that the impact on the environment is limited.

In addition to incident-related soil contamination, RSG’s grounds contain legacy PFAS pollution from past activities.

RSG no longer uses PFAS-emitting agents, following regulatory changes by the European Union Aviation Safety Agency. For every project that requires work in or with soil, the quality of the soil is assessed using the standard protocol and parameters in accordance with Dutch legislation. As of 2016, these assessments include PFAS analysis. Previously, the legislation restricted the reuse or disposal of PFAS-contaminated soil, and no effective remediation methods were available, leading to the establishment of storage facilities for contaminated soil on our grounds.

## Impacts, risks and opportunities

Schiphol Group has identified several IROs pertaining to pollution. These IROs are reflected in the strategic pillar Environment and Society.

### Actual negative impact:

1. Air pollution due to ground operations, aviation, surface access, construction activities and buildings
2. Soil contamination due to PFAS leakages and other spills

### Risk:

1. Legal and reputational repercussions as a result of air pollution endangering the health of affected stakeholders and nature
2. Delays in the execution of construction projects due to changes in environmental regulations (e.g., finding PFAS in soil leading to the halt of construction activities)

For the impact of air pollution on our own workforce and workers in the value chain, *please refer to Employment practices value chain.*

## Actions to manage our IROs for Air pollution

### Nature permit

Schiphol Group applied for nature permits for its four Dutch airports in 2020. A permit for Schiphol was granted in September 2023, requiring compliance with NO<sub>x</sub> limits for

flights, ground operations, construction projects and road traffic. On 4 June 2025, the court in The Hague annulled the nature permit following a lawsuit filed by several environmental organisations, on the grounds that the permit did not meet the requirement of additionality. We have appealed this ruling, which is still pending, and the Ministry of Agriculture, Nature and Food Quality (LNVN) is currently exploring options for a new decision, under which Schiphol will, if necessary, supplement the permit. On 19 December 2025, the Ministry of LNVN published a formal non-enforcement decision allowing Schiphol to continue operating without the required Nature Permit. Schiphol must comply with certain conditions. The decision is valid for two years. On 22 January 2026, environmental organizations submitted an objection against the rejection of its enforcement request, and thereby also against the associated non-enforcement order.

In 2024, LNVN issued a 'positive refusal' to Eindhoven Airport and Rotterdam The Hague Airport, meaning that the nature permit applications were formally denied, but in such a way that a tailor-made regulation (maatwerkvoorschrift) on NOx limits applies. An appeal is currently pending with respect to both the positive refusal and the tailor-made regulation of Eindhoven Airport and Rotterdam The Hague Airport. An admissible application for a nature permit from Lelystad Airport has been submitted to the Ministry of LNVN.

### NOx charge in airport charges structure

Since 2022, a specific NOx charge is included in the landing and take-off charges structure at Schiphol. This financial incentive seeks to stimulate the use of aircraft engines that emit less NOx, decreasing total NOx emissions. In the airport charges structure for the period 2025 to 2027, the NOx charge is set to be 4 euros per kilo. Eindhoven Airport also has a NOx differentiation in the landing and take-off charge. Rotterdam The Hague Airport and Lelystad Airport are considering implementing a similar element in their charges structure.

### Aircraft and Diesel Engine Emissions Programme

The Aircraft and Diesel Engine Emissions (VDME) Programme is a collaboration between Schiphol and sector partners that

aims to minimise employees' exposure to UFPs emitted by aircraft and diesel engines. Many VDME measures also help reduce other emissions, such as NOx and CO<sub>2</sub>e.

The APUs action plan, submitted by Schiphol in collaboration with its sector partners in 2023, aims to reduce the use of APUs by aircraft parked on the apron. APUs run on kerosene and cause harmful emissions as well as noise disturbance for apron workers. The Inspectie Leefomgeving en Transport ('Human Environment and Transport Inspectorate'; ILT) monitors the progress of the measures on a regular basis. The objective of inspecting APU usage is to protect air quality and public health and enforce environmental regulations.

The main Netherlands Labour Authority (NLA) requirement is to provide PCA units at 126 stands at Schiphol by the end of 2025. We did not reach this goal at 34 stands, due to technical constraints. This was communicated to and discussed with the NLA. However, the goal for all positions specified in the LVB to be equipped with both a PCA and an FPU/e-GPU by the end of 2025, was successfully achieved in June 2025.

In 2025, eGPUs were deployed, and our business partner, KES (part of TCR international), replaced some diesel GPUs with eGPUs on narrow-body stands. While Schiphol Group and its business partners are transitioning to electric and hydrogen equipment, HVO100 remains the default fuel at Dutch airports. In 2025, the Nederlandse Organisatie voor Toegepast Natuurwetenschappelijk Onderzoek ('Dutch Organisation for Applied Scientific Research'; TNO) performed research with respect to exposure to volatile components. We expect to receive the results in the first half of 2026.

Eindhoven Airport and Rotterdam The Hague Airport implemented measures to minimise UFP emissions and exposure, such as ongoing electrification of vehicles and equipment during taxiing and parking, as well as personal protective measures. For more on this, please refer to the VDME Programme under Workers in the value chain.

### Mobility Plan

The aim of the Mobility Plan at Schiphol is to stay below the maximum number of fossil-fuel-dependent road transport movements ('fossil movements') of 71,980 on average per day as part of the nature permit. Monitoring is carried out per operating year, which runs from 1 November to 31 October. Additionally, a prognosis is made for each year until 2030, considering both low and high scenarios based on the latest passenger figures. Schiphol Group is working on multiple measures to mitigate the risk of exceeding the maximum allowed fossil movements, including measures related to personnel, airport drop-offs, electrification of (Uber and Bolt) taxis and the promotion of public transport.

### Emission-free construction programme and reducing building emissions

Together with our business partners, we are taking steps to enable emission-free construction. We are currently testing zero CO<sub>2</sub>e emissions equipment during construction projects. Please see the section on Resource use and circular economy for more information.

RSG has signed the Covenant Schoon en Emissieloos Bouwen ('Clean and Emission-Free Building Covenant'), joining other organisations in the commitment to make construction activities cleaner, healthier and quieter. This collaboration supports our environmental goals to reduce our scope 3 CO<sub>2</sub> emissions and waste. The covenant includes a sector roadmap for replacing fossil-fuel machinery with electric alternatives. Reducing transport emissions goes hand in hand with zero waste; by recycling more materials on RSG premises, we reduce total transport emissions.

### Actions to manage our IROs for Soil pollution

#### Soil pollution: prevention, control and remediation

Schiphol Group makes every effort to manage pollution under the key principles of prevention, control, detection and remediation. Prevention refers to processes that minimise the risk of spills and incidents. Control refers to processes that minimise the amount of pollutant that is leaked to the environment in the event of a spill. Remediation refers to

restoring the environment if a spill has occurred or historic pollution is discovered from previous activities performed at consolidated RSG sites.

### Prevention

Schiphol Group adheres to the national guideline for soil protection as outlined in the Omgevingswet ('Environmental and Planning Act'), specifically the best available techniques described in the document Bodembescherming: combinaties van voorzieningen en maatregelen ('Soil protection: combinations of facilities and measures'). In addition, Schiphol Group follows a comprehensive soil risk analysis process to identify risks and implement essential measures and technical solutions that minimise contamination risks. Health, Safety and Environment (HSE) Risk & Compliance oversees that the preventative steps are firmly in place before activities commence.

### Control

- *Leak and spill incident management:* All individuals operating in the airport area must immediately report leaks and spills. These incidents—along with accidents, near-misses and unsafe events—are logged in the Schiphol Incident Learning System (SILS), managed by HSE Risk & Compliance. Authority Officers oversee containment and coordinate clean-up with service providers. If pollutants reach the soil, the service provider informs the Authority Officer, who initiates a remediation plan.
- *Controls in case of existing or newly discovered soil contaminations with risks:* For existing or newly discovered soil contamination that poses risks and cannot be remediated promptly, we implement control measures such as groundwater monitoring, where the concentrations of substances are periodically checked. If these concentrations exceed the predetermined signal values, we take additional actions to remediate soil pollution or prevent further spreading.

### Remediation

RSG implements remediation measures to mitigate existing soil pollution risks that are newly discovered. In cases of

significant risk, we implement measures such as soil excavation, storing soil in a safe location or soil treatment. Since Dutch legislation prohibits the reuse or disposal of PFAS-contaminated soil and remediation techniques remain limited, storage is currently the only option. RSG has established multiple storage sites and actively explored treatment methods, including testing various techniques on PFAS-contaminated soil from Schiphol.

In 2023, RSG decided to purchase a soil remediation installation for the remediation of PFAS-contaminated soil. The installation operates using a commonly used technique but features an adapted cleaning process for PFAS-contaminated soil that is based on the adhesion between PFAS and water. In April 2025, a permit for the installation was approved, and in July 2025, construction of the installation commenced. The installation is expected to be completed in the first half of 2026, with soil remediation starting in the second half.

A financial provision has been recorded for recurring remediation costs. For details, see Note 24 in the Consolidated Financial Statements. Such expenditures which occur during the reporting period are projected to total approximately 18 million euros in 2025.

### Water pollution: prevention, control and remediation

RSG holds a permit from the Rijnland Regional Water Authority outlining the quality requirements for our surface water. Our impact on water pollution mainly stems from the use of biodegradable de-icing and anti-icing agents, monopropylene glycol and potassium formate, used on aircraft and runways to ensure safe operation of the airport. Although these agents are biodegradable, they can still have a negative effect on surface water quality as oxygen is used during the biological breakdown of the agents. Depleted oxygen levels in waterbodies significantly affect living organisms, including plants, particularly if the oxygen levels are reduced under 3 mg/L. Glycol has the greatest impact on oxygen depletion.

The oxygen levels and demand of the surface water from the de-icing fluids is actively monitored at 20 locations around the airport. To reduce impact, glycol is collected as much as

possible through infrastructural and operational measures after aircraft de-icing. Glycol is collected both at the Central De-Icing Facility and at the gates. In addition to water pollution, potassium formate contributes to Scope 1 and glycol to Scope 3 GHG emissions.

### Communication to stakeholders

Schiphol Group recognises the importance of the local community and is committed to providing transparent, timely information on pollution via its website and through information sessions. For more details on these procedures, please refer to Affected communities and noise.

### Metrics and targets

#### Air pollution

In 2025, RSG developed the following company target for Schiphol: ensure continued compliance with nature permit requirements. In 2025, the nature permit target was not achieved due to a minor exceedance in emissions from aircraft taxiing. However, these emissions are more than offset by the lower emissions from departing and arriving aircraft, APU usage and apron traffic compared to what was applied for. Although the nature permit has been annulled, the targets reflect what is described in that non-enforcement decision by the LVVN.

While RSG has not set other targets for air pollution, it is important to emphasize that the RSG actively pursues the reduction of air pollutants through a range of other initiatives and targets. For example, our target on airside electrification and efforts to decrease kerosene and diesel consumption contribute significantly to minimising air pollution. Please see the section on Climate change for more information.

Furthermore, the Dutch government continuously monitors air quality around Schiphol, with the province of North Holland operating three air quality monitoring stations near the airport and publishing the measurements online. In 2025, Schiphol met the air quality standards under EU Directive 2024/2881, as set by the Dutch government. Frequent reporting and evaluation ensure that our targets are in line

with the standards required by the authorities and remain effective.

Emissions from aviation activities within the Landing and Take-Off (LTO) cycle are reported under the Regeling Milieu Informatie ('Environmental Information Regulation'; RMI) as part of the LVB. These emissions are calculated using the government-prescribed methodology set out in the RMI for pollutants such as CO, NOx, PM10, SO<sub>2</sub> and VOCs, and are based on data from 1 November 2024 to 31 October 2025. These calculations serve emission reporting purposes only and do not provide information about local air quality.

Local air quality at and around Schiphol is influenced by all sources, including aviation and non-aviation activities such as highway traffic and background pollution. To better understand workplace exposure, Schiphol is developing an airside air quality monitoring system, expected to be operational in 2026. This system will focus exclusively on UFPs at labour locations. Although measurements will be taken every second, data will be updated daily and will not provide live information. Furthermore, this monitoring network will not improve existing emission models, as its scope differs from general air quality monitoring for pollutants like CO, NOx, PM10, SO<sub>2</sub> and VOCs.

LTO emissions for the nature permit are calculated using the LEAS-IT model developed by the Netherlands Aerospace Centre, while other activities use separate models. Schiphol

continues to comply with the measures outlined in the permit.

RSG also reports emissions from ground sources such as aircraft engine testing and cranking, emergency power generators, the fire department, ground support equipment, and vehicles in parking garages. Emissions from ground sources are calculated using a methodology originally developed by an external party. The Health, Safety, and Environment department reviewed this approach and refined it where necessary to ensure accuracy and applicability. Additional pollutants are included in the scope for ground operations due to their impact on environment and health. These air pollution emissions are calculated by multiplying the total fuel consumption from the aforementioned categories by emission factors. In 2025, emissions increased compared to 2024.

In the table presenting air pollution metrics, each pollutant is clearly identified as either a substance of very high concern (zeer zorgwekkende stof, ZZS) or non-ZZS, as defined by the National Institute for Public Health and the Environment (Rijksinstituut voor Volksgezondheid en Milieu, RIVM). The Dutch definition of ZZS encompasses a broader category of substances than the English term 'substances of very high concern', due to differences in the underlying legislative frameworks. Accordingly, we will continue to apply the Dutch definitions and classifications of ZZS and non-ZZS in our reporting.

**Air pollution emissions metrics**

Metric	(Non-)ZZS <sup>1</sup>	Unit	Scope	2025	2024
Benzene	ZZS	Kg	RSG	1,291	1,215
Carbon monoxide	ZZS	Kg	RSG	3,243,575	3,227,189
Naphthalene	ZZS	Kg	RSG	119	115
Nitrogen oxides	non-ZZS	Kg	RSG	3,554,560	2,725,818
Non-methane volatile organic compounds (NMVOC) (same as VOC)	non-ZZS	Kg	RSG	312,413	316,823
Particulate matter (PM10)	non-ZZS	Kg	RSG	101,996	103,551
Polycyclic aromatic hydrocarbons (PAHs)	ZZS	Kg	RSG	1	1
Sulphur oxides	non-ZZS	Kg	RSG	119,694	116,895
Particulate matter (PM2.5)	non-ZZS	Kg	RSG	4,051	4,478
Lead <sup>2</sup>	ZZS	Kg	RSG	169	157

<sup>1</sup> Zeer zorgwekkende stof (substance of very high concern), as defined by the dutch RIVM.

<sup>2</sup> We revised the 2024 lead emissions to 157 kg, as the previous figure included only RTHA. The updated total includes RTHA and LA, the only airports with lead emissions.

**Soil pollution**

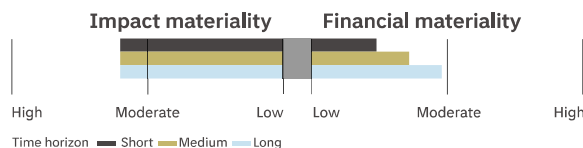
Schiphol Group's policies require every person active in the airport area to immediately report any leak and spill incidents. We do not set targets for this metric, due to not having control over the number of incidents or spills during the reporting year, including the volume of pollutants released. For Schiphol, we register the volume of PFAS-contaminated soil stored on site. In 2025, maintenance and building projects with surplus soil containing PFAS added to the volume already stored in 2024. We do not have targets in place for this metric. Once the soil remediation facility is operational, we aim to record the volume of treated soil.

**Soil pollution metrics**

Metric	Unit	Scope	2025	2024 <sup>1</sup>
Total number of leak and spill incidents that occurred during the reporting year.	#	RSG	16	27
Volume PFAs contaminated soil stored at AMS	Tonnes	AMS	208,449	203,274

<sup>1</sup> The 2024 total for leak and spill incidents was revised following the redefinition and alignment of spill incidents across all RSG airports. This revision increased the reported number from 12 to 27.

# Biodiversity



## Our strategy and policy

As an airport operator, we own large areas of land where we, in some cases, intentionally influence biodiversity to ensure flight safety. The biodiversity scope of RSG 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. RSG's 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. RSG has long ongoing activities for managing its 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's nature permit includes mitigation measures to reduce NOx emissions in the value chain, that are also included in the non-enforcement decision.

## Impacts, risks and opportunities

Schiphol Group has identified material IROs pertaining to biodiversity.

### Actual negative impacts:

1. Harm to animal presence during take-offs and landings (e.g., bird strikes, scaring off birds)
2. Ecological disruption (e.g., due to land use, land use change, fragmentation of habitat during airport

operations, activities in value chain like transport and invasive species)

These negative impacts affect biodiversity by altering ecosystems that would otherwise function differently in the absence of such pressures. As the airports are situated in highly urbanised areas with multiple sources of disturbance, it is impossible to determine how the environment would have evolved without RSG's presence.

## Actions to manage our IROs for Biodiversity

- **Biodiversity Transition Plan:** in 2025, RSG began developing a biodiversity transition plan. We engaged third-party experts to gain insight into our biodiversity impacts across our sites and value chain, using their advice to inform the development of an overarching Biodiversity Transition Plan aligned with our strategy and business model that will be finalized in 2026.
- **Habit loss and fragmentation:** Schiphol Group aims to promote more sustainable development and environmental conservation through responsible land use that supports biodiversity and ecosystem health. Key actions include effective land use planning, biodiversity assessments and integrating nature-friendly design features. While leased farmlands fall outside Schiphol Group's direct policy scope, Schiphol Group aims to work together with farmers to reduce the negative impact on biodiversity or to increase biodiversity in their farmlands.
- **Impact on Natura 2000 areas:** we encourage project teams to take ecosystems into account by recommending several initiatives that are known to increase biodiversity. Our impact on Natura 2000 areas is assessed by calculating the NOx deposition of our own operations and of the planes that cross these areas until 3,000 feet. This is done in advance to allow for mitigating measures.
- **Bird strikes:** RSG's airports have strict policies in place in relation to bird strikes that are in line with (inter)national legislation. To prevent bird strikes, all airports have implemented bird control and fauna monitoring. Bird strike prevention may lead to restricting biodiversity; however, RSG tries to reduce this to a minimum. We refer to the Safety chapter for more information.
- **Invasive species:** to reduce the risk of introducing additional invasive species RSG collaborates closely with

the Koninklijke Nederlandse Marechaussee ('Royal Netherlands Marechaussee';Kmar) to prevent the spread of invasive species detected at the airports.

## Metrics and targets

In relation to ecological disruptions due to land use, RSG monitors whether its sites are used for the built environment or green areas. To measure land use, the total square kilometres of our sites is determined every year. This metric can change year to year due to the purchasing and selling of land but remains vital for measuring land use. In 2025, the total area of RSG consisted of approximately 66% green areas (e.g., grass, water) and 34% grey areas (e.g., buildings, roads). RSG assesses the impact of its operations and value-chain activities on key biodiversity areas by calculating and reporting NOx emissions in Natura 2000 areas where the NOx deposition was over 0.005 mol per hectare per year. In 2025, this applied to 43 Natura 2000 areas due to activities at AMS, EA and RTHA. For all these areas, we have taken measures to mitigate the effects of the NOx deposition. Since 2025, we have a target on the ensured compliance with the nature permit, that is closely linked to biodiversity. We refer to the Pollution chapter for more information.

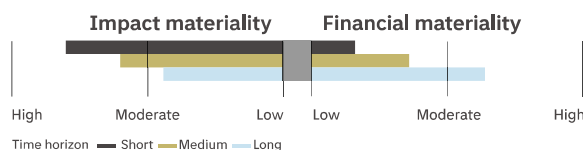
### Biodiversity metrics

Metric	Unit	Scope	2025	2024 <sup>1</sup>
Share of green area at RSG airports				
<i>The percentage of the lands owned by the airports of RSG that are open (no surface has been built on top).</i>	%	RSG	66%	65%
Number of sites owned, leased or managed in or near protected areas or key biodiversity areas that undertaking is negatively affecting	#	RSG	4	4
Number of hectares sites owned, leased or managed in or near protected areas or key biodiversity areas that undertaking is negatively affecting	Km <sup>2</sup>	RSG	40.5	42.7
Number of Natura 2000 areas affected by the airport operations <sup>2</sup>	#	RSG	43	43

<sup>1</sup> The 2024 values were revised to include EA, totaling 0.35 km<sup>2</sup>

<sup>2</sup> The number of Natura 2000 areas shown in this performance indicator reflects the overall effect of Schiphol and therefore says nothing about the effects after the measures Schiphol has taken to mitigate deposition.

## Resource use and circular economy



### Our strategy and policy

The transition from a linear to a circular economy is essential for safeguarding the quality of life for current and future generations. As global population and prosperity grow, pressure on increasingly scarce natural resources intensifies. RSG must preserve these resources and materials to remain within planetary boundaries. In doing so, this supports our strategic pillar Environment and Society.

Materials used in production, services and waste streams contribute to RSG’s Scope 3 emissions. Circularity and CO<sub>2</sub>e emission reduction are closely linked: extending resource lifecycles reduces reliance on virgin materials and fossil fuels, lowering emissions. Resource scarcity will also lead to higher prices and longer delivery times, which is critical for RSG.

At Schiphol Group, we aim to reduce the environmental footprint of materials used, sold and managed throughout their entire lifecycle at Schiphol, from procurement to waste. This strategy supports our broader ambition to become a circular airport by 2050, where materials are consistently treated as valuable resources rather than waste. Resources are categorised into two streams: construction and operational. Each stream follows a tailored circular economy strategy, designed to target the areas where the greatest impact can be achieved.

RSG’s Circular Economy Policy addresses IROs. The policy spans the entire RSG value chain, including aviation, construction & real estate, retail, food & beverage and services, and applies to RSG and its consolidated companies.

These entities adhere to the principles of the policy, but they may tailor their own approach, including procedures, metrics and targets.

From 2020 to 2025, our goal was to achieve zero-waste airports by 2030. A zero-waste airport implies that all raw materials, components and products will be reused or recycled to the maximum extent possible using the waste hierarchy. The target (<1% residual waste incineration), suggested a limited view of circularity and was unevenly achievable. We move to specific steering metrics for construction and operational streams. For construction streams, RSG steers on using more sustainable materials and apply circular design principles. For operational streams the 2030 target is 70% recycle rate.

### Impacts, risks and opportunities

Schiphol Group has identified the following material IROs related to resource use & circular economy.

#### Actual negative impacts:

1. Predominantly linear use of resources (e.g., construction materials), including in transportation of new resources
2. Sub-optimal treatment (e.g., incineration or landfill) of operational waste (e.g., single-use items, waste from passenger services, shops, restaurants) and construction waste

#### Opportunity

3. Use of circular principles (e.g., materials, assembly) results in higher end-of-life value and higher value when selling assets

### Actions to manage our IROs for Resource use and circular economy

#### Construction streams

For construction streams (building materials used for infrastructure and assets), we focus on high-impact streams, both in volume and environmental impact. Due to the nature of the building industry, the quantities (and emissions) of our infrastructural activities are highly dependent on the projects

in execution in a specific year. Our primary streams are asphalt and concrete, which represent the majority of our residual streams in terms of weight and embodied CO<sub>2</sub> impact. Schiphol Group’s main contractors execute the majority of projects and maintenance activities. We agreed with our three main contractors on the measurement of different recycling goals until 2028, and several main contractors prepared a roadmap to increase their recycling on the concrete elements (sand, gravel and cement) over time. The overall 2025 target of achieving 60% partial recycling of asphalt in the bottom layer is currently on track, thanks to innovative solutions that can be scaled up in the future.

In 2025, we also started using the Building Circularity Index (BCI) to measure circularity in buildings and the Milieukostenindicator (MKI) as a measure for circularity in the civil engineering (grond-, weg- en waterbouw, GWW) sector. The MKI was piloted for six different projects in the infrastructural parcels.

#### Construction projects

Schiphol has several construction projects that integrate sustainability considerations. Some examples are described below.

- *Doorlaatpost 90*: In 2024, we began constructing this nearly fully circular security checkpoint, using repositioned existing structures and materials from demolished buildings. The project was completed in the third quarter of 2025, where the building scored 68 out of 80 on the BCI.
- *Buitenveldertbaan*: The Buitenveldertbaan Runway underwent major maintenance in 2025. We replaced the asphalt, foundation and all cabling on the runway and surrounding taxiways. Over 50% of the machinery’s energy consumption used in the project was electrically powered (i.e., emission-free). Notably, this included electric heavy machinery for the first time.
- *Lounge 1*: In 2025, we carried out an extensive renewal of Lounge 1, including the addition of commercial premises and the renewal of existing ones. We applied circularity principles to ensure re-use of materials and the circular building of the shops.
- *Other projects*: We upgraded the airside infrastructure with the VerDubbeling Rijbaan (VDR) project in 2025. Circular demolition practices were part of this project.

In 2025, we spent approximately 59 million euros on maintenance and upgrades of the Buitenveldertbaan, aligned under EU Taxonomy category CE3.4.

## Operational streams

### Circularity in Operational Material Streams

In 2025, Schiphol Group advanced its circular economy ambitions by applying the four circularity principles: avoiding materials, making materials last longer, putting materials back into the system and using the right materials for its operational flows. These efforts focus on the largest waste streams by quantity and CO<sub>2</sub>e impact: residual waste, Category 1 (high-risk waste), paper and cardboard, swill, and plastic and drink cartons.

- *Avoiding materials:* to avoid material use, we focus on upstream interventions with food and beverage partners to cut unnecessary packaging and promote reusable options. Our pilots include reusable coffee cup systems that balance feasibility, passenger experience and circularity goals. Procurement is geared towards low-impact, bio-based and plant-based products, aligning with partner ambitions and growing demand for sustainable choices. We have also become more structured in conducting waste audits, as most items in passenger bins come from terminal sales (terminal waste) or airline provisions (cabin waste). Systematic waste scans now track these streams and identify products per bin. Insights are shared with partners to improve procurement, cut waste and boost recycling.
- *Making materials last longer:* to make materials last longer, we focus on extending the lifecycle of operational streams. This includes testing modular and reusable systems in terminal operations and supporting partners in adopting durable packaging and service models. Our collaboration with business partners enables shared learning and innovation, reinforcing long-term value retention. As single-use plastics are phased out and demand for sustainable alternatives grows, new facilities and processes are needed to keep these items in circulation. Prior to scaling up, innovations are tested through small-scale pilots, with additional pilots planned for 2026.

- *Putting materials back into the system:* to put materials back into the system, we have expanded waste segregation efforts both front-of-house and back-of-house at Schiphol. In the terminal, we are piloting from low tech (e.g., stickers) to high tech (e.g., smart devices) to help passengers separate waste more effectively, reducing contamination and increasing recycling rates.
- *Using the right materials:* to ensure that we use the right materials, we continue to seek safer, recyclable and circular-compatible options, including the products and services available in our airports. Our material flow management approach provides insights into residual streams, helping partners refine their strategies and reduce environmental impact. These insights also inform the design of future facilities and logistics systems, ensuring that circularity is embedded in the airport's long-term infrastructure planning.

Together with our partners, we are building a circular ecosystem that meets the expectations of environmentally conscious passengers and supports Schiphol Group's ambition to become a fully circular airport by 2050.

### Specific actions carried out in 2025

- *Encouraging passenger waste separation:* In 2025, we studied waste in plastic, paper and residual bins at Schiphol's Pier G as part of a TULIPS Work Package 6 pilot aimed at encouraging passengers to separate their waste more effectively. After setting a baseline in July, we tested modified bins in September and October, adding icon stickers to guide disposal. While recycling rates did not improve significantly, the project delivered valuable insights into passenger behaviour that will shape further pilots in 2026.
- *Outlet-level waste registration:* At the back-of-house level at Schiphol's Plaza outlets, we began tracking recyclable waste streams such as paper, plastic, coffee grounds and swill. This allows each outlet to understand the type and volume of waste they produce and take targeted actions to reduce it. The registration system will be rolled out more broadly at Schiphol in 2026.
- *Cabin waste track-and-trace pilot:* In partnership with Transavia, Klüh, Asito, Renewi and Mieloo & Alexander, we

piloted a track-and-trace system for cabin cleaning waste at Schiphol. Tagging waste bags per flight gave airlines detailed insights into waste outflows, supporting more circular procurement. The pilot also identified EU waste eligible for Category 3 treatment under EU Regulation 1069/2009. While not yet scalable due to infrastructure and automation limits, lessons learned will guide the next development phase in 2026.

- *Learning from other airports:* Recognising shared challenges across the sector, we have increased knowledge exchange with peer airports on circular economy topics—from cabin waste to procurement. These collaborations have highlighted the complexity of circularity in airport ecosystems.

## Metrics and targets

RSG believes it is important to measure progress towards achieving its ambition of fully circular airports by 2050. From 2024 onwards, we report on separation at the source. Efforts to improve data quality and availability for operational waste streams have provided better insights into this separation. Post-sorting still takes place at the processing facility but is not included in this metric. The current separation rate is 35%. We are engaged in discussions with other airports about the metrics that best reflect the zero-waste ambition.

The 2024 operational waste figures were restated due to miscalculations and a missing parcel in third party data, and the exclusion of category 1 waste for one of our airports. Due to the restatement the total operational waste increased from 12,837 tonnes to 13,441 in 2024, totalling a 4.7% increase. This restatement highlighted that the 2025 targets, which were based on the previously reported data, were overly ambitious. Therefore, RSG is reviewing its waste targets. In collaboration with our contract partner, measures were implemented in 2025 to structurally improve data quality.

In 2025, we started collecting construction waste metrics, focussing on our two most material streams, asphalt and concrete. We work together closely with our main contractors on gathering and monitoring the data throughout the year.

**Resource use and circular economy metrics**

Metric	Unit	Scope	2025		
			Target <sup>1</sup>	2025	2024
<b>Operations waste</b>					
Total waste generated in the operation	Tonnes	RSG	11,849	13,808	13,441
Total amount of residual streams per passenger	kg/pax	RSG	0.2	0.18	0.18
Source separation rate <sup>2</sup>	%	RSG	40%	35%	34%
Waste diverted from disposal in the operation	Tonnes	RSG	-	13,468	13,105
Waste directed to disposal in the operation	Tonnes	RSG	-	339	336
Non-recycled waste in the operation	Tonnes	RSG	-	10,829	10,688
Percentage of non-recycled waste in the operation	%	RSG	-	78%	80%
Total amount of hazardous waste in the operation	Tonnes	RSG	-	32	60
<b>Construction waste<sup>3</sup></b>					
Total construction and demolition waste (asphalt, concrete etc.)	Tonnes	RSG	-	197,566	Not available
Total rubble	Tonnes	RSG	-	21,206	Not available
Total hazardous waste	Tonnes	RSG	-	162	Not available
Re-used asphalt	Tonnes	RSG	-	96,633	Not available

1 Target 2025 is only for Amsterdam Airport Schiphol

2 Share of operational waste that is picked-up as separated streams, excl CAT1 waste

3 As 2025 marks the first year of reporting Construction Waste data, no data is available for 2024.

Operational waste disposal metrics Metric	Unit	Scope	Hazardous		Non-hazardous	
			2025	2024	2025	2024
<b>Total operational waste diverted from disposal</b>	<b>Tonnes</b>		<b>30</b>	<b>42</b>	<b>13,439</b>	<b>13,063</b>
Preparation for reuse	Tonnes	RSG	-	-	-	-
Recycling	Tonnes	RSG	19	22	2,959	2,730
Other recovery operations	Tonnes	RSG	10	20	10,480	10,333
<b>Total operational waste directed to disposal</b>	<b>Tonnes</b>		<b>2</b>	<b>17</b>	<b>337</b>	<b>318</b>
Incineration	Tonnes	RSG	2	17	337	318
Landfilling	Tonnes	RSG	-	1	-	-
Other disposal operations	Tonnes	RSG	-	-	-	-

## EU Taxonomy disclosure

We have assessed our business operations in relation to the economic activities outlined in the Delegated Acts to Regulation 2020/852 of 18 June 2020 (known as the "EU Taxonomy"). The EU Taxonomy is a classification system which guides RSG in providing transparency on the environmental sustainability of its three KPIs: turnover, capital expenditure (CAPEX) and operational expenditures (OPEX). RSG has prepared its EU Taxonomy disclosure accounting for all the Delegated Acts, Amendments and Commission Notices up to and including 31 December 2025 in line with its financial year.

The EU Taxonomy requires RSG to assess its economic activities and the extent to which they contribute to one or more of the six environmental objectives. The accompanying Delegated Acts contain large lists of economic activities across these six objectives: Climate Change Mitigation (CCM), Climate Change Adaptation (CCA), Sustainable use and Protection of Water and Marine Resources (WTR), Transition to a Circular Economy (CE), Pollution Prevention and Control (PPC), and Protection and Restoration of Biodiversity and Ecosystems (BIO).

The economic activities which are described in the Delegated Acts are 'potentially sustainable' (eligible). The Substantial Contribution (SC) and Do No Significant Harm (DNSH) criteria together determine an economic activities' Technical Screening Criteria and are described in the Delegated Acts. Activities which meet the criteria are considered 'sustainable' (aligned). Any activities which are not yet included in a Delegated Act are reported as non-eligible.

The EU Taxonomy is an ever-evolving Regulation, with activities and criteria being regularly updated. The Omnibus package communicated by the European Commission on 27 February changed the EU Taxonomy KPI tables and introduced a materiality threshold of 10%. RSG has elected report the simplified tables under Additional environmental information, and left 1.4% of its CapEx KPI unassessed in line with the Omnibus package.

### Basis for preparation

RSG's reporting scope is in line with the financial statements including our regional airports, and excluding Maastricht Aachen Airport. RSG owns 30% of a Joint Venture with Lagardère, for the activities of Kappé and Schiphol Airport Retail, which is excluded from the EU Taxonomy disclosure.

To avoid double counting in the KPIs, the amounts related to economic activities in RSG's accounting systems were allocated to an activity only once. Intercompany transactions were excluded before assessing the KPIs. We have not yet issued environmentally sustainable bonds or debt securities with the purpose of financing Taxonomy-aligned activities. Our CAPEX plan does not meet the EU Taxonomy definition. RSG does not carry out any activities related to nuclear energy.

### Eligibility

RSG screened its financial reporting, the activity descriptions in the Delegated Acts, and peers' EU Taxonomy disclosures to identify eligible activities. Our eligibility increased in FY25 in line with an improved assessment, supported by the ACI Europe position paper 'Interpretations and current practices' (January 2024), which guides European airports in their assessment with explanations of key judgement areas.

### Alignment

RSG has assessed its internal sustainability criteria and compared these with the Technical Screening Criteria (TSC) for alignment. The assessment was led by the ESG Reporting Team in close collaboration with other relevant functions. RSG is expanding the scope and effort of its alignment assessment and continues integrating alignment in its capital planning processes.

Where RSG's internal sustainability criteria were in line with the TSC, they were investigated by Business Controllers and Project Owners. Those that did not meet the TSC were reported as not aligned. The internal criteria overlap with the EU Taxonomy, for example regarding the energy efficiency and circularity criteria for the construction of new buildings (CCM7.1). In other areas where this is not the case, such as the TSC for electronics (CE1.2), evaluations are ongoing to

determine if adjustments should be made. Immaterial activities for which it was not possible to ascertain compliance due to lack of data or evidence are reported as eligible non-aligned without further assessment in line with FAQ 148 of C/2025/1373. The outcome of the assessment demonstrated several activities as aligned, which are explained further below.

In FY24, the CAPEX relating to Pier A was classified as aligned. RSG considers Pier A to be compliant with the technical screening criteria and has performed an additional nitrogen assessment in FY25 which demonstrated that there are no emissions above the threshold for the period after losing the nature permit. In addition, the Buitenveldertbaan was renovated with circular design principles in line with the alignment criteria under activity CE3.4. Other CapEx projects such as the purchase of electrical buses (activity CCM6.3), new PCA units and GPUs (CCM6.17) and the construction of the Masterplan Power Grid (CCM6.17) were also aligned this year. These other projects are inherently in line with the TSC of their respective activities as they contribute to the decarbonization of the airport. As in FY24, turnover from buildings meeting the technical screening criteria of activity CCM7.7 is reported as aligned.

### Minimum safeguards

Compliance with the Responsible Business Policy (RBP) is essential for promoting responsible business practices as well as adhering to European regulations. This policy includes a process for preventing and addressing potential negative human rights impacts as explained below. RSG continued to ensure its adherence to the Minimum Safeguards in FY25 and is compliant with Article 18 of Regulation 2020/852.

### Turnover

In line with FY24, RSG reports turnover from the rent and lease of real estate (CCM7.7) as well as its Privium Lounge (CCM6.17). The ACI Interpretation paper, released January 2024, suggests turnover generated from private parking (CCM6.15, FY24 restated to 172 million euros) and concessions (CCM7.7, FY24 restated to 176 million euros) is eligible. Therefore, this turnover is now included and comparatives have been restated. The denominator of the

Turnover KPI is in accordance with Note 5 to the financial statements.

### CAPEX

The EU Taxonomy defines eligible and aligned CAPEX KPI as the CAPEX that meets the activity descriptions, divided by all additions to tangible and intangible assets during the financial year before depreciation, amortisation and any remeasurements, including those resulting from revaluations and impairments, for the relevant financial year and excluding fair value changes. We calculated eligible and aligned CAPEX based on the FY25 actuals, corrected for manual adjustments and KISMI in line with the CAPEX under Financial Performance in the financial statements.

The CAPEX eligibility of projects above 1 million euros is assessed by a multidisciplinary working group. As a result, 98,6% of our portfolio has been evaluated. Eligibility

increased due to an extensive assessment performed by Business Controllers, in addition to projects assessed in FY23 and FY24. In absolute terms, total assessed CAPEX increased from 767 to 1,041 million euros. The denominator of the CAPEX KPI equals investments in intangible assets and property, plant and equipment in accordance with Note 4 to the financial statements.

### OPEX

The EU Taxonomy defines OPEX more narrowly than the definition under the International Financial Reporting Standards (IFRS). The operational expenditure used to calculate the denominator of the OPEX KPI includes direct non-capitalised costs relating to maintenance, short-term leases, research & development and day-to-day servicing. For RSG, maintenance, cleaning and research & development costs are material for inclusion in the OPEX denominator, which is 8% of the IFRS OPEX.

As a result of RSG's increased maturity in applying the EU Taxonomy framework, maintenance and cleaning costs reported under the OPEX KPI are classified as eligible in FY25. As this information was available at the time of the prior-year reporting, maintenance and cleaning costs have been restated for FY24 in the OPEX KPI. It does not reflect a change in the underlying activities or cost base. The eligible maintenance and cleaning activities represent 56.8% of the OPEX denominator (CCM 7.7; FY24 restated to 133 million euros).

### Our economic activities

RSG's core business presents strong potential for sustainable activities in relation to the EU Taxonomy as listed below. In addition to its main role as an airport operator, RSG develops the infrastructure and real estate needed to operate its airports. The activities below reflect these two roles.

EO	Eligible activity	Corresponding RSG activity
CCM	3.20 Manufacture, installation and servicing of high-, medium- and low-voltage electrical equipment	As the energy grid owner at Amsterdam Airport Schiphol, RSG invests in expanding and strengthening electricity supply, incorporating renewable energy and reducing GHG emissions.
CCM	4.9 Transmission and distribution of electricity	
CCM	4.15 District heating/cooling distribution	RSG has a project related to sustainable heating, making this activity eligible.
CCM	5.1 & 5.2 Construction, extension and operation, and Renewal, of water collection, treatment and supply systems	Water systems such as drainage and sewer systems are key to RSG's investments in (airport) infrastructure.
CCM	6.3 Road passenger transport	RSG purchases new busses for airside passenger transport.
CCM	6.5 Transport by passenger cars	RSG leases vehicles which are right-of-use assets under IFRS.
CCM	6.15 Infrastructure enabling low-carbon road transport and public transport	RSG continues to invest in the airports' infrastructure, maintaining dedicated bicycle paths and pedestrian walkways connecting the terminal with public transport hubs and local communities. Turnover generated from parking is also eligible under this activity.
CCM	6.16 Infrastructure enabling road transport and public transport	RSG invests in the electrification of the airport, as well as ground power units (GPUs) and electric ground support vehicles.
CCM	6.17 Low carbon airport infrastructure	RSG deems activities related to ground handling operations, such as our baggage claim centre and related facilities (e.g., lifting aids) eligible.
CCM	6.20 Air transport ground handling operations	RSG includes activities related to the development of commercial buildings, parking and retail facilities.
CCM	7.1 Construction of new buildings	As we continue to invest in our airports, a significant share of RSG's economic activities is related to this category, which is defined as the construction and civil engineering works or preparation thereof.
CCM	7.2 Renovation of existing buildings	
CCM	7.3 Installation, maintenance and repair of energy efficiency equipment	In line with our sustainable ambitions, RSG is investing in the efficiency and sustainability of its assets.
CCM	7.6 Installation, maintenance and repair of renewable energy technologies	
CCM	7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings	RSG has installed charging stations for electric buses and cars, qualifying this activity as eligible.
CCM	7.7 Acquisition and ownership of buildings	RSG's activities relate primarily to ownership of commercial real estate and terminals (e.g., retail stores).
CCM	8.1 Data processing, hosting and related activities	We have qualified IT-related investments and projects that contribute to this activity under these categories.
CE	1.2 Purchase of electronics	RSG purchases various electronic devices such as laptops and screens.
CE	3.3 Demolition and wrecking of buildings and other structures	Developing our infrastructure often results in demolition activities at the start of projects.
CE	3.4 Maintenance of roads and motorways	Our investments in upgrading our airports' runways are important input to this category.
CE	3.5 Use of concrete in civil engineering	As concrete is used within RSG, this activity qualifies as eligible.
PPC	2.4 Remediation of contaminated sites and areas	For RSG, this activity relates to the remediation of polluted soil (such as PFAS) and of pollution to water.

## Summary of alignment

2025		Breakdown by environmental objectives of Taxonomy aligned activities											Not assessed activities considered non-material	Taxonomy aligned activities in previous year (N-1)	Proportion of Taxonomy aligned activities in previous financial year	
KPI	Total	Proportion of Taxonomy eligible activities	Taxonomy aligned activities	Proportion of Taxonomy aligned activities	Climate Change Mitigation	Climate Change Adaptation	Water	Circular economy	Pollution	Biodiversity	Proportion of enabling activities	Proportion of transitional activities				
Text	EUR in million	%	EUR in million	%	%	%	%	%	%	%	%	%	%	EUR in million	%	
Turnover	€ 2,761.2	24.3%	€ 48.4	1.8%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	€ 40.1	1.8%
CapEx	€ 1,055.9	94.7%	€ 283.5	26.8%	21.3%	0.0%	0.0%	5.6%	0.0%	0.0%	6.7%	28.6%	1.4%	€ 170.2	16.1%	
OpEx	€ 284.4	56.8%	€ -	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	€ -	0%	

### Minimum Safeguards

In 2023, Schiphol Group published its first RBP, which was updated in 2024 and 2025. The RBP describes Schiphol Group’s commitments and due diligence procedure in relation to responsible business, including human rights. The document has been published on our website Schiphol | Integrity. The chapter Business conduct includes a more detailed description of the RBP, including our commitments,

actions to manage impacts and reporting procedure. The RBP is applicable to RSG employees, employees in the value chain, customers and other stakeholders that RSG interacts with.

### Due diligence process and outcomes

Through our RBP, we are committed to taking adequate measures to identify, prevent and mitigate the risk of adverse

impacts on human rights and other behaviour contradictory to Schiphol Group’s responsible business principles. In this context, we have implemented a responsible business due diligence process in accordance with the six steps of OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights (UNGPs). In 2025, no human rights violations were identified.

#### Due diligence step

#### Actions taken and outcomes

Embed responsible business conduct in policies and management systems

Identify and assess actual and potential adverse impacts associated with the enterprises, operations, products or services

Cease, prevent and mitigate adverse impacts

Track implementation and results

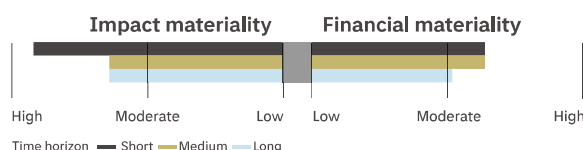
Communicate how impacts are addressed

Provide for or cooperate in remediation when applicable

- The RBP was approved by Executive Committee in April 2024 and published on our website. Minor updates for 2025 did not require new approval.
- The values of the RBP are integrated in other policies and procedures. Annually, the RBP is evaluated to determine necessary updates. The RBP was updated in October 2025.
- Update visual of the value chain to support the identification of key risks in relation to RSG’s activities and level of responsibility. Internal stakeholder engagement was conducted.
- A risk assessment was executed by assessing the human rights risks associated with the activities within the value chain. The risk matrix used is based on the UNGPs.
- First, the inherent risk was determined; second, the residual risk was determined, taking relevant controls, media signals and reports into account. Our risk assessment highlighted a few (already established) high-risk areas (see step 3).
- The level of involvement (causing, contributing, linking) is relevant in relation to RSG’s responsibility for following up on potential adverse human rights impacts.
- No actual human rights violations were established in 2025. Most human rights-related risks are activities that RSG contributes to or is linked to. The most important risks relate to safe and healthy working conditions at airside, human dignity, privacy, air pollution and noise hindrance, and high-risk retail categories, in relation to raw material extraction.
- Periodic meetings with risk owners took place in 2025 to follow up on identified high-risk areas and track progress and results.
- The effectiveness of the responsible business due diligence process was assessed.
- Further improvement steps are identified to optimise our process: the findability of the Speak Up mechanism, the due diligence tooling and the developments in relation to Omnibus-I to determine impact on due diligence process.
- The due diligence process is described in the RBP. The outcomes are published internally via relevant channels and with relevant stakeholders in Dutch and English. The outcomes are externally reported in this chapter.
- Throughout the year, RSG communicates on progress in relation to specific actions.
- The remediation process is described in the RBP and is embedded in our reporting process. In 2025, remediation activities were necessary in relation to certain privacy related aspects, given new adverse human rights impacts identified. No human rights violations were identified.
- Periodically, the Executive Committee and Supervisory Board are informed on all (integrity) reports that have been filed via the reporting lines.

# Social

## Own workforce



### Our strategy and policy

As included in our strategic pillar ‘Employees’, it is our goal to further improve the quality of labour and anticipate a tight labour market. We want our employees to feel proud, comfortable, valued and inspired to work for Schiphol Group. We prioritise employee well-being and career development by offering fair and competitive pay, attractive employment conditions, a good work-life balance, career progression and a safe work environment. In 2025, Schiphol Group made further progress in the quality of work for its own workforce. Nevertheless, the labour market remains tight, and the organisation continues to experience reputational pressure. This underlines the importance of our initiatives in relation to employment conditions.

We have identified two material topics in relation to RSG’s own workforce:

1. Employment practices: We aim to maintain and/or improve employment conditions, working conditions, job content and privacy.
2. DE&I: We aim to foster an environment that is inclusive and equitable.

Own workforce is defined as all individuals in an employment agreement with RSG. This includes both internal employees (CSRD’s definition of ‘employees’) and external employees, (CSRD’s definition of ‘non-employees’). Own workforce is part of Own operations within RSG’s value chain. We have an Own Workforce Policy in place of which the key objectives are to

uphold and enhance our own workforce employment practices and DE&I at RSG’s airports. Internal and external policies guide the execution of this policy, including for instance the collective labour agreement and the Code of Conduct.

### Impacts, risks and opportunities

Schiphol Group has identified several material IROs pertaining to employment practices and DE&I:

#### Actual positive impacts:

1. Support professional development through personal growth, skill enhancement and attractive employment conditions to reduce workforce transience<sup>1</sup>
2. Promote diversity, equal opportunity and inclusion by advancing gender diversity, supporting inclusive recruitment and building a representative workforce, recognising that an inclusive culture strengthens innovation, well-being and long-term organisational success

#### Actual negative impact:

3. Create a work environment that is safe, healthy and comfortable, minimising exposure to harmful substances (e.g., UFPs, SVHCs and VDMEs)

#### Risk:

4. Negative health effects due to exposure to UFPs, SVHCs and VDMEs

The above IROs are reflected in the strategy pillar Quality of Work and enabler Robust organisation. For the actions to manage IRO 3 and 4 that are related to (own) workers on airside, we refer to the Workers in the value chain paragraph.

### Actions to manage our IROs for Own workforce

#### Managing engaging employment practices

We view employment conditions as critical to workforce satisfaction and have launched several initiatives to manage related IROs.

1. Enhancing employment conditions: Our collective labour agreement at Schiphol runs from 1 October 2024 to 30 September 2026. The goal is to create a welcoming and rewarding workplace, prioritising well-being, career growth, fair pay, work-life balance and a safe work environment. Rotterdam The Hague Airport has a new collective labour agreement for the period from 1 January 2026 to 30 June 2027. The agreement strengthens working conditions and reflects constructive cooperation between all stakeholders, supporting the airport’s long-term stability and future readiness. Eindhoven Airport and Lelystad Airport also offer good employment conditions through their own separate labour agreements.
2. Sustainable employability budget: To support personal and professional development, Schiphol and Lelystad Airport employees receive a sustainable employability budget, which equals 2% of their annual salary. This budget can be used for example for pension contributions and personal vitality.
3. Safe, healthy and comfortable work environment: In 2025, we started the Refresh Schiphol Building project, an initiative aimed at giving the Schiphol building a fresh new look to enhance the workplace experience for our own employees. This project is part of the Building Forward Programme and serves as a temporary solution prior to the large-scale redevelopment planned for 2028–2031.
4. Personal advancement and skill enhancement: RSG invests in enhancing employee performance, development and well-being.

This includes the following initiatives:

- *G.R.O.W. conversations*: Launched in 2025, this programme at Schiphol enforces quarterly conversations between managers and employees about goals, reality,

<sup>1</sup> This new IRO combines a previously negative and a positive IRO. To maintain a conservative approach, the wording is similar to last years DMA.

opportunities and well-being. Lelystad Airport and Eindhoven Airport have their own performance management cycle for its employees, focussing on the performance, growth and well-being of its employees. The programme has been evaluated at the end of 2025. Improvements will be implemented in 2026, such as the frequency of the conversations.

- **Learning Hub:** The Schiphol Learning Hub offers access to experts and personalised advice sessions, helping employees explore their career paths, set goals and identify opportunities for advancement. Lelystad Airport also uses this learning hub.
- **Leadership Programme:** This programme at Eindhoven Airport is aimed at leaders and is based on the principle of secured base leadership.

### Managing Diversity, Equity & Inclusion

We fund DE&I efforts annually, mainly focussing on strategy, awareness training and accessibility. Our Vision, 'Being yourself takes you further', guides our action plans through 2030. The vision and strategy focus on gender equality in top management and the internal mobility of employees with a bi-cultural background. In 2025, RSG involved an external party to help define the problem, set targets and advise on the DE&I governance structure. RSG is now defining how to implement the results of the report.

- **DE&I dashboard:** In 2025, Schiphol developed a DE&I dashboard, providing insight into gender, age and cultural diversity data. This dashboard allows Schiphol to measure progress in relation to inflow, retention and outflow.
- **Raising awareness:** RSG raises awareness in various ways. One of our efforts in 2025 included training the entire Infrastructure department of Schiphol on DE&I. Additionally we hosted events such as the annual Iftar meal, Ketu Koti and a reading about equity.
- **Accessibility:** In June 2025, the European Accessibility Act (EAA) came into force. The EAA requires airports across Europe to ensure that all facilities and digital services are universally accessible. This legislation applies to all of RSG's airports in the Netherlands. We believe it is important that everyone making use of the airport has equal access.

### Employee engagement and communication

Schiphol Group ensures consistent and transparent communication across all levels of its own workforce. We engage with our employees through campaigns and open discussions, and regularly keep them informed via (in)formal channels. We have regular meetings between the Executive Committee and Works Councils. Unions represent another important stakeholder group. The Director Human Resources oversees inclusive efforts, ensuring no distinction is made between minority and majority groups and that all employee voices are heard. 100% of the RSG workers are covered by Works Councils. A representative from each department has a seat on the Works Councils.

### Remediation processes and reporting channels

Schiphol Group has established multiple confidential channels for its workforce to report issues, ensuring that concerns are resolved promptly while addressing any negative impacts. Besides that, there are several remediation processes in place such as grievance mechanisms, training and awareness and monitoring and tracking processes. For more information about these processes and the reporting channels, we refer to the Business conduct chapter.

### Metrics and targets

As in previous years, we measured the employee satisfaction throughout the group. In 2025, the metric and target for AMS and RTHA changed from the employee net promoter score (eNPS) to the employee satisfaction score, because of this we don't have any comparative figures for 2024 for both airports. The 2025 company target for the employee satisfaction score around RSG is a score of 8 or higher, given by ≥ 65% of the employees. In 2025, RSG has scored an employee satisfaction rate of 65%, over the RSG airports in scope (AMS, RTHA, LA).

### Employee satisfaction score AMS, RTHA and LA

The My Schiphol Survey, with a response rate of 75%, shows that colleagues remain highly engaged and proud of their work: 92% are proud of what they do, and 91% are proud to work at Schiphol, Lelystad or Rotterdam the Hague Airport. The recent office refresh of Schiphol's SHG building has had a

positive impact, with notable improvements in workplace satisfaction in areas already upgraded. Another positive outcome is that employees generally feel more challenged to develop themselves. Areas for improvement include clarity on the organisation's future direction. Only 63% of respondents have a clear view on this, which is below benchmark and affects overall satisfaction. The new Strategy 2025-2035 was communicated after the survey, and the impact of this will be monitored in 2026. While most themes show progress, overall employee satisfaction remains stable, highlighting that a one-size-fits-all approach is insufficient. As last year, targeted deep-dives per airport, business area and audience are essential. These are currently being carried out by managers, HR business partners and specialists.

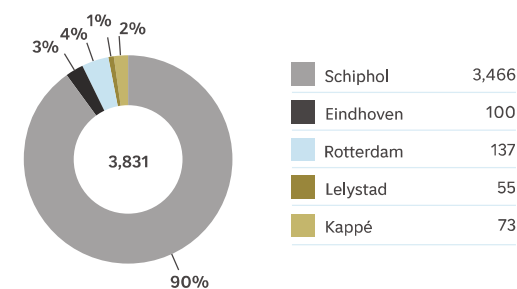
### Net promoter score Eindhoven Airport

Eindhoven Airport reports on the net promoter score in line with the previous year. The outcome of 2025 was a NPS of 30 (39% promoters and 9% criticasters), with a response rate of around 70%.

Employee satisfaction			
	Target 2025	2024	2025
	≥ 65 % of the employees		
Schiphol Group	score an 8 or higher	-	65%
	≥ 65 % of the employees		
Schiphol	score an 8 or higher	-	64%
Eindhoven <sup>1</sup>	32	30	30
Rotterdam	-	-	68%
Lelystad	-	62%	74%

1 EA reports on the Net Promoter Score.

### Own employees 2025 in FTE



**Own workforce metrics**

Metric	Unit	Scope	2025	2024
<b>Number of employees</b>				
Total number of employees				
<i>An FTE consists of 36 working hours</i>	FTE	RSG	3,831	3,527
Number of employees that left	Headcount	RSG	231	271
Employee turnover rate	%	RSG	6%	7%
Number of non-employees in own workforce				
<i>Non-employees include both individual contractors supplying labour to RSG ("self-employed workers") and workers provided by undertakings primarily engaged in "employment activities".</i>				
	Headcount	RSG	1,088	1,285
<b>Collective bargaining agreement</b>				
Percentage covered by collective bargaining agreements	%	RSG	90%	91%
Percentage covered by NCM (Niet CAO Medewerker)	%	RSG	6%	6%
<b>Performance and career review</b>				
The percentage of male employees that participated in regular performance and career development reviews	%	RSG	87%	78%
The percentage of female employees that participated in regular performance and career development reviews	%	RSG	87%	78%
The percentage of other employees that participated in regular performance and career development reviews	%	RSG	0%	0%
<b>Gender split top management</b>				
Percentage of male employees at top management	%	RSG	71%	67%
Percentage of female employees at top management	%	RSG	29%	33%
Percentage of other employees at top management	%	RSG	0%	0%
Number of male employees at top management	Headcount	RSG	5	4
Number of female employees at top management	Headcount	RSG	2	2
Number of other employees at top management	Headcount	RSG	0	0

Contract type in FTE	Scope	Female		Male		Other		Total	
		2025	2024	2025	2024	2025	2024	2025	2024
Number of employees	RSG	1,195	1,150	2,635	2,376	0	0	3,831	3,527
Number of permanent employees	RSG	1,005	937	2,283	2,036	0	0	3,288	2,973
Number of temporary employees	RSG	185	207	349	339	0	0	533	547
Number of non-guaranteed hours employees									
	RSG	4	6	3	1	0	0	7	7
Number of full-time employees	RSG	1,033	914	2,529	2,250	0	0	3,562	3,164
Number of part-time employees	RSG	162	236	106	126	0	0	268	363

Metric	Unit	Scope	2025	2024
<b>Family related leave</b>				
Percentage of employees entitled to take family related leave	%	RSG	100%	100%
Percentage of male employees that took family related leave	%	RSG	29%	28%
Percentage of female employees that took family related leave	%	RSG	30%	32%
Percentage of other employees that took family related leave	%	RSG	0%	0%
<b>Remuneration</b>				
Gender pay gap	%	RSG	6.7%	7.8%
		RSG, excl.		
Gender pay gap (adjusted)	%	Kappé	0.9%	2.5%
Remuneration ratio	#	RSG	9.29	7.87
<b>Age categories</b>				
Number of employees under 30 years old in headcount	Headcount	RSG	487	513
Number of employees between 30 and 50 years old in headcount	Headcount	RSG	2,231	2,188
Number of employees over 50 years old in headcount	Headcount	RSG	1,239	1,231

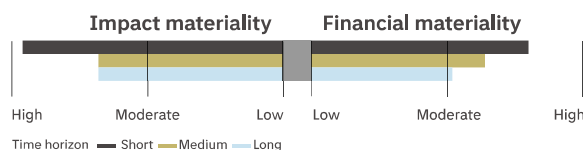
**Employee turnover**

In headcount, by location	Leavers		Turnover rate	
	2025	2024	2025	2024
	Schiphol	194	186	5%
Eindhoven	17	4	18%	4%
Rotterdam	9	14	6%	10%
Lelystad	2	6	3%	12%
Kappe	9	61	3%	22%
<b>RSG</b>	<b>231</b>	<b>271</b>	<b>6%</b>	<b>8%</b>

**Gender split**

In headcount	Scope	2025	2024
	Male	RSG	2,733
Female	RSG	1,223	1,349
Other	RSG	1	2
<b>Total employees</b>	<b>RSG</b>	<b>3,957</b>	<b>3,932</b>

## Employment practices value chain



### Our Strategy and policy

As included in our strategic pillar ‘Employees’, it is our goal to further improve the sector’s quality of work and anticipate a tight labour market. At Schiphol Group, we recognise our societal responsibilities as an employer, client and airport operator. RSG aims to maintain and improve employment conditions, working conditions, job content and labour relations. We set this objective to ensure that our value chain workers at the airport remain motivated, engaged and committed to the collective success of Schiphol Group, thereby enhancing employee satisfaction and contributing to organisational performance and growth.

The Workers in the Value Chain Policy is in place to ensure we uphold the highest standards of fairness, respect and integrity in our interactions with value chain workers. In addition, the RBP is part of our organisational ethos and is in line with the OECD Guidelines for Multinational Enterprises. These policies address IROs related to employment practices, emphasising fair and equal remuneration, safe and healthy working conditions, and the overall well-being of workers employed by our sector partners.

The implementation of these policies is supported by ongoing communication and concrete initiatives in collaboration with sector partners and (representatives of) value chain workers. We strive to establish a stable and compliant employment framework in line with our ambitions related to quality of work.

The Workers in the Value Chain Policy applies to a diverse range of workers across the value chain who could be materially impacted. These include:

#### Workers employed by contractors of RSG:

Security, cleaning services, main contractors (in relation to construction, maintenance and demolition), passengers with reduced mobility services, parking and bus transportation.

#### Workers employed and/or active on RSG operational sites:

1. Workers using assets owned by RSG (e.g., baggage handling companies using lifting aids in baggage halls)
2. Workers employed by other entities on the operational site with varying levels of RSG influence, including employees of airlines, their contractors, handlers and governmental parties

The execution of the policy is supported by a range of both internal and external policies and guidelines. Important related policies include the RBP, which underscores RSG’s zero-tolerance stance on child and forced labour, among other key human rights.

### Impacts, risks and opportunities

RSG has identified several IROs pertaining to employment practices in our value chain:

#### Potential positive impact:

1. Ensuring compliance with labour standards for fair and equal remuneration (employment conditions) to reduce workforce transience

#### Actual negative impact:

2. Workload and pressure, physical strain in ground handling, unpleasant work environment and exposure to harmful substances (e.g., UFPs and SVHCs)

#### Risk:

3. Negative health effects due to physical strain and exposure to harmful substances (e.g., UFPs, SVHCs, Aircraft and VDMEs), resulting in absenteeism and liability risks

The above IROs are reflected in the strategy pillar Quality of Work. The negative impacts are systemic in the context of an airport.

### Actions to manage our IROs for Employment practices value chain

#### Managing working conditions

Schiphol Group is committed to improving working conditions for value chain workers, with a focus on reducing physical strain in baggage handling areas, mental workload and exposure to harmful substances.

#### Addressing physical strain

Since February 2025, all workstations in the baggage halls at Schiphol are equipped with lifting aids. This initiative involved handlers, the Nederlandse Arbeidsinspectie (‘Netherlands Labour Authority’; NLA) and lifting aid suppliers. Additionally, we started working on the adoption of lifting aids at Rotterdam The Hague Airport. The initiative involves an investment of 118 million euros over several years.

#### Renovation of resting areas and sanitary clusters

The RASCI project is dedicated to renovating the resting and sanitary areas, ensuring comfortable and clean spaces for staff in baggage handling, security and cleaning services at Schiphol. At the end of 2025, almost all resting areas were successfully renovated, and by 2026, all 242 sanitary units will be renovated. The total investment in 2025 for this project was approximately 30 million euros.

#### Work pressure research

In Q1 2025, Schiphol conducted the first of a periodic survey on mental workload imbalance, safety culture and social safety. The survey extends across various sectors, including security, bus transport, cleaning, passengers with reduced mobility (PRM), and passenger, baggage and platform

handling. The research was completed and published in June. It shows that the aviation sector has a higher work pressure and a lower feeling of social safety on some elements. The results indicate that improvement is needed. Together with sector partners and unions, Schiphol will determine the follow-up steps needed.

#### Social safety

In 2025, Schiphol organised eight social safety sessions with partners in the sector. Creating awareness, exchanging knowledge and information and actively collaborating to improve social safety.

#### Reducing exposure to emissions (VDME Programme)

Since 2024, Schiphol has ran the VDME Programme, which aims to minimise emissions from aircraft and diesel engines to improve working conditions on airside. An important part of this programme is minimising APU usage during the turnaround process. This can only be achieved by offering alternative electrical aircraft facilities, such as the use of electric PCA units. Schiphol is rolling out PCA units in close collaboration with maintenance companies, ground handling companies and airlines to ensure coordinated and effective implementation. In addition, as of May, Schiphol has implemented an urgent advisory on personal respiratory protection for its airside employees. The airport has also purchased four electric Taxibots (owning in total six), of which the first was delivered in September. As part of a pilot, aircraft are towed to the Polderbaan runway, only to start their engines there. Schiphol will also continue to conduct (health) research to gain more insight into VDME and provide clarity for employees.

Lelystad Airport is part of the Schiphol working group for the VDME roadmap. Rotterdam The Hague Airport has adopted Schiphol's policy on VDME and also runs a programme to minimise aircraft and diesel emissions, similar to Eindhoven Airport.

#### Managing employment practices

We aim to ensure fair and equal remuneration and healthy, safe, productive and attractive work across the value chain, creating stable, attractive and compliant employment conditions for everyone working at RSG. To support this, we

integrate employee-oriented standards such as attractive and adequate wages, compliance with collective labour agreements and reimbursement of travel expenses for all new tenders. The quality of work is continuously monitored and together with (new) suppliers, RSG develops annual policy plans to maintain and/or improve the quality of work. In 2025, quality of work requirements were successfully implemented in several tender processes.

#### Engagement and communication with workers in the value chain

RSG aims to ensure consistent and clear communication across all levels of the organisation and with the entire Team Schiphol, while reaching all workers in the value chain and respecting the diversity of our target groups.

We communicate with value chain workers through various traditional and digital channels to reach the largest possible audience. Examples include, among other overarching and sectoral dialogues with unions and active members, sectoral survey research among workers in the value chain (i.e., Work Pressure survey 2025) and periodic evaluations with our suppliers. It remains a challenge to reach all workers in the value chain; however, the relative stability of labour relations at the airport indicates that our approach to stakeholder management is effective. In 2025, the ground crew of KLM went on strike several times to negotiate a better collective labour agreement. Due to these strikes, several flights were cancelled or delayed.

#### Engagement with (employees of) sector partners to address IROs and manage the effectiveness of actions

In collaboration with sector partners, Schiphol Group aims to create a safe and equitable workplace for all value chain workers by engaging in ongoing dialogue and acting on improvement areas. The effectiveness of our actions is managed through social dialogue and the Quality of Work Steering Committee.

#### Social dialogue

In 2025, Schiphol Group again organised a number of social dialogues with the unions, their executives and companies in security, cleaning and the temporary employment sector. For

separate sectors (security, cleaning), Schiphol, unions, executives and companies conducted a social dialogue on relevant topics related to quality of work. These dialogues ensure that continuous attention is paid to initiatives that improve quality of work. Despite that, there was a temporary suspension of social dialogues in the second half of 2025. The suspension resulted from union concerns that Schiphol Group played a decisive role in the legal prohibitions (due to safety risks) of two strikes at KLM Ground Services.

#### Quality of Work Steering Committee

The Quality of Work Steering Committee meets every eight weeks to discuss the progress of the Sector Industrial Relations (SIR) department of RSG and Luchtvaart Community Schiphol (LCS). Additionally, they review the progress of all of RSG's quality of work initiatives. Actions are set, monitored and documented. Although we do not formally measure effectiveness, indicators include the number of strikes, audits (e.g., use of lifting aids) and a higher rate of staff inflow compared to outflow. RSG is exploring new measurement methods involving value chain workers.

#### Metrics and targets

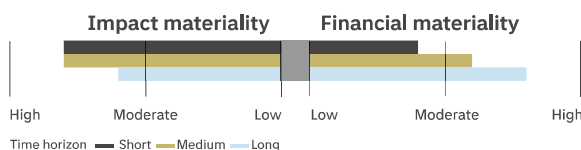
The following company-specific metrics provide insights into the characteristics of Schiphol Group's value chain workers. These metrics aim to offer a comprehensive understanding of the workforce dynamics and demographics. Since 2025, the gender split is no longer registered by the Badge Center and is therefore not reported. This change was made in close consultation with colleagues responsible for privacy.

Since 2025, we have a target on the electrification of airside at Schiphol to reduce the air pollutants that workers in the value chain are exposed to. For more information, please refer to the Climate change chapter. Transitioning from fossil fuel-powered equipment and infrastructure to electric alternatives in the airside areas of airports reduces the emissions that workers in the value chain are exposed to.

**Workers in the value chain metrics**

Metric	Unit	Scope	2025	2024
<b>Total number of employees in the value chain with an airport badge</b>	<b>Headcount</b>	<b>RSG</b>	<b>81,497</b>	<b>80,374</b>
<b>Age categories</b>				
Number of employees in the value chain with an airport under 30 years old	Headcount	RSG	23,266	21,743
Number of employees in the value chain with an airport badge between 30 and 50 years old	Headcount	RSG	30,418	29,993
Number of employees in the value chain with an airport badge older than 50 years	Headcount	RSG	27,813	28,638
<b>Employee turnover</b>				
Number of employees in the value chain with an airport badge that joined	Headcount	RSG	2,155	2,137
Number of employees in the value chain with an airport badge that left	Headcount	RSG	1,949	2,041
<b>Sector categories</b>				
Number of construction employees in the value chain with an airport badge	Headcount	RSG	6,796	6,101
Number of cleaning employees in the value chain with an airport badge	Headcount	RSG	2,175	3,443
Number of security employees in the value chain with an airport badge	Headcount	RSG	5,502	5,584
Number of airline employees in the value chain with an airport badge	Headcount	RSG	32,179	31,897
Number of government employees in the value chain with an airport badge	Headcount	RSG	5,070	5,049
Number of employment agencies employees in the value chain with an airport badge	Headcount	RSG	7,274	6,709
Number of employees in the value chain in handler activities with an airport badge	Headcount	RSG	5,721	-
Number of employees in the value chain in retail/catering/horeca with an airport badge	Headcount	RSG	6,547	-
Number of employees in the value chain in facilities with an airport badge	Headcount	RSG	1,307	-

# Affected communities & noise



## Our strategy and policy

As included in our strategic pillar ‘Environment and Society’, it is our goal to ensure broad societal trust and support for aviation, provide legal certainty for all parties and be publicly accountable and transparent in our actions. Direct community engagement is crucial to managing the delicate balance between aviation and the well-being of people who live near Schiphol Group’s airports. This balance influences the future development of RSG airports.

In 2025, noise disturbance from air traffic remained a key issue in our discussions with the local community. Schiphol Group envisions a future where the Netherlands remains seamlessly connected to the world, in harmonious balance with our airports, the aviation industry and the surrounding environment. We therefore work continuously to reduce noise disturbance and improve our reputation among local residents.

Schiphol Group's policy delineates how it navigates its material IROs in relation to affected communities and noise in the aviation value chain. Additionally, the RBP is applicable to this topic. The focus of our community engagement efforts is to address the most significant impact of noise disturbance on the neighbourhoods surrounding our airports. The scope of our policy covers reducing the noise hindrance levels and active engagement with our communities concerning noise hindrance and other topics.

RSG’s two key objectives are as follows:

- Prevent negative impacts on affected communities as much as possible, which in this case means preventing noise disturbance in neighbouring communities
- Mitigate the impact that noise pollution has on RSG’s reputation and number of complaints received by providing timely information and engaging with local communities

Schiphol Group is committed to reducing noise disturbance for the communities surrounding its airports. We support the Dutch government in its efforts to maintain a good balance between Schiphol and the surrounding environment, with a focus on reducing noise disturbance and strengthening the legal protection of local residents. The legal safeguarding of these aspects in a new Airport Traffic Decree will provide certainty and clarity, which benefits all parties involved.

The final Balanced Approach package was communicated and submitted to the European Commission by the Ministry of Infrastructure and Water Management in December 2024. Schiphol Group regards the Balanced Approach procedure as an important piece to solidifying the Airport Traffic Decree for future operations. This is in the interest of all involved stakeholders, given the court cases that have been started over the past years.

## Impacts, risks and opportunities

Schiphol Group has identified several IROs pertaining to affected communities and noise.

### Actual negative impacts:

1. Noise disturbance (highly annoyed people and highly sleep disturbed people) in local communities due to air traffic
2. Health impacts due to sleep disturbance in local communities and other health effects due to exposure to high levels of noise
3. Strain on availability of houses due to noise contours

### Actual positive impact:

4. Fostering a strong relationship with our affected communities through regular engagement

### Risks:

5. Noise disturbance leading to reduced public support, complaints, legal cases, public protests and reputational damage, putting RSG’s license to operate under pressure

6. Non-compliance with noise regulations, resulting in reduced ATMs and stricter runway operating hours

### Opportunity:

7. Stimulate fleet renewal and allocation, resulting in reduced noise disturbance and better sustainability performance on other issues, including GHG emissions and air pollution

The IROs are reflected in the strategy pillar Quality of Life. The negative impacts are systemic in the context of an airport.

## Actions to manage our IROs for Affected communities and noise

The action plans in this section are applicable to all IROs related to affected communities and noise.

### Preventative actions

#### Minder Hinder Programme

Schiphol and Luchtverkeersleiding Nederland (‘Air Traffic Control the Netherlands’; LVNL) launched the *Minder Hinder Programme* in 2020 to reduce noise and improve residents’ quality of life at Schiphol. The programme, supported by the airlines, focusses on five areas: runway use, daytime flights, aircraft types, night flights and ground noise. In 2025, a status report was published. Additionally, Schiphol commissions exploratory studies to identify additional noise-reduction opportunities beyond the Minder Hinder Programme’s scope.

### Balanced Approach procedure

In 2024, the Dutch government advanced the Balanced Approach procedure to reduce aircraft noise at Schiphol. Following consultations, a final package of measures was submitted to the European Commission in December, with the measures expected to take effect as of 1 November 2025.

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. The final package for Schiphol includes:

- Ban on noisy aircraft during the night
- Commitment of airlines to use less noisy aircraft during the night
- Stimulate use of quieter aircraft through airport charges by Schiphol
- Additional fleet renewal based on commitments made by airlines
- Reduction of ATMs in the night from 32,000 to 27,000 per year
- Capacity reduction from 500,000 to 478,000 ATMs annually

The Dutch government has set a two-phase noise reduction target: a 15% reduction for the 24-hours metrics (Lden) for phase one, followed by a long-term target of a 20% reduction, with the remaining 5% to be achieved in phase two. In alignment with this objective, Schiphol has set a company target aimed at achieving a reduction of at least 15% for highly annoyed people, as per 1 November 2025, compared to November 2024. Additionally, the Dutch government set a target of -15% for Lnight, for both phase one and phase 2. Schiphol supports the government's efforts to reduce noise and improve legal certainty.

### Airport charges

In 2025, the new airport charges were set for the period 2025 until 2027, totalling an average increase of 37% over this period. On 1 April 2025, airport charges increased by 41%. The noisiest and generally most polluting aircraft in their weight class pay more, effectively subsidising discounts for the quietest and typically cleanest aircraft. Additionally,

the cost difference between flying during the day and flying at night is also increasing, making night flights up to six times more expensive than daytime flights, depending on the aircraft type. This action encourages fleet modernisation, contributing to lower noise disturbance and emissions. Currently 31.6% of commercial traffic at Schiphol belong to the quietest categories (noise class S6 + S7). In 2019, this was only 6%.

### New airport decree Rotterdam The Hague Airport

In September 2025, Rotterdam The Hague Airport submitted an application for their new airport decree to the Ministry of Infrastructure and Water Management. It is aimed at addressing noise disturbance and emissions while safeguarding the regional function of the airport and serves as a key operational framework. The decree is structured around five overarching themes:

- Maintaining and enforcing societal relevance
- Less night flights
- Limiting early morning and late evening flights
- No additional commercial flights on fossil fuel
- Reducing emissions by at least 20% by 2035

### Mitigation actions

#### Stichting Leefomgeving Schiphol

In 2008, the Stichting Leefomgeving Schiphol ('Schiphol Living Environment Foundation') was established, together with the Province North Holland. The foundation offered assistance to individual inhabitants and provided compensation for physical damage to buildings as a result of turbulence caused by aircraft taking off or landing. In addition, the foundation made financial contributions to projects that improved the quality of life. Initially, the foundation would be active until 2020. In 2025, The Environmental Fund, successor to the Schiphol Living Environment Foundation, started its work. The Environmental Fund has 10 million euros per year to spend on measures to improve the quality of life in the local environment until 2031. The spend in 2025 was 4 million euros.

#### Runway maintenance and disruption

Maintenance activities can require the use of other runways, leading to more noise disturbance. To minimise disruption,

Schiphol plans its maintenance to keep runway closures short, merge maintenance activities and follow the Baan Onderhoud Strategie (BOS), which balances environmental, maintenance and operational needs. We aim to provide clarity on runway usage and its impact on the environment to local residents. The Schiphol usage forecast report, available on the Schiphol website, outlines expected runway usage for the upcoming year and evaluates the forecast against actual usage.

In 2025, we executed a large maintenance project for the Buitenveldertbaan, leading to an increased use of other runways. During our maintenance works, we invited local residents and other interested parties to watch the progress. A watchtower was placed so that visitors could have a clear view of the runway.

#### Noise monitoring

The Noise Monitoring System (NOMOS) is the noise measurement system of Schiphol. NOMOS, which has been active since 1993, objectively measures aircraft noise in residential areas surrounding the airport. To carry out the measurements, noise measurement stations have been placed in a large area around Schiphol. A noise measurement station consists of a calibrated microphone mounted on a mast, ranging from six to ten meters in height. The microphone measures all noise sources in the environment. These measurement stations are located on the rooftops of buildings or on ground locations in the vicinity of Schiphol. In total, there are 41 measurement stations, two of which are for low frequency noise. In 2025, Schiphol replaced the NOMOS measurement stations with noise measurement stations from Ideagen (formerly Casper BV). The measurement results are available in real time online. Both Rotterdam The Hague Airport and Eindhoven Airport monitor their noise as well. Rotterdam The Hague Airport uses a similar system as Schiphol, called RANOMOS. The noise monitoring of Eindhoven Airport is the Casper Noise Monitor, which is managed by the Regional Information Centrum (RIC).

#### Direct community engagement

To strengthen community engagement, RSG continuously improves its communication with local residents. We regularly update our website and send a monthly newsletter with information on runway maintenance, noise disturbance

measures and operational procedures. RSG also publishes a bi-weekly air traffic outlook, which provides forecasts on runway use and ATMs. Additionally, several channels (such as Stichting Bewoners Aanspreekpunt Schiphol; BAS) are available for affected communities to raise concerns and have them addressed. These channels include neighbour days, resident evenings, meet-and-greet events with local representatives, the DCMR Milieudienst Rijnmond ('Environmental Protection Agency Rijnmond'), the conduit at Rotterdam The Hague Airport and the RIC of Eindhoven Airport. Other community engagement initiatives include the Schiphol Resident Contact Point and reputational surveys.

### Metrics and targets

There are no prescribed metrics defined in the ESRS for affected communities and noise. Due to this, we have defined two company-specific metrics to measure our performance on these topics. They are described below.

#### Amsterdam Airport Schiphol

We assess our performance by calculating the number of people experiencing high annoyance over the entire daytime period and sleep disturbance during the nighttime. Schiphol uses the European Doc.29 calculation model to calculate these figures.

Two definitions are being used for the number of highly annoyed people (HAP): one for determining the company target and one for reporting the situation in the previous year as described in the Evaluation Runway Usage Forecast (Evaluatie Gebruiksprognose). The company target is based on a housing file of 2021, without effects of maintenance and including a meteo margin. The number reported in the Evaluation of Runway Usage Forecast is based on a housing file of 2018 (as that is the most recent file for which equivalence criteria are calculated), including effects of maintenance and excluding a meteo margin.

With the company target, Schiphol is mimicking the balanced approach baseline; however, Schiphol uses updated information that was not yet known at the time the balanced approach baseline was established by the government. This

way, a reference situation is created as close to reality as possible.

#### Company target

For determining whether the company target of -15% highly annoyed people has been met, the Gebruiksprognose 2026 ('Runway Usage Forecast'; GP26) was compared to the baseline based on the Runway Usage Forecast 2024 (GP24). The Runway Usage Forecast excluded maintenance, included the meteo margin and was based on the 2021 housing file. Furthermore, the description of the situation as of 1 November 2025, as dictated by the Balanced Approach outcome, was used. In 2025, the target was achieved with a score of -15.6%. The main reasons for this reduction are the acceleration of fleet renewal and allocation due to, amongst others, increased tariffs and other balanced approach measures such as the reduction of night flights and a ban on noisy aircraft at night.

#### Evaluation Runway Usage Forecast

Every year, we publish the Runway Usage Forecast which provides the expected noise disturbance for the operational year ahead. The forecast is based on the latest data regarding traffic schedules and evaluations from the previous year, as published in the report Evaluation Runway Usage Forecast.

We assume actual conditions when forecasting runway usage, factoring in disruptions such as runway maintenance. We also include scenarios for weather conditions. The report explains how we will adhere to the rules and agreements regarding flight movements, noise, emissions and external safety in the year ahead. We track the effectiveness of our affected communities and noise metrics as well as the status of the respective actions, every year. For this metric, we use the operational year that runs from 1 November to 31 October.

Based on all historical flights for an operational year, the 48 dB(A) Lden (day-evening-night) contour is plotted. Within this contour, the number of people affected is determined, along with the level of noise they experience. The current exposure-response relationship for Schiphol is then applied, as defined by the Gezondheidskundige Evaluatie Schiphol' (GES) survey of 2002. This relationship indicates the number of people who experience high disturbance for each Lden noise level

above 48dB(A). The number of HAP decreased in 2025 compared to 2024 when comparing the same housing datasets. For the previously used 2005 dataset, there was a decrease from 77,600 in 2024 to 75,700 in 2025. In the 2024 Annual Report, Schiphol announced the update of this dataset, which led to a higher total number of houses. Using the 2018 housing dataset, the number of highly annoyed people was 86,100 in 2025, a decrease compared to 2024 (89,800). While the absolute total number increased due to the newer 2018 dataset, which includes more houses, the overall decreasing trend continues for both datasets. Demonstrating a clear downward trend in noise exposure, which reflects the trend of more silent aircraft. The 2018 dataset had been applied retroactively to all prior years, making the declining trend evident.

Based on all historical flights for an operational year, the 40 dB(A) Lnight contour is plotted. Within this contour, the number of people affected is determined, along with the level of noise they experience at night. The current exposure-response relationship for Schiphol is then applied, as defined by the GES survey. This relationship indicates the number of people who experience high sleep disturbance for each Lnight noise level above 40dB(A). For 2025, there is a lower number for the number of highly sleep disturbed people, due to a number of measures such as the further differentiation of airport charges specifically in the night, a cap in the number of night movements and a ban on the most noisy aircraft in the night. For the 2005 dataset, the number decreased from 12,800 in 2024 to 9,000 in 2025. For the actual 2018 dataset, the number decreased from 14,400 in 2024 to 10,000 in 2025.

#### Eindhoven Airport

The available noise surface in 2025 is 8.9km<sup>2</sup>, just as in the previous year. This is limited to civil aviation. Calculations are done by an external party, Nederlands Lucht- en Ruimtevaartcentrum ('Royal Netherlands Aerospace Centre'; NLR). More information is available on [www.samenopdehoogte.nl](http://www.samenopdehoogte.nl).

### Rotterdam The Hague Airport

Rotterdam The Hague Airport experienced no noise impact breaches in the 2025 operating year. Approximately 74% of the available noise capacity was used at the most critical enforcement point. That capacity is calculated based on six enforcement points as laid down in transitional regulations, which serve as a provisional airport decree (based on the Aviation Act). These enforcement points indicate the maximum cumulative amount of noise that aircraft landing at and taking off from Rotterdam The Hague Airport may produce in a year. Rotterdam The Hague Airport has its own Regional Consultative Committee, which holds regular meetings with the main groups in the local communities. More information is available on the website of Rotterdam The Hague Airport.

#### Affected communities and noise metrics

Metric	Scope	Target	2025 <sup>1</sup>	2024
Company target -15% Highly Annoyed People <sup>2</sup>	AMS	93,197	92,539	109,643
Number of highly annoyed people above 48 dB(A) Lden noise AMS	AMS		86,129	77,590
Number of people that experienced high sleep disturbance at night AMS	AMS		10,010	12,835
Available noise surface (EA) in Km <sup>2</sup>	EA		8.9	8.9
Environmental noise capacity (RTHA)	RTHA		No breaches	No breaches

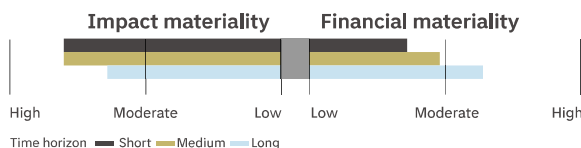
- 1 In 2025, the noise hindrance of AMS was calculated based on an updated housing stock of 2018 instead of the old housing stock of 2005 for operational year 2024, including newly built houses. Therefore, the 2025 numbers are not comparable to the 2024 figures.
- 2 The values are based on the usage forecast Gebruiksprognose 2026 (GP26) and the baseline based on Gebruiksprognose 2024 (GP24).

### Reputation score

The reputation score assess RSG's performance as perceived by local residents (affected communities). The average score that Schiphol obtained from these surveys in 2025 was 6.7 (6.6 in 2024), which is in line with prior years. The scores increased slightly in line with continued effort on communication, the relationship with the environment, and sustainability.

Reputation score	Target 2025	2025	2024
Schiphol	7.0	6.7	6.6
Eindhoven	-	7.2	7.0
Rotterdam	-	8.2	8.1
Lelystad	-	-	-

# Airport attractiveness to consumers and end-users



## Our strategy and policy

As included in our strategic pillar ‘Schiphol’, it is our goal to Restore Schiphol to the top 3 European hub airports regarding connectivity, quality and capacity, ensuring resilience and safety. We recognise the importance of providing a seamless and enjoyable travel experience across all our airports. Therefore, we focus on continuously improving the conditions for our consumers and end-users, (i.e., our passengers and airlines) and reducing our impact on the environment and our neighbours. By striking this balance, we aim to maximise Dutch welfare at large.

To support these objectives, RSG has established an Attractiveness of Airports for Consumers and End-users Policy, focussed on enhancing our airports’ attractiveness. The policy defines how we navigate our material IROs and guides our efforts to improve passenger experience, maintain and expand our network and foster more sustainable practices. It extends to all aspects of the airports’ operations that fall under the control and maintenance of RSG, covering all passengers and airlines that make use of RSG services.

We use a range of internal year plans and guidelines to execute the policy. Important related year plans include: (1) The Master Plan, updated in 2025, enables greater integration between infrastructural projects at Schiphol and relevant regional developments; (2) the Mid-term Plan 2035, which sets out the major developments at Schiphol required over the next ten years regarding capacity, quality and safety;

(3) the Passenger Experience Strategy, which focusses on implementing targeted quality improvements that impact key Passenger Experience (PX)-drivers and transforms Schiphol Group into a passenger-centric organisation by raising PX awareness through training and tools; and (4) the Multi-year Maintenance Programme, which determines the maintenance of airport assets that are essential to ensure their reliability and availability.

## Impacts, risks and opportunities

Schiphol Group has identified several IROs pertaining to airports’ attractiveness to consumers and end-users.

### Actual positive impacts:

1. Connecting the world through a high-quality network of destinations and multi-airline choice
2. Providing a passenger and airline journey with a high quality of service

### Opportunity:

3. Improving airport attractiveness for passengers, resulting in more passengers, higher spend per passenger, and therefore commercial Return on Equity

### Risk:

4. Decreasing destinations compared to competing airports leads to Schiphol Group’s hub function being at risk
5. An imbalance between the number of passengers and airport capacity (availability and performance of staff working at Schiphol, sector partners, assets and infrastructure) can result in bottlenecks and inefficiency in operational performance, which could lead to financial loss and reputational damage

The above IROs are reflected in the strategy pillars Quality of Service and Quality of Network.

The actual positive impacts relate to Schiphol Group’s consumers and end-users, including all aviation partners,

passengers and commuters making use of its products and services.

## Actions to manage our IROs for Airport attractiveness to consumers and end-users

### Passenger experience

In 2025, we introduced several initiatives aimed at improving overall satisfaction for our passengers:

- *Rebranding Amsterdam Airport Schiphol*: the new brand identity ‘Today is the day’ focusses on the quality of the airport and the satisfaction of its passengers. It makes the Schiphol terminal more recognisable and visually calm.
- *Expansion and renovations*: whilst construction and maintenance activities can have an impact on noise levels and accessibility, at Schiphol, the renovation and the re-opening of Lounge 1 had a positive impact on passenger satisfaction. Passenger feedback shows a significant increase in ratings for the ambiance of the Lounge, state of maintenance and satisfaction of shops. Preparations for additional renovations throughout the terminal are well underway.
- *Strategic focus on terminal activities*: we developed a new strategy for retail and food & beverage at Schiphol. Passengers will notice the difference through renewed retail and food and beverage offerings and the new core category store(s) Today Duty Free. In 2025, we also focussed on improving services for specific target groups, such as families, by introducing a stroller service.
- *Extensive Maintenance Programme*:
  - Through the Extensive Maintenance Programme, we ensure that the terminal’s foundation remains robust and reliable. The programme focusses on the upkeep and optimisation of passenger transport assets, including elevators and moving walkways.
  - In the area of pest control, we have implemented a range of preventive and corrective measures, resulting in a slight reduction of pests caught compared to the previous year.
  - Climate control within the terminal is currently managed through temporary measures, while the implementation of long-term replacements is scheduled in 2025 and 2026.

- **Removal of visual clutter:** various items were removed throughout the terminal to reduce visual clutter, including 56 terminal clocks.
- **More focus on arriving passengers:** We ensure hospitality by offering drinks through mobile coffee carts in the reclaim area and having staff present in the arrival and reclaim areas to answer passenger questions. Additionally, we offer ticket sales of multi-transportation options past the airport premises, such as international train journeys or bus and train combinations.
- **Seamless travel experience for passengers with reduced mobility:** We strive to ensure a seamless and equal travel experience for all passengers, including those with reduced mobility (PRM). In 2025, Schiphol further improved the accessibility of the assistance desks and call points. The PRM training modules for relevant staff members at the airport have also been improved. Additionally, together with its business partner Axxicom, Schiphol implemented a plan to substantially increase the number of PRM staff to ensure that the airport can meet the increasing demand for assistance. Schiphol published its 'quality standard' outlining the quality of service PRM can expect.

### Maintaining our network through open dialogues with airlines

Maintaining and expanding Schiphol's network of destinations is essential to our ambition of 'Happy travellers, airlines and employees, in balance with our environment'. Our strategy involves fostering strong airline partnerships and prioritising intercontinental destinations while also maintaining our European network. Despite capacity constraints and political uncertainties, we continue open dialogues with airlines to manage expectations and explore realistic opportunities to expand our network. Both direct contact and participation in industry events remain essential for fostering these relationships.

### Cargo

Together with Maastricht Airport, we strive to optimally connect the Netherlands with the world, with cargo transport (belly freight and full freighters) playing an essential role. Opportunities exist to optimise the efficiency of cargo

transport via passenger flights (belly flights) and through closer collaboration within the logistics community, which could lead to increased cargo volume and reduced environmental footprint. We are taking measures, such as tariff differentiation for more sustainable flying, and are considering improvements for night flights.

### Stakeholder management

We engage with various stakeholders, such as passengers, airlines and tenants, through continuous conversations, questionnaires, information campaigns and open discussions aimed at gathering feedback and improving our joint daily operations.

We maintain ongoing contact with airlines (our primary customers) and other key parties, including governmental bodies and business partners. Regular dialogues covering topics such as sustainability in aviation, airport charges, on-time performance, operational challenges and the implications of government decisions allow us to understand their needs and interests and work together to improve the entire airport system.

### Metrics and targets

The passenger satisfaction score (PSAT) reflects how passengers rate their overall experience at Schiphol. Each month, Schiphol surveys over 1,200 passengers on more than 40 satisfaction metrics through the Passenger Experience monitor. In 2025, Schiphol set a PSAT target of  $\geq 3.79$  out of 5. This target was achieved, with AMS recording a score of 3.84. In December, Schiphol reached its highest PSAT score in 3.5 years (since March 2022), achieving a score of 3.92. This improvement was driven by a clear prioritisation of high-impact elements within the passenger journey, with for example a specific focus on the arrival journey and the delivery of Lounge 1, offering an expanded range of food & beverage outlets and retail facilities.

From 2025 onwards, we have implemented two new company wide targets for Schiphol to monitor the passenger satisfaction.

- **State of maintenance:** target score  $\geq 3.63$   
Although the target-performance on State of Maintenance was not met in 2025, with a score of 3.56, results did improve compared to 2024. Scores in 2025 were higher in 10 out of 12 months of the full year. The main driver for improvements has been the strong improvement of the performance of Passenger Transportation Asset (PTA's; lifts, escalator etc) in the Terminal buildings and availability of functioning charging points. The massive number of ongoing construction-projects at Schiphol makes further improvements feasible in the longer term, but challenging as well in the near-future.
- **Cleanliness & tidiness of toilets:** target score  $\geq 75\%$   
In 2025, we successfully achieved our Clean & Tidy target for toilets, reaching 75.6% in December and a peak score of 79.3% in November. On 1 April 2025, we implemented new cleaning contracts and welcomed a new cleaning partner. In the second and third quarters, we focussed on establishing the basics, which presented challenges that temporarily impacted our scores. Surpassing the 75% target in the final two months is a very positive development, showing that our cleaning partners have adapted to the dynamics and that the target is realistic and achievable going forward.

The regional airports Eindhoven Airport and Rotterdam The Hague Airport report on the net promoter score for their passengers. The net promoter score measures how likely passengers are to recommend Eindhoven Airport and Rotterdam The Hague Airport.

Passenger experience	Target	2025	2024
Schiphol (overall passenger satisfaction score)	$\geq 3.79$	3.84	3.78
Schiphol (clean & tidy passenger satisfaction score)	$\geq 75\%$	79.3%	-
Schiphol (state of maintenance passenger satisfaction score)	3.63	3.56	-
Eindhoven (net promoter score)	$\geq 44$	41	43
Rotterdam (net promoter score)	$\geq 69$	70	60
Lelystad	-	-	-

On-time performance shows the punctuality of outbound traffic derived from the percentage of commercial flights that depart on time (based on the sector-wide standard D15).

Schiphol's on-time performance target is to be second in the Top-5 European Airports benchmark. In 2025, the on-time performance score for Schiphol was 65.2% (2024:62%), which has led to the fourth position for Schiphol (2024: second position). Throughout the year, Schiphol's on-time performance ranked between third and fifth positions, with absolute punctuality improving despite a lower relative position. Weather disruptions, turnaround-process delays, peak-time capacity constraints and airspace regulations contributed to overall delays. For next year, we are taking

further measures to strengthen capacity coordination and structurally improve on-time performance. The on-time performance of RSG is 66.4%.

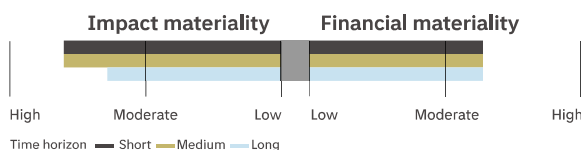
RSG replaced the previous target related to Airport attractiveness on the number of direct intercontinental destinations at Schiphol with the airline satisfaction target at Schiphol. The airline satisfaction target for Schiphol in 2025 was a score  $\geq 3.75$  out of 5. In 2025, the target was not achieved, with a score of 3.28. Airlines acknowledge our

willingness to support them, the strong collaboration with key contacts and the progress made through the one-terminal concept, yet they also indicate that substantial improvements are still required. The most frequently cited drivers of the lower score relate to the condition and availability of key assets, high costs and charges and the need for clearer communication during and following operational disruptions.

**Airports' attractiveness to consumers and end-users**

Metric	Unit	Scope	2025	2024
Schiphol airline satisfaction score	#	AMS	3.28	-
On-time performance				
Position relative to the top 5 big European Airports	#	AMS	4	2
Intercontinental destinations for passengers and cargo	#	RSG	126	125
Direct destinations	#	RSG	320	322
Air traffic movements - commercial	#	RSG	534,021	529,248
Air Traffic movements - general aviation	#	RSG	146,425	138,253
On-time performance - flights that departed on time	%	RSG	66%	62%
Number of passengers including transit	#	RSG	78,105,329	75,881,197

# Safety and (cyber)security



## Our strategy and policy

At Schiphol Group, our goal is to ensure a safe and (cyber)secure environment that contributes to operational excellence and the well-being of everyone who relies on us. Safety and (cyber)security are more than a regulatory requirement for Schiphol Group; it is a core value embedded in our Strategy 2025-2035, supported by the ‘Safety’ enabler and reflected in our culture.

### Safety

To maintain high safety standards at our airports, RSG collaborates closely with airlines, ground handlers and contractors. We perform continuous risk management activities to adapt to the evolving airport environments, regularly assess and update our safety measures to address new challenges and use insights from the objective evaluation of safety events to effectively mitigate risks. We also prioritise emergency preparedness. RSG has comprehensive crisis response plans in place and carries out training exercises to ensure readiness for potential incidents.

Our Safety Policy is key to meeting our safety goal. The policy’s reach extends to all aspects of the airports’ operations that fall under the control and maintenance of RSG, safeguarding the entire workforce (including value chain) and all consumers and end-users of our airports. The execution of this policy is supported by a range of both internal and external policies and structured Safety Management Systems. At Schiphol, this includes the HSE

Management System, Airside Safety Management System and joint sector Integral Safety Management System (ISMS).

### Integrated Safety Management System

The ISMS at Schiphol is a collaborative initiative designed to maintain high safety standards across all aviation organisations at the airport. It involves key stakeholders such as LVNL, airlines, ground handlers and service partners. The ISMS coordinates safety processes and implements strategic improvements through its Safety Improvement Roadmap, aligning all parties with shared safety goals. The ISMS complements our Airside Safety Management System by focussing on interface risks associated with Schiphol’s operations on airside. It provides a comprehensive view of safety risks and opportunities beyond the scope of individual entities, allowing for joint decision making among aviation parties to enhance safety measures. Lelystad Airport is currently in the process of setting up an ISMS as well.

### Security

Our Security Policy outlines our proactive approach to managing our IROs related to security, ensuring regulatory compliance and driving continuous improvement through innovation and collaboration. Security is fundamental for safe and efficient airport operations. Schiphol Group works closely with different parties, such as the Kmar and the National Coordinator for Security and Counterterrorism (NCTV), to drive compliance with relevant security laws and regulations in a customer-friendly and cost-efficient way. As an international hub, Schiphol faces a range of threats including terrorism, crime and other unlawful activities such as human and wildlife trafficking, that could disrupt airport or civil aviation operations.

In 2025, Schiphol completed a tender for security services at Schiphol. Following a court ruling on 4 November, confirming the legality of the award, contracts were definitively granted to I-SEC, Securitas and Trigion. A new private limited company has been established with all security companies where RSG holds a 25% share and the security company a 75% share to promote collaboration and high-quality operations. The new agreements starts in 2026, when part of the security staff will transfer to new employers and the Schiphol Security organization will launch. Significant

progress was also made with the introduction of new security lanes, for which the design and development were finalised in 2025.

RSG’s strategic approach to security encompasses measures to mitigate risks and prevent incidents. This includes advanced screening processes, extensive surveillance and strict access control protocols, all of which are regularly reviewed and updated to address evolving threats. RSG takes an integrated approach by working closely with sector partners to combat illegal activities, including human and wildlife trafficking. Collaboration with national and international organisations, including the ACI, enhances our ability to detect and deter unlawful activities, reinforcing our security framework.

### Cybersecurity

Considering that RSG forms part of the critical infrastructure for the Netherlands, cybersecurity is crucial to the success of our airport operations. Therefore, our cybersecurity standards must remain at the forefront of industry best practices. RSG is dedicated to meeting all stakeholder expectations regarding cybersecurity. By protecting the confidentiality, integrity and availability of information and information systems, we aim to execute our Business Strategy and realise our ambitions. Information security, by design and default, limits incidents that can affect the confidentiality, integrity and availability of Schiphol Group’s information assets.

Our Cybersecurity Policy is designed to anticipate and respond to the evolving impacts, risks and opportunities within the digital landscape, ensuring that Schiphol Group’s cybersecurity standards meet the latest industry best practices. The execution of the policy is supported by a range of both internal and external policies and management systems, including the European Union Aviation Safety Agency (EASA) Part-IS for Information security. Important related policies include the Information Security Policy.

### Impacts, risks and opportunities

RSG has identified several IROs pertaining to safety and (cyber) security:

### Actual positive impact:

1. Ensuring the safety of consumers and end-users on premises, in surrounding areas and air
2. Ensure the security of consumers and end users on premises, in surrounding areas and air
3. Effective business continuity control through robust information and testing processes, ensuring the resilience and recovery of critical airport systems when incidents occur

### Potential negative impact

4. Facilitating illegal activities (e.g., human and wildlife trafficking and spread of illegal substances) on RSG premises

### Risks

5. Failure to manage physical safety during airport operations, construction or extreme weather events can lead to serious injury, loss of life and disruption of airport operations

6. Failure to prevent or respond to extraordinary security incidents and terrorist threats that can result in casualties, injuries, operational disruption, reputational damage and instil fear in our employees and across society

7. Insufficient effective controls to prevent or respond to cyberattacks that can result in data breaches, reputational damage and operational disruption

The actual positive safety impacts relate to Schiphol Group's operations on airport premises and extend to our own workforce (both employees and non-employees), value chain workers, consumers and end-users. The safety impacts link to the strategic pillar 'Safety'. The security and risks impacts are systemic in the context of an airport. Schiphol Group is working hard and has implemented several actions to address these issues.

### Actions to manage our IROs for Safety

Our company's Safety Management Systems outline objectives, tasks, responsibilities, authorities and working agreements for managing health, safety and environmental

risks at our airports. All operational managers are responsible for effectively managing safety risks in their respective processes. The Safety Review Board formulates policies and goals to realise Schiphol Group's 'Safe performance' strategic objectives. Our Safety Leadership Principles require our leaders to set an example on safety and promote an open and just culture. Initiatives such as safety walks, safety promotion campaigns (such as safety alerts) and a yearly safety day are now part of daily operations.

### Safety and compliance

Our airports are monitored by various authorities, such as Inspectie Leefomgeving en Transport ('Human Environment and Transport Inspectorate'; ILT), Nederlandse Arbeidsinspectie ('Netherlands Labour Authority'), Hoogheemraadschap van Rijnland ('The Rijnland Regional Water Authority') and Omgevingsdienst Noordzeekanaalgebied ('North Sea Canal Area Environment Agency'). Schiphol has the responsibility to ensure a safe and orderly environment for everyone working within its operational area. To achieve this, Schiphol has its own 'Schiphol regulations'. The Schiphol Airport Authority monitors compliance with these regulations.

### Safety during construction

Safety is embedded in every construction project at Schiphol. Schiphol, engineers and contractors work closely together to ensure safety throughout the entire project lifecycle. Key controls are in place to prevent safety incidents during construction maintenance or projects. Schiphol Airport requires every project to have a health and safety management plan in place that addresses health and safety risks that can occur during the different phases of construction projects and determine measures to mitigate them. It must also include a procedure to prevent, report, register and follow up on incidents.

The regional airports also have construction safety measures in place. All construction projects, regardless of their size, undergo a risk-based permit-to-work assessment. This ensures that appropriate safety controls are in place before work begins, particularly in complex or high-risk environments such as the apron, maneuvering area or crowded parts within the terminal building.

### Crisis response enhancement

Schiphol Group is committed to strengthening its response capabilities for crisis situations, such as airplane accidents. This involves maintaining a well-trained fire brigade equipped with advanced Aircraft Rescue and Firefighting vehicles, procedures and tools. The Emergency Response Control Centre and the broader crisis organisation ensure that all participants are educated, trained and practised according to their roles.

In the event of an airplane accident, the Schiphol Crisis Plan defines the primary focus, extending to a broad radius around the airport for the fire brigade. The Crisis Plan as a whole covers an even larger area. We therefore engage with key stakeholders, including public and private emergency services, airlines and handlers, to provide comprehensive support and safety measures. Our main crisis management partners are Safety Region Kennemerland, the Kmar, Airport Medical Service the municipality of Haarlemmermeer, the National Coordinator for Security and Counterterrorism, Air Traffic Control, Dutch Railways and ProRail. Critical factors for success include well-trained personnel, appropriate vehicles and tools and strong interagency relationships. A plan-do-check-act (PDCA) cycle that evaluates crises and incidents globally drives continuous improvement, ensuring the crisis organisation evolves effectively.

EA, RTHA and LA each have their own crisis response plan, ensuring coordinated action during emergencies and supporting rapid decision-making.

### Runway safety

A critical component of the ISMS is its focus on mitigating material risks such as runway incursions and bird strikes. Each of RSG's airports have a Runway Safety Team to manage these risks. In 2025, 47 runway incursions occurred (2024: 34), of which 40 were classified as having no immediate safety consequences.

### Bird strike mitigation

Bird strike mitigation is managed together with ISMS partners. Active bird control measures reduce bird strike risks alongside ongoing research into sustainable bird deterrent methods, addressing environmental concerns alongside safety priorities. In 2025, RSG experienced 7.2 bird strikes

per 10,000 commercial flights (2024: 3.8/10,000 commercial flights), none of which resulted in a major incident. The increase is due to a higher availability of feedstock surrounding the airports.

#### Traffic safety at airside

Traffic safety at airside is a risk managed together with ISMS partners. We have made substantial efforts to enhance traffic safety. An important improvement has been allowing employees to access their homebase at airside via the terminal. This significantly reduced the exposure to traffic safety risk for employees. For more details on the Safety Improvement Roadmap and the implementation status of all measures, please visit this website.

In 2025, Rotterdam The Hague Airport launched the Aerodrome Safety Committee (ASC) to monitor and reduce apron-related risks. ASC's key focus areas include preventing foreign object damage, minimising equipment-aircraft collisions, enforcing driving rules and ensuring safe snow and ice operations. The committee also advises on Rotterdam The Hague Airport's safety procedures.

### Actions to manage our IROs for Security

#### Ensuring security at the airport

RSG aims to minimise the occurrence of security incidents with substantial impacts, maintaining a safe environment on premises, in surrounding areas and in the airspace. We manage our IROs with comprehensive security measures, including the screening of individuals and their baggage, extensive camera surveillance and stringent area and access control protocols. These measures, which cover the entire airport area and affect every user, are regularly updated based on changes in risks and compliance requirements. In 2025, we invested around 46 million euros in capital expenditures for security-related assets.

#### Fighting illegal activities

RSG is committed to fighting human and wildlife trafficking and smuggling by collaborating with sector partners, such as the Dutch government and ACI, and by establishing value chain management to combat illegal trade. RSG has a separate policy on human and wildlife trafficking in place that

focuses on educating employees to improve awareness, monitoring and reporting, as well as collaborating with partners to better detect signals and facilitate the fight against human and wildlife trafficking and smuggling. In 2025, Skyteam Airlines signed an Anti-Human Trafficking Declaration, showing their commitment to this cause as well.

#### Entry/Exit System

In November 2025, the digital Entry/Exit System (EES) for non-EU travelers was launched at Schiphol for non-EU travelers making short stays in Schengen countries. To ensure a smooth rollout at RSG's airports, we agreed with the government on a phased approach, expanding step by step to full EES registration. At all RSG airports, we have passenger assistants at the EES-locations to help travelers with their registration.

#### Collaboration within the sector

Collaboration plays a crucial role in the Security Strategy. RSG works closely with different sector stakeholders to foster a coordinated and integrated approach to security. These partnerships enable the sharing of best practices and resources, enhancing the overall security posture. The combined efforts and integration of these security protocols, supported by the airport's comprehensive security budget, highlights RSG's commitment to maintaining a secure and efficient airport environment in alignment with its Vision 2050.

### Actions to manage our IROs for Cyber security

#### Enabling business continuity through robust IT and data processes

Enabling business continuity through robust IT and data processes is a top priority. To achieve this, RSG has established a Cyber Security Management System (CSMS), designed to align information security objectives with its strategy. The CSMS is built on multiple processes embedded in the Information Security Policy. Regular compliance assessments and risk status reports are provided to the Executive Committee and Supervisory Board.

Each airport within Schiphol Group has its own CSMS, covering its respective company structure. The Governance

Framework prescribes a continuous PDCA cycle to manage progress on agreed upon action plans. These action plans are therefore continuously being updated based on findings and risks. The effectiveness of the actions is measured through the CSMS and the Cyber Security Programme, which highlight the efficiency of risk mitigation. Collaboration with local, national and international bodies ensures Schiphol Group remains cyber secure. The annual CSMS PDCA cycle results in the identification of strategic security actions, which are managed through the Cyber Security Programme.

#### Preventing and managing cybersecurity attacks

To address the risk of cybersecurity attacks resulting in full operational disruption, AMS, EA, RTHA and LA have implemented various defence mechanisms to prevent, detect, analyse and respond to cyber threats. In addition to the CSMS, Schiphol and Rotterdam The Hague Airport collaborate with several external cybersecurity partners and organisations. Internally, the Security Operations Centre (SOC) and Cyber Security Incident Response Team (CSIRT) operate 24/7 to ensure continuous protection throughout our airports. Each airport has its own SOC/CSIRT and associated partners managing cybersecurity risks. The effectiveness of the initiatives is monitored through the SOC and CSIRT in a continuous PDCA cycle, with reports submitted to the Executive Committee and Supervisory Board. Data sharing with LVNL, NCSC and other partners is conducted based on agreements and data classification.

### Metrics and targets

#### Safety

From 2025 onwards, we have a new safety metric for Schiphol, that replaces the metric on the net safety score. The new safety metric measures the percentage of safety measures from Risk Reduction Action Plans that are implemented based on a self-assessment of the business. The reasoning behind this approach is that we have more direct control over the execution of safety measures than over the number of days with or without serious incidents. The target for this new safety metric is to implement 80% of all the measures, as included in the action plans. Additionally, measures that are classified as 'must haves' must all be

implemented. The ‘must have’ measures are determined by the business together with HSE advisors. In 2025, 94% of the must-have measures (target: 100%) and 88% of all measures (target: 80%) have been finalised based on a business self-assessment. 3 out of 47 must-have measures, have not been formally or completely implemented. However, the underlying risk they are intended to address is effectively controlled and mitigated.

In addition to this target, we assess our performance on our top safety risks, including bird strikes, runway incursions, fire safety risks, electrical safety risks and risks related to construction and maintenance. We do this by monitoring the number of occurrences and the functioning of risk-mitigating measures (key controls). Safety performance is reported each quarter and discussed by Schiphol’s Safety Review Board and in the Management Teams of the risk owners. In 2025, 1975 (2024: 1,627) near incidents and potentially dangerous situations were recorded in Schiphol’s Incident Learning System (accident prevention and management system). The data in our safety database allows us to analyse trends and to investigate incidents.

#### Safety of own workforce and value chain

In 2025, we recorded 0 fatalities (2024: 0) resulting from work-related injuries and work-related ill health among workers in the value chain working at RSG’s sites. The number and rate of recordable work-related incidents (LTIFR) were 4 and 0.7, respectively. Additionally, there were 50 cases of recordable work-related ill health, subject to legal restrictions on the collection of data.

#### Safety of passengers and visitors

In 2025, RSG reported 813 (2024: 822) incidents involving injuries to passengers and visitors that required attention from our inhouse emergency response service.

#### Safety metrics

Metric	Scope	2025	2024
Number of near incidents and potentially dangerous situations	RSG	1,975	1,627
Number of incidents of aircraft being damaged during ground handling	RSG	97	92
Number of incidents leading tot injuries to travelers and visitors	RSG	813	822
Number of injuries due to traffic collisions on the peripheral roads and aprons	RSG	27	25
Average number of incidents leading to injuries over past 5 years (incl. fire dep) <i>Amsterdam Airport Schiphol</i>	AMS	6.8	7.6
<b>Health and safety</b>			
Schiphol execution of safety measures in risk reduction plans [all plans / must have plans]	AMS	88% / 94%	-
Number of fatalities as result of work-related injuries and work-related ill health of other workers working on undertaking’s sites	RSG	0	0
The number of fatalities as a result of work-related injuries and work-related ill health	RSG	0	0
The number of recordable work-related incidents	RSG	8	13
Percentage of employees covered by the health and safety management system	RSG	100%	100%
Number of cases of recordable work-related ill health	RSG	50	41
<b>Lost Time Injury Frequency (LTIF)</b>			
The rate of recordable work-related incidents (LTIF)	RSG	0.7	2.3
Lost Time Injury Frequency (incl. fire dpt) <i>Amsterdam Airport Schiphol</i>	AMS	0.7	2.3
Lost Time Injury Frequency (excl. fire dpt) <i>Amsterdam Airport Schiphol (target 2025: 1)</i>	AMS	0.4	1.3
Lost Time Injury Frequency fire department <i>Amsterdam Airport Schiphol (target 2025: 22)</i>	AMS	6.9	19.5
<b>Runway incursions</b>			
Total number of runway incursions occurred	RSG	47	34
Number of runway incursions with immediate safety consequences (A/B)	RSG	1	0
Number of runway incursions with a potential safety consequence (C)	RSG	6	0
Number of runway incursions without immediate safety consequences (D)	RSG	40	34
<b>Birdstrikes</b>			
Number of bird strikes per 10,000 commercial air transport movements	RSG	7.2	3.8

#### Runway incursion

	2025	2024
Schiphol	14	14
Eindhoven	16	5
Rotterdam	7	6
Lelystad	10	9
<b>RSG</b>	<b>47</b>	<b>34</b>

### Security

The effectiveness of our security operations is reflected in key performance metrics, such as the average waiting time for passengers. In 2025, the percentage of passengers experiencing waiting times of less than 10 minutes, from the start of the queuing line to the start of the security process for economy passengers, was 89.8% (2024: 92.3%). A 10-minute timeframe is a common standard in the aviation industry and is also part of the agreements with airlines. Due to the sensitivity of other security data, we do not disclose other indicators for the effectiveness of our security processes. In alignment with ESRS 1, section 7.7 on Classified and Sensitive Information, we are not required to disclose such information, even if it is material, as it relates to safeguarding natural and/or legal persons.

Furthermore, RSG has set an additional 2025 company target to measure the ease of going through security for our passengers with a target passenger satisfaction score of 3.92. With Schiphol recording a score of 3.83, the target was not achieved due to a significant increase in delays attributable to the gradual implementation of the security process for the Kmar. In Q4 2025, these delays exceeded 8.800 minutes, compared to 4.800 minutes in Q4 2024. This resulted in a higher number of passengers being redirected to alternative security filters with screening lanes, leading to a greater deployment of required capacity at these lanes than originally planned. Consequently, queues formed and passengers experienced longer walking times. In Q4 2025, a customer arena was held to identify the key drivers behind this KPI. From Q1 2026 onwards, these security drivers will be actively managed with the aim of improving this KPI.

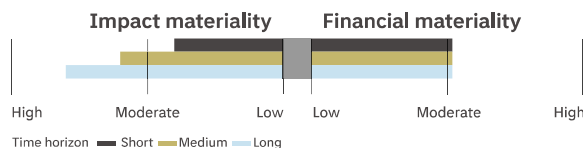
### Cybersecurity

Although RSG has relevant metrics and targets in relation to cybersecurity, we have chosen not to report on them for confidentiality reasons. This includes data on how we enable business continuity through our Cyber Security Management System, as the operations of the airport are considered sensitive. In alignment with ESRS 1, section 7.7 on Classified and Sensitive Information, we are not required to disclose such information, even if it is material, as it relates to safeguarding natural and/or legal persons. This ensures the protection of our operations against cybersecurity attacks that could lead to operational disruptions or the leaking of sensitive proprietary data, while maintaining the overall relevance of our disclosures.

Metric	Unit	Scope	2025	2025	2024	2023
			target			
Waiting time <sup>1</sup>	%	RSG	-	90%	92%	94%
Waiting time <sup>1</sup>	%	AMS	95%	89%	91%	94%
Ease of going through security	Score out of 5	AMS	3.92	3.83	-	-

1 Percentage of passengers waiting shorter than 10 min to go through security

## Business conduct



### Our strategy, policy and governance

#### Business ethics and corporate culture

We are committed to conducting our business in a responsible and ethical manner, emphasising transparency, fairness and accountability.

Our commitment aligns with both local and international standards, including the OECD Guidelines for Multinational Enterprises, UN Guiding Principles on Business and Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. We have embedded this in our RBP, which was updated in 2025. The RBP is applicable to employees, employees in the value chain, customers and other stakeholders that RSG interacts with.

The RBP outlines how we navigate our material IROs in business ethics and corporate culture. This policy focusses on RSG-defined human rights topics, as well as taxation, fair competition and bribery, ensuring our operations align with our ethical standards and commitments.

The RBP highlights human rights relevant to our airport operations, such as human dignity, labour conditions, a liveable climate and freedom of association. It also explains our governance of these topics, including processes for preventing, ceasing and mitigating potential negative human rights impacts, monitoring and tracking performance and providing remediation. The policy ensures compliance with the minimum safeguards as part of the EU Taxonomy.

On a yearly basis, we perform a risk assessment on RSG's responsible business impact throughout the value chain as

part of the due diligence process. Please refer to the EU Taxonomy chapter.

The RBP works in harmony with other policies and processes, especially the Code of Conduct, the integrity (Speak-Up) reporting line, the supplier Check-in document and our General Purchasing Conditions. The Code of Conduct (CoC) sets general ethical guidelines and expectations for all employees, emphasising behaviours such as avoiding discrimination, sexual harassment, bullying and complying with laws on competition, public procurement, data protection, fraud, anti-corruption and bribery. While the CoC provides a broad integrity framework, the RBP zeroes in on human rights and related ethical practices. Together, these policies form a robust framework supporting RSG's commitment to ethical conduct. Eindhoven Airport drafted its own RBP, based on RSG's document.

The RSG Leadership Team, reporting to RSG's Executive Committee, is responsible for following up on the RBP, taking mitigating measures within their respective departments and ensuring compliance with applicable laws and internal policies in their own operations. In line with RSG's overview of compliance risk areas, the Director Corporate Legal oversees the overall implementation of the RBP and reports to the Executive Committee. The Supervisory Board is updated on the progress and results in relation to the RBP, if needed.

#### Supplier and procurement practices

Schiphol Group has developed a comprehensive Supplier and Procurement Practices Policy. This policy outlines how we manage IROs in our procurement and supplier relationships. Rooted in principles of collaboration, integrity and responsibility, the policy ensures that all procurement activities contribute to a quieter, cleaner and better airport experience. It complements other critical policies and guidelines, such as the Schiphol Check-in document, CoC, General Purchasing Conditions and the RBP, guiding our actions and setting expectations for ethical conduct and collaboration with our suppliers.

In addition, our approach to all payment practices follows the policy that if the delivery of a product or service, as stated on

the invoice, is agreed upon, payment will (under normal circumstances) be made no later than the due date indicated on the invoice.

Schiphol Group also screens its potential suppliers on environmental and social criteria. The selection of suppliers is based on requirements approved by the Internal Sustainability Lead. Furthermore, suppliers need to agree with the HSE Management System.

The Chief Procurement Officer (CPO) oversees the implementation of this policy, with progress and impact reports provided to the CFO. The Supervisory Board, is involved in the Tender Strategy of major and/or strategic projects.

### Impacts, risks and opportunities

Schiphol Group has identified several IROs related to business conduct:

#### Actual positive impacts:

1. Enable and promote ethical business practices through a strong Integrity Programme and governance, including anti-corruption measures and accessible whistleblower mechanisms
2. Adoption of ethical supplier and procurement practices

#### Potential positive impact:

3. RSG's lobbying activities are considerate of and advocate for environmental and public health concern

#### Risk:

4. Supply chain constraints or disruption, including bankruptcy of critical business partners

## Actions to manage our IROs for Business ethics and corporate culture

### Mechanisms for reporting and investigating integrity concerns

Schiphol Group's airports have mechanisms in place for identifying, reporting and investigating concerns about unlawful behaviour or behaviour that contradicts our CoC or RBP. Integrity reports are submitted to the Integrity Committee, which can investigate and advise on the necessary response to (possible) concerns. The Integrity Committee reports incident findings to the Executive Committee at least twice a year. In cases of serious reports, Executive Committee involvement is ensured through its representatives on the Integrity Committee. The Integrity Committee also reports to the Supervisory Board's Audit Committee and to the People Committee regularly. The external auditor is updated two to four times a year. Additionally, external stakeholders from the value chain can report concerns. If necessary, we ensure that reports are handed over to and are adequately handled by the relevant (external) stakeholder responsible for the concern.

### Whistleblower protection

Our CoC includes detailed provisions for internal reporting channels and measures implemented to ensure compliance with Dutch law ('Wet bescherming klokkenluiders'). This ensures a clear framework, including anonymous reporting options, prohibition of retaliation, monitoring by the compliance department and periodic reporting to the Executive Committee. Reporting procedures are embedded in our standard integrity training, including the CoC e-learning. Staff responsible for receiving reports follow external training where necessary to ensure the integrity and effectiveness of the reporting procedure.

### Preventing, detecting and investigating cases of corruption and bribery

RSG aims to prevent, detect and investigate corruption and bribery. We embed anti-corruption and anti-bribery standards, aligned with the UN Convention Against Corruption into our compliance policies, Ethics Programme and reporting mechanisms. All employees and value chain partners are encouraged to report concerns regarding fraud, bribery and/or corruption via established channels, including

the Speak-Up reporting line. The Integrity Committee, operating independently from management, ensures objective investigations and thoroughness. In the event that a report involves a committee member, a separate procedure is followed.

### Training and awareness programmes

Schiphol Group aims to educate employees and stakeholders on human rights principles and our commitment to upholding them as part of our Integrity Training Programme. The programme focusses on topics including social safety, integrity and responsible business practises such as human rights and the prevention of bribery and corruption. In-person and digital trainings are available to all employees, including management, with integrity training integrated into the onboarding process for new employees. This includes our CoC e-learning, which is reviewed and retaken by our employees every two years and was last updated in 2025. The Compliance & Ethics department of Schiphol also provides integrity training for our regional airports.

### Actions to manage our IROs for supplier and procurement practices

We actively monitor the financial health and compliance of our supplier base through ongoing dialogues with suppliers, market analyses and internal audits. Given our reliance on key suppliers, securing and managing the supply of materials and resources is crucial. To assess effectiveness and ensure compliance, RSG utilises audits, baseline measurements and conducts weekly Tender Committee meetings. We manage supplier and procurement practices through the following actions:

#### Stakeholder engagement

Our aim is to align our business with stakeholder and societal needs. Therefore, we proactively communicate and offer multiple engagement channels to understand stakeholder perspectives on products and services, our business performance, our role in society and other topics. Furthermore, as part of our human rights due diligence, we conduct a structured risk analysis, which results in a risk register that helps us identify key human rights topics and manage related risks across our operations and the value chain. This process helps assess the impact on affected

stakeholders and ensures transparency and accountability in addressing human rights risks.

### Incorporating check-in principles for ethical supplier collaboration

RSG's check-in principles, which are embedded into all new and existing contracts and tenders, drive ethical supplier collaboration. This ongoing initiative is supported by dedicated operational expenditure and affects Procurement & Contracting, Schiphol departments and tenderers. The expected outcome is a robust ethical collaboration framework, with the principles already integrated into strategic tenders and supported by a comprehensive text database and templates.

### Business Model Framework

In 2025, RSG developed a new Business Model Framework to determine the Sourcing Strategy for new supplier contracts and to establish the organisation's future business model. The framework is based on a collaborative approach to engaging with suppliers and other partners. It is built on mutual trust, aims to create win-win situations and leverages external knowledge and market expertise. At the beginning of a procurement project, RSG conducts an analysis to decide whether to make, buy or ally. As part of the analysis, we take into account the cost of the project and RSG's strategic principles.

### General purchasing conditions for ethical practices

To maintain ethical procurement practices, RSG requires all suppliers and tenderers to comply with general purchasing conditions that address personal data processing, digital security, legal obligations, integrity and corporate responsibility. These mandatory conditions are regularly updated based on new laws or feedback, ensuring a consistent baseline of ethical standards across all contracts and procurement activities.

Eindhoven Airport has a sustainability manual in place that sets out requirements and ambitions for construction, renovation, procurement and service hiring. Projects are assessed through minimum sustainability criteria and (higher) levels of ambition.

### Tender Committee for ethical procurement practices

RSG has a Tender Committee to ensure procurement practices are ethical and lawful. This committee aims to guarantee a transparent, objective, non-discriminatory, proportional and efficient procurement process. The committee's scope includes all procurement projects posing safety, reputation or significant financial risks affecting a broad range of stakeholders. Their effectiveness is ensured through mandatory approvals at five critical stages, with external expert advice sought when necessary.

### Credit check policy for financial health of suppliers

To manage financial risks, Schiphol Group performs credit checks on all potential, new and current suppliers. This ongoing action helps us assess the financial health of our suppliers, with regular assessments ensuring continued oversight. All suppliers are subject to these credit checks, aiming to control financial risks within our supplier base. The policy is fully implemented, with an annual investment of 14,000 euros expected for 2025 and subsequent years.

### Compliance Check Policy for risk management

We conduct compliance checks of all suppliers to identify risks related to sanctions, industry type, bribery and corruption and adverse media. This ongoing action provides us with insights and control over compliance risks within our supplier base. These compliance checks apply to all suppliers, ensuring that we can manage potential risks effectively. The policy is implemented and regularly assessed, with an annual investment of 11,000 euros expected for 2025 and beyond.

### Financial measures in tenders for risk control

To ensure compliance in national and European tenders, RSG conducts annual assessments and regular audits using standardised financial measures to control financial risk. These financial measures apply to all tender participants, require annual assessments and approval from the Tender Committee and are implemented using internal resources.

### Supplier terms and payments

At RSG, payments are processed weekly, covering items due through the following week. Outstanding items are regularly reviewed to identify delays and their causes.

## Actions to manage our IROs for Lobbying

### Political influence and lobbying activities

RSG is committed to driving sustainability within the aviation industry. This commitment is reflected in our lobbying activities, which emphasize environmental and public health considerations. We achieve this through a variety of initiatives, such as incorporating incentives for more sustainable aviation charges, providing subsidies for SAF and advocating for structural sustainability improvements at both the national and European level.

### Registration and transparency RSG is registered in the EU Transparency

Register under the identification number 793750635630-82.

### Lobbying focus areas in 2025

In 2025, our lobbying efforts focussed on the following themes:

- Elections of the House of Representatives
- Schiphol as vital infrastructure in the context of resilience
- Airport Traffic Decision (in Dutch: *Luchthavenverkeersbesluit*)
- Nitrogen and the nature permit
- Quality of Work, including Aircraft and Diesel Engine Emissions (VDME), UFPs and physical strain
- The use of Lelystad Airport for commercial traffic
- European Entry/Exit System
- Expansion North/South line (landside accessibility)
- Expansion of the European emission trading system and higher blending of SAF1
- Adjustment of the outdated EU Slots Regulation
- Importance of aviation and Schiphol in the context of the Wennink report

These topics interact with our material IROs and topics on Climate change, Pollution, Biodiversity, Employment practices in the value chain, Affected communities and noise, Airport attractiveness to consumers and end-users, and Safety and (cyber) Security. For many of these themes, RSG lobbies together with relevant (sector) partners. Our main positions on the above topics are aligned with our material IROs. This ensures that our lobbying efforts not only address immediate concerns but also contribute to long-term sustainability goals.

### Governance and responsibility

- Executive Committee: The CEO is the key representative responsible for our lobbying activities.
- Supervisory Board: The Chair of the Supervisory Board holds ultimate responsibility.

### Compliance and ethical standards

In 2025, there were no appointments of managing or supervisory directors who have or have had a position in public administration within the two years preceding their appointment. This ensures compliance with regulations and maintains the integrity of our lobbying efforts.

### Financial contributions

The total monetary value of financial and in-kind political contributions made directly and indirectly by RSG is zero euros. Financial or in-kind support being: provided directly to political parties, their elected representative or persons seeking political office. Indirect political contribution refers to those political contributions made through an intermediary organisation.

## Metrics and targets

### Business ethics and corporate culture

In 2025, 29 issues were reported to the Integrity Committee (2024: 25), mainly related to unwanted behaviour. No human rights violations or violations related to material fraud and bribery or corruption occurred in 2025. There were 3 reports issued relating to discrimination. If necessary, appropriate actions were taken. In addition, there are no known incidents or complaints that have resulted in material, legal cases, fines, penalties or damages, nor are there any known human rights incidents involving RSG's employees that may have resulted in legal cases, fines, penalties or damages. No human rights violations were identified.

The number of reports shown here includes all reports received by the Integrity Committee. Please note that the Integrity Committee also receives reports concerning issues involving stakeholders in our value chain where our organisation is not directly involved, but where we can play a role in ensuring these reports are adequately followed up.

Therefore, the total number of reports includes both reports directly related to our own workforce and reports concerning issues that occur at value chain stakeholders.

### Supplier and procurement practices

RSG closely monitors and optimises its payment processes to maintain robust supplier relationships and operational

efficiency. We take an average of 24 days to pay an invoice from the date when the contractual or statutory term of payment begins. This ensures timely settlement of dues and supports our commitment to financial responsibility. Our standard payment terms by main categories of suppliers is 30 days, with a notable 92% of our payments being made within these established timelines. This adherence to standard payment terms highlights our reliability and

consistency in financial dealings. We currently have zero legal proceedings outstanding related to late payments.

#### Business ethics metrics

Metric	Unit	Scope	2025	2024
<b>Incidents</b>				
Total number of incidents of discrimination reported in the reporting period	#	RSG	3	1
Total number of incidents of harassment, reported in the reporting period	#	RSG	11	13
Total number of incidents involving actors in the value chain when own employees are directly involved	#	RSG	0	0
The number of complaints filed through channels for people in own workforce on all other incidents	#	RSG	15	11
<b>Fines and convictions</b>				
Total amount of fines, penalties, and compensation for damages as a result of the incidents	€	RSG	0	0
Amount of material fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce	€	RSG	0	0
Amount of fines for violation of anticorruption and antibribery laws	€	RSG	0	0
Number of convictions for violation of anticorruption and antibribery laws	#	RSG	0	0
<b>Severe human rights issues</b>				
Number of severe human rights issues and incidents connected to own workforce	#	RSG	0	0
Number of severe human rights issues and incidents connected to own workforce that are cases of non respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	#	RSG	0	0

#### Supplier and procurement practices

Metric	Unit	Scope	2025	2024
Standard payment terms in number of days	# days	RSG	30	30
The average time the undertaking takes to pay an invoice	# days	RSG	24.24	29.55
The percentage of the payments aligned with these standard terms	%	RSG	92%	90%
The number of legal proceedings currently outstanding for late payments	#	RSG	0	0

# CSRD reference table

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation <sup>1</sup>
<b>ESRS 2: General disclosure</b>				
BP-1	General basis for preparation of the sustainability statement	General basis of preparation for non-financial disclosure, p. 77-79	Consolidated basis including RSG and its value chain; follows financial control approach. No disclosure exemptions; omissions explicitly stated where applicable.	
BP-2	Disclosures in relation to specific circumstances	General basis of preparation for non-financial disclosure, p. 77-79	Any deviations from scoping are disclosed. Includes time horizon definitions, uses GHG protocol for Scope 3 emissions, and updates for emission factors yearly. Kappé Group acquisition impacts ESG reporting, primarily concerning employees.	
GOV-1	The role of the administrative, management and supervisory bodies	<b>Incorporation by reference</b> Corporate governance: p. 59-61	<b>Incorporated by reference:</b> Integrated with ERM and ESG governance. CEO responsible for sustainability; the Executive Committee defines vision.	x
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	<b>Incorporation by reference</b> Corporate governance, Sustainability governance: p. 60-61	<b>Incorporated by reference:</b> Executive Committee and Supervisory Board have defined governance structures and responsibilities for sustainability.	
GOV-3	Integration of sustainability related performance in incentive schemes	<b>Incorporation by reference</b> Corporate governance: p. 59-61 <b>Sustainability Statement</b> Climate change: p. 97	<b>Incorporation by reference:</b> All Company targets are a key component of the Executive Committee remuneration. For statement related to climate-related targets, please see climate change chapter.	
GOV-4	Statement on sustainability due diligence	EU Taxonomy: Minimum Safeguards, p. 110	Aligned with OECD and UN guidelines.	x
GOV-5	Statement on sustainability due diligence	EU Taxonomy: Minimum Safeguards, p. 110	Integrated with annual risk assessment and Double Materiality Assessment (DMA); Supervisory Board supervises material topics management. Any relevant risk management and internal control processes are disclosed.	
SBM-1	Market position, strategy, business model(s) and value chain	<b>Incorporation by reference</b> Value chain, p. 82-83 and IRO table p. 86-89 <b>Sustainability Statement</b> General basis of preparation for non-financial disclosure, p. 77-79 DMA , p. 84-85	<b>Incorporation by reference:</b> Refer to Value chain and Strategy chapter for linkage between business model, strategy and value chain, connecting with the DMA. Includes key elements of business model and value chain impacts, supported by data from the DMA. <b>ESRS 2 40:</b> As for all requirements relating to a breakdown of geographical area, this kind of segmentation is not appropriate for RSG, due to current activities being almost entirely concentrated in the Netherlands.	x
SBM-2	Interests and views of stakeholders	<b>Incorporated by reference</b> Corporate governance: p. 59-61 <b>Sustainability Statement</b> General basis of preparation for non-financial disclosure, p. 77-79	Stakeholder interests integrated into our Vision 2050 and DMA. Regular dialogues ensure alignment with strategic priorities. <b>Incorporated by reference:</b> for the way that administrative, management and supervisory bodies are informed about views and interests of affected stakeholders with regard to sustainability-related impacts, we refer to the chapter Governance and Risk Management.	
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model(s)	<b>Incorporation by reference</b> IRO table: p. 86-89 <b>Sustainability Statement</b> Double materiality results, p. 84-85	<b>Incorporation by reference:</b> The overview connecting your world shows the link between our material topics and our strategic pillars and enablers. A DMA is conducted, that affects strategy and resource allocation. This ensures resilience against identified impacts and opportunities. <b>Phased-in option used for ESRS 2 SBM-3, 48e</b> (anticipated financial effects), in line with ESRS 1 Appendix C, since this data is not yet available. We will work towards reporting on the anticipated financial effects in the coming years.	
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Double materiality assessment, p. 80-81	Detailed DMA process is described for 2025, and 2024 is described on a higher level. For more detailed information we refer to the 2024 Annual Report.	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation <sup>1</sup>
IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability statement	Double materiality results, p. 84-85	All key topics are covered, considering MDR guidelines. Deviations are noted in the ESRS Content Index.	
MDR-P	Policies adopted to manage material sustainability matters	Refer to each topic chapter for disclosure of policy	All material topics are disclosed in accordance with the MDR approach. Each policy details related actions, metrics and targets, as disclosed per material topic. Deviations are noted in the CSRD reference table.	
MDR-A	Actions and resources in relation to material sustainability matters	Refer to each topic chapter for disclosure of actions to manage IROs	All material topics are disclosed in accordance with the MDR approach. Deviations are noted in the CSRD reference table .	
MDR-M	Metrics in relation to material sustainability matters	Refer to each topic chapter for disclosure of metrics	All metrics in relation to material topics are disclosed in accordance with the MDR approach. Deviations are noted in the CSRD reference table. For Entity specific metrics, methodologies and assumptions are additionally disclosed in the respective section that follows per topic.	
MDR-T	Tracking effectiveness of policies and actions through targets	<b>Incorporation by reference</b> Corporate governance: Setting and monitoring sustainability targets, p. 62 <b>Sustainability Statement</b> General basis of preparation for non-financial disclosure, p. 77-79	For most material topics, measurable time-bound outcome-oriented targets are set. For these targets all MDR-T requirements are applied. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter. <b>Incorporation by reference:</b> For the target setting process, we refer to the chapter Governance and Risk Management, paragraph Setting and monitoring sustainability targets.	
<b>ESRS E1: Climate change</b>				
E1 SBM-3	Material impacts, risks and opportunities, and their interaction with strategy and business model	Climate change: Physical and transition risks, p. 91-92	Resilience analysis was conducted in 2022.	
E1 IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Climate change: Physical and transition risks, p. 91-92	For physical risks, we utilised the KNMI climate projections, while the TCFD framework was employed to identify transition risks. These risks were incorporated into the DMA.	
E1 GOV-3	Integration of sustainability related performance in incentive schemes	Climate change: Climate change mitigation, p. 97		
E1-1	Transition plan for climate change mitigation	Climate change: Transition Plan & actions, p. 92-93	Plan aligns with Trias Energetica approach.	x
E1-2	Policies related to climate change mitigation and adaptation	Climate change: Our strategy, policy and governance, p. 90-91	RSG has both a climate change mitigation and adaptation policy in place. The policies support RSG's 2030 carbon emissions goals for Scope 1, 2 and selected Scope 3 activities and include adaptation strategies and investment in resilient infrastructure.	
E1-3	Actions and resources in relation to climate change policies	Climate change: Actions to manage our IROs, p. 92-97	<b>AR19-22:</b> Key actions focus on energy efficiency and electrification. Investments in green bonds and infrastructure support climate goals. Resource dependency is critical, with alignment to climate objectives.	
E1-4	Targets related to climate change mitigation and adaptation	<b>Incorporation by reference</b> Strategy and performance: Environment and society, p. 24 Corporate governance: Setting and monitoring sustainability targets, p. 61 <b>Sustainability Statement</b> Climate change: Metrics and targets, p. 97	<b>Incorporation by reference:</b> For the target setting process, we refer to the chapter Corporate governance, paragraph Setting and monitoring sustainability targets. Additionally, we refer to our Strategy and performance chapter for our performance on the Sustainability company target. <b>ESRS E1-4 33:</b> We have disclosed relevant entity specific metrics and applied the MDRs. Key assumptions and methodologies: - Energy efficiency rating: The total sum of realized energy efficiency measures in the reporting year provided as a percentage compared to the total of the reporting year. Airside electrification: There are 8 projects in scope for airside electrification. To determine the final percentage of electrification projects that have been realized, the total number of projects completed is divided by the total number of projects in scope, and multiplied by 100 calculate the percentage. <b>CO<sub>2</sub> targets:</b> We have a CO <sub>2</sub> target for 2030 and an ambition for 2050. Targets are reported	x

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation <sup>1</sup>
			against base year 2019. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter.	
E1-5	Energy consumption and mix	Additional environmental information, p. 145		x
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	Climate change: Metrics and targets, p. 99-100	Calculation methodologies, scope and boundaries can be found in the additional environmental information chapter.	x
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	Additional environmental information, p. 145	Calculation methodologies can be found in the additional environmental information chapter.	x
E1-8	Internal carbon pricing	Omitted	No internal carbon pricing scheme in place.	
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Phased-in	Phased-in option used, in line with ESRS 1 Appendix C. We are working towards reporting on the anticipated financial effects in the coming years.	x
MDR-M	Metrics in relation to material sustainability matters (Entity specific)	Metrics and targets, p. 98	We set a target for the the number of airside electrification projects completed.	
<b>ESRS E2 Pollution</b>				
E2-1	Policies related to pollution	Our strategy and policy, p. 100		
E2-2	Actions and resources related to pollution	Actions to manage our IROs, p. 101-102		
E2-3	Targets related to pollution	Metrics and targets, p. 102-103	ESRS E2-3 23b: Not applicable - Water pollution deemed immaterial. ESRS E2-4: We have set nature permit company target for AMS. Please see the MDR-M 'metrics in relation to material sustainability matters (Entity specific)' for more information on these targets. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter.  <b>ESRS E2-4 28b, 31:</b> Not applicable - Microplastics considered immaterial and estimation methodology disclosed. Key Assumptions and Methodologies: <b>1. Air Pollution Metrics:</b> For 2025, estimates for Eindhoven Airport, Rotterdam The Hague Airport, and Lelystad Airport include total Air Traffic Movements (ATMs) for both commercial and general aviation. Kappé is included in the Amsterdam Airport Schiphol figures for air pollution. In 2024, NOx emissions accounted only for commercial aviation, as emissions from general aviation were excluded based on the most accurate source used for calculating all air emissions at the time (Natuurvergunning). <b>2. Data Coverage:</b> Aviation emissions of nitrogen oxides are based on data from 01 November 2024 to 31 October 2025. For all aviation emissions (excluding NOx), the following categories are included in the calculations: take-offs, landings, Auxiliary Power Unit (APU) usage, and taxiing of aircraft. Airside emissions calculated include NMVOC, PM10, NOx, CO, and SO2. <b>3. Ground Source Emissions:</b> Ground sources taken into account include test runs, pick-up operations, emergency power generators, central fire suppression system, Ground Support Equipment (GSE), parking, and fire training exercises. The emissions calculated include NMVOC, PM10, NOx, CO, SO2, Benzene, Naphthalene, Polycyclic aromatic hydrocarbons (PAHs), Particulate matter (PM2.5). 2024 data was used for emergency power generators and central fire suppression system. The source of the emission factors used to calculate the air emissions coming from ground sources is Geilenkirchen, et al. The source of emissions coming from transport was the emission list as released by Rijksoverheid in April 2025. <b>4. Lead Pollution:</b> Lead emissions are reported solely for Rotterdam The Hague Airport and Lelystad Airport, as this is applicable only to these locations.	
E2-4	Pollution of air, water and soil	Metrics and targets, p. 102-103		x

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation <sup>1</sup>
E2-5	Substances of concern and substances of very high concern	Metrics and targets, p. 102-103	<b>5. Soil Pollution Metrics:</b> A third party is involved in the reporting process. Kappé is included in the Amsterdam Airport Schiphol emissions data. Only spills that reached the soil are considered in scope. Air pollution metrics categorised, defined by the RIVM, as either a 'zeer zorgwekkende stof' (ZZS), or as a non-ZZS. Exclusions to scope are detailed as footnote below the table.	
E2-6	Anticipated financial effects from material pollution-related risks and opportunities	Phased-in	Phased-in option used, in line with ESRS 1 Appendix C. We are working towards reporting on the anticipated financial effects in the coming years.	
MDR-M	Metrics in relation to material sustainability matters (Entity specific)	Metrics and targets, p. 102-103	We have set a nature permit company target for AMS with 7 underlying targets. These underlying targets are related to what is prescribed in the nature permit itself and consists of the following topics: Number of flights and airborne NOx emissions, Emissions of traffic on airside, Emissions of APU usage, Emissions of taxiing, Number of fossil-fueled vehicle movements, Emissions of construction projects, and lawsuits.	
<b>ESRS E4 Biodiversity</b>				
E4 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Actions to manage our IROs, p.104	While a transition plan is underway, actions to restore, maintain and improve biodiversity do consider RSG's impact on Natura 2000 areas.	
E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	Actions to manage our IROs, p.104	Development of biodiversity transition plan is underway for 2025. Actions related to managing biodiversity impacts, stemming from our business model are covered.	
E4-2	Policies related to biodiversity and ecosystems	Our strategy and policy, p. 104		x
E4-3	Actions and resources related to biodiversity and ecosystems	Actions to manage our IROs, p.104		
E4-4	Targets related to biodiversity and ecosystems	Metrics and targets, p. 104	We have set a Nature permit company target for AMS that is linked to biodiversity.	
E4-5	Impact metrics related to biodiversity and ecosystems change	Metrics and targets, p. 104	Number of sites owned, leased or managed in or near protected areas or key biodiversity areas that undertaking is negatively affecting	
E4-6	Anticipated financial effects from biodiversity and ecosystem-related impacts, risks and opportunities	Phased-in	Phased-in option used, in line with ESRS 1 Appendix C. We are working towards reporting on the anticipated financial effects in the coming years. Currently no biodiversity offsets are purchased.	
MDR-M	Metrics in relation to material sustainability matters (Entity specific)	Metrics and targets, p. 104	We have set entity specific metrics for biodiversity for the share of green area at RSG airports, and the total number of Natura 2000 areas affected by the airport operations.	
<b>ESRS E5 Resource use and circular economy</b>				
E5-1	Policies related to resource use and circular economy	Our strategy and policy, p. 105		
E5-2	Actions and resources related to resource use and circular economy	Actions to manage our IROs: p. 105-106		
E5-3	Targets related to resource use and circular economy	<b>Incorporation by reference</b> Corporate governance: Setting and monitoring sustainability targets, p. 61 <b>Sustainability Statement</b> Metrics and targets, p. 106-107	For the metrics total waste generated in the operation, total amount of residual streams per passenger and the source separation rate we have set targets for Amsterdam Airport Schiphol for 2025. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter. <b>Incorporation by reference:</b> For the target setting process, we refer to the chapter Governance and Risk Management, paragraph Setting and monitoring sustainability targets.	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation <sup>1</sup>
E5-4	Resource inflows	Omitted	Our activities and measures are prioritised on the operational outflow streams. Based on the outflow data, we define front-end and back-end actions to reduce total amount of waste. Therefore, inflow metrics are not directly material to steer and measure progress on.	
E5-5	Resource outflows	Metrics and targets, p. 107	<b>ESRS E5-5 36, 40:</b> Not applicable to RSGs' construction outflow data as it primarily pertains to product durability and recyclability, which are not relevant to operational waste management practices. A third party is involved in the reporting process. <b>Operational waste:</b> In 2024 we used an estimation for Lelystad Airport based on their number of commercial flights (being 0), due to the waste metrics being on operational waste. As no actual data for 2024 is available, this estimated figure continues to be reported. In 2025 actual data for LA was used. A third party is involved in the reporting process.	x
E5-6	Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	Phased-in	Phased-in option used, in line with ESRS 1 Appendix C. We are working towards reporting on the anticipated financial effects in the coming years.	
<b>ESRS S1 Own workforce</b>				
ESRS 2	Material impacts, risks and opportunities and their interaction with strategy and business model	Impacts, Risks and Opportunities (IROs), p. 111	<b>ESRS2 SBM-3 S1 14e:</b> No material IROs related to own workforce resulting from RSG's carbon emission reduction. <b>ESRS2 SBM-3 S1 14 f &amp; g:</b> No operations/countries/geographic areas considered at risk.	
S1-1	Policies related to own workforce	Our strategy and policy: p. 111	All policies on material IROs are detailed in the Own Workforce chapter, with references to RSG's Safety chapter covering the Safety Incident Learning System and additional safety policies. Key mention of Responsible Business Policy and reference to Minimum Safeguards chapter (ESRS S1-1 20-22).	
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	Actions to manage our IROs: Engaging employment practices (all IROs), p. 111-112 Employee engagement and communication (all IROs), p. 111-112	<b>ESRS S1-2 27(d):</b> Not applicable as own workforce is not covered by a Global Framework Agreement	
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	Actions to manage our IROs: Engaging employment practices (all IROs), p. 111-112 Employee engagement and communication (all IROs), p. 111-112 Remediation processes and reporting channels (all IROs), p. 112		x
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce and effectiveness of those actions	Actions to manage our IROs: Engaging employment practices (all IROs), p. 111-112 Managing DE&I (IRO 5), p. 112	<b>ESRS S1-4 43:</b> No concrete reference made to how human resources are allocated to the management of IROs. Actions are either project/initiative based or relying on foundational management systems and policies. If applicable and measurable, allocated resources are disclosed.	
S1-5	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities		ESRS S1-5 42: We have set a company target on Employee satisfaction for AMS. Refer to the MDR-M 'metrics in relation to material sustainability matters (Entity specific)' for more information on this target. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter.	
S1-6	Characteristics of the undertaking's employees	Metrics and targets, p. 113 Actions to manage our IROs, Employee	ESRS S1 50a: Geographic breakdown not applicable. See information for ESRS 2 SBM-1. Key assumptions and methodologies: For FTE, we used the rolling average over 2025 to calculate the total number of FTE's. FTE's are recalculated to 36 working hours per week, as	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation <sup>1</sup>
S1-7	Characteristics of non-employees in the undertaking's own workforce	engagement and communication (all IROs), p. 111-112  Metrics and targets, p. 113 Actions to manage our IROs, Employee engagement and communication (all IROs), p. 111-112	aligning with the AMS CAO definition. For headcount numbers, we used the actuals on 31 December 2025 over the calendar year. As per note 8 of the financial statements (page 184), 'The average number of employees at Royal Schiphol Group N.V. and its subsidiaries on a full-time equivalent basis was 3831 for the year ended 31 December 2025 (2024: 3527)'. In the Sustainability Statement page 113, we note the 'Number of employees (in FTE) is 3831.  Key assumptions and methodologies: External employees is the RSG term for the CSRD definition of 'non-employees' who either have agreements with RSG to provide labour, known as 'self-employed' or 'ZZP', or individuals sourced by RSG primarily for 'employment activities'. This metric is reported on in headcount. The total number of non-employees is calculated by counting all non-employees that worked for the group during the year.  <b>ESRS S1 50a:</b> Geographic breakdown not applicable. See information for ESRS 2 SBM-1.	
S1-8	Collective bargaining coverage and social dialogue	Metrics and targets, p. 113 Actions to manage our IROs, Employee engagement and communication (all IROs), p. 111-112		
S1-9	Diversity metrics	Metrics and targets, p. 113	Key assumptions and methodologies: Gender distribution is based on the gender that the employee is registered as in the HR system. Diversity metrics are reported on in headcount, for which the actuals on 31 December 2025 are used. Top management is defined as one and two levels below the administrative and supervisory bodies. In the case of RSG, this category includes all members of the ExCom of RSG including the CEO and CFO.	
S1-10	Adequate wages		<b>ESRS 69:</b> All employees are paid an adequate wage. Key assumptions and methodologies: Adequate wage is in line with benchmark.	
S1-11	Social protection		<b>ESRS S1-11 74:</b> All RSG employees are covered by social protection. This is covered by the national insurance schemes.	
S1-12	Disabilities	Omitted	Disabilities data is not disclosed due to GDPR restrictions on the collection of this data.	
S1-13	Training and skills development metrics	Metrics and targets, p. 113	<b>ESRS S1-13 83 a:</b> The total number of employees by headcount provided in S1-6 is used to calculate the percentage of employees that participated in regular (annual) performance and career development reviews. The gender split is an estimation as this data is not available. AMS has started tracking this percentage based on the number of employees participating in GROW conversations, which is a narrower group of employees than the previous definition. The 2024 RSG total is therefore restated to 78%. Phased-in option used for <b>ESRS S1-13 83 b</b> , in line with ESRS 1 Appendix C, since this data is not yet available.	
S1-14	Health and safety metrics	Safety and (cyber)security: Safety metrics, p. 127	Health and safety related metrics are covered in the Safety chapter. <b>ESRS S1-14 88a:</b> All RSG employees are covered by the health and safety management system. <b>ESRS S1-14 88b:</b> The number of fatalities as a result of work-related injuries and work-related ill health covers all employees working on RSG sites (Own Workforce and Value Chain Workers).	x
S1-15	Work-life balance metrics	Metrics and targets, p. 113	<b>ESRS S1-15 88d and 93 a&amp;b:</b> All RSG employees are entitled to family-related leave.	
S1-16	Remuneration metrics (pay gap and total remuneration)	Metrics and targets, p. 113	<b>ESRS S1-16 97a:</b> Average gross hourly pay of male/female employees is calculated by taking an average of the gross hourly pay of all male/female employees. The gender pay gap is then calculated taking ratio of the difference between the average gross hourly payments between genders to the average gross hourly pay of male employees. <b>ESRS S1-16 97b:</b> The remuneration calculation includes all employees who worked during 2025. Salaries, excluding bonuses, are annualised and adjusted to one FTE basis. The total annual remuneration is calculated by taking the ratio of the annual total remuneration of the highest-paid individual in the organisation to the median annual remuneration of employees, excluding the highest-paid individual.	x
S1-17	Incidents, complaints and severe human rights impacts	Business ethics and corporate culture, p.132	<b>ESRS S1-17 103 a&amp;b:</b> Covered in the Governance section. <b>ESRS S1-17 104:</b> Not applicable, as there are no severe human rights incidents connected to Own Workforce.	x
MDR-M	Metrics in relation to material sustainability matters (Entity specific)	<b>Sustainability Statement</b> Metrics and targets: p. 112	We have disclosed relevant entity specific metrics and applied the MDRs. Key assumptions and methodologies: Employee satisfaction score (AMS, RTHA, and LA): Employees rate how satisfied employees are with their employer on a scale from 1 to 10.	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation <sup>1</sup>
			The survey is send out by a third parties, they also evaluate the results and calculate the score. The score is calculated by using the following formula: Percentage of employees who give a score of 8 or higher in response to the question about working at the respective airport (AMS, RTHA, LA). Net promoter score (Eindhoven Airport): Employees are asked the following question in an annual survey: “On a scale of 0 to 10, how likely is it that you would recommend Eindhoven Airport as an employer to friends and acquaintances?”. The survey is send out by a third parties, they also evaluate the results and calculate the score. The score is calculated by using the following formula: Percentage of employees who are promoters – Percentage of employees who are detractors. The score is a number between -100 and +100.	
<b>ESRS S2 Employment practices in the value chain</b>				
S2-1	Policies related to value chain workers	Employment practices in the value chain: Our strategy and policy, p. 114 Business conduct: Our strategy and policy, p. 129	All policies pertaining to material IROs on our workers in the value chain are described in the Workers in the Value Chain chapter, including reference to RSG’s Responsible Business Policy. <b>ESRS S2-1 17:</b> The Responsible Business Policy details our approach to Human Rights, which is further covered in the Business ethics and corporate culture and Minimum safeguards chapter.	x
S2-2	Processes for engaging with value chain workers about impacts	Actions to manage our IROs: Engagement and communication with workers in the value chain, p. 114-115	<b>Incorporated by reference (ESRS S1 63):</b> Refer to the Chapter Strategy and performance, Social dialogues (p.25) for processes for engaging with workers representatives. <b>ESRS S2-22d &amp; 23:</b> Not applicable, due to social dialogue in place.	
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Actions to manage our IROs: Process of addressing IROs and managing effectiveness of actions (all IROs), p. 114-115		
S2-4	Taking action on material impacts on value chain workers and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	Actions to manage our IROs: Managing employment practices, p. 113-115 Managing working conditions, p. 114-115	<b>ESRS S2-4 36:</b> Not applicable, as there are no severe human rights incidents connected to value chain workers.	
S2-5	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities		<b>ESRS S2-5 39-40:</b> Since 2025, we have a target on the electrification of airside at AMS to reduce the air pollutants that workers in the value chain are exposed to. See Targets related to climate change mitigation and adaptation for more information.	
MDR-M	Metrics in relation to material sustainability matters (Entity specific)	Metrics and targets: p. 116	Key assumptions and methodologies: An employee in the value chain is defined as an employee that has an active airport badge used to access the airport. For EA, RTHA and LA we used an estimation for the categorisation based on the categories of AMS. The total number of employees in the value chain for EA, RTHA and LA are actuals. Kappé value chain employees are covered under the numbers for AMS. We have disclosed relevant entity specific metrics and applied the MDRs.	
<b>ESRS S3 Affected communities and noise</b>				
S3-1	Policies related to affected communities	Our strategy and policy: p. 117	<b>ESRS S3-1 17:</b> Information about our approach on potential human rights impacts in relation to our affected communities can be found in our Responsible Business Policy. A description of this policy is included in the EU-taxonomy chapter.	x
S3-2	Processes for engaging with affected communities about impacts	Actions to manage our IROs, p. 117-119		
S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	Actions to manage our IROs, p. 117-119		

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation <sup>1</sup>
S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities and effectiveness of those actions	Actions to manage our IROs, p. 117-119	<b>ESRS S3-4 36:</b> Information about our approach on potential human rights impacts in relation to our affected communities can be found in our Responsible business policy. A description of this policy is included in the EU-taxonomy chapter. <b>Incorporated by reference:</b> for stakeholder involvement in target setting, we refer to the chapter Governance and Risk Management.	x
S3-5	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities	Metrics and targets, p.120	ESRS S3-5: We have set a company specific target for AMS on Noise reduction for highly annoyed people. Please see the MDR-M 'metrics in relation to material sustainability matters (Entity specific)' for more information on these targets. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter.	
MDR-M	Metrics in relation to material sustainability matters (Entity specific)	Metrics and targets, p.120	We have disclosed relevant entity specific metrics and applied the MDRs. <b>Reputation score:</b> Lelystad Airport and Kappé are out of scope for the reputations score metric since they do not have commercial flights. <b>Noise reduction:</b> The total number of highly annoyed people within 48 dB(A) Lden noise contour and high sleep disturbance (#) within 40 dB(A) Lnight noise contour around Amsterdam Airport Schiphol. We use an operational year that runs from 1 November to 31 October. A third party is involved in the reporting process.	
<b>ESRS S4 Airports' attractiveness for consumers and end-users</b>				
S4-1	Policies related to consumers and end-users	Our strategy and policy, p. 121	<b>ESRS S4-1 16-17:</b> Information about our approach on potential human rights impacts in relation to our consumers and end-users can be found in our Responsible Business Policy. A description of this policy is included in the EU-taxonomy chapter.	x
S4-2	Processes for engaging with consumers and end-users about impacts	Actions to manage our IROs: Stakeholder management (all IROs), p. 121-122		
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Actions to manage our IROs: Stakeholder management (all IROs), p. 121-122		
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Actions to manage our IROs, p. 121-122		x
S4-5	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities	Metrics and targets, p. 122-123	<b>ESRS S4-5:</b> We have set company specific targets on passenger satisfaction, employee satisfaction, state of maintenance (SoM), clean & tidy (C&T) and On Time Performance (OTP). Please see the MDR-M 'metrics in relation to material sustainability matters (Entity specific)' for more information on these targets. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter.  We have disclosed relevant entity specific metrics and applied the MDRs. Key assumptions and methodologies: Kappé is out of scope for these metrics since they do not have commercial flights. Lelystad Airport is only in scope for the General aviation metric since they do not have commercial flights.	
MDR-M	Metrics in relation to material sustainability matters (Entity specific)	Metrics and targets, p. 122-123	<b>Passenger experience:</b> PSAT (reported for Amsterdam Airport Schiphol): measures the overall satisfaction of the airport among departing (OD and transfer) and arriving passengers. Based on a survey, consumers are requested to rate their satisfaction of the airport based on a 5-point scale. The consolidated average score across the three passenger groups is reported based on a five-point scale. The reported figure is	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation <sup>1</sup>
<b>Safety and (cyber) security</b>				
MDR-T	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities	Metrics and targets, p. 126-128	<p>based on a rolling average. A third party is involved in the reporting process. <b>NPS (Rotterdam The Hague Airport &amp; Eindhoven Airport):</b> measures how likely passengers are to recommend EA and RTHA as an airport. Passengers are asked to rate EA and RTHA on a scale from 1 to 10. Passengers who give a score under or equal to 6 are detractors, 9 or 10 are promoters. The score is determined by subtracting the percentage of passengers who are detractors from the percentage who are promoters. The result is a score between -100 and +100. The reported figure is an average. A third party is involved in the reporting process. <b>State of Maintenance:</b> We disclosed a company specific metric/target for SoM. The process to calculate the SoM is similar to passenger satisfaction. Based on a survey, passengers are requested to rate their satisfaction of the state of maintenance of the airport based on a 5-point scale. The result is the highest monthly score. <b>Airline satisfaction:</b> we have disclosed a entity specific metric/target for airline satisfaction. Based on a survey, airlines are requested to rate their satisfaction of Schiphol based on a 5-point scale. The consolidated average score across the three airline groups is reported, based on a weighted average. The classification of airlines is based on a combination of being home-based, passenger volume, aircraft movements, and contribution to the network. To calculate the score for 2025, the results of the last valid survey conducted will be used. <b>Clean &amp; Tidy:</b> we have disclosed a entity specific matric/target for C&amp;T. Passengers can rate the cleanliness and tidiness of the sanitary facilities on a three-point scale: green, yellow or red. The calculation for clean &amp; tidy is the percentage of the positive scores, relative to the total number of votes. The result is the highest monthly score. A third party is involved in the reporting process. <b>On Time Performance:</b> we have disclosed a entity specific matric/target for OTP. OTP figures for the top five airports (Schiphol, Charles de Gaulle, Frankfurt, London Heathrow, and Munchen) from Eurocontrol are ranked from 1 to 5.</p> <p><b>ESRS S1-5:</b> We have set a target on the company specific metric execution of safety measures in Risk Reduction Plans and on Ease of going through security. Please see the MDR-M 'metrics in relation to material sustainability matters (Entity specific)' for more information on these targets.</p>	
MDR-M	Metrics in relation to material sustainability matters (Entity specific)	Metrics and targets, p. 126-128	<p><b>ESRS S1-14:</b> We have omitted days lost due to it being a phased-in requirement. In the AR24 we have reported this only including lost days due to work-related injuries and fatalities. We have disclosed relevant entity specific metrics and applied the MDRs. <b>Safety:</b></p> <p><b>Birdstrikes:</b> Lelystad Airport and Kappé are out of scope for birdstrike metric since they do not have commercial flights. A birdstrike is considered if there is evidence on the plane or runway and surrounding areas of remains of birds. The calculation methodology to come to the amount of birdstrikes per 10.000 commercial air traffic movements is: (Number of commercial flight bird strikes)/(Number of commercial flight movements*10000). <b>Lost Time Injury Frequency:</b> Calculation method: (Number of Lost Time incidents * 1000000)/(Total average FTEs (average of 12 months)*1600</p> <p>For Amsterdam Airport Schiphol, a separate LTIF is reported for the fire brigade. Due to the nature of their work, this LTIF is naturally higher than the overall LTIF. <b>Runway incursions:</b> The definition of this metric is any occurrence at an aerodrome involving the incorrect presence of an aircraft, vehicle or person on the protected area of a surface designated for the landing and take-off of aircraft. The total amount of runway incursions for the group are the sum of runway incursions at all our airports. <b>Risk reduction measures:</b> There are 2 KPIs to be reported for the company target Safety measures in risk reduction plan:</p> <p>1: The percentage must have measures' implemented within a given year, 2: The percentage 'not must have measures' implemented within a given year. The target for must haves is achieved only when 100% of the measures have been implemented within a given year. The target for not must haves is achieved only when at least 80% of the measures have been implemented within a given year. For both the KPIs, the calculation is as follows: Total number of must have (or not must have) measures implemented within a given year divided by the total number of must have (or not must have) measures planned within a given year, multiplied by 100 to get the final percentage.</p> <p><b>Security:</b></p> <p><b>Waiting time:</b> For the security metric, only Amsterdam Airport Schiphol has a measuring systems in place to measure the waiting time per</p>	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation <sup>1</sup>
			<p>passenger. An estimation is used for Rotterdam The Hague airport and Eindhoven Airport of 1%. The waiting time is a weighted average based on the total number of commercial passengers using the following methodology: (Passengers with waiting time &gt; 10 minutes)/(Total passengers measured) * 100. <b>Ease of going through security:</b> Based on a survey, passengers are requested to rate their satisfaction of going through security based on a 5-point scale. The process is part of the passenger satisfaction survey. The calculation is based on a rolling average. A third party is involved in the reporting process of these security metrics.</p> <p><b>Cybersecurity:</b> For this material topic we do not disclose any metrics due to the sensitivity of the data, in line with ESRS 1, section 7.7 on classified and sensitive Information.</p>	
<b>ESRS G1 Business conduct</b>				
G1-1	Business conduct policies and corporate culture	Our strategy and policy, p. 129	<b>ESRS-G1-1 10h:</b> We have a code of conduct training programme that is cross-functional. This training is provided for all employees.	
G1-2	Management of relationships with suppliers	Actions to manage our IROs: Management of relationships with suppliers (all IROs), p. 130		
G1-3	Prevention and detection of corruption and bribery	Prevention and detection of corruption and bribery (IRO 1), p. 130	<b>ESRS-G1-3 21 a-c:</b> We have a code of conduct training programme that is cross-functional. This training is provided for all employees including the administrative, management and supervisory bodies and the functions-at-risk.	
G1-4	Incidents of corruption or bribery	Metrics and targets: p. 132	Key assumptions and methodologies: The incidents are the total amount of incidents inspected by the integrity committee.	x
G1-5	Political influence and lobbying activities	Actions to manage our IROs, Political influence and lobbying activities: p. 131		
G1-6	Payment practices	Supplier and procurement practices : Metrics and targets, p. 132	<b>ESRS-G1-6 33b:</b> There is no difference between sector categories, we have one payment term for all sectors. Key assumptions and methodologies: For the average time to pay an invoice and the percentage of payments aligned with standard payment terms, we used data from Amsterdam Airport Schiphol as an estimate for the consolidated group figures. The scope and methodology for calculating payment practice metrics have been updated. This year, the metrics cover all payments and invoices processed in 2025, rather than focusing on invoice due dates as in the prior year. The weighting methodology is also adjusted: previously, larger invoices were assigned greater weight. These changes in scope and methodology result in more accurate reporting metrics. The 2024 figures have been revised.	

<sup>1</sup> The table includes all data points that derive from other EU legislation as listed in ESRS 2 Appendix B, indicating where the data points can be found in the report and which data points are assessed as not applicable for RSG.

## UN Sustainable Development Goals

Introduced in 2015 by the United Nations, the UN SDGs relate to the 17 most important challenges facing the world towards 2030. RSG identified nine goals to actively support and contribute to over the following two decades. Behind the 17 goals are 169 KPIs. To make our SDG approach clearer and more transparent, we publish the relevant KPIs for RSG in the Annual Report. Our contributions are not limited to the activities in the table. There are also indicators that are relevant for our role in the value chain: SDG 8 and 12 both address sustainable tourism. Because there are no SDG KPIs that fit our activities, we have not included these SDGs in the overview. Please refer to initiatives and the material topics described in the SDG table for details on how we are working to contribute to the goals and to continuously improve as an organisation.

SDG	Contribution to SDG targets	Results and initiatives	Material topics
SDG 5	<p><b>Gender equality</b></p> <p><b>5.C</b> Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels</p>	<ul style="list-style-type: none"> <li>– Diversity and Inclusion ambition</li> <li>– Diversity, Equity and Inclusion Board</li> <li>– Diversity, Equity and Inclusion dimensions (communities)</li> <li>– Diversity, Equity and Inclusion events</li> <li>– 31% female employees RSG</li> <li>– 6.6% Gender pay gap RSG including Kappe, 0.9% excluding Kappe</li> </ul>	Own workforce
SDG 7	<p><b>Affordable and clean energy</b></p> <p><b>7.2</b> By 2030, increase substantially the share of renewable energy in the global energy mix</p>	<ul style="list-style-type: none"> <li>– Schiphol Group operates on 100% renewable wind energy</li> <li>– Eindhoven Airport, Rotterdam The Hague Airport and Lelystad Airport all operate on 100% green gas</li> <li>– Airside electrification: 100% of 8 projects in scope</li> <li>– ACA Level 5 for Schiphol, Rotterdam The Hague Airport and Eindhoven airport</li> </ul>	<p>Climate change</p> <p>Additional environmental information</p>
SDG 8	<p><b>Decent work and economic growth</b></p> <p><b>8.5</b> By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p><b>8.8</b> Protect labour rights and promote safe and secure working environments for all workers</p>	<ul style="list-style-type: none"> <li>– Number of persons employed at Schiphol site and direct surroundings: 73,674</li> <li>– Employee satisfaction score RSG: 65%</li> <li>– LTIF: 0.7</li> <li>– (International) Alliances and participations</li> <li>– Aviation Community Schiphol</li> <li>– The Safety Leadership principles</li> <li>– Responsible Business Policy</li> </ul>	<p>Own workforce</p> <p>Employment practices value chain</p> <p>Safety &amp; (cyber) security</p> <p>Business conduct</p>
SDG 9	<p><b>Industrial innovation and infrastructure</b></p> <p><b>9.1</b> Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</p> <p><b>9.4</b> By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes</p>	<ul style="list-style-type: none"> <li>– Airline satisfaction AMS: 3.28</li> <li>– Passenger satisfaction AMS: 3.84</li> <li>– State of maintenance AMS: 3.56</li> <li>– Clean &amp; Tidy: 79%</li> <li>– Passenger and cargo volumes by mode of transport: 78 million passengers and 1,429 million tonnes of cargo</li> <li>– Energy efficiency level: 6.7%</li> <li>– Pier A is on track for LEED Gold, Pier E is undergoing renovations</li> <li>– Sustainability is integrated in the design and development of security checkpoint 91</li> </ul>	<p>Airports' attractiveness to consumers and end-users</p> <p>Environmental material topics</p>

SDG	Contribution to SDG targets	Results and initiatives	Material topics
SDG 11	<p><b>Sustainable cities and communities</b></p> <p><b>11.6</b> By 2030, reduce the adverse per-capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management</p>	<ul style="list-style-type: none"> <li>– Annual mean levels of fine particulate matter (PM10): The Schiphol site met all governmental requirements, which are based on the EU directive 2008/50/EG, for this category during the 2025 operating year (well below the European annual mean limit of 40µg/m<sup>3</sup>)</li> <li>– Electrification of vehicles towards zero emissions (Roadmap Zero Emissions Airside)</li> <li>– VDME programme and sustainable taxiing roadmap</li> <li>– Schiphol Quality of Life Foundation</li> <li>– Minder Hinder Schiphol</li> </ul>	<p>Environmental material topics</p> <p>Social material topics</p>
SDG 12	<p><b>Responsible consumption and production</b></p> <p><b>12.2</b> By 2030, achieve sustainable management and efficient use of natural resources</p> <p><b>12.B</b> Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products</p>	<ul style="list-style-type: none"> <li>– Separation rate: 35%</li> <li>– Circular economy requirements in construction projects</li> <li>– Leader of TULIPS consortium, including workpackage 6: Circular airports</li> <li>– Covenant with Food and Beverage concessionaires to reduce environmental impact.</li> <li>– Zero waste dashboard</li> </ul>	<p>Resource use &amp; circular economy</p> <p>Business conduct</p>
SDG 13	<p><b>Climate Action</b></p> <p><b>13.2</b> Integrate climate change measures into national policies, strategies and planning</p>	<ul style="list-style-type: none"> <li>– Sustainability is integrated into airport charges</li> <li>– Leader of TULIPS consortium, including work packages on energy, hydrogen and SAF</li> <li>– Multiple hydrogen projects at Rotterdam The Hague Airport</li> </ul>	<p>Climate change</p>
SDG 15	<p><b>Life on land</b></p> <p><b>15.7</b> Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products</p>	<ul style="list-style-type: none"> <li>– Chair of the Airports Council International (ACI) Wildlife Trafficking Taskforce</li> <li>– Policy on Human and Wildlife Trafficking</li> <li>– Wildlife Hazard Management</li> </ul>	<p>Safety &amp; (cyber) security</p>
SDG 16	<p><b>Peace, justice and strong institutions</b></p> <p><b>16.5</b> Substantially reduce corruption and bribery in all their forms</p>	<ul style="list-style-type: none"> <li>– Reported integrity issues: 14</li> <li>– Code of Conduct</li> <li>– Responsible Business Policy</li> </ul>	<p>Business conduct</p>

## Additional environmental information

The Scope 1 and 2 energy mix of RSG includes total energy consumption from renewable and non-renewable sources, as well as the share of each energy type in the overall energy use. It emphasises transparency in dependence on fossil fuels, the transition to renewable energy and tracking energy efficiency improvements. RSG has a contract for 100% Dutch wind electricity, and also generates solar power on its airport premises. By executing the actions of the climate change transition plan, RSG further reduces fossil energy consumption.

### Energy consumption and mix

	Unit	Scope	2025 <sup>1</sup>	2024
Fuel consumption from coal and coal products	MWH	RSG	-	-
Fuel consumption from crude oil and petroleum products	MWH	RSG	-	525
Fuel consumption from natural gas	MWH	RSG	-	1,106
Fuel consumption from other fossil sources	MWH	RSG	-	-
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWH	RSG	62,672	67,024
<b>Total fossil energy consumption</b>	<b>MWH</b>		<b>62,672</b>	<b>68,656</b>
Share of fossil sources in total energy consumption	%	RSG	23.1%	23.3%
Consumption from nuclear sources	MWH	RSG	-	-
Share of consumption from nuclear sources in total energy consumption	%	RSG	-	-
Fuel consumption for renewables sources, including biomass	MWH	RSG	2,472	3,133
Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources	MWH	RSG	200,572	219,393
The consumption of self-generated non-fuel renewable energy <sup>2</sup>	MWH	RSG	6,070	3,026
<b>Total renewable and low carbon energy consumption (MWh)</b>	<b>MWH</b>	<b>RSG</b>	<b>209,114</b>	<b>225,553</b>
Share of renewable and low carbon sources in total energy consumption	%	RSG	77%	77%
<b>Total energy consumption (MWh)</b>	<b>MWH</b>	<b>RSG</b>	<b>271,786</b>	<b>294,209</b>

<sup>1</sup> 2025 numbers are preliminary and have not been finalised yet

<sup>2</sup> The 2024 figure has been revised to only include the solar production that was generated and consumed on-site. The portion that was fed back into the grid is not included.

### Energy intensity from activities in high climate impact sectors (total energy consumption per net revenue)

	Unit	Scope	2025 <sup>1</sup>	2024
Energy intensity from activities in high climate impact sectors				
(total energy consumption per net revenue)	MWh/EUR	RSG	0.0001	0.0001
GHG emissions intensity, location-based (total GHG emissions per net revenue)	Tonnes CO2e/ EUR	RSG	0.004458098	0.005197206
GHG emissions intensity, market-based (total GHG emissions per net revenue)	Tonnes CO2e/ EUR	RSG	0.004427684	0.005157839
Net revenue used to calculate GHG intensity <sup>2</sup>	Million EUR	RSG	2,761,211,000	2,244,777,000
Net revenue other than used to calculate GHG intensity	Million EUR	RSG	-	-

<sup>1</sup> 2025 data is preliminary. For the 2025 emissions we use a preliminary emissions from the Total GHG emissions table.

<sup>2</sup> For net revenue used please refer to note 5 in the consolidated statement of income of the financial statements.

### Carbon removals<sup>1</sup>

	Unit	Scope	2024	2023
Total amount of carbon credits outside value chain that are verified against recognised quality standards and cancelled	Tonnes CO2e	RSG	10,500	11,000
Total amount of carbon credits outside value chain planned to be cancelled in future	%	RSG	0%	0%
Percentage of reduction projects	%	RSG	0%	0%
Percentage of removal projects	%	RSG	100%	100%
Percentage of volume for each recognised quality standard	%	RSG	100%	100%
Percentage of volume issued from projects in European Union	%	RSG	0%	0%
Percentage of volume that qualifies as corresponding adjustment	%	RSG	-	-
Reversals	Tonnes CO2e	RSG	-	-

<sup>1</sup> Carbon removals are purchased with a one-year delay, following the finalization of Scope 1 and 2 emissions.

## Calculation methods

### Energy and emissions management: Scope 1, Scope 2 and Scope 3

Schiphol and Rotterdam The Hague Airport started measuring emissions in 2006, Eindhoven Airport started in 2009. All airports use 2010 as the base year. Schiphol Group published its first environmental report in 1992 and started using the Global Reporting Initiative as reporting guidance from 1999 onwards. 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. RSG is not excluded from the EU Paris-aligned Benchmarks.

Emissions data is validated by an external verifier accredited by ACI. After verification, the global administrator evaluates the process and data and provides final assurance before the accreditation is given. The emissions are reported in CO<sub>2</sub>e emissions. These factors account for multiple greenhouse gases (e.g., methane, nitrous oxide), converting their impact into a common metric based on their global warming potential relative to CO<sub>2</sub>. This provides a more comprehensive view of total climate impact which helps in the comparison across different emission sources.

This accreditation process is repeated every three years. In intermediate years, airports need to submit a verified carbon footprint. RSG's external auditor for the first time reviewed the carbon footprint for 2023. Currently, RSG's airports, Amsterdam Airport Schiphol, Eindhoven Airport and Rotterdam The Hague Airport, hold ACA Level 5 accreditation, the highest available level. To achieve this, Scope 1 and Scope 2 emissions had to be reduced by 90% compared to 2010 levels, with the remaining emissions offset using high-quality carbon removals. Besides this reduction target, airports need to show a detailed programme to enable the reduction of Scope 3 emissions.

We use primary data, which means real consumption data, as much as possible. For some Scope 3 categories (i.e. Category 2) we use secondary data. This means that CO<sub>2</sub> emissions are based on, for instance, expenditures or the surface area. This might lead to less accurate CO<sub>2</sub> emission calculations.

For some Scope 1 and 3 datapoints, we report with one-year delay because the data is not available at the time of the annual report's publication. The delayed Scope 1 datapoints will not significantly contribute to the overall Scope 1 and 2 emissions. For Scope 3 datapoints reported with one year delay, RSG depends on information provided by third parties in the value chain. However, jet A-1 fuel is the biggest contributor to Scope 3 and is reported based on primary data without delay.

### Scope 1

Scope 1 includes direct emissions from RSG's airport operations, all of which are based on primary data (e.g., fuel consumption and natural gas usage). Emissions are calculated by multiplying usage primary data by emission factors provided by [www.CO2emissiefactoren.nl](http://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. The Scope 1 emissions include:

- Natural gas consumption
- Fuel for company-owned vehicles (including leased cars)
- Fuel and propane for fire services and emergency power supplies
- Potassium formate for runway de-icing
- Refrigerants
- Urea

In addition to conventional natural gas, RSG also uses green gas produced from biomass within the Netherlands.

### Scope 2

Scope 2 covers indirect emissions from purchased energy, which significantly contribute to the total Scope 1 and Scope 2 emissions. Since 2018, RSG airports have sourced 100% renewable Dutch wind energy from both onshore and offshore sources. Annual energy consumption data and Guarantees of Origin are provided by the energy supplier. Emissions are calculated using primary data (total kWh) and corresponding emission factors from [www.CO2emissiefactoren.nl](http://www.CO2emissiefactoren.nl), following the GHG Protocol's location-based method. For market-based calculations, since all electricity is renewable, RSG's market-based Scope 2 emissions are zero. RSG does not purchase heat, steam or cooling from fossil sources.

### Scope 3

Scope 3 includes all indirect greenhouse gas (GHG) emissions that occur within RSG's value chain but are not directly controlled by the organisation. These emissions typically constitute the largest portion of an airport's carbon footprint, as they cover a wide range of activities both upstream and downstream. The GHG Protocol classifies Scope 3 emissions into 15 categories, ensuring a comprehensive approach to assessing and managing an organisation's total environmental impact. Not all categories apply to airports, and RSG focusses on those applicable to its operations. In total, 99% of the metrics included in Scope 3 are based on primary usage data.

Included categories and calculation methods:

- Category 1: Purchased goods and services:
  - This category includes emissions from the production and delivery of goods and services procured by RSG, such as on-site construction (including used fuel), maintenance projects and services.
    - Hybrid method: Emissions from construction activities are calculated using ACA-provided emission factors per square meter (m<sup>2</sup>), which are more precise than general factors.

- Spend-based method: For services and other procurement, RSG multiplies total expenditure by emission factors derived from online databases. This approach aligns with the GHG Protocol's recommendations for spend-based calculations.
- Category 2: Capital goods
  - Capital goods include finished construction projects and infrastructure investments.
  - Hybrid method: Emissions from completed projects are calculated using emission factors per m<sup>2</sup> provided by ACA and ClimaTiq.
  - Spend-based method: Emissions from purchased goods are calculated by multiplying total expenses by relevant emission factors, following the GHG Protocol's spend-based method.
- Category 3: Fuel and energy-related activities
 

These emissions cover the extraction, production and transportation of fuels and energy consumed in Scope 1 and Scope 2.

  - Well-to-tank (WTT) method: Primary energy usage data is multiplied by WTT emission factors from CO<sub>2</sub>emissiefactoren.nl to account for upstream emissions.
- Category 5: Waste generated in operations
 

This category includes emissions from the disposal and treatment of various types of waste, such as organic, industrial and municipal waste, as well as wastewater.

  - Hybrid method: Emissions are calculated using the actual tonnage of waste collected, multiplied by emission factors specific to the Netherlands. Transport emissions are based on the kilometres travelled by waste collection vehicles (distance-based method).
- Category 6: Business travel
 

This category captures emissions from employee travel for work purposes, including air travel, car use and international public transport.

  - Distance-based method: Emissions are calculated based on actual distances travelled, using data from travel agencies.
- Category 7: Employee commuting
 

Employee commuting emissions are generated from daily travel to and from work.

  - Distance-based method: Data from a commuting app records the distances travelled by employees, which are then multiplied by vehicle-specific emission factors. RSG plans to further refine this calculation by categorising emissions based on fuel types used, starting in 2025.
- Category 11 is the most significant contributor to Scope 3 emissions for airports, primarily because it includes the emissions generated by the operation of aircraft and the associated infrastructure. This category focusses on emissions resulting from the use of services sold by the airport, such as aircraft movements, ground handling services, and passenger transportation. Given the complexity and scale of airport operations, accurate data collection and detailed calculations are essential to ensure a comprehensive emissions assessment.

**Key components of Category 11:**

- Full flight cruise emissions outbound flights: These are the emissions generated during the cruising phase of a flight, which accounts for the majority of fuel consumption. Data is sourced from fuel providers operating at RSG airports. Calculations are based on the actual volume of fuel consumed, multiplied by the relevant emission factors.

- Landing and take-off (LTO) cycle: Emissions from the LTO cycle (including taxiing, take-off, climb-out, approach and landing) are calculated based on the number of aircraft movements and engine types. This method follows the GHG Protocol's fuel-based calculation approach and ensures that all phases of ground-level flight operations are accounted for. For the total LTO per pax, total CO<sub>2</sub> emission in the LTO cycle is then divided by the number of Passengers.
- Auxiliary power unit (APU) usage: APUs are used to power aircraft systems while on the ground. Emissions are estimated based on the number of aircraft using APUs and the duration of their operation. This is modelled for all aircrafts using the airport. The model used is developed by the Dutch government and is mandatory to use.
- Ground support equipment (GSE) and third-party vehicles: fuel consumption data: Ground vehicles operated by third parties (such as fuel trucks, baggage carts and maintenance vehicles) contribute to emissions. Fuel usage data is obtained from the fuel supplier, and emissions are calculated using fuel-specific emission factors.
- De-icing operations: The use of glycol and other de-icing fluids is critical during winter operations. Emissions are calculated based on the quantity of fluids used, multiplied by corresponding emission factors.
- Passenger and cargo Transport: Passenger surface access traffic: Emissions from passenger travelling to and from the airport are a significant part of this category. RSG uses data on vehicle counts and typical travel distances to estimate emissions. Public data on passenger origin-destination patterns helps refine these estimates. The same method applies for cargo transport using the distance based calculation method provided by the GHG protocol.
- Third-party employee commuting: This includes emissions from staff employed by all other companies that work on the premises. Data is gathered through annual surveys, where employees report the type of vehicle used and the travel distance. This information is then multiplied by vehicle-specific emission factors.
- Category 13: Downstream leased assets
 

This category covers emissions from energy (gas and electricity) consumption by third parties leasing airport facilities and third parties that have own buildings on leased land.

  - Consumption-based method: Energy usage data from tenants is multiplied by the corresponding emission factors.
- Category 15: Investments
 

RSG's investment-related emissions come from minority-owned airports.

  - Investment-specific method: Calculated by applying RSG's equity share to the Scope 1 and Scope 2 emissions of the invested airports, in line with the GHG Protocol

**Excluded categories:**

Some Scope 3 categories are not relevant to RSG's operations:

- Category 4: Upstream transportation and distribution—This category applies to manufacturers' supply chains, which are not relevant to RSG. Regular supply transportation is accounted for in Category 11.
- Category 8: Upstream leased assets—Emissions from assets leased and used by RSG are already captured under Scope 1 (e.g., fuel for leased vehicles) or Scope 2 (e.g., energy for leased office space).

- Category 9: Downstream transportation and distribution— This category refers to transportation services provided to customers, which RSG does not directly offer. Passenger transport to the airport is included in Category 11.
- Categories 10 and 12: Processing and end-of-life treatment of sold products—RSG does not manufacture products.
- Category 14: Franchises—RSG does not operate franchises.

### SBTi calculations

As referenced in the section on Climate Change Mitigation, Schiphol Airport has held Science Based Targets initiative (SBTi) accreditation since 2023. The total emissions reported by Schiphol differ from those reported under the ACA guidelines due to varying interpretations of the GHG Protocol. Under SBTi guidelines, several metrics included in ACA Scope 3 Category 11—such as GSE, Jet A-1 fuel for full-flight emissions (outbound), APU usage, passenger transport,

truck transport and third-party employee commuting—are not considered applicable because these activities do not involve products 'sold' by the airport.

Consequently, the SBTi carbon footprint is smaller than the ACA footprint. However, the underlying primary data for the remaining applicable metrics are identical, resulting in consistent emissions calculations across both reporting frameworks. For both accreditations, a detailed emissions reduction pathway has been established, including defined intermediate targets. However, due to differences in the interpretation of applicable metrics and the use of different base years—2010 for ACA and 2019 for SBTi—these pathways feature distinct intermediate milestones and targets. Despite these variations, the overarching objectives remain consistent: achieving -90% of emissions of Scope 1, Scope 2 and part of Scope 3 (category 11 and 13) CO<sub>2</sub>e emissions from our own buildings and ground operations by 2030 and attaining net-zero aviation by 2050.

### EUT Appendix

#### Turnover KPI table

Turnover		Environmental objectives of Taxonomy aligned activities											Proportion of Taxonomy aligned in Taxonomy eligible
2025		Taxonomy eligible KPI (Proportion of Taxonomy eligible Turnover)	Taxonomy aligned KPI (monetary value of Turnover)	Taxonomy aligned KPI (Proportion of Taxonomy aligned Turnover)	Climate Change Mitigation	Climate Change Adaptation	Water	Circular economy	Pollution	Biodiversity	Enabling activity (E where applicable)	Transitional activity (T where applicable)	
Economic activities	Code	%	EUR in million	%	%	%	%	%	%	%			%
Acquisition and ownership of buildings	CCM 7.7	16.5%	€ 48.4	1.8%	1.8%								10.6%
Infrastructure enabling low-carbon road transport and public transport	CCM 6.15	6.6%											0%
Low carbon airport infrastructure	CCM 6.17	1.2%											
<b>Sum of alignment per objective</b>					1.8%	0.0%	0.0%	0.0%	0.0%	0.0%			
<b>Total KPI Turnover</b>		24.3%	€ 48.4	1.8%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%			7.2%



CapEx										
<b>Demolition and wrecking of buildings and other structure</b>	CE 3.3	0.7%								0.0%
<b>Maintenance of roads and motorways</b>	CE 3.4	12.8%	€ 58.7	5.6%			5.6%			43.4%
<b>Use of concrete in civil engineering</b>	CE 3.5	0.3%								0.0%
<b>Remediation of contaminated sites and areas</b>	PPC 2.4	0.2%								0.0%
<b>Sum of alignment per objective</b>					21.3%	0.0%	0.0%	5.6%	0.0%	0.0%
<b>Total KPI CapEx</b>		94.7%	€ 283.5	26.8%	21.3%	0.0%	0.0%	5.6%	0.0%	0.0%

### OpEx KPI table

OpEx													
2025													
Environmental objectives of Taxonomy aligned activities													
Economic activities	Code	Taxonomy eligible KPI	Taxonomy aligned KPI	Taxonomy aligned KPI	Climate Change Mitigation	Climate Change Adaptation	Water	Circular economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of Taxonomy aligned in Taxonomy eligible
		(Proportion of Taxonomy eligible Turnover)	(monetary value of Turnover)	(Proportion of Taxonomy aligned Turnover)									
<i>Text</i>		%	<i>EUR in million</i>	%	%	%	%	%	%	%	(E where applicable)	(T where applicable)	%
<b>Acquisition and ownership of buildings</b>	CCM 7.7	56.8%			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
<b>Sum of alignment per objective</b>													
<b>Total KPI CapEx</b>		56.8%	€ -	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%