

To: All airlines operating at Amsterdam Airport Schiphol

## **Setting airport charges and conditions Schiphol 2025 - 2027**

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October 31, 2024  
RC-2024.031

Dear airline customer,

With this letter, we would like to inform you about the airport charges and conditions of Amsterdam Airport Schiphol that will apply as of April 1, 2025. With this letter, we would also like to inform you that on 31 October 2024 Schiphol has also set the investment portfolio for 2025-2029.

After an intensive and constructive (pre-)consultation process, Schiphol published its formal proposal. Taking all views of airlines and representative organizations into consideration, Schiphol has decided to set airport charges that lead to an average annual airport charges development of +41% in 2025, +7% in 2026 and -12% in 2027 (cumulatively +33%). However, taking into account the intended shift of the 2023 settlement part from 2026 towards 2027 (when adjusting the charges for 2026 in October 2025), the airport charge development for 2026 and 2027 will change, leading to an average annual airport charges development of +41% in 2025, +5% in 2026 and -7% in 2027. The cumulative increase will be 37% in 2027 compared to 2024<sup>1</sup>.

Overall, the main reasons for the average charge increase are the effect of the consulted traffic and transportation outlook, settlements, operational cost development including a significant increase due to inflation in the previous charge period, but partly offset by efficiencies, the effects of new assets coming into operation from investments and an increase in the wacc. Besides lowering its operational cost through efficiencies, Schiphol decided to offer a voluntary contribution allocated to the 2027 period to lower charge development.

When setting the charges and conditions, Schiphol has considered the views of the airlines that were brought forward during the consultation period. Based on these views, Schiphol decided among others to increase the total voluntary non-aviation contribution from EUR 26 million to EUR 100 million. Schiphol refers to the communication (outline as published) for an overview of the views received on the charges and conditions and the investment portfolio and Schiphol's response to these views including other adjustments.

Please refer to the appendix for an overview of the investment portfolio 2025-2029.

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<sup>1</sup> Please note that the projected charge development will most probably be subject to settlements from 2024 and 2025.

Please refer to the appendix for a summary of the airport charges 2025-2027.

A full overview of the charges and conditions can be found in the document 'Airport Charges and Conditions 1 April 2025'. This document will be published on our website. Please refer to

<https://www.schiphol.nl/en/route-development/page/ams-airport-charges-levies-slots-and-conditions/>

Please also refer to <https://www.schiphol.nl/en/operations/> for the documents containing conditions, like the infrastructure allocation rules, the applicable Schiphol Regulations and all other conditions.

For the final setting of the charges and conditions 2025-2027, adjustments have been made to the "detailed financial information". The adjusted information is published on the access restricted pages of our website:

<https://www.schiphol.nl/en/operations/page/charges-and-regulations/>

Please contact the Pricing & Regulatory Affairs department at [airportcharges@schiphol.nl](mailto:airportcharges@schiphol.nl) in case you have any questions.

Yours faithfully,  
Royal Schiphol Group N.V.

A handwritten signature in black ink, consisting of a large, stylized 'R' followed by a long horizontal stroke that tapers to the right.

Robert Carsouw  
Executive Vice President & CFO

Appendix:

- Details on airport charges 2025-2027
- Details on investment portfolio (Aviation Development Plan 2025-2029)

Appendix I Airport Charges (in euros)

2025:

Landing and take-off (€) as per April 1, 2025 (Charge per 1,000 kg)	Category S1			Category S2			Category S3			Category S4			Category S5			Category S6			Category S7		
	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off
Connected	24,33	97,30	116,76	16,54	34,06	36,49	9,73	20,43	24,33	7,78	18,49	21,41	6,32	14,60	17,50	4,87	9,73	11,68	3,41	7,78	9,24
Disconnected	19,46	77,84	93,41	13,23	27,24	29,19	7,78	16,35	19,46	6,23	14,79	17,12	5,06	11,68	14,01	3,89	7,78	9,34	2,72	6,23	7,39
Cargo	12,65	50,60	60,72	8,60	17,71	18,97	5,06	10,63	12,65	4,05	9,61	11,13	3,29	7,59	9,10	2,53	5,06	6,07	1,77	4,05	4,81

Day: 06.00 – 23.00 hrs

Night: 23.00 – 06.00 hrs

Chapter 2 and Chapter 3 surcharge per landing:

Up to 100.000 kg: € 1,837.80

Over 100.000 kg: € 2,756.70

Passenger Service Charge Schiphol Centre	Passenger Service Charge Schiphol East	Security service charge
Per departing local passenger 29,75	Per departing local passenger 23,80	Per departing local passenger 22,28
Per departing transfer/transit passenger 12,49	Per departing transfer/transit passenger 9,98	Per departing transfer/transit passenger 12,45
Parking charge	Emission related charge: NOx per kg NOx emission	
per 1,000 kg per 24 hours € 3,70	Per landing € 4,00	
	Per Take-off € 4,00	

2026:

Landing and take-off (€) as per April 1, 2026 (Charge per 1,000 kg)	Category S1			Category S2			Category S3			Category S4			Category S5			Category S6			Category S7		
	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off
Connected	33,48	167,40	200,88	22,32	50,22	55,80	11,16	31,25	36,83	8,93	26,78	32,36	6,70	22,32	26,78	5,02	13,39	16,18	3,35	11,16	13,39
Disconnected	26,78	133,92	160,70	17,86	40,18	44,64	8,93	25,00	29,46	7,14	21,43	25,89	5,36	17,86	21,43	4,02	10,71	12,95	2,68	8,93	10,71
Cargo	17,41	87,05	104,46	11,61	26,11	29,02	5,80	16,25	19,15	4,64	13,93	16,83	3,48	11,61	13,93	2,61	6,96	8,41	1,74	5,80	6,96

Day: 06.00 – 23.00 hrs

Night: 23.00 – 06.00 hrs

Chapter 2 and Chapter 3 surcharge per landing:

Up to 100.000 kg: € 1,837.80

Over 100.000 kg: € 2,756.70

Passenger Service Charge Schiphol Centre	Passenger Service Charge Schiphol East	Security service charge
Per departing local passenger 31,26	Per departing local passenger 25,01	Per departing local passenger 21,69
Per departing transfer/transit passenger 13,12	Per departing transfer/transit passenger 10,49	Per departing transfer/transit passenger 12,12
Parking charge	Emission related charge: NOx per kg NOx emission	
per 1,000 kg per 24 hours € 4,13	Per landing € 4,00	
	Per Take-off € 4,00	

**2027:**

Landing and take-off (€) as per April 1, 2027	Category S1			Category S2			Category S3			Category S4			Category S5			Category S6			Category S7		
(Charge per 1,000 kg)	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off	Day landing/ take-off	Night landing	Night take-off
<b>Connected</b>	37,40	233,75	280,50	23,38	63,11	70,13	9,35	39,27	46,28	7,01	33,66	40,67	5,14	28,05	33,66	3,74	14,96	17,77	2,34	12,16	14,03
<b>Disconnected</b>	29,92	187,00	224,40	18,70	50,49	56,10	7,48	31,42	37,03	5,61	26,93	32,54	4,11	22,44	26,93	2,99	11,97	14,21	1,87	9,72	11,22
<b>Cargo</b>	19,45	121,55	145,86	12,16	32,82	36,47	4,86	20,42	24,07	3,65	17,50	21,15	2,67	14,59	17,50	1,94	7,78	9,24	1,22	6,32	7,29

Day: 06.00 – 23.00 hrs

Night: 23.00 – 06.00 hrs

Chapter 2 and Chapter 3 surcharge per landing:

Up to 100.000 kg: € 1,837.80

Over 100.000 kg: € 2,756.70

Passenger Service Charge Schiphol Centre	Passenger Service Charge Schiphol East	Security service charge
Per departing local passenger	26,35	Per departing local passenger
Per departing transfer/transit passenger	11,06	21,08
		Per departing transfer/transit passenger
		8,84
		10,24
Parking charge	Emission related charge: NOx per kg NOx emission	
per 1,000 kg per 24 hours	€ 3,67	Per landing
		€ 4,00
		Per Take-off
		€ 4,00

*Nb: The airport's operator will set adjusted charges after settlements in year 2 and year 3 of the charges period (2026 and 2027). The above mentioned charges as per April 1, 2026 and April 1, 2027 will therefore be adjusted and set on October 31 2025 resp. October 31, 2026.*

## A: Final setting Investment Plan – Approved projects (1/2)

Project Clusters 2025-2029			Consultation Aviation Development Plan Sep'24																		
Classification	Programme	Project Cluster	2025-2029			2025			2026			2027			2028			2029			Page in appendix
			PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	
Quality of Network	Airside	ICP: Optimisation of the J Apron	4	-	4	4	-	4	-	-	-	-	-	-	-	-	-	-	-	44	
Quality of Network	Airside	ICP: Optimisation of the E Apron	3	-	3	3	-	3	-	-	-	-	-	-	-	-	-	-	-	45	
Quality of Network	Airside	Accommodating Regionals (temporary solution R/Y/U aprons)	12	-	12	6	-	6	5	-	5	-	-	-	-	-	-	-	-	46	
Quality of Network	Terminal	Redevelopment Lounge 4	23	1	25	1	0	1	4	0	4	8	0	8	5	0	5	6	0	6	48
Quality of Network	Terminal	Operationalize Aircraft Stand F02 including corridors	7	4	11	-	-	-	1	0	1	1	0	1	2	1	3	4	2	7	49
Quality of Network	Terminal	Expansion security filter Departure Hall 3	6	16	23	-	-	-	-	-	-	0	1	1	2	6	8	4	10	13	50
Quality of Network	Terminal	Expansion Electrical Power T3	1	0	1	1	0	1	0	0	1	-	-	-	-	-	-	-	-	-	51
Quality of Network	Terminal	Basement South	446	10	455	31	1	32	83	2	85	102	2	105	131	3	134	98	2	100	47
Quality of Network	Terminal	Terminal South	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	47
Quality of Network	Landside	Programme: Landside Central Programme (LCP) Roads & Utilities	50	5	55	5	0	5	6	1	7	17	2	19	16	1	18	6	1	7	52
Quality of Network	Landside	Schiphol Multimodal Hub (MKS)	13	2	15	7	1	8	4	-	4	2	1	3	-	-	-	-	-	-	53
Quality of Network	Landside	Programme: Logistics Hub	9	2	10	2	0	2	2	0	2	5	1	6	-	-	-	-	-	-	54
Quality of Network	Other < 1mio	Other < 1mio	1	0	1	1	0	1	0	0	0	-	-	-	-	-	-	-	-	-	
<b>Quality of Network Total</b>			<b>575</b>	<b>40</b>	<b>615</b>	<b>60</b>	<b>3</b>	<b>63</b>	<b>105</b>	<b>3</b>	<b>109</b>	<b>135</b>	<b>8</b>	<b>143</b>	<b>156</b>	<b>12</b>	<b>168</b>	<b>118</b>	<b>15</b>	<b>133</b>	
Quality of Life	Airside	Programme: Electrification Airside	54	-	54	24	-	24	14	-	14	10	-	10	4	-	4	2	-	2	56
Quality of Life	Airside	Electric PCA	43	-	43	15	-	15	28	-	28	1	-	1	-	-	-	-	-	-	57
Quality of Life	Landside	Zero Emission Zone	1	-	1	1	-	1	0	-	0	-	-	0	-	0	-	-	-	-	58
Quality of Life	Landside	Gas Free Fire Stations	6	-	6	2	-	2	2	-	2	0	-	0	1	-	1	1	-	1	66
Quality of Life	Other < 1mio	Other < 1mio	0	-	0	0	-	0	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Quality of Life Total</b>			<b>104</b>	<b>-</b>	<b>104</b>	<b>41</b>	<b>-</b>	<b>41</b>	<b>44</b>	<b>-</b>	<b>44</b>	<b>12</b>	<b>-</b>	<b>12</b>	<b>5</b>	<b>-</b>	<b>5</b>	<b>2</b>	<b>-</b>	<b>2</b>	
Quality of Work	Terminal	Improve resting areas and sanitary facilities	19	2	22	9	1	10	11	1	12	-	-	12	5	-	5	2	-	2	60
Quality of Work	Terminal	Upgrade bagagekelderplein	4	0	4	1	0	1	3	0	4	-	-	-	-	-	-	-	-	-	61
Quality of Work	Baggage	Working Conditions Baggage - POC Automated Loading of Baggage	4	-	4	4	-	4	-	-	-	-	-	-	-	-	-	-	-	-	62
Quality of Work	Baggage	Working Conditions Baggage - POC Automated Unloading of Baggage	5	-	5	5	-	5	-	-	-	-	-	-	-	-	-	-	-	-	62
Quality of Work	Baggage	Working Conditions Baggage - Baggage Lifting Aids (make up)	7	-	7	7	-	7	-	-	-	-	-	-	-	-	-	-	-	-	62
Quality of Work	Baggage	Working Conditions Baggage - ICP: Make-up Area Baggage hall South	1	-	1	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	62
Quality of Work	Landside	Renovation Fire Stations	36	-	36	26	-	26	10	-	10	-	-	-	-	-	-	-	-	-	66
Quality of Work	Landside	Fire Brigade Training Center	32	-	32	9	-	9	9	-	9	14	-	14	0	-	0	-	-	-	67
Quality of Work	Other < 1mio	Other < 1mio	1	-	1	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Quality of Work Total</b>			<b>110</b>	<b>2</b>	<b>112</b>	<b>62</b>	<b>1</b>	<b>63</b>	<b>34</b>	<b>2</b>	<b>35</b>	<b>14</b>	<b>-</b>	<b>14</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## A: Final setting Investment Plan – Approved projects (2/2)

Project Clusters 2025-2029				Consultation Aviation Development Plan Sep '24																			
Capital Lifecycle status	Classification	Programme	Project Cluster	2025-2029			2025			2026			2027			2028			2029			Page In appendix	
				PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation		
Project	Quality of Service	Multi-yr. programme	Programme: Multi-year maintenance programme (MVMP) 2025-2029	611	48	659	120	11	130	127	9	135	132	10	142	131	10	141	102	8	110	69	
Project	Quality of Service	Capital Programme	Pier A	338	101	439	145	44	189	145	44	189	47	14	61	-	-	-	-	-	-	71	
Project	Quality of Service	Airside	Waterfront Polderbaan & Taxiway Victor	5	-	5	5	-	5	-	-	-	-	-	-	-	-	-	-	-	-	72	
Project	Quality of Service	Airside	VDGS: Visual Guidance Docking System	7	-	7	4	-	4	3	-	3	-	-	-	-	-	-	-	-	-	73	
Project	Quality of Service	Airside	Full automatic connection Aviobridge	16	-	16	-	-	-	1	-	1	3	-	3	3	-	3	9	-	9	74	
Project	Quality of Service	Airside	RMS Runway Buitenveldertbaan	86	-	86	86	-	86	-	-	-	-	-	-	-	-	-	-	-	-	75	
Project	Quality of Service	Airside	Replacement of WIBO passenger bridges	5	-	5	5	-	5	-	-	-	-	-	-	-	-	-	-	-	-	76	
Project	Quality of Service	Airside	Remote handling bus capacity	35	-	35	20	-	20	7	-	7	7	-	7	-	-	-	-	-	-	77	
Project	Quality of Service	Terminal	Renovation Pier C	265	-	265	5	-	5	14	-	14	40	-	40	86	-	86	119	-	119	77	
Project	Quality of Service	Terminal	Replacement installations Terminal 1 & 2	118	24	141	9	2	11	33	7	39	34	7	40	28	6	34	14	3	17	78	
Project	Quality of Service	Terminal	Lifecycle management (cm): on Schiphol Security Lanes	-	99	99	-	46	46	-	33	33	-	19	19	-	-	-	-	-	-	79	
Project	Quality of Service	Baggage	South+ Baggage Handling System	339	16	356	21	1	22	16	1	17	25	1	26	140	7	147	137	7	144	80	
Project	Quality of Service	Baggage	Capacity - Compliance IATA	1	-	1	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	119	
Project	Quality of Service	Baggage	Continuity - Compliant of Baggage Safety System	36	-	36	13	-	13	17	-	17	4	-	4	1	-	1	1	-	1	120	
Project	Quality of Service	Landside	Multi-Year Maintenance 25-29 Emergency response	3	-	3	0	-	0	1	-	1	1	-	1	1	-	1	1	-	1	81	
Project	Quality of Service	IT & Data	Programme: Total Airport Management	64	-	64	14	-	14	14	-	14	13	-	13	12	-	12	11	-	11	81	
Project	Quality of Service	IT & Data	Programme: Mission-critical IT Infrastructure	28	6	34	6	1	7	6	1	7	6	2	7	5	2	7	5	1	6	85	
Project	Quality of Service	IT & Data	Programme: lifecycle management Operational IT	23	93	116	3	9	12	5	9	14	5	25	29	4	24	28	6	26	32	87	
Project	Quality of Service	IT & Data	Next Generation Airport Operational Database	31	-	31	19	-	19	7	-	7	1	-	1	1	-	1	1	-	1	88	
Project	Quality of Service	IT & Data	Passenger Flow	16	0	16	3	-	3	3	-	3	3	-	3	3	-	3	4	0	4	89	
Project	Quality of Service	IT & Data	Lifecycle management Schiphol Dynamic Displays	12	0	12	1	-	1	7	0	7	-	-	-	4	0	4	-	-	-	90	
Project	Quality of Service	IT & Data	Programme: Digital Passenger Information	9	1	10	1	0	2	2	0	2	1	0	2	2	0	2	3	0	3	91	
Project	Quality of Service	Other < 1mio	Other < 1 mio	3	0	3	2	0	3	0	0	0	0	0	0	0	0	0	0	0	0	91	
Project	<b>Quality of Service Total</b>			<b>2,049</b>	<b>386</b>	<b>2,438</b>	<b>484</b>	<b>114</b>	<b>598</b>	<b>407</b>	<b>103</b>	<b>510</b>	<b>323</b>	<b>77</b>	<b>401</b>	<b>422</b>	<b>49</b>	<b>471</b>	<b>413</b>	<b>45</b>	<b>457</b>		
Project	Robust organisation & safety	Airside	Completion Dual Taxiway System	236	9	245	97	8	106	74	1	74	65	0	65	0	0	0	-	-	-	93	
Project	Robust organisation & safety	Airside	Completion crossing Taxiway Sierra 1	5	-	5	5	-	5	-	-	-	-	-	-	-	-	-	-	-	-	94	
Project	Robust organisation & safety	Airside	Programme: Recover lights and visibility on road crossings and under Tern	16	-	16	5	-	5	5	-	5	6	-	6	-	-	-	-	-	-	95	
Project	Robust organisation & safety	Airside	Taxiway A1	12	-	12	1	-	1	4	-	4	4	-	4	3	-	3	-	-	-	96	
Project	Robust organisation & safety	Terminal	Programme: Fire Safety	50	8	58	17	3	19	16	3	18	7	1	8	10	2	12	-	-	-	97	
Project	Robust organisation & safety	Terminal	Redevelopment Terminal 1	45	13	57	32	9	41	12	4	16	-	-	-	-	-	-	-	-	-	98	
Project	Robust organisation & safety	Terminal	Redevelopment Lounge 2	3	-	3	3	-	3	-	-	-	-	-	-	-	-	-	-	-	-	99	
Project	Robust organisation & safety	Terminal	EU-Entry-Exit System (EES)/Seamless Flow	-	1	1	-	17	17	-	-16	-16	-	-	-	-	-	-	-	-	-	100	
Project	Robust organisation & safety	Landside	Programme: Landside Security	32	6	38	5	1	6	-	-	-	10	2	12	8	2	9	9	2	11	101	
Project	Robust organisation & safety	IT & Data	Programme: Cyber Security Roadmap	12	5	17	3	1	4	3	1	4	3	1	4	2	1	3	2	1	3	102	
Project	Robust organisation & safety	IT & Data	Programme: Data Roadmap: build data & AI organization	14	18	32	3	4	7	2	4	6	3	4	7	3	3	6	3	3	7	103	
Project	Robust organisation & safety	IT & Data	Programme: Continuous development of safety & security (processes)	6	9	15	1	3	4	1	4	5	1	2	3	1	3	1	3	1	1	1	105
Project	Robust organisation & safety	IT & Data	BIM for Portfolio	14	-	14	9	-	9	5	-	5	-	-	-	-	-	-	-	-	-	106	
Project	Robust organisation & safety	Other < 1mio	Other < 1 mio	0	-0	-0	0	-1	-1	-	0	0	-	0	0	-	-	-	-	-	-	106	
Project	<b>Robust organisation &amp; safety Total</b>			<b>444</b>	<b>68</b>	<b>513</b>	<b>180</b>	<b>45</b>	<b>226</b>	<b>122</b>	<b>-1</b>	<b>121</b>	<b>98</b>	<b>9</b>	<b>107</b>	<b>29</b>	<b>8</b>	<b>37</b>	<b>15</b>	<b>7</b>	<b>22</b>		
Project	<b>Project Total</b>			<b>3,288</b>	<b>500</b>	<b>3,788</b>	<b>828</b>	<b>163</b>	<b>991</b>	<b>710</b>	<b>107</b>	<b>817</b>	<b>584</b>	<b>94</b>	<b>679</b>	<b>623</b>	<b>69</b>	<b>692</b>	<b>544</b>	<b>66</b>	<b>610</b>		

## B: Final setting Investment Plan – Future initiatives (1/2)

Project Clusters 2025-2029			Consultation Aviation Development Plan Sep'24																		
Classification	Programme	Project Cluster	2025-2029			2025			2026			2027			2028			2029			Page in appendix
			PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	
Quality of Network	Airside	Adjustments taxiane AS	2	-	2	-	-	-	1	-	1	1	-	1	1	-	1	-	-	-	111
Quality of Network	Airside	Redevelopment VOG	31	-	31	28	-	28	4	-	4	-	-	-	-	-	-	-	-	112	
Quality of Network	Airside	Upgrade Pier D CAT.7 to CAT.8	77	8	85	1	0	1	6	1	7	18	2	20	52	5	57	-	-	113	
Quality of Network	Terminal	Expansion of sanitary facilities	3	1	3	-	-	-	-	-	-	0	0	0	2	0	2	1	0	1	114
Quality of Network	Terminal	Border Control Departurs 3	0	2	2	-	-	-	-	-	-	0	0	0	0	1	1	0	1	1	115
Quality of Network	Terminal	Restore Schengen Connection Piers A-B-C	2	-	2	-	-	-	-	-	-	-	-	-	-	-	2	-	2	116	
Quality of Network	Terminal	Common use self service check-in Departure Hall 1	5	-	5	-	-	-	-	-	-	-	-	1	-	1	4	-	4	117	
Quality of Network	Terminal	Facilitate Non-Schengen bus gate capacity	3	0	3	0	0	0	0	0	0	0	0	0	1	0	1	1	0	1	118
Quality of Network	Baggage	Capacity - Process Optimization non-HUB	2	-	2	2	-	2	-	-	-	-	-	-	-	-	-	-	-	119	
Quality of Network	Baggage	Capacity - Process Optimization HUB (peak shaving)	2	-	2	2	-	2	-	-	-	-	-	-	-	-	-	-	-	119	
Quality of Network	Baggage	Capacity - Extra laterals in E-basement	6	-	6	1	-	1	5	-	5	0	-	0	0	-	0	-	-	119	
Quality of Network	Baggage	Capacity - Lane buffer in EF-area	3	-	3	0	-	0	2	-	2	0	-	0	0	-	0	-	-	119	
Quality of Network	Baggage	Capacity - Replace&expand buffer E-basement	11	-	11	2	-	2	8	-	8	1	-	1	0	-	0	-	-	119	
Quality of Network	Baggage	Capacity - Replace carousels by laterals in E-basement	6	-	6	-	-	-	-	-	-	1	-	1	4	-	4	0	-	0	119
Quality of Network	Landside	Plaza capacity measures	9	-	9	0	-	0	1	-	1	3	-	3	1	-	1	3	-	3	122
Quality of Network	Other < 1mio	Other < 1mio	1	0	1	0	-0	0	0	-	0	-	-	0	0	0	0	1	0	1	122
<b>Quality of Network Total</b>			<b>162</b>	<b>11</b>	<b>173</b>	<b>36</b>	<b>0</b>	<b>36</b>	<b>27</b>	<b>1</b>	<b>28</b>	<b>25</b>	<b>2</b>	<b>28</b>	<b>62</b>	<b>7</b>	<b>68</b>	<b>12</b>	<b>1</b>	<b>13</b>	
Quality of Life	Airside	Zero Emission taxibots	25	-	25	9	-	9	15	-	15	-	-	-	-	-	-	-	-	124	
Quality of Life	Airside	Sustainable ground movement	120	-	120	-	-	9	30	-	30	30	-	30	30	-	30	30	-	30	125
<b>Quality of Life Total</b>			<b>145</b>	<b>-</b>	<b>145</b>	<b>9</b>	<b>-</b>	<b>9</b>	<b>45</b>	<b>-</b>	<b>45</b>	<b>30</b>	<b>-</b>	<b>30</b>	<b>30</b>	<b>-</b>	<b>30</b>	<b>30</b>	<b>-</b>	<b>30</b>	
Quality of Work	Baggage	Working Conditions Baggage - POC Automatic Guided Vehicle (AGV)	2	-	2	2	-	2	-	-	-	-	-	-	-	-	-	-	-	62	
Quality of Work	Baggage	Working Conditions Baggage - COBOT 2.0	4	-	4	1	-	1	0	-	0	0	-	0	1	-	1	1	-	1	62
Quality of Work	Baggage	Working Conditions Baggage - FRAIM 2.0	6	-	6	4	-	4	0	-	0	0	-	0	1	-	1	1	-	1	62
Quality of Work	Baggage	Working Conditions Baggage - POC ALD.Dolly	2	-	2	2	-	2	0	-	0	0	-	0	-	-	-	-	-	-	62
Quality of Work	Baggage	Working Conditions Baggage - Scale up Unloading	46	-	46	1	-	1	4	-	4	6	-	6	10	-	10	25	-	25	62
Quality of Work	Baggage	Working Conditions Baggage - Scale up ALD	8	-	8	0	-	0	1	-	1	1	-	1	2	-	2	2	-	2	62
Quality of Work	Baggage	Working Conditions Baggage - Scale up Loading	58	-	58	2	-	2	5	-	5	7	-	7	12	-	12	31	-	31	62
Quality of Work	Landside	Relocation and combined Airport Control / Security and Control Center	39	23	62	5	3	8	17	10	27	12	8	20	5	3	7	-	-	-	127
Quality of Work	Landside	Staff Programme: Schiphol Works	18	6	25	3	1	4	5	2	6	4	1	5	2	1	2	5	2	7	128
Quality of Work	IT & Data	Programme: Enhance Digital Employee Experience	38	14	52	7	3	10	5	2	7	6	2	8	9	3	12	10	4	13	129
Quality of Work	Other < 1mio	Other < 1mio	3	0	3	1	0	1	1	-	1	0	-	0	0	-	0	0	-	0	0
<b>Quality of Work Total</b>			<b>-</b>	<b>223</b>	<b>44</b>	<b>267</b>	<b>29</b>	<b>7</b>	<b>36</b>	<b>39</b>	<b>13</b>	<b>52</b>	<b>38</b>	<b>11</b>	<b>50</b>	<b>42</b>	<b>7</b>	<b>49</b>	<b>75</b>	<b>6</b>	<b>81</b>

## B: Final setting Investment Plan – Future initiatives (2/2)

Project Clusters 2025-2029				Consultation Aviation Development Plan Sep'24												Page In appendix								
Capital Lifecycle status	Classification	Programme	Project Cluster	2025-2029			2025			2026			2027				2028			2029				
				PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation		PMC AVI	PMC SEC	Aviation	PMC AVI	PMC SEC	Aviation		
Initiative	Quality of Service	Airside	Airside contractor site accomodation	10	-	10	5	-	5	5	-	5	-0	-	0	-	-	-	-	-	-	-	-	131
Initiative	Quality of Service	Airside	Fleet management buses Schiphol	9	-	9	3	-	3	1	-	1	5	-	5	-	-	-	-	-	-	-	-	132
Initiative	Quality of Service	Airside	IT switch cabinets on aprons	3	-	3	3	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	133	
Initiative	Quality of Service	Airside	RMS Runway Polderbaan (18R-36L)	14	-	14	-	-	-	0	-	0	1	-	1	13	-	13	-	-	-	-	134	
Initiative	Quality of Service	Airside	RMS Runway Aalsmeerbaan (18L-36R)	52	-	52	-	-	-	-	-	0	-	0	2	-	2	50	-	50	-	-	134	
Initiative	Quality of Service	Airside	RMS Runway Kaagbaan (06-24)	0	-	0	-	-	-	-	-	-	-	-	-	-	-	0	-	0	-	-	134	
Initiative	Quality of Service	Airside	RMS Runway Oostbaan (04-22)	42	-	42	0	-	0	2	-	2	39	-	39	-	-	-	-	-	-	-	134	
Initiative	Quality of Service	Airside	RMS Runway Zwanenburgbaan (18C-36C)	1	-	1	-	-	-	-	-	-	-	-	0	-	0	1	-	1	-	-	134	
Initiative	Quality of Service	Terminal	Increase Heating, Cooling & Power T3	9	2	11	-	-	-	0	0	0	1	0	1	1	0	2	7	1	8	-	136	
Initiative	Quality of Service	Terminal	Charging facilities for passengers	4	-	4	1	-	1	2	-	2	1	-	1	1	-	1	-	-	-	-	137	
Initiative	Quality of Service	Terminal	Upgrade sanitary facilities	8	2	9	-	-	-	-	-	-	0	0	0	2	0	2	5	1	7	-	138	
Initiative	Quality of Service	Terminal	Renovation Pier B	3	0	3	-	-	-	-	-	-	-	-	-	0	0	0	2	0	2	-	139	
Initiative	Quality of Service	Terminal	Vertical transport Departures 3	1	0	1	-	-	-	-	-	-	-	-	0	0	0	1	0	1	-	-	140	
Initiative	Quality of Service	Terminal	Integral Building Management System	3	1	3	0	0	0	1	0	1	1	0	1	1	0	1	-	-	-	-	141	
Initiative	Quality of Service	Terminal	Facilitate manoeuvring, space for strategic renovations	8	2	10	-	-	-	0	0	0	1	0	1	3	1	4	4	1	5	-	142	
Initiative	Quality of Service	Terminal	Integral replacement of seating	8	-	8	-	-	-	-	-	3	-	3	2	-	2	3	-	3	-	3	143	
Initiative	Quality of Service	Terminal	Baggage trolley elevators Departure Hall 3	1	0	1	-	-	-	-	-	0	0	0	0	0	0	1	0	1	-	0	144	
Initiative	Quality of Service	Terminal	Plaza Redevelopment Public Areas	12	-	12	0	-	0	1	-	1	1	-	1	3	-	3	7	-	7	-	145	
Initiative	Quality of Service	Terminal	Facilitate Schengen bus gate capacity	38	-	38	4	-	4	10	-	10	15	-	15	9	-	9	-	-	-	-	146	
Initiative	Quality of Service	Baggage	Continuity - Baggage Handling System Pier D: System replacement incl. ex	51	-	51	6	-	6	5	-	5	10	-	10	15	-	15	15	-	15	-	147	
Initiative	Quality of Service	Baggage	Continuity - Hold Baggage Screening 3.2 Update	-	2	2	-	-	-	-	-	-	-	-	2	2	-	-	-	-	-	-	147	
Initiative	Quality of Service	Baggage	Continuity - BCS Continuous Integration Continuous Delivir	3	-	3	-	-	-	0	-	0	0	-	0	1	-	1	1	-	1	-	147	
Initiative	Quality of Service	Baggage	Continuity - BCS Private network	4	-	4	-	-	-	1	-	1	1	-	1	1	-	1	2	-	2	-	147	
Initiative	Quality of Service	Baggage	Continuity - BCS Component Refactoring	12	-	12	1	-	1	2	-	2	2	-	2	3	-	3	5	-	5	-	147	
Initiative	Quality of Service	Baggage	Continuity - BCS Optimizations	3	-	3	-	-	-	0	-	0	0	-	0	0	-	1	1	-	1	-	147	
Initiative	Quality of Service	Baggage	Working Conditions Baggage - Baggage Hall Test Location	4	-	4	1	-	1	3	-	3	0	-	0	-	-	-	-	-	-	-	-	
Initiative	Quality of Service	Baggage	Working Conditions Baggage - Baggage Hall Working Environment	1	-	1	0	-	0	0	-	0	0	-	0	0	-	0	0	-	0	-	0	
Initiative	Quality of Service	Landside	Programme: Storm water drainage	32	-	32	3	-	3	11	-	11	15	-	15	1	-	1	2	-	2	-	150	
Initiative	Quality of Service	Landside	Smart GRID Proof of Concept	3	-	3	2	-	2	1	-	1	-	-	-	-	-	-	-	-	-	-	151	
Initiative	Quality of Service	IT & Data	Programme: Digital and data-driven asset management	12	1	13	2	0	3	3	0	3	1	0	1	3	0	3	3	0	3	-	152	
Initiative	Quality of Service	IT & Data	Roadmap To Optimized Asset Data	9	1	9	-	-	0	0	-0	0	1	0	2	4	0	4	4	0	4	-	153	
Initiative	Quality of Service	IT & Data	Optimizing Enterprise Service Management	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	154	
Initiative	Quality of Service	Other < 1mio	Other < 1mio	2	0	2	1	-	1	0	-	0	0	-	0	0	0	0	0	0	0	-	-	
Initiative	Quality of Service Total			361	10	372	33	0	33	49	1	50	99	1	100	67	4	72	113	4	117	-		
Initiative	Robust organisation & safety	Terminal	New business class lounges	1	0	1	-	-	-	-	-	-	-	-	0	0	0	1	0	1	-	-	156	
Initiative	Robust organisation & safety	Terminal	Capacity arrival filters 2 + 3	46	10	56	2	0	2	4	1	4	4	1	5	12	2	14	25	5	30	-	157	
Initiative	Robust organisation & safety	Baggage	Capacity - Upgrade Customs T3	-	1	1	-	0	0	-	1	1	-	-	-	-	-	-	-	-	-	-	159	
Initiative	Robust organisation & safety	IT & Data	Modernising Alarm System Schiphol program (PMAS)	19	0	19	1	0	1	8	-	8	3	-	3	2	-	2	7	-	7	-	158	
Initiative	Robust organisation & safety	Other < 1mio	Other < 1mio	1	4	4	1	1	2	-	1	1	-	1	1	-	1	1	-	1	-	1	-	
Initiative	Robust organisation & safety Total			67	15	82	3	2	5	11	2	13	7	1	8	13	3	17	33	6	39	-		
Initiative	Initiative Total			959	79	1,038	110	9	119	172	17	188	200	16	216	214	21	235	263	17	280	-		
Initiative Tot	Total RSG			4,247	579	4,826	938	172	1,110	881	124	1,005	784	110	894	837	90	927	807	83	890	-		