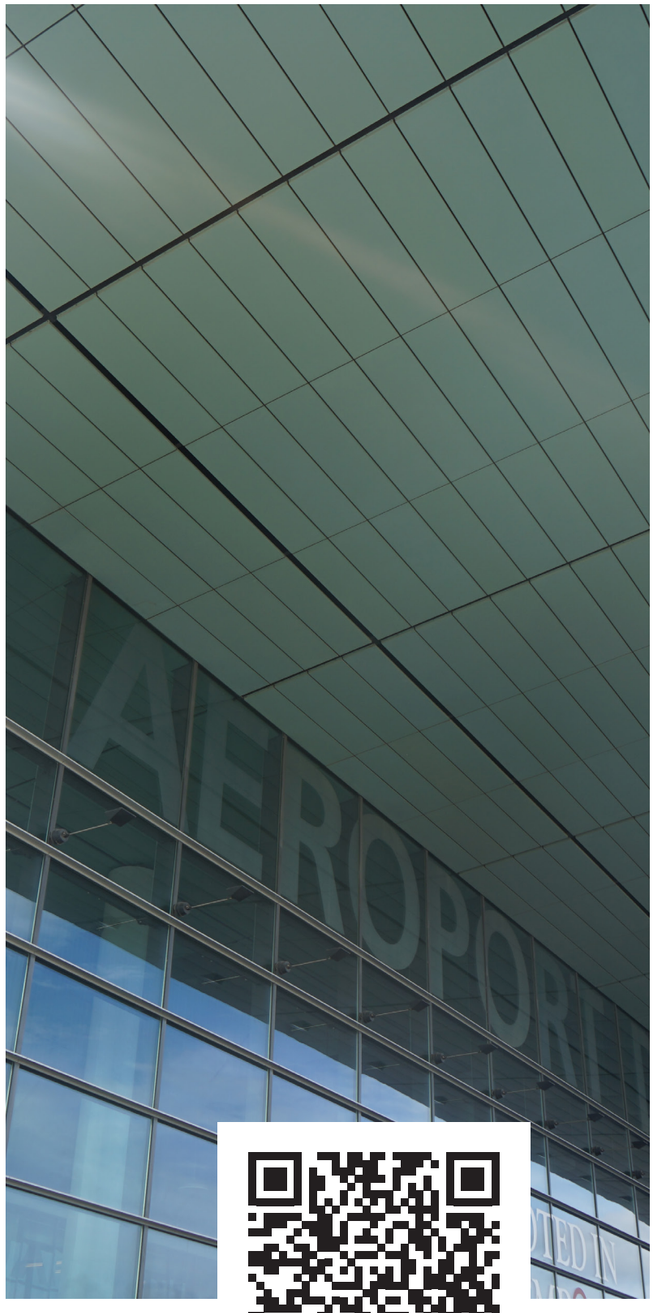
LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG
Ministère de la Mobilité
et des Travaux publics

Luxembourg Airport
Master Plan

A VISION FOR THE FUTURE
OF LUXEMBOURG AIRPORT



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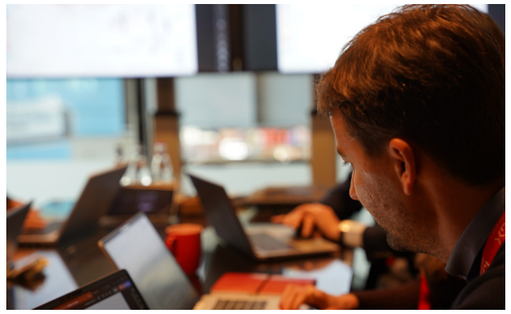
Luxembourg Airport
Strategic role

The strategic importance of Luxembourg Airport extends well beyond its operational role and is strongly supported by independent economic studies. According to a recent analysis conducted by SEO Amsterdam Economics and supported by ACI Europe, the airport generates approximately **€9.2 billion in economic impact**, equivalent to **nearly 13% of Luxembourg's GDP**, and supports around **90,000 jobs** across Luxembourg and the wider cross-border region. The study highlights that the airport functions as a critical enabler of connectivity, facilitating trade, investment, tourism, and productivity, with significant spillover effects into neighboring countries. This confirms that Luxembourg Airport is not only national infrastructure, but a key regional economic engine whose capacity and performance directly influence the competitiveness and resilience of the wider economy.

Given this central role, the airport must be considered as essential national infrastructure whose performance directly influences economic resilience and growth. In this context, continuous infrastructure development is not optional, but a necessity. Maintaining adequate capacity, operational efficiency, and service quality requires ongoing adaptation of both airside and landside systems to evolving demand. With timely and coordinated investment, the airport can maintain operational efficiency while strengthening its ability to fulfil its strategic role for Luxembourg and the wider region. This strategic role is further reinforced by the airport's unique operational profile. The presence of Cargolux positions Luxembourg Airport as a leading European freight hub with global reach, significantly amplifying its economic impact. In parallel, the airport's role as a base for its national carrier, Luxair, ensures the provision of essential connectivity, with its growth trajectory and operational needs carefully reflected in the airport's planning framework.

Work Group

The strong commitment and collaboration across lux-Airport and our partners are key to navigating development complexities and shaping a coherent strategy in a constrained environment. This is translated into closely aligned decisions across terminal, airside, and landside facility planning, with a strong focus on environmentally responsible operations and a broader commitment to sustainable and socially conscious development.



01

Forecast

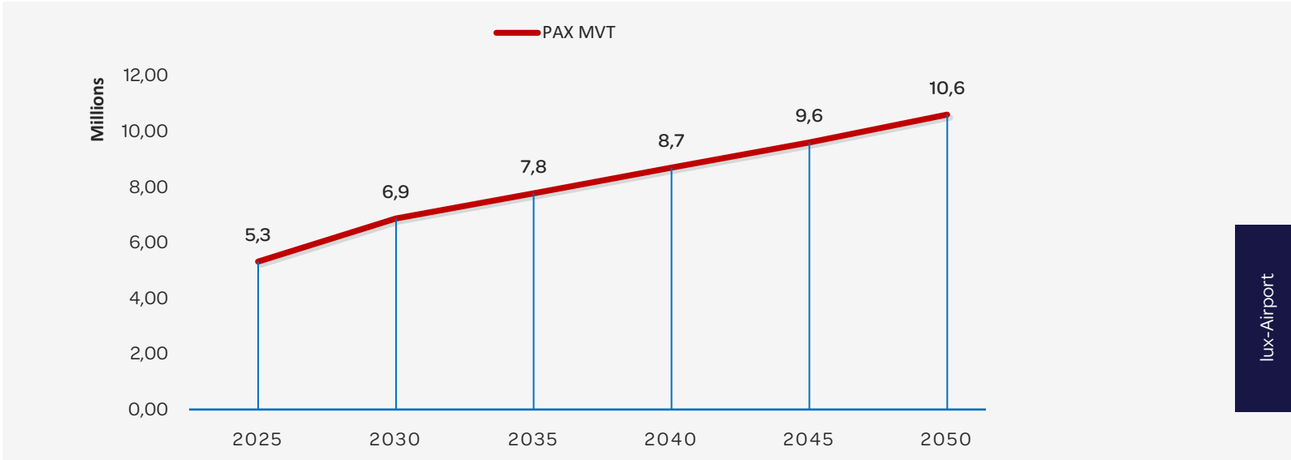
At the core of coordinated and efficient airport development lies the traffic forecast, which serves as the primary input for planning decisions. It predicts how demand will evolve and guides the timing, scale, and sequencing of infrastructure investments, ensuring that capacity is delivered in line with actual needs. The baseline traffic forecast, referenced to January 2026, projects passenger demand growth from 5.3 million passengers in 2025 to approximately **10.6 million passengers** by 2050. This represents an absolute increase of around 5.3 million passengers, with an average annual growth rate in the range of 2.5 to 3%.

In the immediate term, traffic is expected to grow by **7.8%** in 2026, bringing total demand to approximately 5.7 million passengers. Beyond this initial step-up, growth stabilizes at more moderate levels consistent with a mature European market.

Based on this trajectory, passenger traffic is projected to reach approximately **7.2 to 7.5 million passengers** within the next 10 years. This means that roughly 2.0 to 2.3 million additional passengers, equivalent to approximately **35 to 40%** of total long-term growth, will materialize within the next decade alone.

In parallel, aircraft movements are also expected to grow, however at a significantly lower rate than passenger traffic. This reflects structural changes in the aviation market, including higher utilization of aircraft and the progressive use of larger aircraft. As a result, passenger volumes are growing faster than movements, which implies that capacity pressure will be concentrated primarily on terminal, apron, and landside systems, rather than on runway capacity. Nevertheless, apron capacity will also need to be adjusted accordingly to accommodate the projected growth in aircraft operations.

BASELINE DEMAND FORECAST



TOTAL PASSENGER MOVEMENTS

5.3MIL
2025

(approx.)
5.7MIL
2026

10.6MIL
2050

Passenger traffic is projected to reach approximately **7.2 to 7.8** million passengers within the next 10 years.

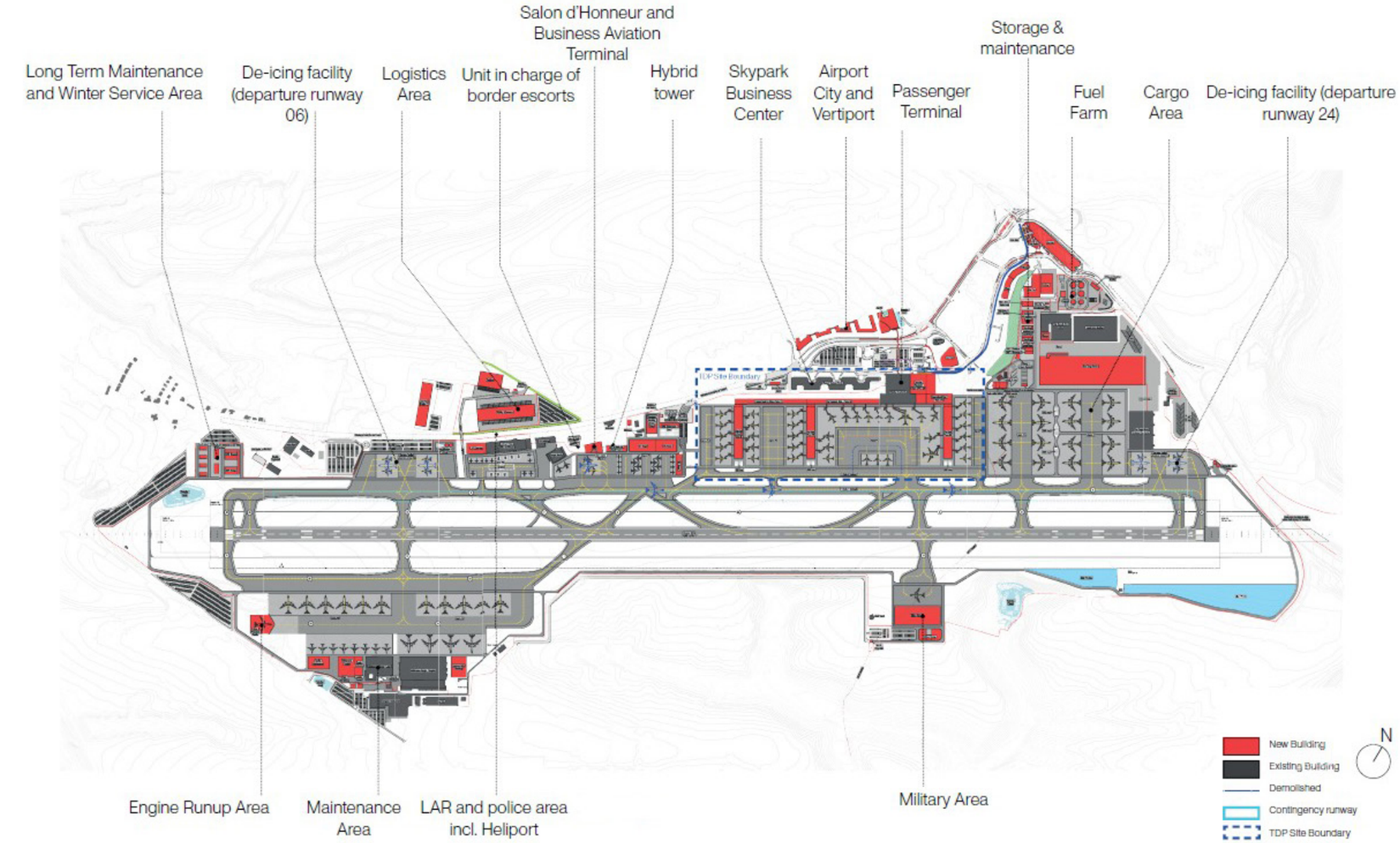
02

Master Plan 2050

The ongoing master planning process builds on the Ultimate Land Use Plan by translating the identified development potential into a structured and actionable framework for phasing, prioritization, and implementation. It is organized into sequential planning phases up to 2050, ensuring a coordinated and integrated development across the airport's main functional areas: airside, terminal, landside, and support and utilities.

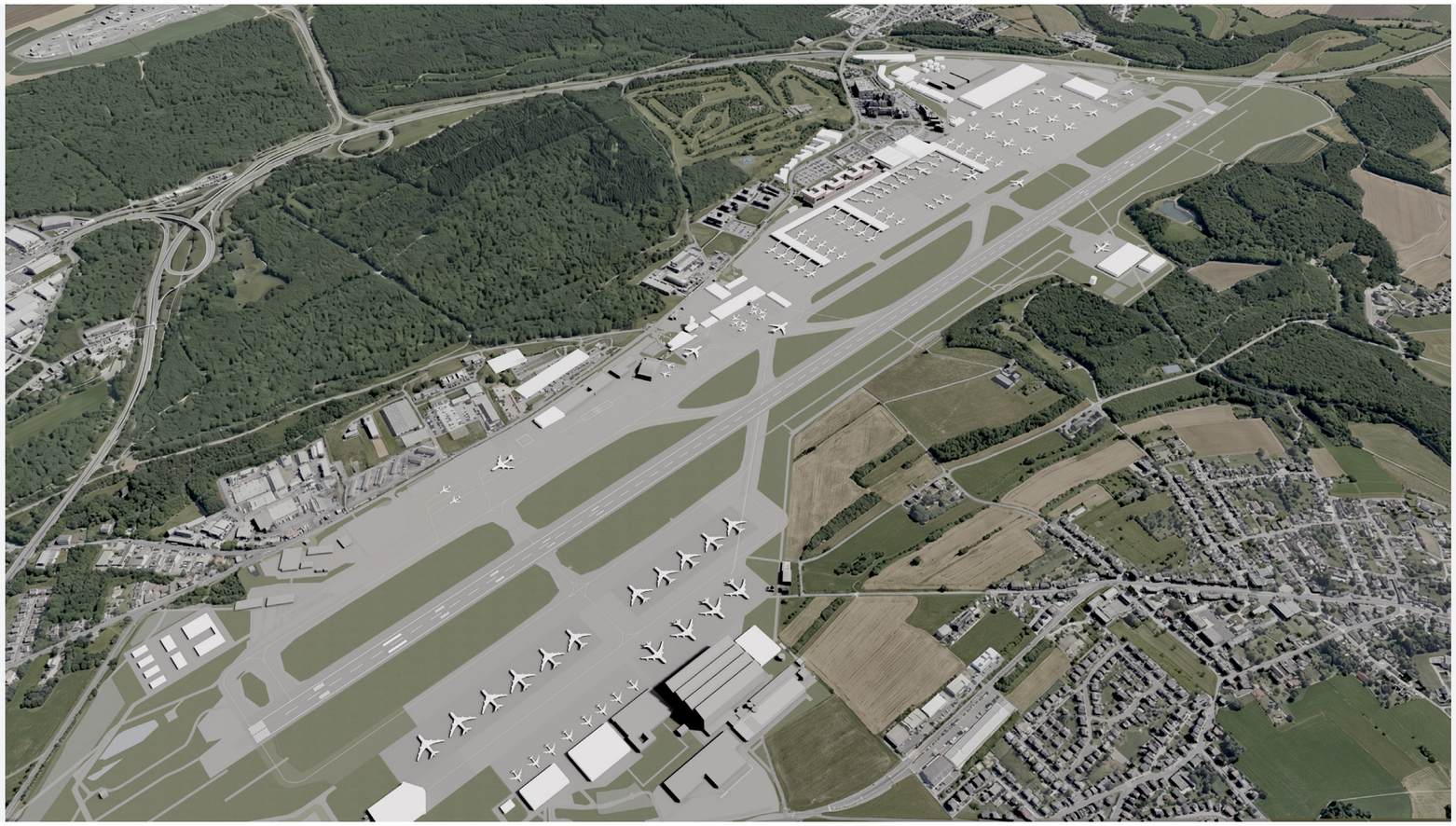
Within the airside domain, the focus is on apron expansion and reconfiguration, taxiway optimization, and the development of key operational assets, including cargo facilities, Maintenance, Repair and Overhaul activities, de-icing areas, catering facilities, drones' facilities, engine run-up zones, logistics areas, and other supporting infrastructure. In addition, the development of a new **Hybrid Tower** is a critical component to ensure the continued provision of safe and efficient air navigation services. For terminal development, priority is given to the substantial expansion of passenger terminal facilities, including the development of new piers and contact gate areas. This significantly increases the terminal footprint and enables a step-change in passenger capacity. The landside component addresses increased car parking capacity, improvements to forecourt and access systems, and the development of airport city.

Finally, support and utilities cover critical enabling systems such as energy generation, including photovoltaic solutions, hydrogen facilities, charging infrastructure, fuel storage and distribution, and wider utility networks required to sustain airport operations of 2050.



ULTIMATE LAND USE PLAN

Master Plan
2050



ULTIMATE LAND USE PLAN

To conclude, and given the limited availability of land, the airport's ability to expand is inherently constrained. This requires a highly optimized approach to development, ensuring that each asset is located and configured to maximize operational efficiency while preserving flexibility and scalability for future growth even beyond 2050.

lux-Airport

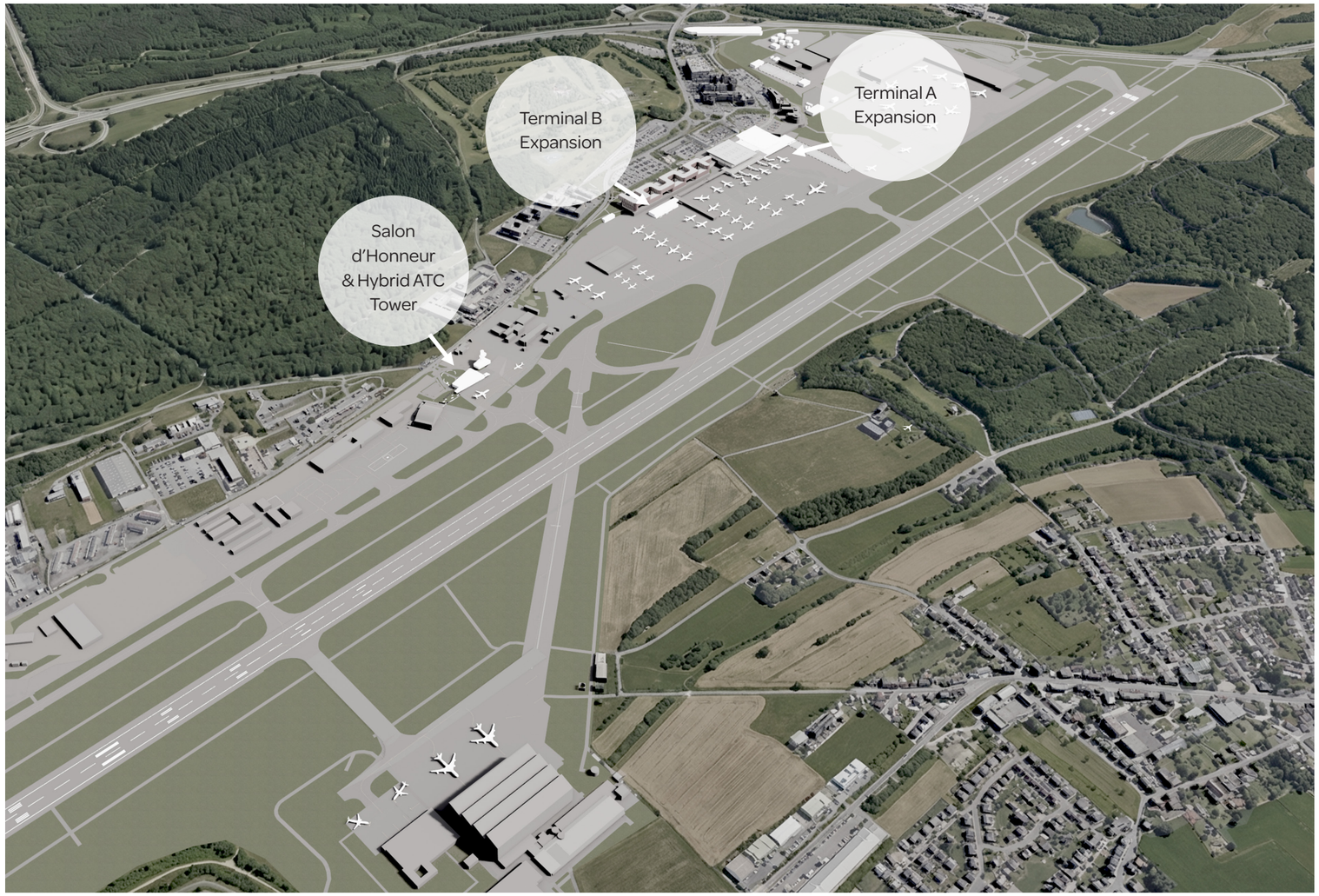
03

Master Plan 2032 Highlights

Within the overall master plan, Phase 1 up to 2032 focuses on addressing the most immediate airside and terminal capacity gaps and the current condition of infrastructure, translating the long-term vision into concrete and deliverable actions. The traffic forecast indicates strong near-term growth, which is already placing pressure on the existing system and shortening the available implementation timeframe.

Operational analysis confirms that this pressure is already visible during peak hours, where demand is concentrated in waves. This creates bottlenecks across both departure and arrival processes, affecting passenger and baggage handling. As flows accumulate, congestion becomes evident across terminal areas, particularly at security and in gate holdrooms, where the level of service, as defined by International Air Transport Association standards, is already challenged.

In response, Phase 1 prioritizes the expansion of Terminal A and Terminal B to restore operational balance and accommodate near-term demand. At the same time, terminal expansion provides a clear opportunity to optimize the use of space, enabling the reconfiguration of commercial areas and the development of enhanced duty-free and food and beverage zones, strengthening both passenger experience and commercial performance.



From the environmental perspective, Phase 1 is also aligned with the airport's environmental objectives, including the commitment to achieve net zero carbon emissions by 2030 as part of the broader European airport industry initiative led by Airport Council International (ACI) Europe. This requires that all near-term infrastructure investments integrate energy efficiency, electrification, and low-emission technologies from the outset.

04

2028
Terminal A expansion
Step 1

In Step 1 of the extension, targeted for completion in 2028, the focus is on the installation of a centralized security control equipped with state-of-the-art CT technology fully compliant with international regulatory standards. In parallel, the streamlining of check-in and baggage drop-off processes will further enhance operational efficiency and support additional throughput growth.

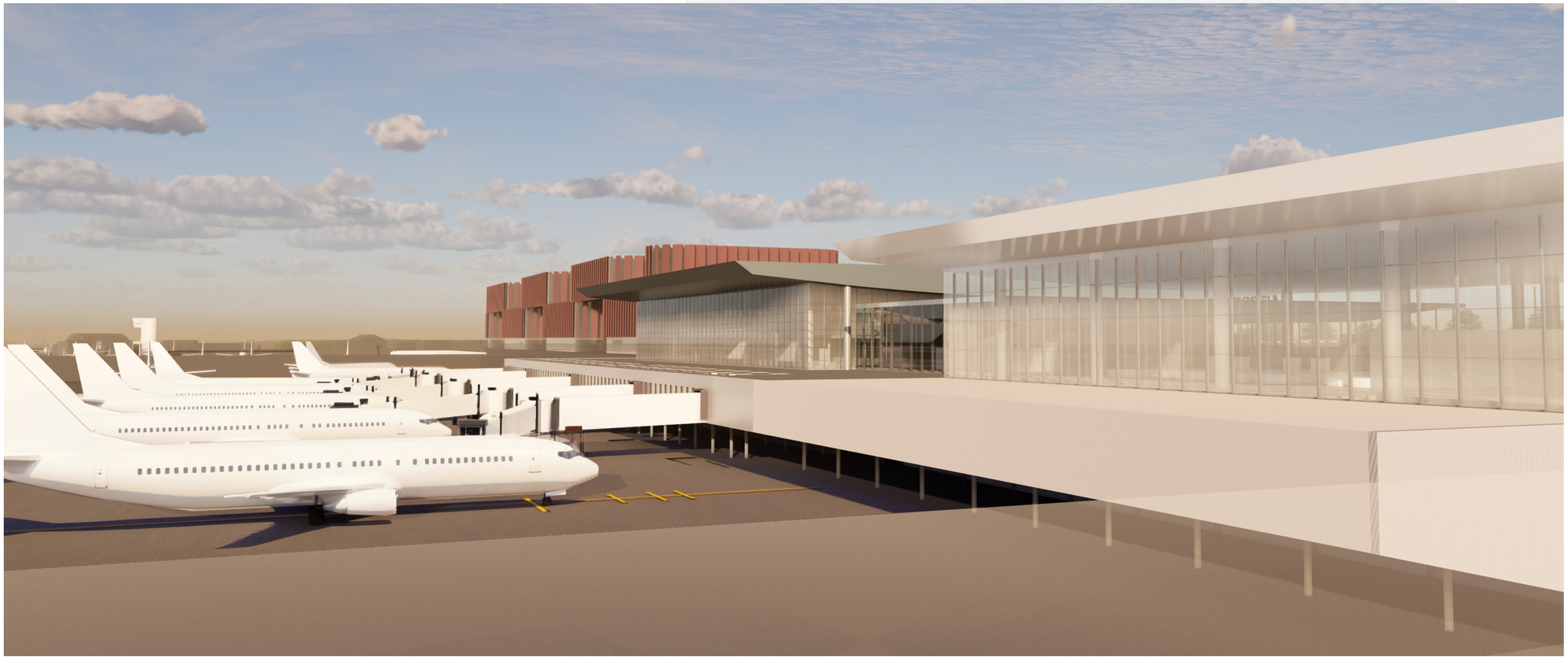
This development is carefully driven by evolving capacity requirements, ensuring that the investment directly responds to projected demand. At the same time, this extension provides a scalable foundation for later stages of the Terminal A development.

2032
Terminal A expansion
Step 2

The extension will also enable the integration of a tram interface, providing a seamless transition for passengers between the curb-side and the terminal building.

Building on the interim extension and continuing in time and moving towards 2032, Step 2 of Terminal A extension is expected to be finalized. It aims to bring further optimization of passenger handling processes including the introduction of a new baggage handling system. This will significantly increase processing capacity, ensuring alignment with anticipated demand and supporting overall operational efficiency.

2032
Terminal A expansion
Step 2



It is worth noting that the extension will be accompanied by a reconfiguration of the main apron, increasing overall capacity and providing additional aircraft parking positions.

05

2028
Terminal B expansion

To address the increasing demand for gate capacity, the expansion of Terminal B will provide approximately six additional bus gates. The facility is expected to be completed by 2028 and is designed to relieve pressure on Terminal A, thereby improving the overall level of service. The facility will also provide a new commercial area, enhancing the overall passenger experience departing from existing Terminal B and the said expanded element.

To conclude, lux-Airport team examined several options in regard with the terminal development concept within which all future expansion must be accommodated. As such, first phases of the terminal development plan up to 2032 as presented above were carefully selected and are fully aligned with the long-term vision.

06

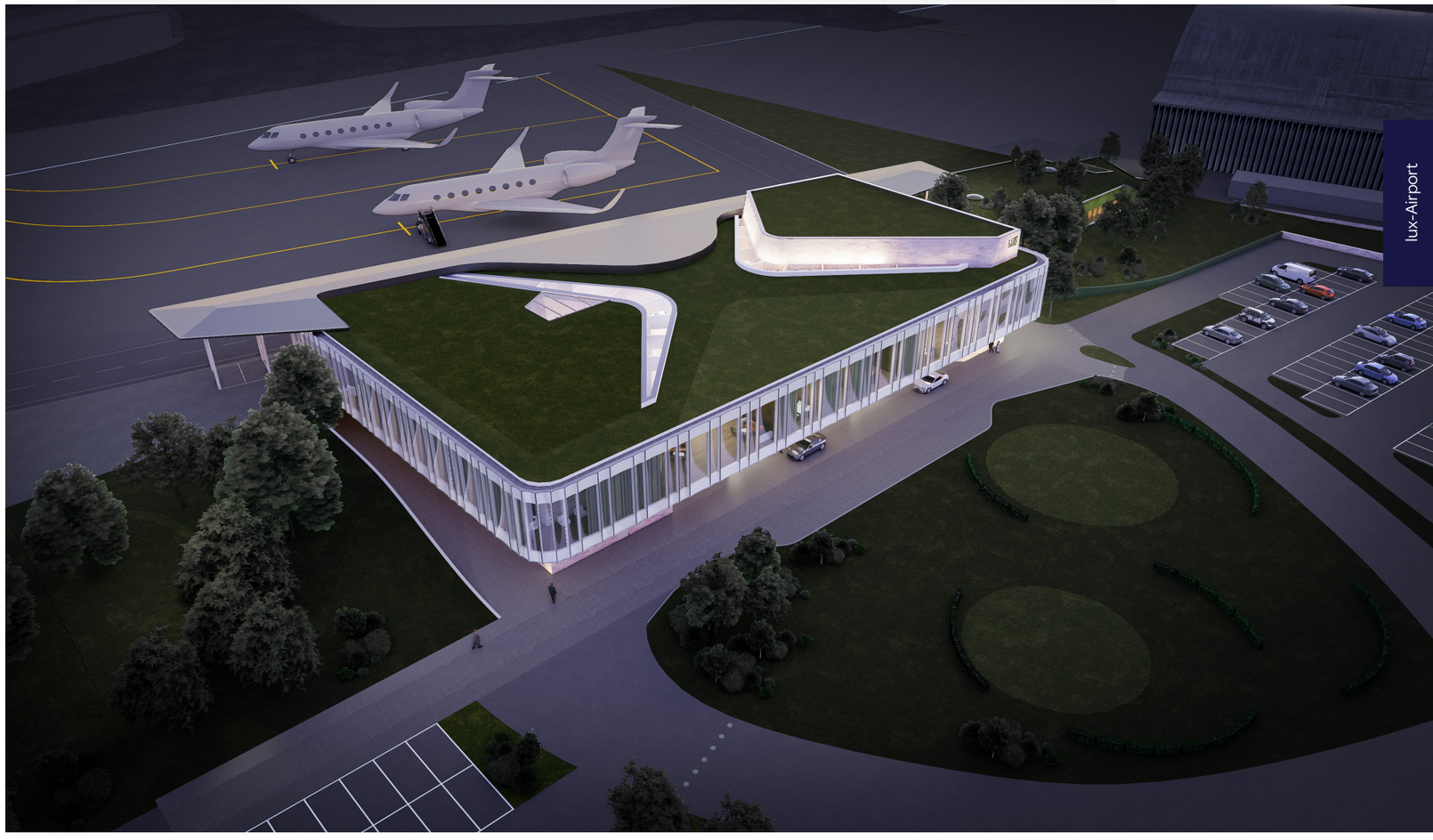
New Salon d'Honneur & Business Aviation Center

In the Business Aviation segment, the development of a new Salon d'Honneur, planned for 2028, represents a timely and strategic opportunity. The existing facility no longer meets current operational and service standards, creating a clear need for replacement.

At the same time, Luxembourg's upcoming EU Presidency in 2029 serves as a key milestone, requiring infrastructure that reflects the country's international standing and can accommodate high-level governmental and diplomatic traffic.

Together, these factors provide a clear trigger for investment, positioning the new Salon d'Honneur as both a necessary upgrade and a strategic national asset.

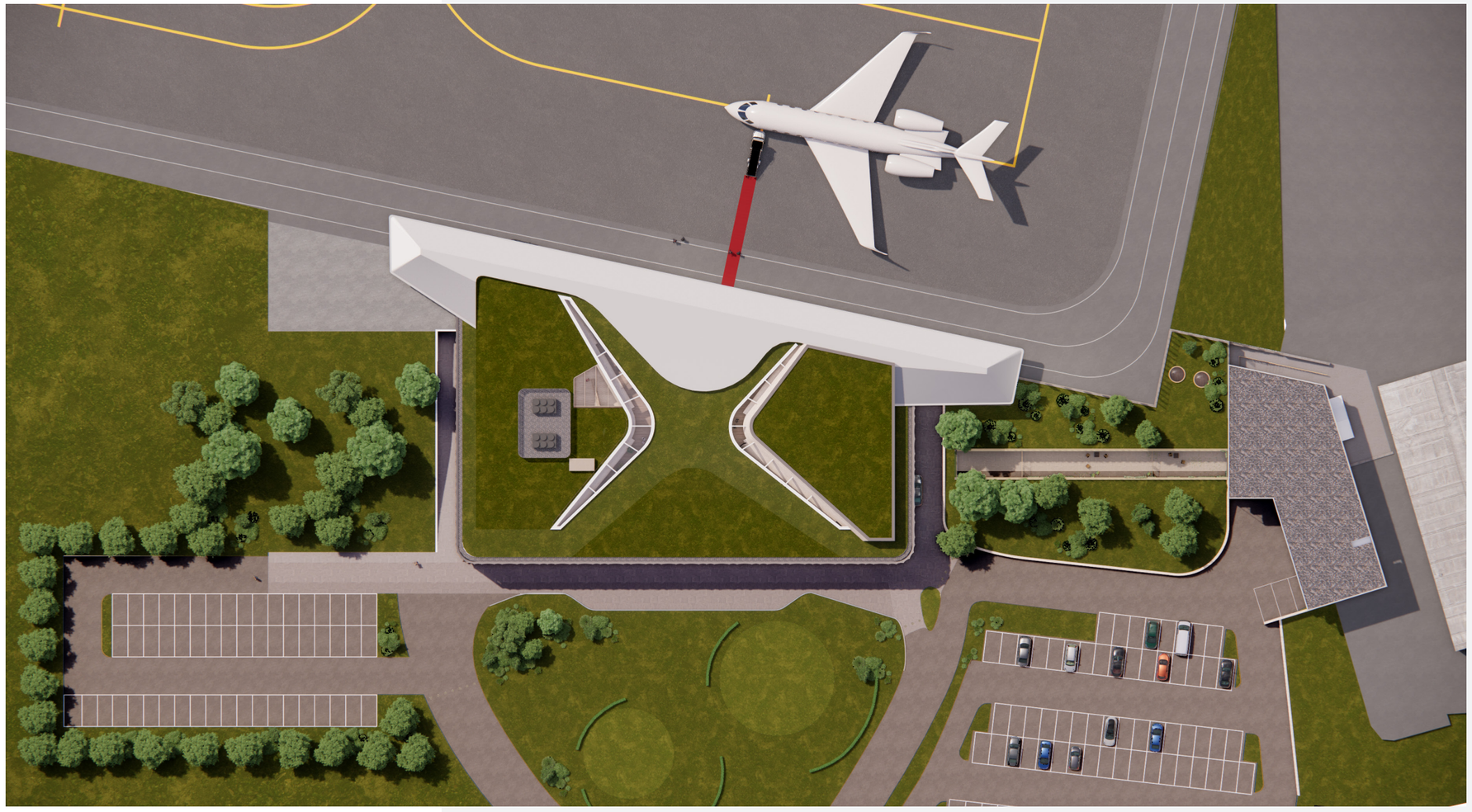
The new facility will also serve business aviation travelers, thereby broadening its operational scope and enhancing its financial sustainability. By integrating dedicated services and infrastructure tailored to private and corporate aviation, the facility will tap into a high-value market segment, creating additional revenue streams. This dual-function approach strengthens the overall business case, diversifies income sources, and positions the airport to better respond to evolving aviation demand.



New Salon d'Honneur & Business Aviation Center

lux-Airport

New Salon d'Honneur & Business Aviation Center



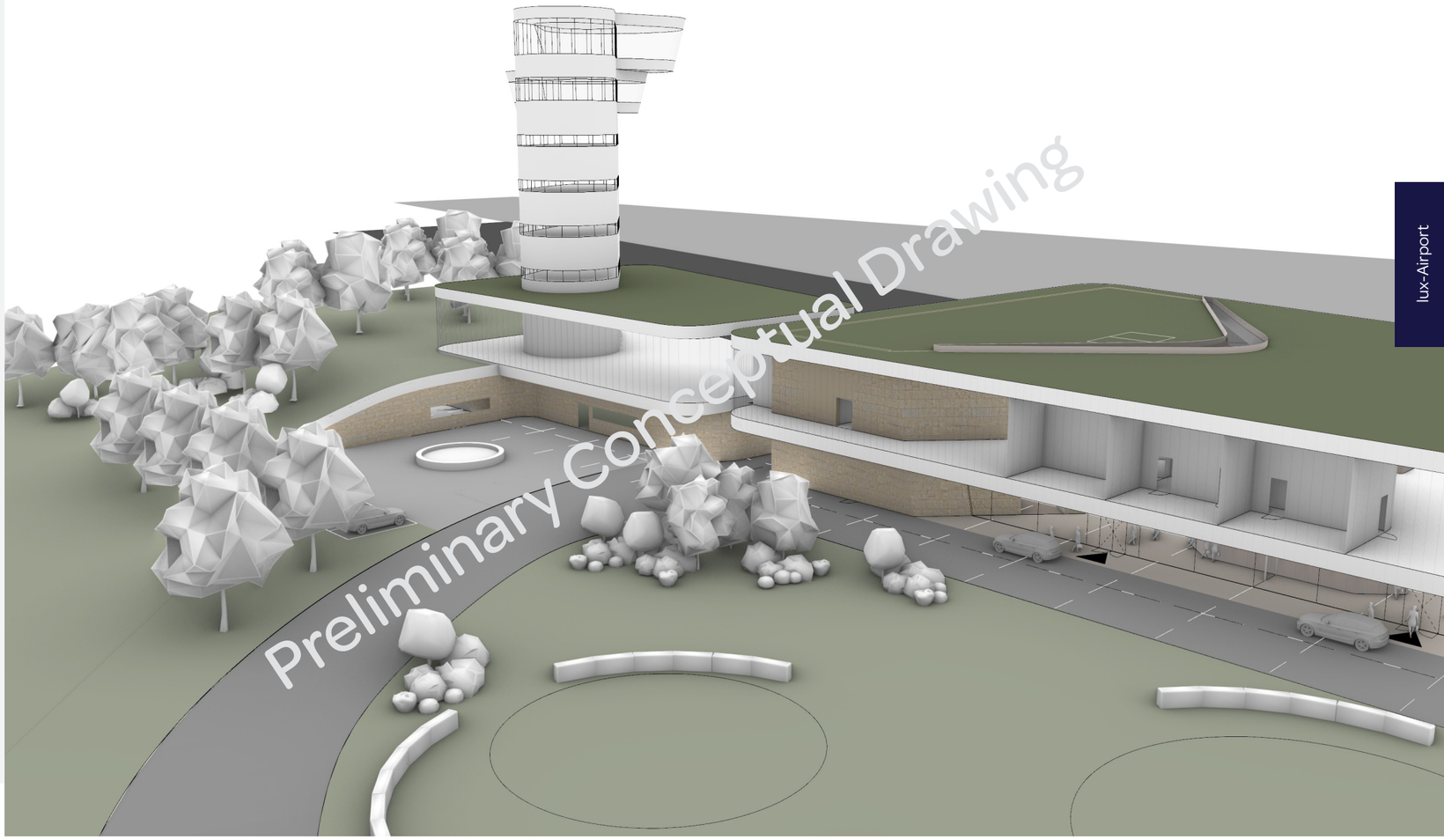
07

Hybrid ATC Tower

The new hybrid ATC tower is integrated next to the future Salon d'Honneur.

A hybrid tower is conceptually designed to combine conventional visual control with advanced digital technologies, allowing controllers to maintain high levels of situational awareness while benefiting from enhanced surveillance and data systems.

This approach can improve operational resilience, optimize airspace management, and support future operational needs.



Preliminary Conceptual Drawing

08

Cargo Area Development

In parallel, the cargo zone and cargo center will also undergo targeted upgrades to support future growth and enhance operational efficiency, and safety.

The construction of the fuel farm (landside) is underway, and the tanker trucks will be filled airside.

The existing cargo building will be expanded and remaining parts demolished with the new center to be delivered within the next decade. The apron capacity will also be expanded to accommodate growing demand and the evolving fleet mix.

In addition, a range of supporting facilities and infrastructure enhancements are being considered across and adjacent to the cargo area, including development of new operational facilities such as de-icing pads and maintenance buildings on the airside, and the repurposing or introduction of landside assets to support logistics, mobility, and administrative functions.