CONNECTING OUR REGION TO OPPORTUNITY



ANNUAL REPORT 2025-2026

Newcastle Airport

Newcastle Airport

A STRONGER REGION TAKES FLIGHT





Honouring Country

Newcastle Airport acknowledges the importance of the traditional custodians of this land in which we stand, the caretakers of this land since long before it became a town, a city and what we call Newcastle and the Hunter now. The Awabakal, Worimi (in which country the airport stands) and the Wonnarua people of our region. To their elders past, present, emerging and with us today reading our report, we acknowledge you and we pay our respects.



More than 1.3 million passengers

Our busiest year yet



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Newcastle Airport

A STRONGER REGION TAKES FLIGHT



‘Creating more connections, more jobs and a stronger future for the Hunter and Regional NSW’

Linc Horton
CEO Newcastle Airport



‘The Board remains confident in the role Newcastle Airport will play as a stronger global gateway and springboard for opportunity’

Samantha (Sam) Martin-Williams
Chair, Newcastle Airport

Message from the Chair

What an incredible year we have seen for Newcastle Airport. I'm so proud to see our long-term growth strategy and disciplined investment, combine with the strong support of our region to drive more connectivity, travel options and opportunity. Being named Airport of the Year at the 2026 Australian Aviation Awards was a proud moment for Newcastle Airport and Regional NSW, recognising our achievements from a national field and affirming that our direction and ambition for our region are on the right track.

we make today position Newcastle Airport to create opportunity for the Hunter and Regional NSW for decades to come.

With this in mind, we have seen our property precinct continue to take shape, strengthening Newcastle Airport's role in supporting Australia's sovereign Defence capability, advanced manufacturing and high-value jobs in the Hunter. The Kongsberg Defence Australia development at Astra Aerolab reached a major construction milestone this year, with a Topping Out Ceremony held in May 2026.



Newcastle Airport will only grow from strength to strength. We have delivered the infrastructure required to connect our region internationally, grown our domestic and international network, strengthened our commercial portfolio and continued to invest in the long-term sustainability and resilience of the business.

Being the airport the region deserves means that we have to take a long-term view to ensure the decisions and investments

Our sustainability strategy also continued to deliver. Newcastle Airport became the first airport terminal in Australia to achieve a 5-Star Green Star Buildings 'As Built' certification under the new rating tool, building on our achievement as the first Australian airport to reach Airport Carbon Accreditation Level 4+ Transition. We have maintained an ACA level of 4+ transition for two years now, aligning our long-term growth with Australia's transition to net zero. We are seeing our investment support a more sustainable and resilient economy for the future.

We see our growth and success as closely connected to the prosperity of our region. As Australia's largest regional economy, the Hunter has the capability to compete globally and Newcastle Airport provides the connectivity that helps turn that capability into tourism, trade, investment and jobs. Those benefits are felt throughout NSW and to the communities and economies across our network.

Looking ahead, we will continue to strive for new domestic and international routes, develop our property precinct and advocate strongly for opportunities for Regional NSW. We will also maintain the financial resilience needed to invest in future growth and ensure Newcastle Airport continues to create opportunity for NSW.

I assumed the role of Chair in March after six years as a Director and Deputy Chair and I acknowledge the outstanding contribution of my predecessor, Jude Munro AO.

Jude helped guide Newcastle Airport through an extraordinary period of transformation and leaves a significant legacy.

I also thank my fellow Directors, our shareholders, governments, airline and business partners, regional organisations and the Newcastle Airport team for their continued commitment.

The Board remains confident in the role Newcastle Airport will play as a stronger global gateway and springboard for opportunity.

Samantha (Sam) Martin-Williams
Chair, Newcastle Airport

Message from the CEO

After a huge year for our airport and for our region, I would like to take this opportunity to pause and reflect on our achievements. After years of advocating, planning and investment, Newcastle Airport has achieved record results.

In FY26 we welcomed a record 1,300,775 passengers through Newcastle Airport and, for the first time in our history, saw more than 1.3 million passengers travel through our terminal. This is a great result showing a 10 per cent increase on last year (FY25) and highlighting our region's significant appetite for increased connectivity. We know the Hunter loves to travel and we are happy to see our region seize the opportunities we have delivered with our airline partners.

Since our international terminal became operational last year, we have continued to grow our network, adding Perth in September, Bali in October as our first year-round international service, Hobart in December and Singapore via Denpasar in March. Bringing these new connections to our region required an enormous effort across our airport community, spanning airline partnerships, operational and security readiness, technology and infrastructure.

While growing our travel options we continued to focus on safety. As our network expanded, we remained focused on safe, reliable operations and delivering a quality service for our passengers. We continued to strengthen our safety culture, invested in the customer journey and expanded how we use passenger feedback to drive improvement.

We also continued to transform the passenger experience, introducing six new food and beverage concepts, expanding our retail offering and giving passengers greater choice and a better experience from the moment they arrive at the airport.

Our region recognised our progress too. Newcastle Airport received four prestigious awards at the Business Hunter Awards, including Business of the Year, Contribution to the Region and Excellence in Sustainability. We also received the national Airport Excellence Awards for Infrastructure and for Sustainability from the Australian Airports Association.

This momentum continued into FY27, with Newcastle Airport subsequently named Australia's Airport of the Year at this year's Australian Aviation Awards. What amazing validation of our efforts to truly make Newcastle the airport our region deserves.

We owe our success to our communities who support our ambitions and come together to drive more connectivity opportunities with their high demand for travel.

Our voice in national and international conversations continues to grow. Through key aviation, defence, innovation and investment forums, Newcastle Airport is building relationships with airlines, government, investors and industry leaders while strengthening the relationships and influence needed to support the Hunter's long-term growth.

Our success only happens with the strength of the people who support the airport they have in their own backyard. Thank you to our Shareholders and Board for their continued support and guidance, our team here at the airport for the commitment and energy they bring every day and to our region for continuing to choose us. You embrace all of our established routes and you share our goal for greater connectivity. Your support lifts us to strive to be the airport our region deserves and creates opportunities that extend well beyond the runway.

Growing our property portfolio and diversifying the airport's revenue streams also remained an important focus. The topping out of Kongsberg Defence Australia's new facility at Astra Aerolab was a significant milestone, highlighting the precinct's role in attracting investment, supporting advanced manufacturing and creating new opportunities for the Hunter.

Across the Airport, our momentum is supported by a network of partners across government, Defence, aviation, tourism, industry and regional organisations, together with the tenants and service providers who help us deliver every day. These relationships are critical to growing connectivity, attracting investment and delivering better outcomes for our passengers and our region.

Having joined Newcastle Airport as CEO in May 2025, FY26 was my first full financial year leading the organisation. It has been a privilege to lead the team through such an important period and to see, what has been years of planning and investment, grow into such incredibly positive outcomes for our passengers and our region.

I was drawn to Newcastle Airport because of the enormous potential I could see here; in both the airport and our region. After such a warm and welcoming start, I am looking forward to seeing what more incredible things we can achieve together.

Linc Horton
CEO Newcastle Airport



Jeremy Bath

Chief Executive Officer
City of Newcastle

Ongoing growth

Newcastle Airport has had another hugely successful financial year, with its rapid growth directly mirroring the scale and ambition of our community. These financial results for 2025–26 demonstrate the immense value of this joint community investment, which is delivering direct economic and social benefits back to our local government areas of the City of Newcastle and Port Stephens.

A historic milestone in its evolution as a global gateway was reached with the official opening of the Hunter's new international passenger terminal. This world-class facility proved its operational readiness by driving a record 1,300,000 plus passengers through the airport this financial year. This equates to a 10 per cent increase on the previous year. This trajectory highlights our region's appetite for increased connectivity and was validated by major accolades, including Business of the Year at the Business Hunter Awards, national Airport Excellence Awards for Infrastructure and Sustainability from the Australian Airports Association and most recently crowned Australia's Airport of the Year at the 2026 Australian Aviation Awards.

Our region is now more connected to the world than ever. Following the international terminal becoming operational, a disciplined network expansion delivered vital new travel choices adding Perth, Hobart and Bali as the first year-round international service, followed closely by Singapore. The establishment of this direct connection to Singapore transforms Newcastle Airport into a highly visible, top-tier international gateway. It signals to the global market that we are unequivocally open and ready for business, actively establishing a pipeline for international capital, commercial enterprise and global investment. The expanded air freight capacity allows local businesses direct connectivity to global markets with newfound speed and efficiency.

Simultaneously, these direct connections also bring a significant boost to our local businesses including tourism and hospitality.

Beyond moving passengers, the airport's property portfolio is taking shape as a premier employment hub, strengthening its role in supporting sovereign capability and high-value local jobs. Nestled in the lower-Hunter growth corridor alongside RAAF Base Williamtown, the fast-developing Astra Aerolab precinct is actively attracting global investment to advanced industry. The landmark Kongsberg Defence Australia development reached a major milestone this financial year, anchoring a connected aerospace and technology ecosystem. This entire precinct is being seamlessly unlocked by the newly opened $2.1 billion M1 to Raymond Terrace bypass; a gamechanger for connectivity for trade and market expansion.

We see the ongoing growth and success of Newcastle Airport as closely connected to the prosperity of our local communities. By taking a disciplined, long-term view, we will ensure decisions and investments position the airport to create opportunity for decades to come while building a resilient economy for the future. Our joint investment in Newcastle Airport is an investment in our community's future. We remain fully committed to driving job growth, supporting local services and ensuring this global gateway creates prosperous opportunities that extend well beyond the runway.

Jeremy Bath
Chief Executive Officer
City of Newcastle

Tim Crosdale
General Manager
Port Stephens Council



Tim Crosdale
General Manager
Port Stephens Council

A record year for Newcastle Airport and our region

FY26 was a year of new connections, record passenger numbers, national recognition and major milestones as Newcastle Airport continued to grow as a global gateway for the Hunter and Regional NSW.



Flying the Newy Way

1,300,775

passengers travelled through Newcastle Airport in FY26 -
our biggest year ever and the first time we surpassed 1.3 million.



Our year in numbers

OUR BIGGEST JUNE EVER

101,000

Passengers in June

223,136

Meals served

152,000

More airline seats added for our region

496,040

Passengers parked with us

4
New routes

- Perth
- Hobart
- Bali
- Singapore via Bali



Passenger growth

10%

6
New food and beverage concepts opened

20
Volunteer Ambassadors donned teal jackets and provided a caring passsenger experience

253,525
Coffees poured

1,688
Medical flights facilitated

14,345
Commercial flights operated

20,603
Customer queries resolved

397,080
Checked bags processed

Recognised for Excellence

Striving to be the Airport the Region deserves



Finalist 2025 **Australian Aviation Awards** across four categories:
Executive of the Year, EGM Aviation Andrew Warrender

Executive of the Year, EGM People & Communications Burcak Sezer

Female Aviation Leader of the Year – Large Business, EGM People & Communications Burcak Sezer

Sustainability Initiative of the Year

Airport of the Year, July 2025

BUSINESS NSW

Finalist, **2025 Business NSW Awards, Excellence in Sustainability category,** October 2025



Newcastle Airport wins four major honours at **2025 Business Hunter Awards** – Business of the Year, Contribution to the Region, Excellence in Sustainability, Outstanding Employee for Matthew Borger, Airlines and Partnerships Manager



Australia's Airport of the Year

Newcastle Airport crowned **Australia's Airport of the Year** at the 2026 Australian Aviation Awards (6th)

AUSTRALIAN AIRPORTS ASSOCIATION

Newcastle Airport wins two major honours at the Australian Airports Association's prestigious **2025 National Airport Industry Awards** – Airport Excellence Award for Infrastructure and Airport Excellence Award for Sustainability, December 2025

NEWCASTLE

In recognition of her outstanding contribution to the region, outgoing Newcastle Airport Chair Jude Munro AO receives a **Key to the City of Newcastle** reflecting the lasting legacy she leaves for the Hunter, February 2026

NEWCASTLE TOURISM INDUSTRY GROUP

Newcastle Airport CEO Linc Horton recognised as **Industry Leader of the Year** for his contribution to supporting and championing the growth of the Hunter region's visitor economy: 2026 Prosperity Advisers Newcastle Hospitality & Tourism Awards, May 2026

greenstar5 Certified

Newcastle Airport officially achieves a 5-Star Green Star Buildings 'As Built' certification from the Green Building Council of Australia (GBCA), becoming the first airport terminal building in Australia to receive a **5-Star Green Star certification** under the new rating tool, June 2026

Success in Aviation

We will ambitiously grow our Aviation Business

2025

JUL

Jetstar's Newcastle to Cairns flights resume

ABD team attended 2026 CAPA (Centre of Pacific Aviation) Conference in Cairns.

AUG

Meetings held in Jakarta with Injourney Airports (Indonesian Airport Authority) to collaborate to secure NTL - DPS direct service.

SEP

Inaugural direct flight to Perth takes off - QF1669 Newcastle to Perth.

ABD team attends Routes World Conference in Hong Kong conducting 18 meetings with International airline prospects.

OCT

Newcastle to Hobart direct announced - Jetstar's Airbus A320.

Inaugural direct flight to Bali takes off

NOV

Newcastle Airport announced a major international growth milestone, with Jetstar adding a fourth weekly Bali service and extending all four services through to Singapore, adding 24,000 low-fare connections annually.

DEC

Inaugural direct flight to Hobart takes off - JQ489 Newcastle to Hobart.

Aviation Business Development Team meetings with trade and industry partners in Hobart in conjunction with Hobart Airport and Tourism Tasmania to launch new Newcastle to Hobart flights.

2026

MAR

Inaugural flight to Singapore (via Bali) commenced.

ABD Team in Singapore with Changi Airport ABD team at welcome event for first flight between Newcastle and Singapore (via Bali).

APR

ABD Team attends Routes Asia Conference in Xi'an, China for meetings with 15 international airlines.

MAY

Newcastle Airport attend Australian Tourism Exchange (ATE) in Adelaide for meetings with 15 International and Domestic airlines teams.

JUN

Newcastle Airport exceeds 1.3 million passengers for the first time, with a record 1,300,775 passengers in FY26, marking a significant milestone for the region showing 10%growth on the previous financial year.

Newcastle Airport records its biggest June on record welcoming 101,000 passengers.

ABD Team attend the Airports Roundtable Conference in Launceston for meetings with airlines and Australian based airports.

AUG

Newcastle Airport crowned Australia's Airport of the Year at the 2026 Australian Aviation Awards.

SEP

Announced - Hobart direct service returning for an extended second season with a significant 27% capacity increase on offer.



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Success in Property

We will enable delivery and growth

2025

JUL **New Arrivals terminal opened** for domestic operations.

AUG ACCC Register lists **Kongsberg Defence Australia's lease** plans with Newcastle Airport.

SEP **Official Terminal Opening**

OCT The **final stage of the Terminal works** opened creating the final link between the old and the new buildings.

2026

MAY **Kongsberg Defence Australia**'s missile manufacturing facility reached its highest point, marked by a Topping Out Ceremony attended by the Minister for Defence Industry and Pacific Island Affairs, The Hon Pat Conroy MP and regional leaders.

JUL **Lockheed Martin** development gets underway with official sod turning.

Success in Operations

We will ensure delivery on our licence to operate

2025

AUG **Expanded Taxi Services** Improve Ground Transport Connectivity: GMCabs and Mainland Taxi joined the airport, increasing taxi capacity, passenger choice and connectivity between Newcastle Airport and the broader region.

NOV We celebrate two special service milestones within our Ambassador team:
Ambassador **Maree Firth** celebrates 10 years of service.
Ambassador **Sue Knight** celebrates 15 years of service.

2026

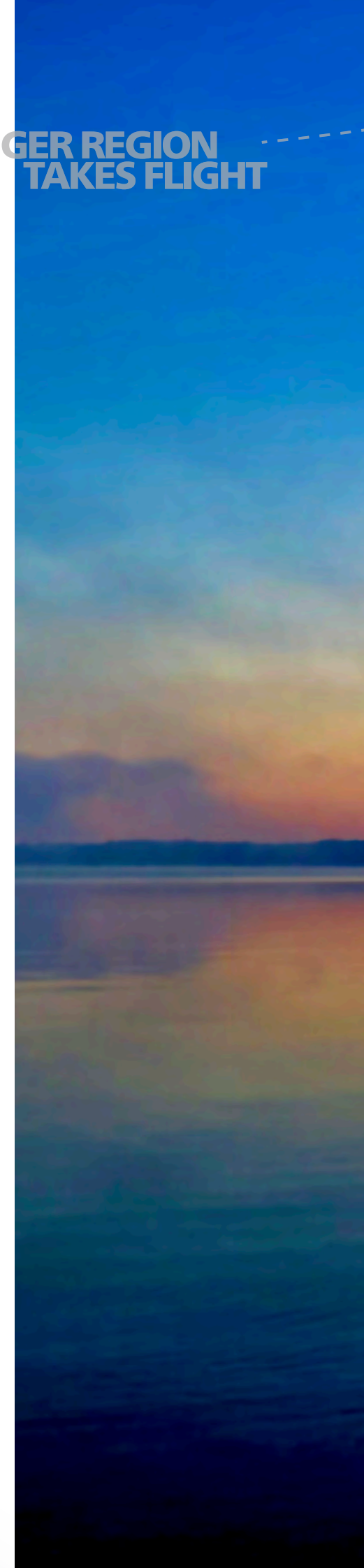
FEB Directors **Anita Kauffmann** and **Suzanne Holden** join the Board of Directors.

MAR Hunter business leader **Samantha Martin-Williams** formally steps into the role of Newcastle Airport Chair, following six years on the Board as a Director and Deputy Chair.

APR **Expanded Customer Experience** Measurement Across Commercial Products: NPS measurement expanded from parking into Retail and F&B, providing direct passenger feedback to guide operator performance and customer experience improvements.

MAY Newcastle Airport's **Volunteer Ambassador Program celebrates 18 years**, with two members of the original intake still helping our passengers today.
Congratulations **Larraine Howes** and **Di McNeil** who both commenced on 16 May 2008.
A wonderful milestone and a great contribution to our Airport community.

Improved Safety across Car Rental Precinct: Safety upgrades across rental-car ready and backup bays included new speed humps, bollards and speed signage, improving vehicle and pedestrian safety across the precinct.






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Success in Revenue

We will sustainably grow our revenue

FY26 delivered a strong financial result for Newcastle Airport, with revenue reaching $56.0 million, up more than 20 per cent on FY25, and net profit increasing from $2.6 million to $9.7 million. This performance was achieved alongside $88.5 million in capital investment, supporting the delivery of our expanded international terminal, new routes and continued property development. Combined with record passenger numbers, the result reflects a year of significant growth and investment, strengthening the Airport and positioning it to create long-term value for the region.

2025

NOV **Technology-Driven Customer Improvements**: A new digital optimisation program was introduced to enhance the online parking booking experience, using customer insights and real-time testing to improve ease of use and support a more seamless travel journey.

2026

JAN **Expanded Food and Beverage Experience**: Cove Kitchen and Novocastrian Taphouse opened, offering passengers more local dining options and enhancing the overall airport experience.

JAN **Enhanced Ground Transport Experience:** New facilities for rental car operators improved operational efficiency and vehicle availability, helping deliver a smoother experience for travellers arriving and departing through Newcastle Airport.

FEB **Hunter Coffee Traders** opens in Departures.

Airport-Wide Advertising Network Renewed: Newcastle Airport's OOH advertising network was fully renewed, modernising media assets and creating a stronger platform for advertising revenue and premium partnerships.

MAR **Sushi Sushi** opens for the first time at Newcastle Airport in Departures.

Six new food and beverage concepts Transform the Terminal Offer: Six new F&B concepts opened across the terminal, significantly expanding passenger choice and delivering a more contemporary, diverse hospitality offer.

MAY **Ground Transport** Positioned for the Next Phase of Growth: A new Ground Transport Strategy established a long-term roadmap for parking growth, rental-car optimisation, product segmentation, pricing and future infrastructure requirements.

JUN **Enhanced Passenger Experience** Through Expanded Retail Offering: Two new retail stores opened, including an international terminal outlet, providing passengers with greater choice across travel essentials, technology, luggage, accessories and convenience products.

Continued Growth in Customer Products and Services: Ongoing enhancements across parking, retail and passenger services improved convenience and choice throughout the airport journey, supporting a more seamless travel experience.

Strong Customer Uptake of Premium and Flexible Travel Options: Increased utilisation of parking and customer service products reflected growing demand for convenience, flexibility and an enhanced airport experience.

JUL **New retail offering** lands in Departures with Relay.

Expanded Affordable Parking Through Increased Mystery Car Park Capacity: Mystery Car Park capacity increased, with more than 15% of parking inventory available below $100 for a 10-day stay, improving value for price-conscious travellers.

Leading the Conversation

Representing Newcastle Airport and championing our region on the national and international stage.



2025

JUL

Newcastle Airport sponsored the inaugural **Hunter Tourism Industry Event**, bringing together tourism leaders and operators to strengthen collaboration and support growth of the Hunter visitor economy.

ABD team attended 2026 CAPA (Centre of Pacific Aviation) Conference in Cairns.

AUG

EGM Aviation **Andrew Warrender represented Newcastle Airport** at the 2025 Australian Aviation Summit, joining industry leaders for a panel discussion on the changing Australian aviation landscape.

Newcastle Airport CEO Linc Horton joined industry leaders at the 2025 **Hunter Defence Conference** to discuss Defence infrastructure, precinct development and the opportunities for the Hunter.

Meetings held in Jakarta with Injourney Airports (Indonesian Airport Authority) to collaborate to secure NTL - DPS direct service.

SEP

Newcastle Airport CEO Linc Horton welcomed industry leaders to Newcastle Airport for the **AAA NSW/ACT Division Meeting**, where Head of Airport Paul McFarlane showcased our approach to operational readiness and joined an industry panel on ORAT.

Newcastle Airport CEO Linc Horton joined industry leaders at the **Hunter Innovation Festival** to discuss sovereign aerospace capability and the Hunter's growing role in advanced technology and Defence.

ABD team attended **Routes World Conference in Hong Kong** conducting 18 meetings with International airline prospects.

OCT

EGM People & Communications represents Newcastle Airport at the **Future-Proofing Airport Development** workshop in Singapore, hosted by the United Nations Institute for Training and Research (UNITAR).

DEC

Newcastle Airport CEO Linc Horton presented at the **Australian Airports Association National Conference** on how connectivity and industry are powering regional growth through Newcastle Airport and Astra Aerolab.

Aviation Business Development Team meetings with trade and industry partners in Hobart in conjunction with **Hobart Airport and Tourism Tasmania** to launch new Newcastle to Hobart flights.

2026

MAR

Newcastle Airport CEO Linc Horton joined the **Hunter Global Futures** panel at Hunter Agenda 2026, discussing Newcastle Airport's role as an aviation and Defence precinct of national interest and a driver of the Hunter's future growth.

ABD Team in **Singapore** with Changi Airport ABD team at welcome event for first flight between Newcastle and Singapore (via Bali).

APR

Newcastle Airport CEO Linc Horton and EGM People & Communications Burcak Sezer shared Newcastle Airport's approach to sustainable transformation and environmental leadership at **IPAA NSW's Senior Leader Breakfast: Leading Sustainable Change.**

MAY

Newcastle Airport attend **Australian Tourism Exchange** (ATE) in Adelaide for meetings with 15 International and Domestic airlines teams.

JUN

Newcastle Airport Director and Port Stephens Mayor Leah Anderson attended the **World Cities Summit in Singapore**, building on her March visit to strengthen tourism, trade and investment relationships ahead of the Hunter Trade Mission in September 2026.

ABD Team attended the **Airports Roundtable Conference** in Launceston for meetings with airlines and Australian based airports.

JUL

Newcastle Airport Chair Samantha Martin-Williams joined **Hunter Young Professionals' Futures Built Here** event, sharing her leadership experience and perspective on the Hunter's growth and future opportunities.

Newcastle Airport again supported the **Hunter Tourism Industry Event**, with EGM Aviation Andrew Warrender speaking about connectivity and growth across the Hunter visitor economy, and Senior Airlines and Partnership Manager Matthew Borger delivering the industry toast.

AUG

EGM Aviation Andrew Warrender and EGM People and Communications Burcak Sezer, represented Newcastle Airport at the **2026 Australian Aviation Summit**, sharing our expertise on aviation risk, security and sustainability with industry leaders from across Australia.

SEP

Newcastle Airport leads a Hunter trade delegation to Singapore, presenting the region's investment opportunities, industry capabilities and visitor economy to strengthen trade, tourism, investment and international connectivity.

Our people and culture

20 Volunteer Ambassadors donned their teal jackets and helped passengers feel welcome throughout FY26.

2 Volunteer Ambassadors have supported passengers in terminal since the program began 18 years ago.

Permanent workforce growth:
Our permanent workforce grew from 69 employees in June 2025 to 71 employees in June 2026.

Retention and stability:
Average employee tenure was 4.3 years demonstrating strong retention outcomes and employee commitment to the organisation.

New hires:
11 new employees joined the organisation during the year bringing new skills and expertise to support operational requirements and future growth initiatives.

Gender balance:
Our workforce comprised 56.3% men and 43.7% women reflecting a balanced gender composition across the organisation.

Training investment:
We invested approximately $1,873 per employee in training and development reinforcing our commitment to continuous learning and capability development.

Commitment to talent:
We supported career development and retention across the organisation. Through our Clear Skies program, six employees were promoted, with women representing 50% of promotions into Airport Duty Manager roles. Excluding Clear Skies, six of nine promotion opportunities (67%) were filled internally, demonstrating our commitment to developing talent and providing career progression opportunities for employees.



Leadership at NAPL

More engaged:
We saw growth in our Alignment and Engagement Survey results. Employee engagement strengthened across a number of measures, including a significant increase in employees' sense of pride in working for NAPL, reflecting our continued focus on culture, connection and employee experience.

During the year, we progressed several transformational initiatives designed to strengthen leadership capability and empower decision-making across the business. Central to this work was the belief that the people closest to the work are often best placed to make decisions and drive outcomes.

Through programs such as Clear Skies and the Leader of Leaders model, we created clearer accountability, reduced organisational complexity and established leadership roles designed to enable faster, more effective decision-making.

We also continued investing in leadership development so leaders are equipped to lead with confidence, accountability and strategic focus.

By combining thoughtful organisational design with targeted capability development, we are building a leadership culture that supports agility, ownership and high performance



Financial Performance

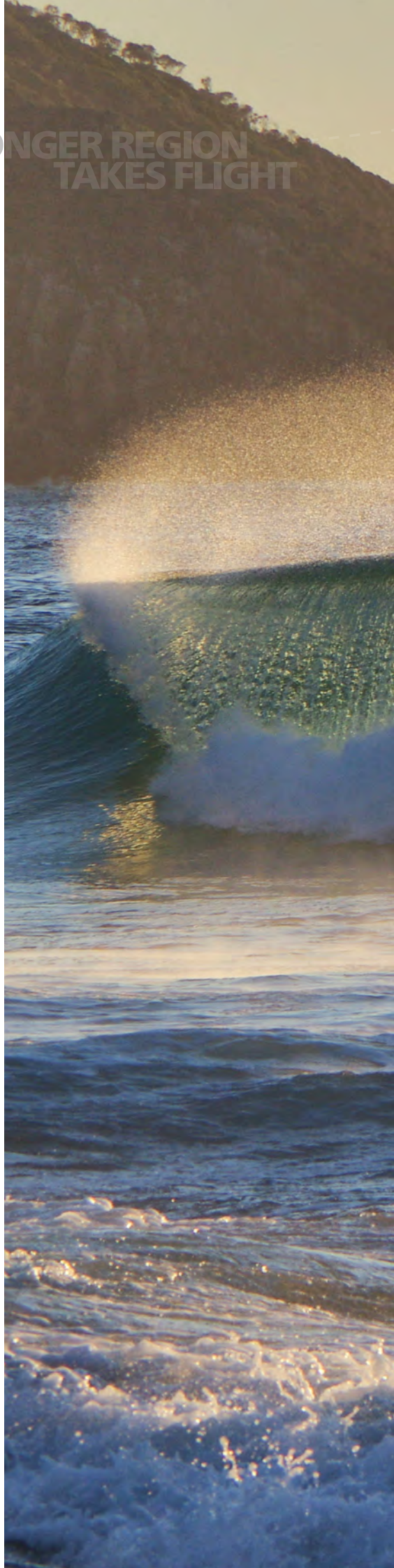
2025-2026

$56M	total revenue across passenger facilitation and property and commercial activities
$9.7M	net profit
$88.5M	invested in capital expenditure
$83K	invested in sponsorship to support the community
$19.7M	dividends provided to shareholders since current corporate structure established

Safety Performance

2025-2026

1	medical treatment injuries,
3	lost time injuries
100%	Of work, health and safety (WHS) audits completed per internal schedule
104	Monthly safety walks completed by executives and Senior Managers
82%	Of WHS reports identified hazards, demonstrating a preventative reporting culture. Up from 72% in FY25, reflecting continued strong hazard reporting and a strong safety culture.






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Our Impact

2025-2026

100% of FY26 Sustainability KPIs achieved

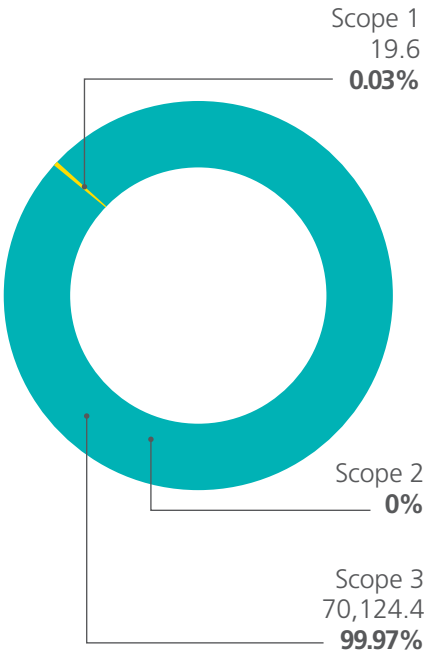
Achieved Net Zero for Scope 1 and Scope 2 emissions in FY26.

- Scope 1 emissions (19.6 t CO_2e) were fully offset through nature-based Australian Carbon Credit Units (ACCUs),
- Residual Scope 2 emissions were addressed via the carbon-free Power Purchase Agreement (PPA), with Large-scale Generation Certificates (LGCs) for GNAPL consumption not covered by the PPA.

ACE Terminal Expansion awarded a 5 Star Green Star Buildings 'As Built' Certification, achieving 40 credits against the 35 required, recognising Australian excellence in sustainable design and delivery

FY26 annual waste to landfill intensity of 0.15kg per passenger, **below the target** of 0.17kg per passenger, following implementation of waste segregation in terminal and transition to a new waste provider.

FY26 Emissions (Scope 1, 2 and 3)



Greenhouse gas emissions by financial year

SCOPE (tCO2e)	FY22	FY23	FY24	FY25	FY26
Gross Scope 1	43	13	18.7	17.4	19.6
Gross Scope 2	1,605	1,649	0	0	0
Gross Scope 3	36,725	68,494	79,244.0	78,988.0	70,124.4
Gross total emissions	38,373	70,156	79,262.7	79,005.4	70,144.0
Offsets retired			60	70	80
Net total emissions	38,373.0	70,156.0	79,202.7	78,935.4	70,064.0

Tasman Environmental Management retired carbon offset units on behalf of Newcastle Airport Pty Ltd for its Net Zero 2030 Plan for FY2025/26's Scope 1 and Corporate Travel carbon emissions, supporting Kenilworth Regrowth Project. 80 units were retired on 17/07/2026

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Images credit: Aussie Ark

Growing Our Support for Newy



This year, Newcastle Airport renewed its sponsorship of Newy the Tasmanian Devil through conservation organisation Aussie Ark, continuing a partnership first established alongside the launch of direct flights to Hobart.

Our support of Newy reflects our commitment to meaningful and responsible connections between destinations, communities and the environments we are part of. Organisations like Aussie Ark rely on sponsorship support to continue their conservation work and we are proud to help raise awareness of the important role they play in protecting native species.

Newy is growing quickly and is now a rambunctious teenager, although we are assured he still has a cuddly side. Together with his brother Rumble, he has recently moved into a larger enclosure at Aussie Ark's Barrington Tops sanctuary, where visitors can now see the pair up close.

As Newy continues to grow, he and Rumble are expected to join Aussie Ark's breeding and rewilding program, with both anticipated to become first-time dads in the 2027 breeding season. Their participation will help support the future of this iconic Australian species and is a reminder that meaningful connections can extend well beyond the destinations we fly to.

Carbon Action with Regional Impact

Newcastle Airport's sustainability commitments extend beyond our own operations. As part of our Net Zero 2030 Plan, 80 carbon offset units were retired on our behalf in July 2026 to address FY2025/26 Scope 1 and Corporate Travel emissions, supporting the Kenilworth Regrowth Project in western NSW, within the Bourke and Cobar local government areas near Byrock.

The project is helping establish permanent native forest through assisted regeneration on land where vegetation had previously been cleared and regrowth suppressed. Project activities include excluding livestock and managing feral animals, helping enable regeneration from existing in-situ seed sources including rootstock and lignotubers.

Newcastle Airport is proud to support environmental initiatives here in NSW that will make a tangible difference, while continuing to reduce our own operational footprint and progress our Net Zero 2030 commitments.



Image and carbon credits supplied by Tasman Environmental Markets (TEM).

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Looking Ahead

The past year has been about delivering on a vision, decades in the making. We are so proud to have gone international, secured new international routes for our Region and to have recorded more than 1.3 million passengers through our terminal.
We have shown what is possible when regions advocate for and secure the infrastructure they need to grow.
The enthusiastic uptake of all new routes we have offered also shows us that given the opportunity, people from the Hunter will choose to fly from Newcastle.

As Australia's largest regional economy, the Hunter is full of opportunity and growth. Newcastle Airport is incredibly proud to connect our region with the places it wants to go, while helping create and support the opportunities that will drive its future.

With our infrastructure now in place, our focus is on making the most of that investment, growing our existing network and securing the new domestic and international services our region deserves, ensuring a sustainable future. We know the demand is here, our task being to convert that demand into greater connectivity, investment and economic benefit for the Hunter and NSW.

The $250 million expansion in this Airport presents an incredible opportunity. Independent analysis shows the airport's expansion and growth have the potential to support up to **26,800 jobs by 2045** and contribute up to **$94 billion in economic activity over the next 20 years**, with annual economic contribution forecast to grow from **$2 billion in 2026 to $6.4 billion by 2045.**

We know we have an important role to play in creating job opportunities across the region, whether that be through tourism, supporting local businesses or greater global connectivity driving more investment coming into the Hunter. We recently led a Hunter trade delegation to Singapore to make those important connections and put in motion those opportunities that will help our region. The mission presented the Hunter as one region and facilitated the establishment of those initial relationships across trade, tourism and investment that will help make future international services sustainable.

Newcastle Airport is a key part of the NSW international network. We must continue to work to strengthen existing routes and attract new domestic and international services, with Fiji, New Zealand, Singapore and the Middle East among our next direct international priorities. Over the next five years, we will expand our efforts to further international markets including South Korea, Malaysia, Vietnam, Japan, India, the USA and Canada.

Our future will be built on sustainable growth in our existing network as well as adding new routes over time. However, we know there are opportunities to accelerate growth and we have proposed an *Accelerated Aviation Growth Program* to the NSW Government that would see us bring forward new services, supporting the ambitions of the *NSW Visitor Economy Strategy 2035*.

Competition for aircraft is real, particularly as Western Sydney International Airport begins operations and airlines make decisions about where to deploy scarce capacity. While this may unfortunately influence the timing of our growth, it will not stop it. Newcastle Airport is here to serve our region which we know travels extensively, our job being to provide their starting point here at home rather than in Sydney or via other ports such as Melbourne and Brisbane.

We have demonstrated that route development is a team sport. Successful relationships with airlines, the NSW and Australian Governments, Destination NSW, Tourism Australia, RAAF Williamtown, councils, business and the wider tourism industry will be essential to translating opportunity into sustained services.

A STRONGER REGION TAKES FLIGHT

Investing in Newcastle Airport is investing in the future economy of the Hunter and NSW, with our growth beyond aviation including continuing the development of our property precinct and supporting the Hunter's growth into defence, aerospace, advanced manufacturing and other high-value industries. Growing our commercial portfolio gives the airport greater resilience against potential global shocks and supports our capacity to continue supporting our Region.

The airport and tourism go hand in hand. We will continue to support a unified Hunter banner that brings the region's many destinations and experiences together in a clear, easily marketed way. We want to see more visitors base themselves in the Hunter, exploring the incredible destinations and experiences our region has to offer. Imagine international visitors staying in the Hunter and taking day trips to Sydney, rather than the other way around.

Growth is important, but so is our impact on the region we serve. As noted, connectivity provides opportunities for tourism, trade and investment. But we must not lose sight of our impact on the environment and the people in our community. That means continuing to reduce our environmental footprint, supporting conservation and regeneration projects beyond the Airport and investing in the communities that support us. As we grow, we want that growth to leave a positive legacy for the Hunter.

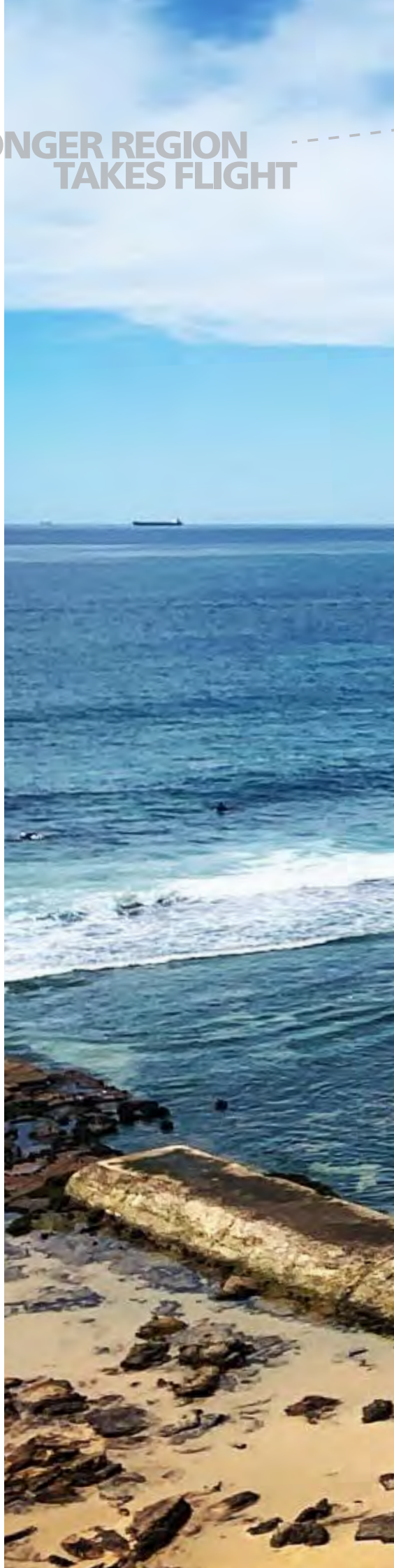
Our role in the Hunter's sustainable future also involves working alongside regional partners to support the growth of cleaner energy, new technology and sustainable industries that create new opportunities, investment and jobs for our region.

There is much we can learn from our communities, particularly the Awabakal, Worimi and Wonnarua people of our region. We will continue to listen, learn and work with them as we grow, ensuring their knowledge and connection to Country are part of the conversation about our region's future.

We have invested for growth, but growth must also be sustainable and financially responsible. Improving financial performance and diversifying our business gives us the platform to keep investing in connectivity and regional opportunity while ensuring Newcastle Airport remains resilient for the long term.

Our next chapter is about converting the capacity we have built into opportunity: more choice for our communities, more visitors staying in our region, stronger links for business and industry and an airport that continues to grow sustainably alongside the Hunter. This is our ambition: to be the Airport our Region deserves.

Linc Horton
CEO Newcastle Airport





Our Partners

A unified voice on behalf of our region

Newcastle Airport's progress is built on strong partnerships across our region and beyond. From our shareholders, government and airline partners to tourism, Defence, industry, education, tenants, community organisations and the Worimi people, these relationships help us deliver for passengers, support regional growth and create new opportunities for the Hunter and Regional NSW.

Co-owned by

City of Newcastle

PORT STEPHENS COUNCIL

Supported by

Australian Government

Australian Government
Department of Defence

NSW GOVERNMENT

AIR FORCE

NSW Police Force

Aviation

QANTAS

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EASTERN AIR SERVICES

Australian BORDER FORCE

Our Community Of Business / Education



Tourism



Commercial Partners



Community Partners



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Our contributors

1 *Boat Harbour*
Hayley Clarke
People and landscape

14 *Catherine Hill Bay*
Joe Trongchittham

15 *Newcastle Ocean Baths*
Ryan Sorensen

Nelson Bay
Amber Bonomini

Merewether Baths
Renae Murchie

19 *Newcastle Harbour*
Jason Holland
This is a photo taken from a flight to Japan, showing the Newcastle Harbour, sun glinting off the wing of the plane, and meteors coming into the atmosphere next to the wing

23 *Warners Bay Lake Macquarie*
Joel Cottier
Birds and sunrise

24 *Bouddi National Park*
Andres Pena
Bouddi national Park Beneath the Milky Way

26 *Port Stephens*
Joseph Hassall
Right place and right pod of 3 whales, taken in The bay

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Greg Andrew
Early morning surfer

32 *Flaggy Creek, Glenrock State Forest.*
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Natalie Hart
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Newcastle Airport

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