

Connecting Sustainably

Report 2010



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The sustainability report can be accessed online by going to www.sustainability-report.fraport.com. This link takes you to all the information in this report and to more extensive and in-depth detailed information. We refer you to additional information at the appropriate places in the document with numbered quick links 1 2 3 ...These can be called up on a quick link list from the start page listed above.

Any use of the male form is for purposes of readability and includes female and male genders throughout.





An airport connects. That's its mission. It connects cities and people that are located far apart. It connects trading centers and markets.

A good airport also connects contradictory goals like individual mobility and global environmental protection. And it unites responsibility for its employees with responsibility for neighboring residents in the region.

The principle of Fraport is based on bringing together faraway places and ensuring sustainably that the connections are maintained.

Profile

Our business activities are presented by four segments: Aviation, Retail & Real Estate, Ground Handling, and External Activities & Services

Aviation

The Aviation segment is responsible for the business activities flight and terminal operations, and safety and security at Frankfurt Airport. This segment is also responsible for airport expansion in Frankfurt – one of Germany's biggest privately financed investment projects. EBITDA for the segment is € 131.6 million, representing a contribution of 18.5 % to Group EBITDA.

Retail & Real Estate

The Retail & Real Estate segment pools all activities and expertise of Fraport AG for commercial development and marketing of floor-space not used for flight operations at Frankfurt Airport. EBITDA amounted to € 294.7 million in 2010. This segment has the biggest margins and earnings and contributed a share of 41.5 % to Group EBITDA.

Ground Handling

The business of the Ground Handling segment covers services revolving around passengers, baggage and cargo in Frankfurt. Ground-handling services are a very personnel-intensive area subject to international competition. Margins are modest. However, the high quality of the services provided from a single source represents a big competitive advantage for the quality of the hub at Frankfurt. EBITDA amounted € 44.1 million and this corresponds to a share of 6.2 % in the Group EBITDA.

External Activities & Services

The External Activities & Services segment is responsible for all Fraport activities outside Frankfurt Airport. The segment also carries out the IT and facility management services at the Frankfurt site. The global marketing of airport know-how and the operation of 13 Group airports have now become a significant factor for revenue and earnings. The segment generated EBITDA of € 240.2 million and this represents 33.8 % of the corresponding Group value.

1 Fraport Worldwide

Fraport statistics	Employees	
	(annual average, persons/2010 share in %)	
	2009	2010
Fraport Group	19,970	19,792
Aviation	6,337	6,074 30.7 %
Retail & Real Estate	603	606 3.0 %
Ground Handling	8,254	8,564 43.3 %
External Activities & Services	4,776	4,548 23.0 %

Majority shareholdings in airports

Frankfurt*, Germany

Frankfurt Airport with around 53 million passengers is one of the Top 10 airports in the world. On a European comparison, it was ranked in third place for the year 2010 after London Heathrow and Paris Charles de Gaulle. Frankfurt is the only airport worldwide which – including the volume of cargo transported – ranks among the world's biggest hubs.

Number of employees**
17,479

Passengers (persons)
53,009,221

Airfreight (metric tons)
2,275,107



Additional investments in airports

Form of shareholding
Shares in the company
Number of employees**
Passengers (persons)
Airfreight (metric tons)

Management contract
—
3
—
—

*Employees for the Group in Frankfurt ** annual average according to IFRS

Sales			EBITDA		
(€ million/2010 share in %)			(€ million/2010 share in %)		
	2009	2010		2009	2010
	2,010.3	2,194.6		569.7	710.6
	685.1	693.9		117.3	131.6
	362.4	403.1		282.9	294.7
	619.9	658.6		14.1	44.1
	342.9	439.0		155.4	240.2



<i>Lima, Peru</i>	<i>Varna, Bulgaria</i>	<i>Burgas, Bulgaria</i>	<i>Antalya, Turkey</i>
Form of shareholding Majority holding	Form of shareholding Majority holding		Form of shareholding Majority holding
Shares in company 70.01 %	Shares in company 60 %		Shares in company 50 %
Number of employees** 518	Number of employees** 945		Number of employees** 453
Passengers (persons) 10,278,493	Passengers (persons) 1,227,442	Passengers (persons) 1,894,109	Passengers (persons) 22,144,161
Airfreight (metric tons) 271,794	Airfreight (metric tons) 77	Airfreight (metric tons) 5,654	Airfreight (metric tons) –

A map of Europe, Africa, and Asia showing flight routes. Blue dots indicate destinations: Dakar (Africa), Hanover (Germany), Frankfurt (Germany), St. Petersburg (Russia), Varna (Bulgaria), Burgas (Bulgaria), Antalya (Turkey), Cairo (Egypt), Jeddah (Saudi Arabia), Riyadh (Saudi Arabia), Delhi (India), and Xi'an (China). Lines connect these cities to their respective data rows in the table below.

<i>Hanover, Germany</i>	<i>Cairo, Egypt</i>	<i>St. Petersburg, Russia</i>	<i>Jeddah, Saudi Arabia</i>	<i>Riyadh, Saudi Arabia</i>	<i>Delhi, India</i>	<i>Xi'an, China</i>
Shareholding	Management contract	Shareholding	Management contract		Shareholding	Shareholding
30 %	–	35.5 %	–		10 %	24.5 %
662	4	3,608	27		1,479	2,019
5,060,956	16,135,898	8,443,753	–		28,531,607	18,010,379
15,829	310,899	–	–		595,518	158,054

Herbert Mai
Executive Director Labor Relations



Dr. Stefan Schulte
Chairman of the Executive Board



Dr. Matthias Zieschang
Executive Director Controlling and Finance



Peter Schmitz
Executive Director Operations



Foreword

Dear Readers,

The year 2010 was very gratifying for Fraport. We recorded significant growth in passengers and airfreight, despite the bad winter weather, strikes with the airline companies and air traffic controllers in Europe, and the airspace embargo on flying due to the cloud of volcanic ash. Work on expanding the airport in Frankfurt has been proceeding according to plan, and external business is developing well. While we were focusing on all these objectives, we kept our perspective on a very important goal: connecting sustainably.

In 2010, we prepared a materiality matrix for the first time. This presents the most important fields of action for our future development. Right at the top of the list of priorities are safety and security for air traffic, climate protection, and aircraft noise. Other priorities were employer appeal, profitability of investments, and customer satisfaction. Our sustainability program is based on the materiality matrix. It defines concrete targets for all areas of action with the aim of ensuring a consistent, sustainable orientation for our activities.

The key issue for air traffic above all others is safety and security. A continuous review of all processes governing safety and security, training of personnel, and a safety management system enable us to make a significant contribution to safety and security. We tested our deployment capability during an emergency in October 2010 at our airport in the biggest disaster protection exercise in the history of the Federal Republic of Germany.

An array of different measures was implemented for climate protection. One focus was again on rationalizing the energy processes in buildings. The new corporate Head office under construction was awarded a Preliminary Certificate in Gold by the German Sustainable Building Council. Conversion of our vehicle fleet to electric drives is also progressing well.

Expansion of the airport is on schedule. Construction work, in particular at the new runway for aircraft landings including a comprehensive program of nature conservation and measures for restoring natural habitats, is well advanced. We are confident that operations on the north-west runway will start up as planned in October 2011.

The airport expansion has a large number of positive effects for the region – it strengthens the economy and creates many new jobs. However, it also entails higher noise exposure. We are therefore participating in the Expert Group “Active Noise Abatement” in the “Airport and Region Forum” with the objective of developing effective measures for proactive noise avoidance. During the summer of 2010, an initial package of measures was adopted. These measures are being implemented gradually and they will contribute to noise abatement.

We have achieved a number of successes with customer satisfaction. A new initiative started in 2010 has the motto “Great to have you here!”. A raft of measures has been implemented and we are seeing the desired positive effects.

Our employees produced an awesome performance in this area and elsewhere in 2010. There are a number of examples of their massive commitment. They have mastered unexpectedly high increases in traffic. They have given the utmost dedication in emergencies, for example when the cloud of volcanic ash cleared the skies and they were superb “hosts” at this difficult time. Every day they have made new contributions to outstanding quality in the interests of our customers. We would like to express our sincere thanks for their commitment. We are very proud of the extent to which our staff identify with our airport. This dedication is confirmed every year with the results of our annual surveys.

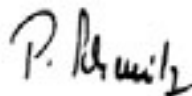
In 2011, we will be celebrating the 75th landmark anniversary of the existence of Frankfurt Airport. An important target for our future: connecting sustainably.

We are also in a position to report advances achieved by our Group companies. An environmental management system was implemented in Varna and Burgas. The system has already been certified in Lima and Antalya. Our value management system has been introduced at all Group sites involving majority-owned investments. We expressly observe and support the principles of the UN Global Compact.

In 2011, we will celebrate the 75th landmark anniversary of the existence of Frankfurt Airport. When the new runway starts up operations in October, we will have created the infrastructure system required for Germany’s most important air traffic hub to continue on a profitable trajectory into the future. In order to ensure that we continue “connecting sustainably” over the long term in a business environment characterized by increasingly scarce resources, climate change and demographic challenges, we are continuing to make progress on developing our business activities to meet the challenges of air traffic in tomorrow’s world. We are very confident that taking this route will bring new opportunities.



Dr. Stefan Schulte



Peter Schmitz



Herbert Mai



Dr. Matthias Zieschang

"Traveling can be fairly exhausting, particularly at a big airport like Frankfurt. The best thing about my job in the middle of the terminal is the pleasure expressed by the passengers who I'm able to help."

*Corina Klingebiel, information assistant
employed in the Passenger Service, Fraport AG*



"Lots of flight connections, short transfer times – that makes our airport strong. Good baggage logistics is the platform. My work contributes to this."

*Frank Brehmer, special equipment driver for
Ground Handling Services, Fraport AG*



"Fraport has a strong financial platform. And it should stay like that. This is because financial stability and profitability form the foundation for everything else, including the security of our jobs."

Peter Krieg, Head of Accounting, Fraport Group





Our company

Flying is the epitome of freedom. It represents a cosmopolitan lifestyle, internationality and prosperity. However, it also opens up diverse fields of tension where we are active as an airport operator.

6 Challenges and strategy

- 6 Stakeholder dialogue
- 6 Materiality analysis
- 8 Fields of tension in global air traffic
- 9 Sustainability program

12 Organization and governance

- 12 Organization
- 13 Corporate compliance and risk management

Challenges and strategy



Stakeholder dialogue

Key stakeholder groups

Finance and capital market

Supervisory Board

Passengers and visitors

Airline companies

Employees and employee representatives

Residents

Community

Business partners

Politicians and government agencies

3 Table stakeholder dialogue

Stakeholder dialogue

Even though an airport operator is only responsible for a small proportion of the environmental impacts caused by the air-traffic industry, it provides an indispensable platform for the provision of services to all the other players in the air-traffic industry. Airports are the focus of public interest and they form a point of crystallization for the public debate on fundamental issues affecting the industry.

We like to focus on securing the future and we therefore seek a dialogue with our business partners, our customers, and with politicians. Another of our objectives is to exchange ideas with our critics, particularly with those people who live near the airport and experience the negative impacts of aircraft noise. We are also dedicated to looking after more than 70,000 employees at one of the biggest workplaces in Germany. As a large company, we bear direct social responsibility for some of these people and we undoubtedly have indirect responsibility for the other people working here.

The interests of our stakeholder groups are very heterogeneous. There are many diverse issues and the fields of tension where we are aiming to establish the best possible balance are multifaceted.

This is all about global challenges like climate change and the need for future-proof mobility concepts for operational and commercial competitiveness and secure jobs. The noise exposure of our neighbors at the airport and environmental protection are other important issues.

We like to focus on securing the future and we seek a dialogue with our business partners, our customers, and politicians. We also aim to exchange ideas with our critics.

Fraport has a broad network of institutionalized, structured communication media to promote dialogue and a regular exchange of views with our stakeholder groups. The central functions of the two sustainability bodies Sustainability Board and Sustainability Working Group (see section “Organization and governance”, p. 13) involve collating the information obtained relating to specific areas and integrating the data systematically within the strategic process.

Materiality analysis

Concrete measures and fundamental aspects of strategic alignment are derived from the stakeholder dialogues. In 2010, we used this information for developing a materiality matrix.

The idea

The materiality matrix is a tool which serves to structure the wide diversity of issues described and evaluate their importance. A weighting is ascribed to the issues on the basis of two questions which are allocated to the two axes of the matrix. The issues relevant to the stakeholder groups are grouped on one side. The issues that influence the scope for maneuver and hence the future viability of the company are placed on the other side of the matrix. The matrix highlights the materiality of the listed issues in relation to these questions.

The result is intended to form the basis for a strategy, respectively a program which enables the company management to focus on those areas which are particularly important both for the stakeholders and for the development of the company. The program includes aspects of risk control and issues concerning exploitation of development opportunities.

2 Strategy and goals of Fraport AG

The method

The guidelines for sustainability reporting of the Global Reporting Initiative (GRI) formed the starting point for the materiality analysis. They are the acknowledged standard for companies operating on the international stage and they were developed jointly by a large number of different interest groups. A task force of internal and external experts from different areas reviewed the relevance for Fraport of dimensions defined as relevant for sustainable corporate governance within the GRI. Following a large number of additional steps, a weighting was given to the stakeholder groups and the possible range of topics from different perspectives. The projected potential for change within an issue over time was also investigated.

4 Global Reporting Initiative

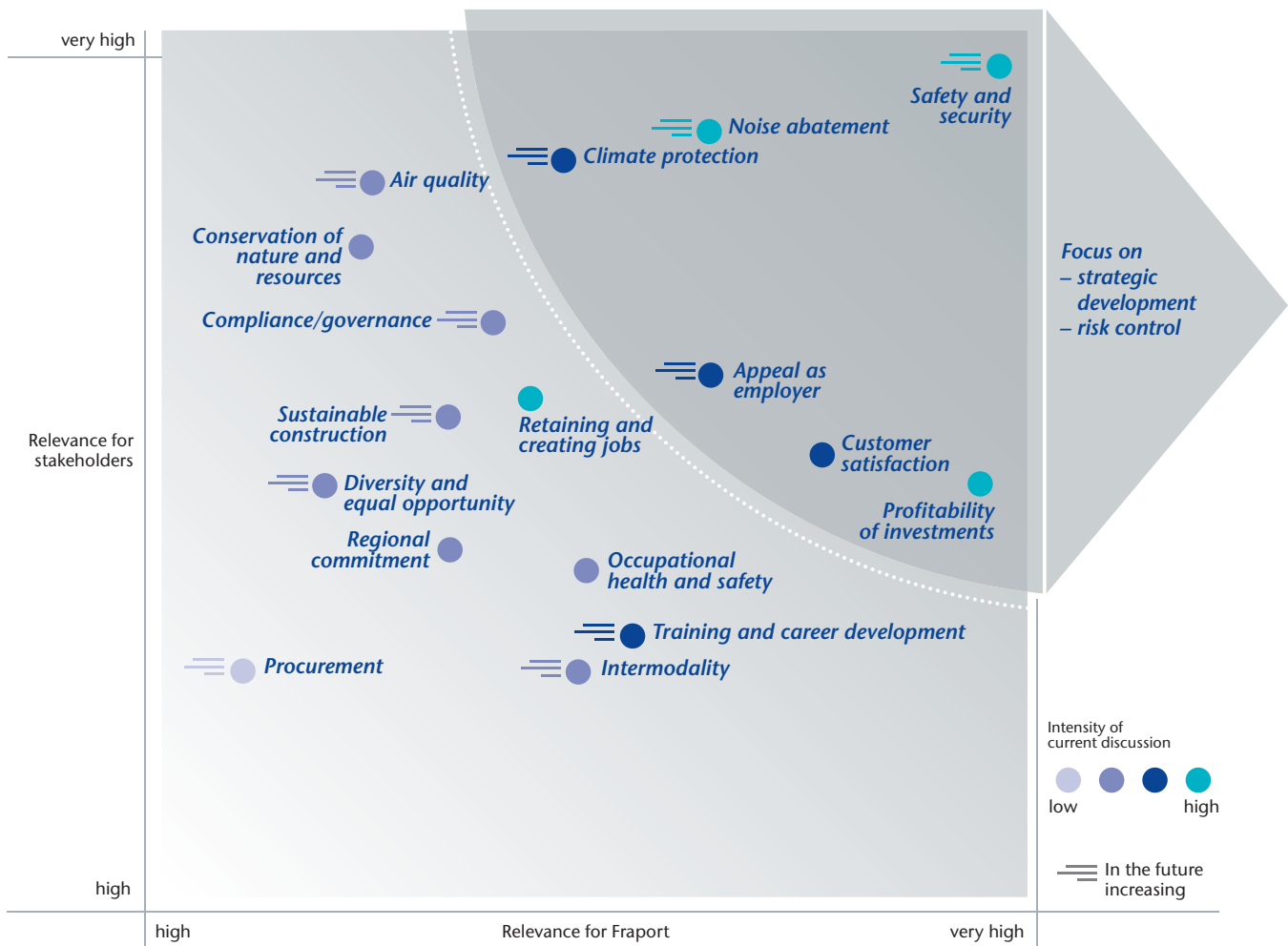
The materiality matrix

Overall, each issue can be described by its position within the two dimensions of “Relevance for Fraport” and “Relevance for stakeholders”, supplemented by an additional statement on the significance trend. The Fraport materiality matrix was adopted by the Executive Board in November 2010.

Priority issues with a high position on both dimensions of the matrix include noise abatement, safety and security, climate protection, customer satisfaction, appeal as an employer, and profitability of investments.

The importance of these areas is outlined in the following.

Materiality matrix





Fields of tension of global air traffic

The airline industry continues to be an important sector for growth in passenger and airfreight. Since the financial and economic crisis, growth has started to accelerate again and the long-term trend appears to be uninterrupted. By the year 2029, the Airports Council International (ACI) has predicted in its latest issue of the "Global Traffic Forecast 2010–2029" annual growth rates of 4.1 % for passengers and 4.8 % for airfreight. This development presents the airline industry and all its partners with a fundamental dilemma. Even if efficiency enhancement is maintained at all levels, the increase in air traffic will lead to more noise exposure and increasing greenhouse gas and other emissions. Climate protection and noise abatement therefore represent two fundamental challenges for the air traffic industry.

In Germany, the issue of noise and health is currently being discussed intensively on the political stage and in the media. This debate is not merely focusing on air traffic, it is also being directed toward other transportation modes. The increasing impact of different sources of noise on the general public means that the relevance of this issue will continue to rise. The possibility of additional regulations to reduce noise cannot be excluded in the future.

Fraport is addressing this problematic issue and was particularly proactive during 2010 with respect to aircraft noise, particularly in the context of the Airport and Region Forum. In summer 2010, the results of the long-standing constructive debate about noise abatement were presented in the public domain (see section "Region and community", p. 42).

Climate protection has been on the political and social agenda for many years now. The need to significantly reduce greenhouse gases has been widely acknowledged if we are to at least restrict climate change. Political bodies at the UN, at the EU, and in national parliaments and regional assemblies have adopted targets for CO₂ reduction. The pressure to take action and the importance of climate policy is likely to increase for all the players involved. The first initiatives directed toward regulation are already evident. A number of industrial sectors in Europe have been integrated in the so-called Emission Trading System (ETS). Corresponding regulations will apply with binding effect to the air-traffic industry starting January 2012.

⁵ Information from the German Federal Ministry of Transport (BMVBS) on emissions trading for air traffic

It is quite clear that the air-traffic industry needs to develop new approaches like any other industry in order to further reduce its energy consumption. As well as the successes already achieved, the industry needs to take other measures, such as carrying out research into alternatives for kerosene because oil is finite as a raw material and the combustion of oil constitutes a significant contributory factor to the climate impacts generated by air traffic.

Alternative fuels and numerous measures for enhancing energy efficiency are part of the spectrum of measures enshrined in the four-pillar strategy of the air-traffic industry directed toward climate protection. All the players in the sector and at the political level need to join forces and adopt an integrated approach because attaining efficiency potentials can only be achieved together.

The Four Pillar Strategy – Measures for climate protection in air traffic

Pillar 1: Technological progress

Technological innovations are the biggest lever for efficiency improvements in air traffic. These enhancements cover materials, engines, electronics and aerodynamics. Since 1970, technical innovations have reduced the specific kerosene consumption and CO₂ emissions by 70 %.

Pillar 2: Improved infrastructure

Infrastructure improvements open up significant savings potential on the ground and in the air. Optimized use of airspace and needs-based expansion of airport infrastructure present the biggest opportunities.

Pillar 3: Operational measures

Deployment of more efficient aircraft sizes, flying along optimum flight routes and at optimum air speeds, and improved processes on the ground can also enhance efficiency and reduce emissions.

Pillar 4: Economic tools

Economic tools can also be used, such as emission-dependent airport landing fees or global emissions trading. The key factor is that these tools must be structured so as not to impede competition.

Source: "German Air Transport Initiative"

⁶ "German Air Transport Initiative"

As an airport operator, we support the four-pillar strategy for the air traffic industry. We focus our activities on areas that we are in a position to influence directly. These primarily relate to technical improvements to buildings and systems, process optimizations and economic tools like landing fees dependent on noise and emissions (see section “Environment”, p. 38).

Safety and security is an issue of prime importance for all air traffic and hence for Fraport as well. A distinction is drawn in air traffic between the concepts of “safety” and “security”.

“Security” is directed towards ensuring that air traffic and the intermodal infrastructure of the airport provides protection against attacks, particularly against aircraft hijacking, acts of sabotage, and terrorist attacks. The Air Security Act became law in 2005 and regulates measures such as the checks carried out on passengers and their baggage (Article 5). The legislation also defines which staff security measures have to be taken by the airport operator and the airline companies (Article 8–9).

The concept of “safety” entails guaranteeing safe and compliant air traffic in an interplay between the airlines, the German Air Navigation Services, and the airport operator.

Safety and security must have priority. However, the restrictions for passengers, employees and suppliers resulting from the necessary checks need to be limited as much as possible so that the airport continues to operate as smoothly as possible. We tackle these and other factors that are important for our customers – passengers and airlines, lessees and concessionaires – under the challenge of “customer satisfaction”. It is one of the central success factors for the future capability of an airport (see section “Customers”, p. 21).

Staff are a key success factor for any company. The demographic development will be exerting significant effects on the job market and safeguarding human resources is taking center stage in corporate strategy. The appeal as an employer is becoming increasingly important in the competition for talent. The provision of good service by qualified personnel is an important factor for customer satisfaction alongside infrastructure tailored to users’ requirements. And the preference for Fraport by customers in passenger and airfreight traffic ultimately constitutes the platform for long-term success (see section “Employees”, p. 27).



Expansion of Frankfurt Airport is the biggest privately financed investment in the history of the Republic of Germany. Fraport needs to achieve this expansion on schedule and to the necessary quality standards while taking the interests and needs of all the stakeholders into account, in order to guarantee the airport’s long-term success (see section “Owners”, p. 18).

Sustainability program

As a company with a long-term perspective, Fraport is committed to key strategic goals and defines the measures necessary to reach those goals. They were grouped together for the Frankfurt site and for the parent company Fraport AG in 2010 for the first time in the form of a sustainability program and they were adopted by the Executive Board in January 2011. Attainment of these targets is reviewed regularly, the targets are developed, and they will also be gradually defined for the subsidiary companies over the next few years.



Sustainability program

Target	Measure	Duration of the Measure	Status
Climate protection			
Reduction of CO ₂ emissions for each traffic unit (TU, one passenger or 100 kg of freight) by 30 %, from 3.7 in 2005 to 2.6 kg/TU in 2020	Energy optimization of portfolio buildings	2020	_Refurbishment of ventilation control centers in Terminal 1, total potential about 17,500 t CO ₂ , potential being implemented about 4,500 t CO ₂ _Energy optimization in service and administration buildings, total potential about 6,200 t CO ₂ , potential being implemented about 1,240 t CO ₂
	Energy-optimized planning of new buildings	2012	Energy optimized plans carried out in four buildings (Fire Station 4, Pier A-Plus, administration center, service building ground services)
	Establishment of CO ₂ controlling	2011	In preparation
	Deployment of alternative drive technologies	2015	Increased deployment of electric vehicles, projected percentage _Fork-lift trucks 20 % _Baggage tow-truck (series hybrid) 20 % _Conveyor belts 100 % _Testing electric cars with different types of battery in routine operation
Avoidance of additional CO ₂ emissions through the expansion project	Expansion of CO ₂ reporting based on ACA provisions	2012	Models available for aircraft emissions and business trips, modeling of CO ₂ emissions of incoming and outgoing traffic under development
	Intensification of stakeholder dialogue	ongoing	Being prepared
Noise			
Fraport makes a proactive contribution to relieving the burden of aircraft noise.	Strategic use of runways and routes (Dedicated Runway Operations, DROps)	2011 ff.	Concept for route configuration developed and noise modeling carried out, start of test operation planned from beginning of 2011
	Increasing approach glide angle to 3.2° with the instrument landing system (ILS) on the new north-west runway	2011 ff.	Safety and feasibility study carried out Installation of an additional instrument landing system was started.
	Fraport supports the measures for active noise abatement with its commitment in the Forum Airport and Region.	ongoing	
	Aircraft noise measurement and monitoring	2011 ff.	Conceptualization of monitoring and initial measurements in the program for active noise abatement
Safety and security in air traffic			
Maintenance of the high safety and security standard at Frankfurt Airport	Training and career development	ongoing	Qualified training by FraSec GmbH in the dedicated training center - a career training provider licensed by the German Technical Inspectorate TÜV Süd
	Quality management	ongoing	Internal quality assurance concept for operation, procedures, and training and career development
	Employee motivation	2013, first analysis results at the end of 2011	Commissioning of an external analysis on the mental and physical stress at the airport security control check point with the aim of identifying and eliminating stressful times in routine work
	Engineering/research and development	2011	Development of a "Future check" in two committees: _In a taskforce with the Federal Police and airline companies _In the context of the German Air Transport Initiative
	Increase in operational safety	ongoing	_Hazard identification / minimization is carried out in conformity with ICAO Annex 14 _New version of manual Security Management System published _"Safety Committees" established
Improvement in integration of airport security checks in the passenger flow	Process analysis and process optimization	ongoing	Fraport is cooperating with the German Federal Police and airline companies to improve processes. Tests currently planned: Motorized infeed conveyor, changed tray system, Kaizen taskforce
	IT-based personnel deployment planning and passenger management (PAARIS)	being implemented	Short-term results using individual data (figures for connecting passengers, arrival behavior, waiting times, etc.)
	Throughput and waiting-time measurements	ongoing	Introduction of Bluetooth waiting time measurements has been carried out. Systematic evaluations are implemented on a continuous basis. The same applies to throughput values for each security lane, derivation of passenger / personnel management measures and process improvements.
	Project "Security with a smile"	2009/10	External training sessions to improve customer satisfaction with all employees in airport security have been carried out. More in-depth training in the context of internal career development, in particular for executive managers.
Target parameters for this are guaranteeing a waiting time of up to ten minutes in 90 % of security checks, and passenger satisfaction of at least 80 % in the year 2011 with the friendly approach of our personnel.			

Target	Measure	Duration of the Measure	Status
Profitability/Investments			
We achieve profitable growth as a basis for the future-capability of our company	Investments tailored to demand in the expansion of Frankfurt Airport	2016	_Schedule adapted to capacity for Terminal 3 _New planning for Pier C
	_Expansion of Airport City Mall Frankfurt, Level 0 _Redesign of arrival level in Terminal 1 _Reconfiguration and expansion of retail areas in Terminal 2	2014	Under construction
	Value creation from real-estate marketing and development at Airport City	2016	_Additional land purchase contracts with approx. 140,000 m² concluded _High-building project development successfully completed
	Further development of external business	ongoing	see Annual Report
	Value-based management for business activities	ongoing	Annual Report, section "Value-based management"
We want to generate value added over the long term which exceeds our cost of capital.	Raising of landing fees	2015	Contracts under public law and contracts with airlines and airline associations concluded
	Program "Fitness@Fraport2011" for optimizing business processes and cost reduction	2014	Initial measures have been implemented.
	"Future Contract 2018" for improving the cost structure and hence the competitiveness at Frankfurt Airport	completed	Contracts concluded with employee representation, being implemented
Attractiveness as employer			
Further development of personnel strategy	Strategic project with the aim of identifying spheres of activity for future personnel strategy and working out solutions taking particular account of demographic change	until 2015	Kick-offs for the overall project and the subprojects have taken place. Initial results from this work are ready.
Increase in employee satisfaction measured by the Group Barometer from 3.06 to at least 2.9 (grade system from 1 (best) to 6 (worst))	Implementation of the staff survey for the Fraport Barometer 2010 and derivation of potential improvements	ongoing	Continued
	Social benefits in addition to the collective pay scale and participation in company success	ongoing	Continued
	Gradual expansion of performance-based salary components	2011-2014	
	Change project new company head office: "Design Taskforce", planning sample floor-space, communication measures	2012	Continued
Ongoing development of management expertise based on the results of the Group Barometer and in 360° feedback	Implementation of 360° feedback for executive managers	Starting 2011	
	More intense use of the coaching pool and systematic preparation for assumption of management positions and mentoring in the positions	Starting 2011	
	Implementation of a group development program IMEPplus (Integrated Management Development Program)	2015	Concept is available.
Customer satisfaction			
By 2015, we want to increase global satisfaction of passengers by 10 percentage points to 80 %. We determine the overall satisfaction in our monthly customer survey with the question: How satisfied were you overall with Frankfurt Airport?	Service program "Great to have you here!" to increase customer satisfaction. The focus is on the spheres of action identified in continuous passenger surveys:	2015	Program launch May 2010, public launch December 2010
	_Reduction of waiting times at check-in, at security checks and in baggage claim through improvements in processes and infrastructure, and additional personnel	2011 ff.	Being implemented
	_Simplification of connecting processes by improving the infrastructure	2015	Being implemented
	_Facilitating orientation by a site-wide, new signage system throughout the terminal	2012	Being implemented
	_Increase in satisfaction with the cleanliness of the sanitary areas by redesigning them	2012	Sample facility created, roll-out in Terminal A starting 2011
	_Increasing the friendliness and service attitude of personnel by service training at all levels and programs where top management are integrated in operating processes within a "shift configuration".	2011 ff.	Diagnosis and conceptualization have been completed, gradual implementation in 2011
	_Optimization of service and product quality for retail, gastronomy and services by expanding the range of products and services, training sessions and quality management	ongoing	Being implemented

Organization and governance



Organization

The organization of Fraport AG is divided into four Strategic Business Units, twelve Central Units and since 1 January 2011 into three Service Units. The Service Unit Central Infrastructure Management (ZIM) was created recently. This unit deals with the planning and management of key (new) infrastructure projects and formulation of a repair strategy for the existing infrastructure at Frankfurt Airport. This organizational enhancement aims to create clear responsibility for the systems and real estate at Frankfurt Airport. It is a holistic approach including life-cycle analysis. It is intended to enhance provision for the sustainable aspects of infrastructure and real-estate development.

7 Organizational structure

The Supervisory Board of Fraport AG adopted the Corporate Governance Code of Fraport AG as early as 2002. The code describes the essential principles for the management and monitoring of the company and includes internationally and nationally recognized standards for good and responsible corporate management. The Fraport Code also includes the essential rights of the shareholders who provide the company with the necessary equity capital and bear the entrepreneurial risk. The Fraport Code is firmly based on the German Corporate Governance Code and is regularly reviewed and revised to meet the recommendations and ideas of the government committee. The last revision was carried out on 27 September 2010. It can be accessed on the company's Internet site.

On behalf of and acting for the Supervisory Board, the Executive Board of Fraport AG submits a declaration on corporate governance pursuant to Article 289a German Commercial Code (HGB) and publishes it in the Annual Report. The Annual Report also contains the detailed Corporate Governance Report of the company and the Report by the Supervisory Board together with other statements on corporate governance.

8 Corporate Governance

The compensation of the Executive Board of Fraport AG was linked more firmly to longer-term criteria in 2010 and meets the requirements defined by the Act on Appropriateness of Management Board Compensation (VorstAG).

In 2010, the salary structure of the executive employees was also adjusted accordingly. The Annual Report of Fraport documents information on this.

Fraport AG has made a commitment to compliance with the most important internationally recognized codes of conduct to promote responsible corporate governance at all Group sites – the principles of the UN Global Compact, the OECD guidelines and the standards of the International Labour Organization (ILO). Compliance with the commitments made is reviewed within the framework of quality management.

In addition, Fraport has signed the Business Conduct Rules of the biggest European purchasing association, the Association Materials Management, Purchasing and Logistics (AMMPL). The guideline is based on the principles of the UN Global Compact and includes fundamental anti-corruption rules, anti-trust agreements, rules on child labor and forced labor, and compliance with human rights, environmental protection and health promotion, and fair working conditions. The companies signing up to the agreement have made a commitment to promoting the Business Conduct Rules with their suppliers.

- 9 UN Global Compact
- 10 OECD Guidelines
- 11 ILO Labour Standards
- 12 AMMPL Compliance Initiative

The management of sustainable development at Fraport is an interdisciplinary function. The Central Unit "Sustainability Management and Corporate Compliance" was formed within the framework of the program "Fitness@Fraport2011" and started work on 1 January 2010. It is directly accountable to the Executive Director Labor Relations.

The Central Unit identifies the key sustainability issues that are important for implementing the business strategy and promotes their development. It is also responsible for environmental management, sustainability reporting and monitoring, and coordination of stakeholder dialogues. The unit is further responsible for Corporate Compliance Management and coordinates the activities of the internal controlling system.

The Sustainability Board was restructured when the units were established. The Board has a central



The Integrated Management System of Fraport AG complies with the provisions of the ISO 9001 international standard and was certified for the first time in 2004. The certification network of the Fraport Group comprises the largest Group company Fraport AG and 17 subsidiary companies. Individual Group companies have also been certified in conformity with ISO 14001 (environment) and OHSAS 18001 (job safety) by German Technical Inspectorate TÜV NORD CERT GmbH.

- 13 TÜV-certified management system

controlling function and is headed by the Chairman of the Executive Board. The Executive Director Labor Relations and the senior managers of all the Business Units and some Central Units are additionally ordinary Board Members.

14 Understanding of Sustainability

Corporate compliance and risk management

Values Management System

The Values Management System is intended to prevent corruption by safeguarding the integrity of business conduct in all areas of the Group. The core of the system is provided by the Code of Values which enshrines the standards of conduct for Fraport AG. Values Management was introduced in 2003 and gradually implemented at all Group locations with majority-owned investments. Since 2005, it has been a constituent element of the employment contracts with employees and managers at the Frankfurt site. The objective of the Values Management System was also incorporated in the Shareholder Agreement with Northern Capital Gateway. The consortium will join forces with three other partners to drive forward the development of the Pulkovo Airport in the Russian metropolis of St. Petersburg. A compliance Taskforce has already been set up to work on implementation of "Best practice compliance in Russia". This program is primarily about avoiding corruption and offences involving business crime.

In addition to the code, regular training sessions and an internal ombudsman, Fraport introduced an electronic whistleblower system in 2009. The system can be used to report misconduct that is detrimental to the company. Employees of Fraport, business partners and customers can record irregularities on an Internet-based communication platform that can be accessed via the Fraport home page. This allows confidential information on corruption and business crime to be recorded throughout the world and 24/7. The whistleblower decides whether they want to remain anonymous or whether they wish to register in their own name. The anonymity of the whistleblower is guaranteed by the system. The factual content of each report is reviewed intensively and sanctions are introduced as necessary. In the year 2010, the whistleblower system was also introduced in Turkish at the Antalya Group site. Implementation in Lima is planned for 2011.

15 Values Management System

Risk Management System

Fraport AG has implemented a Management and Controlling System to order to identify risks for business activity at an early stage, assess the risks, monitor them continuously and take consistent actions. The system is directed toward limiting risks to an acceptable level within the scope of the options available.

Internal Controlling System

The Internal Controlling System comprises all the activities for documentation of the checks and assessing their effectiveness which are directed toward reducing or avoiding the key risks posing a threat to the processes within the Fraport Group.

Integrated risk and compliance management system

Compliance entails conforming to all the laws, regulations, directives, contracts and other obligations relevant to the Fraport Group. The organizational responsibility for a management system that is intended to guarantee conduct in conformity with legal requirements lies with the Central Unit for Sustainability Management and Corporate Compliance. It is based on a series of systems which were grouped conceptually within an integrated Fraport Risk and Compliance Management System in 2010. The system will be implemented gradually from 2011.

Advanced development is intended to meet the growing importance of compliance issues and enhance the efficiency of the systems. The management system for values and risk and the former Compliance Management System, as well as the Internal Controlling System are being grouped within the new integrative organizational system. A joint IT platform will help to reduce interfaces and avoid redundancy.

The bodies responsible for networking the individual subsystems are the Risk Management Committee and the Compliance Board. The latter formulates uniform provisions, addresses concrete compliance issues, and forwards these to the Executive Board. It also includes a total overview of key Group risks and reports to the Supervisory Board on that basis. Extensive information on this is provided in the Annual Reports and Interim Reports of Fraport AG.

16 Opportunity and Risk Report 2010

Stakeholder dialogue

Proactive values management

Fraport employees receive regular training at all Group sites on value-based corporate governance and in particular with reference to the acceptance of presents and promotional gifts. In 2010, 15 training sessions with 180 people were held. Over the past four years, approximately 1,350 employees at Fraport AG have received training (nearly 100 % of managers and employees working in areas subject to this risk). 200 employees working in the subsidiary companies attended such training sessions.



In 2010, Quality Management at Fraport AG received the Topit Quality Award.

17 Topit Quality Award

Passengers

Frida and Paula Blumenstock



*Chairman of the Executive Board of
Fraport AG, Board Member of the Airport
and Region Forum*

Dr. Stefan Schulte



*Air security assistant,
air security checks*

Astrid Helmer



*Mayor Frankfurt am Main,
Member of the Supervisory
Board of Fraport AG*

Dr. h.c. Petra Roth



Our fields of action

The future capability of our business depends on taking the right decisions today – and that is not simply about direct business requirements. We want to create added value for our customers, employees and neighbors while pursuing entrepreneurially responsible policies. Impacts on the environment and nature should be avoided or at least kept as low as possible.

*Member of the Expert Council
for Environmental Issues,
Director of Frankfurt Zoo*

Professor Dr. Manfred Niekisch



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42 Region and community

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Owners



Fraport share and shareholders

Fraport AG is a joint-stock company under German law. The share is quoted on the Frankfurt Stock Exchange and is listed in the MDAX, the index for mid-sized German companies. The stakes held by the State of Hesse and Stadtwerke Frankfurt am Main Holding GmbH, and the consortium agreement between these two stakeholders mean that Fraport AG is controlled by these two entities.

After a restrained initial six months, the price of the Fraport share developed very positively during the second half, and after growth of some 30 % the share was positioned significantly above the DAX and just below the MDAX at the end of the year. The share achieved a total return of 33.2 % including dividend.

Annual General Meeting

The Annual General Meeting forms the annual climax to communication with our shareholders. On 2 June 2010, 1,352 shareholders came together. They represented 86.6 % of the equity capital and they had come to discuss performance over 2009. The Annual General Meeting also passed resolutions on all the functions assigned to it by legislation and the German Corporate Governance Code, such as appropriation of profit, approval of the actions of the Supervisory Board and the Executive Board, appointment of the auditor, authorization to acquire and appropriate the company's own shares, approval of the compensation system for Executive Board Members, and amendments to the articles of association for

harmonization with the Act on Implementation of the Shareholders' Rights Directive.

The Fraport share in sustainability indexes

Membership of Fraport AG in the Dow Jones Sustainability Index (DJSI) World was again confirmed in 2010. This means that Fraport remains the only airport operator worldwide to be listed in this sustainability index. The DJSI includes the best 10 % for sustainable management from the 2,500 biggest companies in the Dow Jones World Index. For the first time, Fraport just missed a listing in the European index, DJSI Europe, in 2010. The listing in the sustainability index of the Financial Times Stock Exchange FTSE4Good was confirmed.

¹⁸ Dow Jones Sustainability Index

¹⁹ FTSE4Good

In February 2011, the SAM Group (Sustainable Asset Management, a global asset manager) and auditing company PwC (PricewaterhouseCoopers) again included Fraport in the Sustainability Yearbook for the consecutive fourth time. Fraport was awarded the accolade of "SAM Silver Class" in the Yearbook (previous year: "SAM Silver Class").

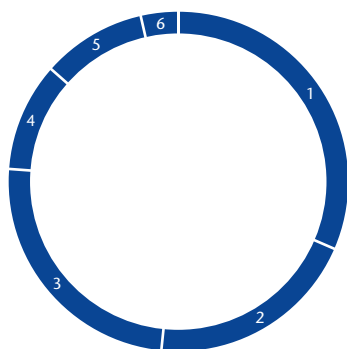
²⁰ SAM Group

The SAM Group focuses on sustainable investments, and its Corporate Sustainability Assessment holds an annual assessment of more than 1,000 listed companies.

Fraport has been participating in the Carbon Disclosure Project (CDP) since 2006. This is the

Shareholder structure

on 31 December 2010*



1	31.50 %	State of Hesse
2	20.12 %	Stadtwerke Frankfurt am Main Holding GmbH
3	24.55 %	Unknown
4	10.33 %	Artio Global Investors Inc.
5	9.92 %	Deutsche Lufthansa AG
6	3.58 %	Taube Hodson Stonex Partners LLP

* The relative ownership interest of the individual shareholders was adjusted to the current total number of shares on December 31, 2010 and therefore may differ from the figures given at the time of reporting an excess/shortfall of the threshold.





“As a major shareholder in Fraport, the City of Frankfurt has a special interest in ‘our’ airport: It creates jobs, strengthens infrastructure in the Rhine-Main region and promotes Frankfurt as a business and financial center.”

Dr. h.c. Petra Roth, Mayor of Frankfurt am Main, Member of the Supervisory Board of Fraport AG

world’s leading climate reporting initiative in the finance industry. It analyzes companies and their strategies for climate change and CO₂ reporting. On the basis of “Disclosure Scoring”, where the quality of climate reporting is assessed, 30 companies were included for the first time in the German Carbon Disclosure Leadership Index (CDLI). In 2010, the index included 22 DAX securities and eight securities from the mid-cap and small-cap segments. Fraport was ranked in 11th place.

21 Carbon Disclosure Project

Value-based management

In the interests of sustainable increase in corporate value, Fraport has planned and controlled Group development according to the principles of value-based management since 2001. The key measuring and controlling parameter is “Fraport value added”. This is the difference between Earnings

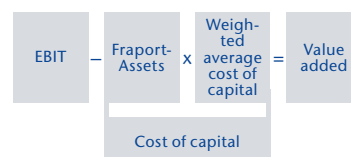
before Interest and Taxes (EBIT) and the cost of capital paid by the company

22 Fraport value added

Development of value added for 2010

While the previous year was impacted negatively by the financial crisis and posted a negative value added of € – 62.0 million, the Fraport Group reported a positive value added for 2010 amounting to € 49.0 million. The roll-out of investments led to an increase in Fraport assets from € 3,820.2 million to € 4,019.7 million (+5.2 %) and a rise in the cost of capital before taxes from € 362.9 million to € 381.9 million (+5.2 %). A ROFRA of 10.7 % meant that the Fraport Group exceeded the Fraport Weighted Average Cost of Capital (WACC) by 9.5 % and therefore created value. A detailed explanation of the business development of the Fraport Group and the Fraport segments is provided in the Annual Report 2010.

23 Business development 2010



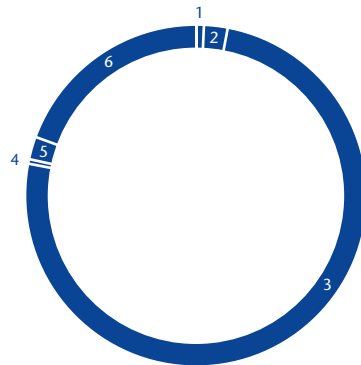
Development of value added in 2010 (€ million)

	2009	2010
EBIT	300.9	430.9
Fraport-assets	3,820.2	4,019.7
Cost of capital before taxes	362.9	381.9
Value added before taxes	– 62.0	49.0
ROFRA	7.9 %	10.7 %



Investments

Status as at 31 December 2010



1	0,58 %	Miscellaneous intangible assets
2	2,24 %	Investments in airport operator projects
3	75,59 %	Property, plant and equipment
4	0,01 %	Real estate held as financial investments
5	2,15 %	Investment businesses at equity
6	19,43 %	Other financial investments

409 construction elements had to be lifted in place to erect the taxiing bridges across the motorway. These elements weigh up to 92 metric tons and they are up to 33 meters in length.

They had to be precisely positioned with clearances measured in centimeters.

Investments

The Fraport Group invested a total of € 1,033.9 million in 2010. The investment volume was some € 405 million below the level of the previous year (€ 1,438.3 million). The reasons for this decline were mainly lower investing activities in financial asset management and capitalization under assets of the additional shares acquired in the operating company of the Antalya concession in 2009.

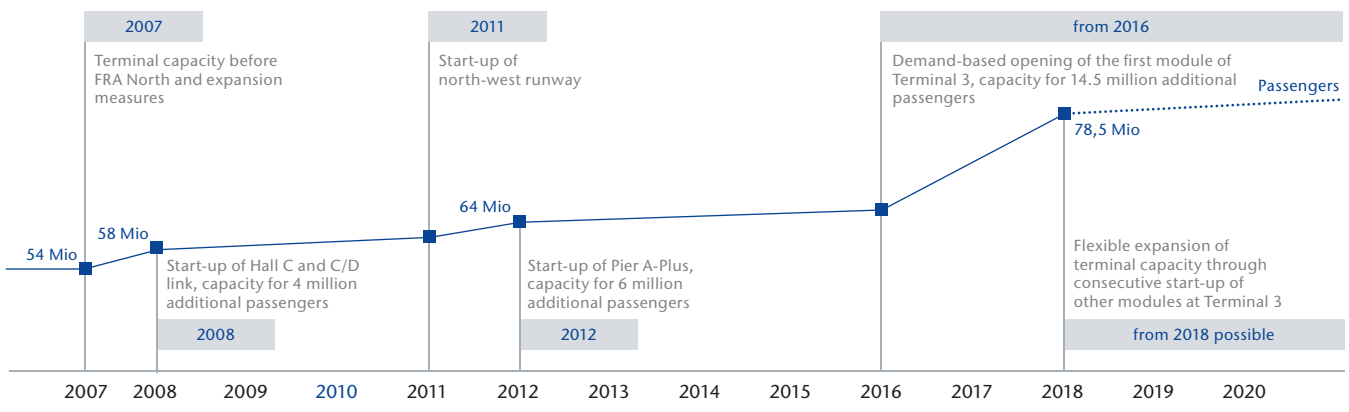
The focus of investment was again Frankfurt Airport to the tune of some € 775 million. Investment amounting to some € 35 million was attributable to the subsidiaries of the Fraport Group. The majority of the investments related to the Twin Star business in Bulgaria. Nearly € 225 million were invested in long-term financial investments. The focus was formed by the acquisition of financial investments. The investment rate at 47.1 % was 24.4 percentage points below the value for the previous year (see Annual Report 2010, Fraport AG, p. 63).

Expansion of Frankfurt Airport

The new north-west runway forms the core of the expansion program and a volume of € 7 billion is earmarked for this project in the period from 2007 to 2015. The runway is scheduled to start up operations at the end of October 2011. The demand for slots (time windows for take-off or landing) from the airline companies has exceeded the supply available at Frankfurt Airport for many years. At peak times, demand is between 10 and 20 % above the slots available. Accordingly, the new capacities created will enable the airport and its customers to take part in the development of global air traffic over the medium to long term.

The land for the construction of the north-west runway is approximately 220 hectares – equivalent to about 300 football fields. The runway complex encompasses a runway 2.8 kilometers in length, a tunnel nearly 600 meters long, two taxiways comprising five individual bridge structures across roads and rails with a length of up to 220

Planned terminal capacities





In March 2009, work started on the north-west runway. After two and a half years of construction time, the first aircraft will land here in 2011.

meters, and 60 kilometers of drainage ditches. The project involves a large number of engineering and ecological challenges. The measures for protecting plants and animals (see section “Environment”, p. 39) alone involve investments totaling € 160 million.

Construction work on the new Pier A-Plus also entails substantial investment. When it opens in 2012, the available passenger capacity in Terminals 1 and 2 will increase from some 58 million to around 64 million passengers. After the new runway starts up, the additional capacity will be urgently required for more passengers and additional building positions for wide-body aircraft. In future, the Marketplace A will connect Pier A-Plus with Terminal 1 and the existing Pier A. It will create attractive gastronomy, shopping and service opportunities on a total floor space of more than 10,000 square meters. This development will also strengthen the high-margin retail business operated by Fraport. The central transfer

node in the new pier will make it easier for passengers to transfer to connecting flights and enhance service quality. Apart from the high level of functionality, Pier A-Plus has also been constructed on the basis of benchmarks for “sustainable construction”. The objective is to reduce CO₂ emissions by comparison with conventional buildings. Plans have also been made to equip the building with Pre-Conditioned Air systems (PCA), which allow auxiliary engines to be switched off in parked aircraft.

The new pier will bridge the capacities of Terminals 1 and 2 until the third terminal is opened around 2016/2017.



“The new runway has laid the key foundation stone for the future success of the Fraport Group.”

Martin Bien, Senior Executive Vice President of Traffic and Terminal Management, Airport Expansion and Corporate Safety and Security



Passengers

Dr. Iris Blumenstock with
Paula and Frida

“Traveling with a child is often not that easy. You have to wait around to check in, wait at the security check, wait at the gate, ... A friendly atmosphere where children are also welcome is a really big help.”

It's good to complain

We want to know if things aren't working at Frankfurt Airport. That's why Fraport has set up a comprehensive feedback and complaints system so our customers can tell us about their experiences. We are totally accessible to our customers. They can contact us by email, phone, letter, in person, or using our feedback terminals. The aim is to ensure that every complaint is answered within the space of one week. And at least 20 % of complaints should be answered by means of a personal phone call. In 2010, 3,872 complaints were received. Nearly one third of them concerned security procedures, and a particular focus of attention was the removal of hazardous goods from travel baggage. The complaints are dealt with by the relevant departments and provide ideas for improvements.

Passenger complaints in 2010 (absolute/% share)

Safety procedures	1,114	28.8 %
Personnel	573	14.8 %
Infrastructure	318	8.2 %
Information/Orientation	392	10.1 %
Passenger service	320	8.3 %
Retail/Parking	294	7.6 %
Passenger flow/Waiting times	453	11.7 %
Miscellaneous	408	10.5 %

Customers

Passenger satisfaction

In 2010, we welcomed more than 53 million passengers at Frankfurt Airport. More than 180,000 passed through the airport on peak days. Around half of the passengers were transferring to connecting flights, and this group of passengers is increasingly relying on service and quality criteria when they make their choice of connecting airport. The satisfaction of travelers with infrastructure, processes and personnel is a prerequisite for maximum utilization of the existing capacity and the new capacities that will be generated following expansion of the airport.

We are committed to meeting the needs of all travelers, whether they are old or young, traveling independently or need assistance. If you are spending time at the airport, this should be an enjoyable experience. Potential stress factors therefore need to be reduced. International studies have shown that long waiting times, lack of orientation, unfriendly personnel and delayed flights are the big negative factors.

The corporate management has defined customer satisfaction as a strategic goal with the objective of improving the areas referred to above. By 2015, we want to increase the overall satisfaction of passengers by 10 percentage points to 80 percent. We determine the "overall satisfaction" in our monthly survey of customers by asking the question: "How satisfied were you overall with Frankfurt Airport?" We launched the initiative "Great to have you here!" in May 2010 to implement this goal. The service program has been designed to take account of the entire passenger process, and it takes a holistic approach based on a long-term perspective. The measures are pooled in four thematic focuses:

Action program "Friendly attention": We want to get involved more with passengers. Training measures are being targeted at every employee, starting with the top management. Everyone is being trained in their role as a "Service Ambassador". Service Awards will be granted for exceptional performance.

Action program "Fast and convenient travel": This is all about improving the orientation opportunities and cutting down waiting and transit times. The latter need to be shortened. Measures include

a new signage system, additional service personnel, and individual flight information by indoor navigation. Travelers will also receive assistance, for example through shuttles with electric buggies for long transfer routes.

Action program "Shopping and experience": The entertainment and experience value of being at Frankfurt Airport will be enhanced with attractive new offers. These include new catering experiences and expanded parking services as well as a bigger range of Internet stations and additional personnel providing information.

Action program "Enjoyable ambience": Processes are not the only concern when it comes smooth operations at Frankfurt Airport. The atmosphere is absolutely crucial. Interior design and furnishings will be used to make people feel at home. Rest and waiting areas are being redesigned, halls, market-places and children's play areas are having a face-lift, and the sanitary facilities are being remodeled.

Implementation of the measures is embedded in quantified specifications. Attainment of these goals will be regularly measured and communicated to those involved. Fraport is providing a budget of € 10 million for this service program.

24 Microsite "Great to have you here!"

A series of measures is directed toward reduction of waiting lines and enhancing travel comfort. Rail travelers who are flying with one of the 19 airlines participating in the program can check in their baggage already at the AIRail Check-in and get their boarding card there. This check-in area in the link between the long-distance station and the airport offers short waiting times. The statistics demonstrate that this package is meeting a need. While 369 travelers used the AIRail Check-in during the test week one year before, as many as 2,636 passengers used the facility during the equivalent week in 2010.

A study was carried out on the arrival times of passengers in order to achieve waiting-time reductions at the airport, and the time for clearance was measured. This indicates that nearly 23 % of the passengers arrive at the airport before check-in actually starts and this is why lines start forming just after check-in opens. However, there is no



"Working here in Airport City is simply fantastic. Apart from our regular customers from the airport, travelers come everyday from all over the world and we are able to assist them in finding and choosing what they need."

Firouzeh Asvadi, employee at Tegut food market, Frankfurt Airport

Stakeholder dialogue

Customer satisfaction in focus

We carry out monthly passenger satisfaction surveys. These are supplemented every quarter by comparative values from other airports in the Airport Service Quality Index (ASQ), an initiative of the Airports Council International (ACI).

Our target: We want to increase global passenger satisfaction by 10 percentage points to 80 %.

Once a year, we also receive the satisfaction report from Skytrax. Frankfurt Airport was given a ranking of 16th globally – this represents another step forward since we came 21st in 2009 and 44th in 2008.

25 Skytrax-Ranking





The eruption of the Eyjafjallajökull Volcano on Iceland closed airspace over large parts of Europe between 16 and 20 April 2010. Frankfurt Airport provided an "emergency shelter with field kitchen" for many transit passengers.

waiting time just before check-in closes. This flow can be smoothed out if the check-in counters are opened earlier and the number of check-in positions is varied. The average waiting time for passengers is significantly reduced although the same amount of staff time is used.

Service quality has to be maintained in extreme situations. For example, in early summer 2010, many travelers were unable to take their flights due to the volcanic ash cloud from Iceland, or they were forced to interrupt their journey. Flights redirected to Frankfurt were parked at special positions leaving thousands of passengers stranded at Frankfurt Airport, in some cases for a number of days. Fraport staff helped to put up camp beds, handed out blankets, and distributed hot and cold meals. Toiletries, changes of clothes, baby requisites and a pharmacy were also provided. International TV programs were screened on the monitors at the gates, and travelers were able to use an Internet lounge specially set up for the purpose. Entertainers ensured that the children didn't get bored.

And all this is very important if you happen to be affected: The lost-and-found office at Frankfurt Airport was given the ranking "very good" (1.3) by the leading consumer safety group Stiftung Warentest (Test 8/2009) – this was the best score in the entire survey. The report described the lost-and-found office as "exemplary".

Efficient hub airport

Frankfurt Airport is an indispensable destination for all major airlines because of its central location, the concentration of business and population, and the excellent connections to other forms of transport. It is also a hub with numerous transfer connections across the world.

Performance attribute connectivity

Connectivity is a key competitive factor for airline companies but also for airports. Connectivity primarily refers to a specific number of connecting flights available within a specified time window. This is the central criterion for the hub function of an airport. It is important for airlines because they fly lucrative large aircraft to hub airports and are then able to service large-capacity intercontinental routes.

Frankfurt Airport has a particularly high level of connectivity. Frankfurt has a high passenger volume and a dense route structure because of its central location and because it is the home airport for airline Deutsche Lufthansa, which leads one of the world's strongest airline alliances with Star Alliance. This advantage and short ground times due to fast passenger and logistics processes deliver excellent economic utilization of the aircraft. The proportion of connecting passengers at Frankfurt Airport is higher than at any other European airport. In 2010, the share was around 52 %.

Our airport infrastructure creates the platform that permits a minimum transit time of 45 minutes for passengers and baggage. This is a superb value compared with other major international airports. Today, Frankfurt Airport is operating at its capacity limits and due to the continual growth in passenger volumes is increasingly having to engage



in bottleneck management in logistic terms. This is why recent years have seen us working on continuous optimization of the tightly integrated operational processes.

Baggage management plays an important role in this connection. A proportion of 59 % means that Frankfurt has to handle the biggest share of transit baggage in the world. The computerized baggage conveyor system is more than 70 kilometers long and forms the heart of the baggage transport system. The baggage data are transferred from the airlines to Fraport and processed in the system for automatic capture, conveyance and sorting of up to 106,000 items of departure baggage per day. The reliability rate of the system was 99.57 % in 2010.

Operational excellence

When the new north-west runway starts up for the 2011 winter schedule, Frankfurt Airport will gradually increase the number of coordinated slots, that is the number of take-offs and landings. Over the long term, this will gradually expand capacity by approximately 50 %. The challenges for the overall system at the airport are correspondingly high. Fraport is aiming to provide smooth-running airport operations during the start-up phase and afterward. Fraport therefore launched the program "Operational Excellence" in June 2010 alongside the current construction and expansion measures for terminal infrastructure such as the A-Plus Pier and Pier C.

We have identified 16 key processes which are relevant to smooth-running workflow. These include apron and taxiway system, aircraft positioning and capacity at the gates, terminal operation including passenger flow, baggage conveyance and security checks. We pursue a personal dialogue and use information to communicate

with the staff involved in the process – particularly airline companies, government agencies and service providers, as well as internal offices. The information communicated includes important data on infrastructure development and anticipated traffic volumes. Data and facts tailored to the needs of the relevant process partner are collected and presented to employees in training sessions. A 15 member team is implementing the program.

2,230,000 tons of airfreight

Frankfurt Airport is Europe's biggest airfreight airport. In 2010, the airport handled 2.23 million tons of cargo and this corresponds to growth of +21.5 % by comparison with the previous year. A total of more than 250 companies and authorities operate at our airport in the area of airfreight. They employ more than 10,000 employees, and via CargoCity Frankfurt Airport (CCF), they handle the biggest proportion of German and European exports and imports measured by value. The planned expansion of CargoCity South is set to expand the cargo handling capacities starting 2013.

Baggage Reconciliation System (BRS)

A passenger has not boarded his flight. His baggage has to be unloaded for reasons of security. This is very time-consuming. The BRS was developed in order to avoid delays in departure. This system initially only allows baggage to be loaded if the passengers have already entered the departure area. Baggage belonging to passengers who arrive late is only loaded later when the passenger boards the aircraft.

Stakeholder dialogue

Well networked with all partners

We are in continuous dialogue with our business customers and partners. Our monthly customer advisory councils and quarterly taskforces meet with the airlines on a monthly or quarterly basis in an ongoing process of dialogue within a structured schedule and framework. Additionally, numerous ad-hoc meetings take place to discuss specific subject areas. We also have a continual exchange of ideas with government agencies.





Safety and security

Safety and security are the key conditions for air traffic. This principle applies equally to passenger traffic and airfreight. This is why security management has always been a top priority at Fraport. However, the terrorist attacks on September 11, 2001 heralded the reality of an incomprehensible horror scenario and since then the requirements have become increasingly stringent.

Guaranteeing maximum possible security standards at a major airport is a huge challenge. On average, we process around 140,000 passengers in Frankfurt every day. Together with employees, people meeting flights and visitors, the total number of people coming to the airport each day amounts to some 200,000 people at the airport complex, which covers an area of some 19 square kilometers. In addition to the risk of terrorist attacks, there are other specific risks entailed by air traffic, such as air accidents or the potential outbreak of pandemics, as well as road hazards and risks associated with passenger travel.

Increasingly advanced technologies and more and more personnel are being deployed at Frankfurt Airport to guarantee the security of passengers, baggage and cargo. The security of people working at the airport is also a top priority. The strategic business unit "Traffic and Terminal Management, Airport Expansion, Corporate Safety and Security" is responsible for meeting the requirements of corporate and operational security. The strategic business unit Airport Security

Management and the wholly owned subsidiary Fraport Security Services (FraSec) GmbH are responsible for implementing security functions.

Aviation security

The aviation security services pursuant to Article 5 of the German Aviation Security Act are commissioned by the Federal Ministry of the Interior and carried out by Fraport AG together with FraSec and another service provider. These mainly relate to checks on individuals and baggage. Every airline passenger knows the procedures. They are necessary but unpopular, not least because they are frequently associated with waiting times and inspection of personal items. The employees working in this area must take maximum care and combine maximally effective procedures in carrying out the checks with understanding and a friendly approach in relation to passengers. This function is not always easy.

Fraport has set itself the target of guaranteeing a waiting time of less than ten minutes for 90 % of the security checks, and passenger satisfaction with friendliness of the personnel of at least 80 %. A stress study is planned for the first time in 2011 in order to achieve a better understanding of the problem areas in daily work. The aim is to derive potentials for improvement of the working conditions from the study.

Airport safety and security

The airport operator is committed to guaranteeing safety and security and order on the airport site as



Interview with Bärbel Töpfer

*Head of Aviation Security at Fraport AG and
Managing Director of FraSec GmbH*

Ms Töpfer, why are you planning a stress analysis in aviation security?

Work in aviation security is extremely demanding in every respect and this trend is on the increase: shift work, arduous physical activity, loud ambient noise levels, and other factors create a stress level that should not be underestimated, particularly considering the fact that aviation security assistants always have to remain friendly and maintain a high level of concentration. The study is intended to help us avoid health problems which are a consequence of physical and mental stress.

a prerequisite for smooth-running workflows. This primarily relates to the obligation to maintain site security pursuant to Article 8 of the German Aviation Security Act. The airport site, the terminals, its premises and other facilities must meet the specified security standards. In addition, the access and approach checks at the gates and at the personnel and goods checkpoints are the responsibility of the airport operator. Fraport is directly responsible to the Hessian Ministry of Economics, Transport, Urban and Regional Development for ensuring site security. Fraport maintains its own investigative service and a dedicated security control center to comply with these requirements.

The latter is the central alert and alarm center for all issues relevant to security which activate the globally accredited emergency management as necessary. Other important elements of airport security are fire protection including the Airport Fire Service, Fire Training Center (FTC), emergency management and traffic control. Fraport also maintains a safety management system in conformity with the ICAO standards and recommendations. It records and evaluates all events relevant to safety in airport operations and identifies weak points in the operating processes on the apron.

The safety and security services of Fraport AG are supplemented by the Medical Services, which are responsible for medical care at Frankfurt Airport.

26 Safety and security services



The entire security and emergency management system is regularly reviewed in order to guarantee compliance with the security regulations at the airport. German regulatory authorities carry out a comprehensive security audit at least every three years which checks the security measures of the airports, the airline companies and the responsible local authorities in the region. The EU Aviation Security Directive also prescribes random quality checks by EU inspectors. This kind of multi-stage EU inspection was carried out at Frankfurt Airport in the years 2005 and 2006.

Emergency exercise

In order to ensure adequate preparation for emergencies, a range of different emergency exercises are carried out at Frankfurt Airport in conformity with statutory regulations and international directives. In the year 2010, Fraport took part in the biggest disaster prevention exercise that had ever been carried out in Germany with the involvement of more than 2,000 participants. A collision between two aircraft with a total of more than 500 passengers on the new runway was simulated.

27 ICAO emergency exercise 2010

What is special about this analysis?

It is probably the first of its kind in Germany and therefore represents genuine pioneering work. We are also seeking cooperation with universities and integration of the German Federal Police, the Hesse statutory accident insurance scheme and other health insurance companies. This broadly based cooperation is intended to ensure that the study is based on scientific principles. It is also designed to ensure its acceptance.

What do you hope that this study will yield in concrete terms?

Future optimization measures for the workplace of aviation security assistants must be compatible

with the requirements of aviation security while also being acknowledged as "best practice" for health provision, otherwise they will not be able to achieve their objective. An initial step involves objectively identifying stress situations and circumstances in the area of aviation security checks and analyzing them on the basis of theoretical principles. The second stage will involve the development of measures for reducing stress and implementation of these measures together with our staff. We believe that this study will have positive effects on the health and motivation of our colleagues. This study is designed to be generally applicable to the activity of an aviation security assistant irrespective of the particular airport. This is the only way of guaranteeing that the stress level identified is recognized by the employer and can also be used at other airports.



*Aviation Security Assistant,
Aviation Security Checks*
Astrid Helmer



“First, an economic crisis, then a cloud of volcanic ash ... times aren’t always easy in the air traffic industry and the competition is tough – but I like the work and I know one thing: my job is safe at Fraport.”

Evaluation of the staff survey carried out with the Fraport Barometer 2010 showed that the value for job security perceived by employees went up from 3.16 to 2.77. This value measured on a grade system (score 1 (best) and score 6 (worst)) improved the most and exceeded all the other base question values. The question on “job security” was only better once when the Fraport Barometer premiered in 2000.

Employees

Fraport is one of the biggest employers in the Rhine-Main region. The company also has 16 sites on four continents. The Fraport Group employed an average of 19,792 employees worldwide in the year 2010. This is 178 less than in 2009. There are also 336 trainees, primarily at the Frankfurt site. We believe that the number of employees will increase over the coming year owing to the airport expansion, in order to meet the growing volume of passengers and airfreight. In the year 2011 alone, we will be employing some 2,000 new people. When we refer to Fraport AG below, we mean the parent company where around 56 % of all Fraport employees had their job in 2010. Around 88 % of all "Fraport people" work at the Frankfurt site.

Working conditions and co-determination

We are committed to ethical principles and values when we structure the relationship with our employees. Our entrepreneurial action should be in line with internationally acknowledged standards, guidelines, and principles, in particular the ILO labour standards, the OECD guidelines for multinational companies, and the principles of the UN Global Compact. We require and promote responsible conduct at all Group sites where we have majority holdings (see section "Organization and governance", p. 12).

The basis for the employment conditions of our staff in the parent company Fraport AG is the pay scale for public service jobs. It regulates working hours, payment, and company pension provision for large sections of the workforce. Nearly 2.3 % of the employees in the largest Group company have non-payroll employment agreements.

95 % of the employees in the Fraport Group are covered by collective bargaining agreements. Fraport also provides employees with a series of non-payscale benefits, ranging from the Job Ticket for free public transport between home and work, through the family service, to company health management. Since 2003, staff have been able to defer some of their pay and convert this into pension.

Fraport also rewards commitment of individual employees with performance-related bonuses on top ofayscale wages and salaries. In 2010, Fraport AG made payments in excess of the pay-

Fraport Group: employees

	(Average annual number of persons according to IFRS and shares for 2010 in %)	
	2009	2010
Fraport Group (total)	19,970	19,792
Fraport AG Subsidiaries, affiliated companies	11,306 8,664	11,122 8,670
in Frankfurt outside Germany	17,441 2,209	17,479 2,046
		56.2 % 43.8 % 88.3 % 10.3 %

scale agreement totaling € 6 million toayscale employees. The plan is to expand performance-relatedayscale elements over the next four years.

Employees also have a stake in our success under our 'Cafeteria System'. Employees can make their individual choice from a range of attractive non-cash benefits. Over the nine years since it was inaugurated, Fraport has spent nearly € 50 million on this bonus system.

Since the stock-market launch in 2001, Fraport employees have been able to receive an annual benefit as shares in the company or a cash payment. In the context of this employee share purchasing scheme, employees are able to take a stake in the company and participate in its long-term performance. In 2010, 57 % of employees in Fraport AG took part in this program. Participation was nearly 69 % with the subsidiary companies taking part in the scheme.

28 Working conditions and payment

Co-determination put into practice

Our commitment to values and principles is complemented by a proactive approach to company co-determination. Fraport works closely with employee representatives in a spirit of mutual trust. Central bodies involved in this work are the Fraport Works Council and the Group Works Council. This represents 18,000 employees in the German subsidiaries on matters which relate to the Group or several group companies. At the company level, the interests of the workforce are represented on the Supervisory Board pursuant to the Co-determination Act by ten members of the Supervisory Board.



Stakeholder dialogue

Co-determination, co-responsibility

In 2010, the Works Council held a total of 37 meetings at Fraport AG and the Executive Board regularly participated in these once a month. At Group level, six Group Works Council meetings and one symposium were held in 2010.



Stakeholder dialogue

Celebrating together

The staff party entitled "Airborne" takes place every two years and it was held in 2010 for the fifth time. More than 16,000 employees and their families attended the celebration held at the construction site for the new runway. More than 50 business units and subsidiary companies presented an imaginative and entertaining program for all age groups in marquees and in the open air. The airport expansion was the focus of the program and featured tours around the site, presentations and models.

At the end of 2005, the Executive Board, the Supervisory Board, and various interest groups adopted a Group directive relating to the ongoing development of the Fraport Group. The directive addresses the issues of securing business success, strategic controlling, Group integration, Group identity, principles of governance and cooperation, and employee orientation and ethical principles.

The "Pact for the Future 2018" between the executive management and the employee representative body succeeded in avoiding the outsourcing or loss of jobs in the ground services at the end of 2009. The employees throughout the company contributed to retaining the competitiveness of the ground services by restrictions on benefits in excess of the pay scale. The individual income of employees was largely unaffected.

A company agreement was agreed specifically for crisis situations. As demonstrated by the volcanic eruption in Iceland, air traffic is never immune from this kind of event. This agreement provides for all meaningful and necessary measures to be taken in order to avoid both economic losses for the Group and impairment of corporate development, and to secure the jobs and incomes of the employees in the Group.

Training and career development

We are among the biggest training companies in the Rhine-Main region with around 340 trainees. Our in-house vocational training makes a significant contribution to recruiting the next generation of employees. Our varied range of training schemes is primarily based on the needs of the company. It takes into account the different school-leaving qualifications of the applicants and is firmly established as the first stage in the development of human resources within the Group. The "Pact for the Future 2018" guarantees annual recruitment of 110 new apprentices. The ProRegion Foundation supplements the training activities of Fraport by promoting projects that contribute to the training and employment capability of teenagers and young adults in the region (see section "Region and community", p. 46). Overall, Fraport invests an average of approximately € 28,500 in each apprenticeship job. This represents a total of some € 8 million in promoting the next generation every year.

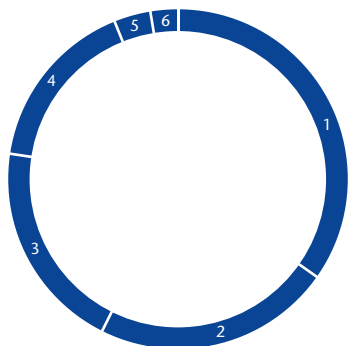
Our vocational portfolio is regularly adjusted each year to operational requirements in order to meet the latest developments in training vocations or twin-track degree courses. We are currently evaluating the degree course in air traffic management, conducting a model trial on training rescue assistants, and carrying out in-house training of company fire-fighters for the first time. The strict alignment to operational requirements and the broadly based spectrum of training – 21 vocations for the start of training in 2011 – ensure that we are in a position to offer employment opportunities in numerous areas of activity in the Fraport Group at the end of the training period. The subsidiaries and investment companies are gradually being incorporated in the apprenticeship and employment program.

"Investments in training young people are investments in the future – this guiding theme also determined our actions for the year 2010 and will be the keynote issue for all activities in vocational training during the coming years."

Wolfgang Haas, Head of Vocational Training in Human Resources



Training places for the start of vocational training in 2011 (number of training places)



Numerous indicators provide evidence of the success of our commitment to primary vocational training. The excellent quality of training is documented by low drop-out rates, very good examination results, employment and loyalty quotas, and vocational success after employment is commenced. We aim to provide ongoing employment for 70 % of apprentices in the second year after the end of the apprenticeship training. By 2018, our new concept of "Young Talents" will provide the platform for enhancing the loyalty of talented young people from the apprenticeship training scheme.

After starting in the world of work or after commencing a job at Fraport, we focus on a continuous process of career training. Fraport has a series of programs for development and further training of specialists and managers. The training institutions Fraport Academy and Fraport College are the central platforms for building up knowledge and experience. Approximately 500 managers received qualifications in 20 different programs at the Fraport Academy in management and specialist subjects during 2010. This means that almost 75 % of managers took part in internal qualification. The focus of career training for operational and administrative employees in the Fraport College is also on management training courses. 600 participants received career training for management and communication on 1,440 days. Moreover, success is quantified. In 2011, the level of management expertise of all managers will again be assessed by 360° feedback – that is appraisal by supervisors, colleagues and staff.

As far as individual qualification beyond the immediate job function is concerned, every employee at Fraport AG has the opportunity to use the "Q-Card" qualification card to participate in a

- 1 40 Mechatronic technician, electronics technician, design mechanic, systems mechanic for sanitary facilities, heating, and air-conditioning
- 2 26 Air-traffic management assistant, personnel service adviser, management assistant in office communication
- 3 23 Courses leading to a bachelor degree
- 4 19 Medical technician, rescue assistant, plant fire-fighter, technician for protection and safety
- 5 4 Information technology officer, IT technician, system integration
- 6 3 Building cleaner

seminar or career-development course in their leisure time and financed by Fraport AG. The annual amount for this career training is € 600. The program is very popular with the workforce. Since the launch in 2001, 11,000 employees have taken part in such seminars.

29 Human resource development

Equal opportunities and diversity

As a company with an international focus, Fraport values the diversity and individuality of its employees. Our approach to managing diversity makes the individuality of our employees an integral element of our human resource strategy and organizational development. The basis for this is the Group company agreement entitled "The Conduct of Partnership, Diversity and Equality at the Workplace", which defines the principles for antidiscrimination, equal opportunities, the advancement of women into management positions and diversity for Fraport. These principles are a key element for decision-making on personnel appointments, training measures, organizational changes and structuring working time.

The implementation of equal opportunities and diversity requires clear management principles. Managers throughout the company must be committed to creating an open and fair working climate and have zero tolerance for any infringements. They should also use the available sanctions ranging from a briefing to notice of termination.

Women occupied nearly 29 % of management positions in the Fraport Group in 2010. The figure for the parent company was around 21 %. This is

Stakeholder dialogue

Management Conference

In October 2010, the second management conference was held. The Executive Board and managers from Levels 1 to 4 addressed the key challenges and strategic thematic issues of Fraport in four taskforces:

Customer and service orientation:
Is the customer king with us?

Operational excellence:
We are increasing capacity: Are our employees and the processes prepared for more traffic?

Demographic change:
Society is ageing, the world of work is changing: What challenges will we face, how are we making use of our opportunities?

"We are Fraport":
Let's retain and promote our employees' motivation and identification!



Charter of Diversity

Fraport has signed the Charter of Diversity, a corporate initiative under the patronage of the German Chancellor.

30 Charter of Diversity

“I’ve had a great deal of support at Fraport for my career development. I believe catch-up is required on the issue of ‘Women in management positions’, but things are now moving on that front as well.”

Bettina Bruhn, Head of Business Controlling & Services, Airport Security Management



a significant increase in the percentage of female managers compared with earlier years and in relation to the proportion of women in the overall workforce. However, we continue to be committed to increasing this proportion. We especially see a need for action in two areas. Firstly, entry to management positions is not happening in all areas of the company. Secondly, only a few women are found in positions at management levels above middle management.



One tool for improving the opportunities of women in career development is the Total E-Quality Method (TEQ). This was developed in an initiative generated by businesses, social partners and government agencies. TEQ Teams analyze the work situation throughout the company and introduce measures designed to improve equal opportuni-

ties. In 2010, Fraport received the accolade of the Total E-Quality Rating acknowledging its commitment in this area for the fifth time in succession.

31 Total E-Quality

Getting the work/life balance right in combining career with families is an important issue in creating opportunities for women, and for work satisfaction among employees in general. This applies to women and increasingly also to men. Fraport supports parents with a diverse package of childcare assistance: 15 places are available for Fraport employees at the daycare nurseries “Children’s Ark” and “Space Ship for Kids”. The flexible emergency childcare support in the in-house “Fluggi Land” childcare facility offers childcare facilities for 15 to 30 children aged between one year and twelve on 365 days of the year from 6 a.m. in the morning to 10 p.m. at night. Fraport also offers flexible working hours models and home workplaces beyond the period of parental leave.

Fraport was again rewarded for the high quality of these activities in 2010. A certificate awarded by the Hertie Foundation is based on the goal agreement between work/life balance organization berufundfamilie gGmbH and Fraport AG. Attainment of the defined goals is checked in an audit. Eight specific fields of action are defined for concrete working conditions, dealing generally with the issue, and supporting services. Fraport defines the main points for development of family-friendly models for working hours, provision of information and support by supervisors together with a package of appropriate services.

32 berufundfamilie

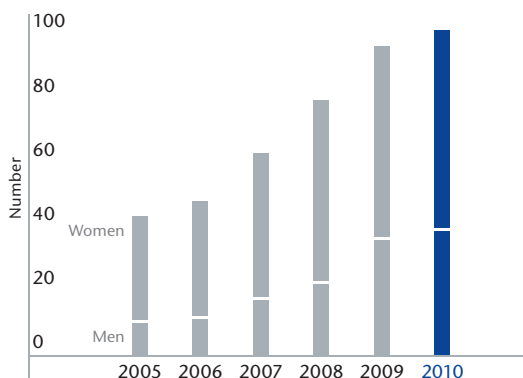
33 Work-Life Balance

34 Fraport podcasts

35 Brochure “Equal opportunities benefit everyone”

Fraport Group: Diversity indicators

	(Number of persons on 31 December and shares for 2010 in %)	
	2009	2010
Employees (at year-end)	20,488	21,124
Women	4,705	4,903 23.2%
Men	15,783	16,220 76.8%
Group in Germany		
German nationality	14,853	14,961 78.5%
Other nationalities	5,635	4,097 21.5%
up to age 30	3,899	4,622 21.9%
31–50	11,280	12,640 59.8 %
over 50	3,500	3,863 18.3 %
Disabled employees, employees with equal status to disabled employees and employees with multiple credits disability	1,297	1,392 7.1 %

Use of home workplaces**Fraport Group: Women in management positions (as at 31 December)**

	2009	2010	Shares in % of management positions
Women in management positions, levels	166	223	28.7 %
Management level 1 (business unit manager/ service unit manager)	0	1	20.0 %
Management level 2 (section manager/ central unit manager)	9	14	21.2 %
Management level 3 (manager)	64	70	29.8 %
Management level 4 (manager)	42	70	24.3 %
Management level 5 (manager)	51	68	37.4 %

*The term management level (or Level 1–5) relates exclusively to managers of an organizational unit, that is persons with disciplinary and technical responsibility for the employees they supervise.

In this context, an increasing number of employees and their families are facing the huge challenge of having to support and care for relatives who are unable to manage on their own. Alongside information events and counseling advice, Fraport is setting up a network entitled “Career and Care” that will for example facilitate meetings and an exchange of ideas between employees affected by this kind of situation.

Permanent integration of people with health and physical impairments in all areas of employment is an objective of company policy. A 10 % ratio of disabled employees has placed Fraport AG significantly above the minimum statutory rate of 5 % for many years. In 2010, Fraport signed an agreement on work experience for school children from the School for Hearing-Impaired People at Sommerhoffpark in Frankfurt. The aim is to give young people in particular a perspective for the future.

Attractive employer

Fraport believes that appeal as an employer is one of the key aspects of securing business success over the long term. We will only be future-proof if we succeed in being attractive as a fair employer in the competition for highly qualified and motivated employees. Against this background, we are progressing our human resource strategy in 2011 with the aim of identifying future fields of action with particular focus on demographic change.

We are identifying potential for development in a number of ways including internal and external surveys. One of the external surveys is the annual Graduate Barometer surveyed by research institute Trendence and the annual student surveys carried out by Universum. These surveys indicate that Fraport AG has been among Germany’s top employers for a number of years.



36 trendence Institute



37 Universum



“Without the regular and dependable childcare for my twins at the ‘Children’s Ark’ nursery, it would have been virtually impossible for me to fulfill my career obligations in full.”

Nicole Ebner, Head of Business Development in the Strategic Business Unit Retail and Properties Management

Motivation through autonomous responsibility

Flexible working hours models are an indispensable tool for promoting employee satisfaction at Fraport in the routine world of work in the company. The ideal duty roster for shift workers enables employees to structure their own personal duty roster in six-week blocks from the work shifts offered by the company. In future, specialist teams will be able to take responsibility for organizing their work and employees who work shifts will be able to organize their working hours on a more individual basis. An Intranet Portal and an IT solution will be provided so that employees can coordinate their desired working hours and individual needs.



Fraport Group fluctuation (core employees)

Reasons for leaving (Number)	2009	2010
Notice served by the employee	846	627
Notice served by the employer	283	365
Retirements	68	53

We assess employee satisfaction in-house once a year by conducting out the “Fraport Barometer” survey. The survey results highlight the strengths and weaknesses of the organization and management. We use any constructive criticism to analyze potential for improvement and initiate appropriate measures. We are committed to the target of improving the general level of satisfaction surveyed in the company from 3.06 in 2010 to 2.9 by 2014 (grade system with score 1 (best) and score 6 (worst)).

Job safety and occupational health

A range of comprehensive measures directed toward preventive health and safety are designed to avoid the physical, psychological and social forms of stress that employees experience at work as far as possible. If such stress cannot be avoided altogether, the preventive measures are intended to reduce or compensate for it.

Fraport implements systematic protective measures for prevention of work-related accidents. It also provides training for more than 1,500 employees each year. Regular briefings involving analysis of safety and accidents is another tool in the armory. They are intended to identify and eliminate the safety risks that are entailed by the employees’ own behavior or presence in the working environment. Despite all the precautions, we recorded an increase in accidents at work in 2010. This is linked to the extreme weather conditions during the weeks of winter, and the significant surge in growth. There has not been an accident at Fraport AG with fatal consequences for the past 13 years.

Fraport works continuously to optimize workflows with the aim of avoiding impairment of health through activities carried out at work. These ergonomic measures include the use of technical aids and tools. It is even better if the aspects of job safety and health protection can be integrated right from the start when innovative technical systems are introduced. The TAQP project focused on technology innovation, work organization, qualification and prevention addresses this objective. It involves the introduction of two new



Three questions to Iris Skulesch

Since the beginning of 2008, Iris Skulesch has been responsible for human resources at Fraport subsidiary company GCS (Gesellschaft für Cleaning Service). As the mother of two children, she has a part-time work commitment (30 hours a week).

What does sustainability mean in human resources?

As far as I’m concerned, it means looking at work in human resources as a holistic activity and operating with a long-term perspective. This starts with appointing someone to a position. We need to communicate clearly what the job involves and what the prospects of advancement are. If we look at human resource development, it’s about personnel development programs. That means across all the functions, from operatives to the managers. Not least, it’s about adopting appropriate measures to ensure good health and maintaining long-term motivation of all employees on a daily basis.

Accidents at work

Fraport Group	2009	2010
Accidents*	513	669
per 1,000 employees*	24.11	31.7
with fatal consequences	0	0
Days of absence*	7,543	11,826
Fraport AG	2009	2010
Accidents*	301	361
per 1,000 employees*	24.78	30.16
with fatal consequences	0	0
Days of absence*	4,991	7,960

* notifiable

Sickness rate and occupational diseases

Fraport-Group	2009	2010
Sickness rate (in %)	4.21	6.33
due to illness	4.13	6.09
due to accident at work*	0.08	0.24
Occupational diseases (number)	4	1
Fraport AG	2009	2010
Sickness rate (in %)	6.23	6.49
due to illness	6.05	6.19
due to accident at work*	0.18	0.30
Occupational diseases (number)	0	1

* without accidents involving sport, travels to and from work, and private activities

technical systems for transporting baggage at Frankfurt Airport. One of these is a roller system that can be extended into the hold area for conveying items of baggage, and eight of these innovative units are currently being deployed. The other is vacuum lifting technology which enables employees to lift items of baggage out of the transport units with virtually no exertion at all. Nine new lifting aids are currently being deployed and another 42 aids will be installed by the year 2013.

38 TAQP

Fraport has a long track record of projects and campaigns designed to promote the health and well-being of its employees. The year 2010 once again saw numerous campaigns being run on the issue of health and safety for employees. For

example, more than 400 employees of Fraport AG and a number of subsidiaries gathered information at the Health Market under the motto "Your Health in Good Hands". The initiative focused on heart disease, cancer, and mental health.

In 2010, the sickness rate in the Group rose to 6.33 %, while in the main Group company it remained at 6.5 %. We cannot be satisfied with this level. The new project "Increasing the Attendance Rate" is intended to counteract this trend with a comprehensive and holistic package of measures starting 2011. It comprises management, motivation, prevention, treatment, rehabilitation, and case management, as well as benchmarking and establishing appropriate controlling mechanisms.

39 Occupational health and safety at Fraport**"New departures together"**

Under this motto, the Hesse statutory accident insurance scheme granted Advancement Awards to member companies for the second time in recognition of the exemplary measures taken for occupational health and safety or for health promotion campaigns within the company. In 2009/2010, Fraport received particular recognition for many years of effective preventive work and innovative prevention initiatives. In 2010, Fraport Security Services GmbH (FraSec) received the Job Safety Prize for the period 2009/2010 for exemplary and sustainable measures in job safety and health promotion within the company.

**What are the prerequisites for successful human resource work?**

First of all respect for individuals and the contribution of all employees. The majority of the employees with us are working in jobs that only require a low level of qualification. Cleaning buildings entails hard physical labor. This is where open and clear communication is necessary. If I'm going to implement all the measures, I naturally need the support of the Executive Management and I have to be a role model, just like any other supervisor.

What have you achieved up to now?

Today, we have a clearly defined recruitment process, a career model from foreman to section manager, a training program with "Fit & Smart" for all employees, and we are embarking on new ventures together with the project "Health & Innovation Coach". I have been particularly pleased with the success of our on-the-job day: Right up to the level of Executive Management, supervisors worked for a day in cleaning buildings in order to personally experience the working environment of our employees.

*Member of the German Advisory
Council on the Environment,
Director of Frankfurt Zoological Garden*

Professor Dr. Manfred Niekisch



“The industrial nations and the big companies have outstanding opportunities to provide a sustainable structure for the use of resources and the approach to doing business – and this creates the responsibility for being an exemplary role model.”

Interview with Professor Dr. Manfred Niekisch

Professor Niekisch, you act worldwide as an expert in development cooperation and nature conservation. From your perspective, what are the key aspects for sustainable development?

This is very clear. Securing biological diversity and combating climate change are the key issues.

How do you see the airport in conjunction with the issues of nature conservation and sustainability?

It is important to ensure that nature conservation and environmental protection are given top priority during the operation and expansion of the airport, not least because this also contributes to the quality of life enjoyed by people in the region. Loss of biological diversity and failing to act on climate issues are no longer responsible approaches. Moreover, they are very detrimental to the economy. A long-term perspective is required. As a company operating internationally, Fraport AG has to be a role model here.

What are your expectations for climate protection from the air traffic industry?

Key expectations are: exploiting potential savings, reducing energy consumption, enhancing energy efficiency, and optimizing transport. In other words, transferring air cargo to other means of transport where possible and if they are more climate-friendly. Adopting mitigation measures where damage is unavoidable, and finally plausible commitment to nature conservation.

Environment

Climate protection

According to estimates by the umbrella organization of airport operators, the Airports Council International (ACI), up to 5 % of global climate gas emissions from air traffic come from operating airports. Although this is a very low proportion, particularly taking into account the fact that air traffic overall contributes only a few percent to the global emission of climate gases, Fraport supports the industry-wide initiatives in view of the major significance of this issue and the growth perspectives for the sector.

Fraport is participating in a number of initiatives including SESAR (Single European Sky Air Traffic Management Research). This is an initiative by the European Commission and EUROCONTROL. It includes all the players in air traffic and should ensure that European air-traffic management is fit to meet future challenges. The diverse action plans in this initiative include integrated flight planning, i.e. everyone involved working on optimizing the process of aircraft push-back until reaching the destination terminal. This will also make airports key players in air traffic management. The advantage for passengers and the environment: shorter flight times and reduced emissions. The objectives of SESAR by 2020 include increasing capacity threefold, reducing environmental pollution per flight by 10 %, increasing security tenfold, and halving flight safety costs.

40 SESAR

As a member of the Air Transport Action Group (ATAG) Fraport supports the organization's goals: reduction of CO₂ by 1.5 % per year to 2020 and CO₂-neutral growth by 2050. This entails a reduction of CO₂ emissions by 50 % throughout the entire sector by the year 2050 compared with 2005.

41 ATAG

In 2010, the International Civil Aviation Organization (ICAO) adopted an improvement in fuel efficiency of 2 % a year for the airlines until 2050 with a view to the World Climate Conference in Cancun. The organization also resolved to grow CO₂-neutral starting 2020. The Committee on Aviation Environmental Protection (CAEP), the environmental organization of ICAO, has also

been commissioned to propose a global CO₂ standard for aircraft certification from 2013.

42 ICAO

Fraport participates in Airport Carbon Accreditation (ACA), a program of ACI Europe with the objective of persuading the maximum number of European airports to adopt CO₂-neutral operation. Frankfurt Airport was the first airport to be assessed on the basis of the rules of the ACA and was included in the program in 2009. By the end of 2010, 29 other airports were accredited. The highest level of 3+ can be reached in four stages. To date, Fraport has been accredited to stage 2, the aim is to achieve stage 3.

In 2008, Fraport grouped all activities related to climate protection in a single project concentrating on three fields: energy savings for the existing portfolio of buildings and infrastructure, efficient energy use in new buildings, and reduction of energy consumption by the vehicle fleet.

Potential energy savings in the order of some 100 million kWh have been identified in the building portfolio. This is equivalent to a potential CO₂ reduction of some 30,000 tons. Upgrading the ventilation systems in Terminal 1 alone would result in an estimated reduction of 17,500 tons of CO₂. Measures already implemented or ongoing measures will contribute to annual savings of some 6,200 tons of CO₂.

The aim in new buildings is to ensure maximally efficient energy use with incorporation of alternative energy sources for subsequent operation. In 2009, Fraport made its own regulations more robust. They now specify values below the current levels of the Energy Saving Directive (EnEV 2009). Dynamic building simulation also provides a profile of the expected energy consumption that allows optimization potentials to be checked. Certification in conformity with the standards of the German Sustainable Building Council (DGNB) continues to be the objective for individual buildings. One example is the company head office currently under construction, which will be ready in 2012. The concept of this building was awarded a Preliminary Certificate in Gold by the DGNB.

44 Press Release Sustainable Construction

The levels of Airport Carbon Accreditation

Level 1 ("Mapping") relates to the overview of all emission sources at the airport and a detailed CO₂ footprint for activities carried out by the airport operator or initiated by the operator.

Level 2 ("Reduction") is about strategic management of these emissions and monitoring reductions.

Level 3 ("Optimization") extends the coverage to activities connected with the airport but not the responsibility of the operator, such as aircraft movements or passengers and personnel traveling to and from the airport.

The highest level (3+, "Neutrality") can be achieved by the airport operator with verification that the climate-gas emissions within the operator's responsibility have been reduced as far as possible by strategic reduction measures and the remaining residual amount has been mitigated by carbon offsetting in line with the Kyoto Protocol.

43 Airport Carbon Accreditation



Left:
Fire Station 4 –
certified to passive
building standards

Right:
Pallet forklift truck –
upgrade to electric drive

Fire Station 4: heating with geothermal energy

We are using shallow geothermal energy to heat the new fire station. In combination with other construction measures, this will lead to an energy saving of about 90 % compared with a conventional building. We are already planning for future projects by participating in a research project for deep geothermal energy. The necessary seismic investigations have been scheduled for the end of 2011.



The aircraft positions should always be included in energy planning for terminals. An Auxiliary Power Unit (APU) generally supplies each aircraft parked at a position with air-conditioning and electricity. The CO₂-intensive operation of the APUs could be cut if the aircraft were supplied with ground power and air-conditioning on the ground. Most aircraft positions are equipped with ground power units at Frankfurt Airport, while Preconditioned Air Systems (PCA) still have to be installed. Fraport is planning to implement the high investments required and equip the new A-Plus Pier with these systems. This will enable some 4,000 tons of CO₂ to be saved each year.

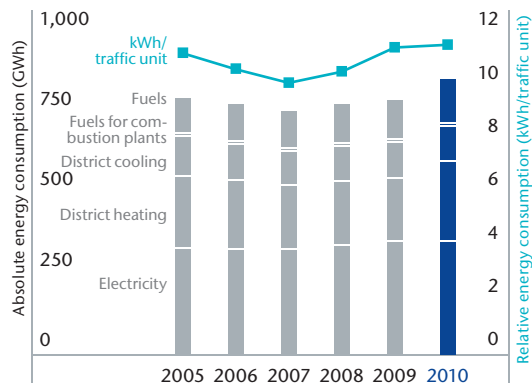
The objective with the vehicle fleet is to enhance fuel efficiency in all areas of application. The fleet contributes some 15 % to the CO₂ emissions at Fraport AG and the trend is upward. An intensive review is currently being done to assess where conventional engines can be replaced by electric



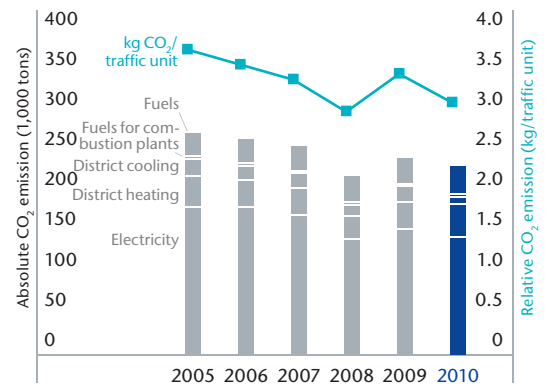
drives. Around 10 % out of more than 3,000 motorized vehicles operated by Fraport AG at Frankfurt Airport are already powered by electricity. An analysis of technical options, usage and CO₂ intensity suggests that conversion should be accelerated particularly in the case of the specialist vehicles used for aircraft handling, for example baggage tractors, conveyorbelt vehicles and high loaders. Gradual conversion of the vehicle fleet to electric drives also entails positive effects for the health of employees working on the apron because this will reduce noise emissions and air pollutants.

The first electrically powered high loader was procured in 2010. The aim is for 20 % of these vehicles to be powered by electricity by 2015. The same objective applies to hybrid tow trucks used in the baggage service. All conveyor trucks are to be converted to electric power by 2015. In recognition of its implementation concept for

Total energy consumption at Fraport AG



CO₂ emission of Fraport AG



gradually introducing electric vehicles, Fraport AG received an award for sustainable mobility concepts from the “eCarTec” electromobility exhibition held in Munich in 2009.

45 WamS supplement E-mobility

Development of energy consumption and CO₂ emissions

For several years, the overall energy consumption of Fraport AG has been relatively constant at some 750 million kWh per year. Additional energy needs resulting from expansion of existing infrastructure has been balanced by improved use of energy within the portfolio. The total energy consumption for each traffic unit reflects the utilization of our infrastructure. While consumption virtually stagnated in the years 2005-2007, the factor improved with the rise in traffic volume. During the years 2008 and 2009, it increased due to the declining traffic units. Despite the higher energy consumption due to adverse weather conditions in 2010, the factor remained virtually constant in 2010 due to the higher volume of traffic.

A similar picture emerges when the resulting CO₂ emissions generated by the consumption of energy are analyzed. In absolute terms, this has been in decline since 2005 and after a deterioration in the relative value per traffic unit it has moved back onto a trajectory of higher efficiency. The absolute CO₂ reduction compared with the baseline year for the savings targets in 2005 amounted to some 15 % in 2010.

Out of the total CO₂ emissions for the airport, more than half (53.3 %) originate from operating aircraft (landing and take-off cycle and use of auxiliary power units), while 13.5 % result from

the activities of Fraport AG. Of these, 2.2 percentage points are caused by direct emissions, mainly from the operation of vehicles and mobile ground support equipment for handling aircraft on the ground. 11.2 percentage points are attributable to emissions arising from purchased energy (electricity, district heating and district cooling). The RECS certificates (Renewable Energy Certificates System) which Fraport will be purchasing under a longer-term contract until 2013, are not taken into account in our CO₂ balance sheet.

Position 11 in the German CDP Leadership Index 2010

Fraport has taken part in the Carbon Disclosure Project (CDP) since 2006. This is a non-profit organization founded in 2000 dedicated to enhancing transparency for greenhouse gases emitted by companies that exert a negative impact on the climate. In the name of more than 530 institutional investors – together representing assets amounting to more than US\$64 billion – the world’s biggest companies are requested every year to make voluntary disclosures with data and information on their CO₂ emissions, on reduction targets and strategies, and on risks and opportunities presented by climate change for the company. In 2010, the quality of climate reporting ranked Fraport AG among the 30 companies that were included in the German Carbon Disclosure Leadership Index (CDLI) and Fraport was as high as 11th place.

46 German CDP Leadership Index 2010

Climate protectors preferred

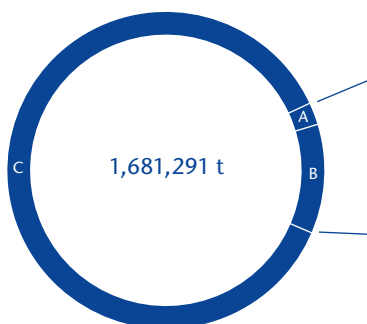
Under this slogan, the first power charging station was officially installed at Car Park P 4 for passengers coming to Frankfurt Airport on 9 November 2010.

This charging station allows users of the car park to charge their electrically powered vehicles with green electricity free of charge.

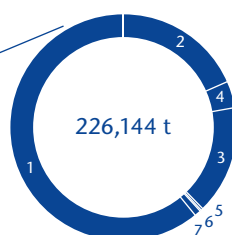
The electricity is generated from two hydropower plants powered by the River Main.

CO₂-footprint at Frankfurt Airport and Fraport AG

CO₂-footprint for 2010 at Frankfurt Airport



CO₂-footprint for 2010 Fraport AG (Scope 1 and 2)



A	2.3 %	Scope 1 (own consumption Fraport AG)
B	11.2 %	Scope 2 (purchased energy Fraport AG)
C	86.5 %	Scope 3 (third parties at the airport including air traffic in landing and take-off cycle)



Top:
Long-distance
railway station at
Frankfurt Airport

Bottom:
Stationary pollutant
measuring station
(air pollutants)

Traffic

The strategic networking of the airport with other forms of transport – known as intermodality – has a long track record at Fraport extending back to the 1970s. At the time, the first underground rail station at a German airport was located under the new Terminal 1. Today, this is the airport's regional train station. Opening the AIRail terminal in 1999 linked up the national and international long-distance rail network to the airport. In 2010, 35 % of all passengers used the train (ICE, long-distance and regional trains, and metropolitan railway) to travel to and from the airport. If other means of public transport are included, the proportion was 39.2 %. The environmental program of Fraport AG currently projects a target value of 38.9 % for the year 2020. Fraport is working together with Deutsche Bahn (DB, German Rail) and Lufthansa to maintain this value as passenger volumes grow. The measures envisaged include integrated travel packages and integration of air traffic in the network planning of German Rail.

Fraport employees are motivated to use public transport with the Job Ticket provided free of charge. This package was used up by 31 % of the workforce in 2010.

The objective is not simply to put passengers and employees on rails for their travel to and from the airport but to move aircargo onto rails as well. In 2008, Fraport joined forces with the Fraunhofer Institute to launch a research project for materials flow and logistics designed to analyze whether an existing rail connection on the airport complex could be used to transfer airfreight traffic to rail when it is transported to and from the airport. According to the results of the study, this would not be profitable for aircargo alone. Fraport AG

is now looking into whether a rail connection on the former Ticona site can be used for a different pioneering project for the future. The objective would be to transfer land cargo and aircargo traffic forwarded on truck trailers onto an innovative "rolling freeway".

Air

Apart from the specific focus on reducing and quantifying CO₂ emissions, pollutants have also been continuously recorded on the airport site at two measuring stations since 2002. Two additional stations were set up in the area of the construction site to monitor construction pollutants generated during airport expansion. A station was also set up in Kelsterbach. Up to now, the Kelsterbach Station was only used for nitrogen oxides, but it will now also be used to measure the concentration of fine dust. An array of measures is used to reduce emissions on the construction sites, for example speed restrictions and sprinkling dusty surfaces with water. This meant that the strict limits for health protection have been complied with even close to this huge construction site. Overall, the air quality on the airport complex has remained unchanged at a static level since continuous monitoring commenced in 2002. Detailed information on air quality is provided in the Air Hygiene Annual Report of Fraport AG.

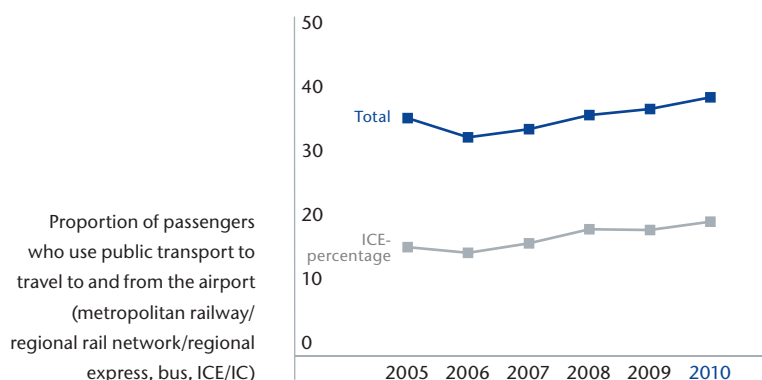
⁴⁷ Air Hygiene Annual Report

Emission-dependent airport charges

Although the three-year trial for an NO_x-based emission component in the airport charges ended at the close of 2010, the initiating airports in Munich and Frankfurt have retained this element of the landing fee for the future. In 2008 and 2009, the airports at Köln/Bonn and Hamburg also introduced this airport charge and the airports at Düsseldorf and Berlin-Schönefeld are likely to follow suit. Fraport will be offering support for this if required.

⁴⁸ Airport charges

Use of public transport (in %)



Biodiversity

Frankfurt Airport covers an area of some 1,900 hectares. According to external analysis, around 60 % of the area is of minor biological value because it has been developed or has been sealed under road surfaces. One third is classified as medium-value and the rest is classified as high-quality biotope landscape. These areas have become a refuge for many animals and plants which are classified as endangered elsewhere.

Strenuous efforts are made to minimize negative impacts on nature and the natural landscape when construction work is done at the airport. When construction impacts negatively on some areas, as in the case of the north-west runway, mitigation measures are necessary. At the beginning of June 2000, initial meetings were held at the Hessian Ministry of Environment and the specialist agencies within the ministry to discuss the airport expansion, the need for mitigation and to define the framework. The zoning approval adopted on 18 December 2007 specified that mitigation had to be provided for the loss of 282 hectares of forest. This was to involve reforestation of 288 hectares over 13 different areas in the Rhine-Main region. Only plants from the region are being used for the reforestation so as to maintain the integrity of the genetic identity.

Apart from the reforestation, Fraport was particularly concerned to resettle rare animal and plant species. These included resettlement of 17 colonies of forest ants subject to conservation protection, 300 oak roots colonized by stag beetle larvae, almost 800 lizards and more than 10,000 frogs and toads. Suitable artificial nesting aids were provided in the surrounding woodlands for bats and a wide range of different bird species. Around 2

hectares of dry grassland and sand heath was replanted and some examples of the protected plant species "maiden pink" and "dwarf everlast" were preserved. The conversion close to nature of several hundred hectares of woodland around the airport and cessation of commercial forestry management are a further important cornerstone of the mitigation concept. Fraport AG has already provided € 160 million for these mitigation measures.

Fraport AG also goes beyond the high level of the official regulations and supports a large number of projects to improve biological diversity in the Rhine-Main region. The resources come from an environmental fund with an annual volume of € 2 million. Some of the projects include flood meadows and orchard meadows, flood plain forests and old-wood islands.

⁴⁹ Biodiversity strategy

⁵⁰ Article Global Compact Yearbook 2010

Forest clearance and building activities as well as ecological mitigation measures have been supplemented by intensive and long-term environmental monitoring round the airport since 2010. Ecological experts check compliance with environmental protection regulations and ensure that the mitigation measures are operating properly. The results of monitoring are regularly forwarded to the nature protection authority and are accessible to the public through the environmental and neighborhood house in Kelsterbach.

⁵¹ Brochure "Ecological measures for airport expansion"



Stakeholder dialogue

A new sugary home for ants

We worked closely together with the Hesse Ant Protection Institute when we resettled the forest ants from the deforested areas. The experts defined which 20 colonies should be given a new home. The 17 ants' nests selected were relocated to neighboring woodlands using a special item of equipment. Each population was given a good start in their new home with one kilo of sugar, in order to ensure that they could concentrate on building their nest.

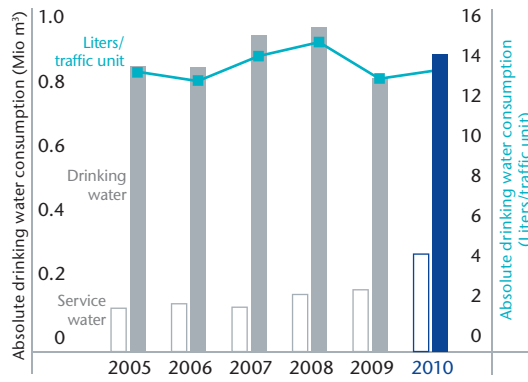


"Expansion of the airport represents a substantial intervention in the natural environment and the landscape. We took extraordinary and comprehensive ecological measures to more than compensate for the impairment."

Jürgen Ebert, qualified biologist, Forestry and Biotope section

Drinking and service water at Fraport AG

The measures we have taken ensure that the proportion of service water out of total water consumption has now risen to 24 %. Absolute consumption of drinking water and consumption per traffic unit demonstrates a positive trend with both parameters falling since 2008.



Resource efficiency

Drinking and service water

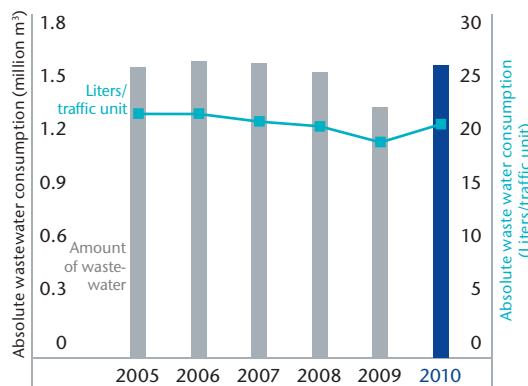
In 2010, the consumption of drinking and service water at Fraport AG was 1.2 million cubic meters. The volume of wastewater for the entire airport was around 1.6 million cubic meters. The aim is to further reduce the consumption of drinking water, e.g. by installing water-saving tap aerators and by substitution with service water. This is provided from in-house rainwater treatment plants and groundwater springs, as well as from purified water from the River Main. It is sourced through a separate supply network for operating toilet flushes, sprinkler systems, hydrants and for watering landscaped areas. In future, some new buildings and hydrants will also be supplied with service water.

In 2010, the volume of wastewater increased to 1.6 million cubic meters. This increase was caused by higher traffic volumes compared with the previous year and the larger volume of precipitation water containing deicing agents as a result of the adverse weather conditions. In previous years, there was a downward trend in absolute terms and per traffic unit.

Wastewater

The wastewater from Frankfurt Airport is made up of wastewater and rainwater and is collected in separate drainage systems. If necessary, the wastewater has already been treated where it is collected and the water is then conducted to a communal or an in-house purification plant. The rainwater from drained areas (apron, roads and

Wastewater volume Frankfurt Airport



The amount of waste and the recycling quota has fluctuated within a narrow range for many years. In 2010, Fraport AG disposed of 23,540 tons of waste (excluding soil and building rubble). The proportion of hazardous waste amounted to just 7.6 %. The recycling quota remained around 84 % at a very high level.

roofs) first flows through treatment facilities and is then channeled into the River Main, the River Gumbach, or seepage facilities. Systematic checks are carried out on water quality and volume conducted into the waterways to comply with the prescribed limits and exclude pollution of water bodies.

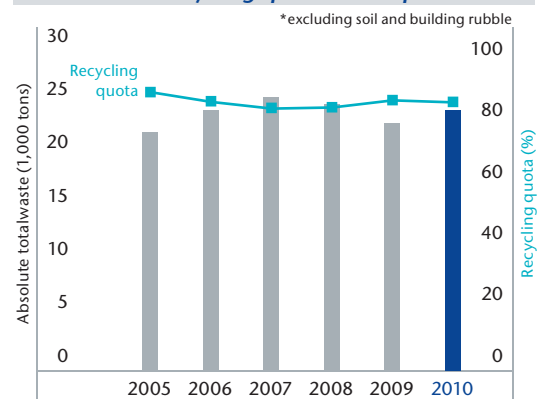
Waste

As far as possible, Fraport separates waste where waste is unavoidable. Reusable materials from sorting systems are recycled. Part of the waste is burned by the City of Frankfurt in the waste incineration power plant. The steam generated here produces electricity and powers district heating. The low volumes of hazardous waste, for example from the workshops (used oil, brake fluid, cold cleaners, etc.) or wastewater cleaning plants such as petrol separators are also collected separately and primarily channeled away for recycling, disposed of professionally in a suitable incineration plant, or treated chemically or physically.

Groundwater

Numerous chemical and physical parameters are analyzed in a major groundwater monitoring program at more than 280 measuring stations at Frankfurt Airport and another 270 in the surrounding district. A groundwater database allows water-level data and groundwater quality to be analyzed and assessed for Fraport and the authorities. Particular attention is paid to harmful pollutants introduced in the past. The increased nitrate values from the use of deicing agents with a high nitrate content used during the 1990s have been reduced by the water purification plant built specifically for this purpose. However, it will take years until levels have fallen below permissible limits. The contaminated groundwater on the area of the airport formerly used by the military is being monitored together with government agencies.

Total waste*/Recycling quota for Fraport AG



Environmental management worldwide

Global environmental management is gaining importance with the growth of the Fraport Group and the more international alignment of the company.

In 1999, Fraport AG set up an environmental management system for activities at the main site in Frankfurt which complies with the specifications of the Eco-Management and Audit Scheme (EMAS) of the EU and the global ISO 14001 standard. It supports the improvement in environmental services at the company. An environmental management system officer advises the Executive Board and the management on all issues relating to environmental management, performs the necessary organizational and coordination functions, and initiates the internal environmental company audit and the external review of the environmental management system. Operational responsibility for environmental requirements is vested in the heads of the divisions.

Validation in conformity with EMAS entails Fraport AG receiving certification validating compliance with statutory regulations, a systematic approach to corporate environmental protection, a continuous improvement in environmental performance and disclosure of information in the public domain about environmental impacts and environmental performance. The data has been provided since 1999 in a regular environmental statement. The next full environmental statement will be validated in July 2011 and subsequently published. Fraport has made a commitment in its sustainability strategy to promote environmental management at all the Group sites. Fraport AG is a company based in Frankfurt and it has majority shareholdings at the airports in Lima, Antalya, Varna and Burgas. We are supporting the establishment of environmental management at these sites. The companies exerting

impacts relevant for the environment are listed in the table. They have already received certification in conformity with ISO 14001 or have been validated in conformity with EMAS.

52 EMAS

Lima Airport

In May 2010, the environmental management system was recertified to ISO 14001. Environmental monitoring permits measurement and monitoring of the environmental parameters that are central for the operation of the airport, for example the quality of the groundwater and drinking water, the air quality, the emissions from vehicles causing air pollution, and aircraft noise. Continuous repair of the water supply network reduces losses of drinking water caused through damaged pipework. The consumption of drinking water for each passenger was reduced by 9 % on a year-earlier comparison.

Antalya Airport

ICF Airports (Fraport IC Ictas Antalya Airport Terminal Investment and Management Inc.) operates the terminals and the infrastructure associated with the terminal at Antalya Airport. The company established an environmental management system in conformity with ISO 14001 for this purpose and had the system certified for the first time in 2009. The company then received the award of "Green Airport Company" from the Turkish Aviation Authority in 2010. In August 2010, ICF Airports was verified for Airport Carbon Accreditation (ACA) by ACI Europe for Level 1 "Mapping". ICF Airports defined an environmental policy, environmental targets and environmental measures. Key targets are climate protection and energy savings. Another target is reduction of waste volumes and an increase in the recycling rate. ICF Airports is committed to achieving Level 2 for Airport Carbon Accreditation over the medium term.

Varna and Burgas Airports

An environmental management system was developed and implemented in both Bulgarian airports based on a joint environmental policy. Programs have been launched to increase energy and water efficiency, improve the waste separation system, and implement planning for a new water and wastewater system at Burgas. Joint targets for the period to 2012 relate to aircraft noise monitoring, environmentally compatible deicing techniques for runways, and protection of wild animals at the airports.



Varna Airport



Lima Airport

Stakeholder dialogue

Joint responsibility for the airport

Fraport is committed to cooperating with more than 500 companies based at the airport and government agencies to exert a positive influence on the environmental impacts all the players, for example through the regulations defined in the Airport User Regulations. If there are any discrepancies, we join forces with the responsible managers to identify and implement appropriate solutions.



Airport	Subsidiary companies	Validated/certified according to
Frankfurt Airport	Fraport AG	EMAS/ISO 14001
	N*ICE Aircraft Services & Support GmbH	EMAS/ISO 14001
	Fraport Cargo Services GmbH	EMAS/ISO 14001
Flughafen Lima	Lima Airport Partners S.R.L	ISO 14001
Antalya Airport	Fraport IC Ictas Antalya Airport Terminal Investment and Management Inc.	ISO 14001
Varna and Burgas Airports	Fraport Twin Star Airport Management AD	Environment management system

Region and community



“Noise is an important issue for our airport neighbors, active noise abatement goes some way toward finding a solution. That’s why I take a personal interest in the Airport and Region Forum.”

Dr. Stefan Schulte, Chairman of the Executive Board of Fraport AG, Board of Management of Airport and Region Forum

Airport and Region Forum (ARF)

The expert committee “Active Noise Abatement” is one of the organizational units of the Airport and Region Forum. The ARF is linked with the mediation procedure and the Regional Dialogue Forum, and fosters dialogue between the region and the air-traffic industry. The Forum is divided into the following organizational units

- Steering Committee
- Konvent Airport and Region
- Expert Group “Active Noise Abatement”
- Environment & Community Center

Airport and Region Forum		
Chair		
Steering Committee		
Expert Group “Active Noise Abatement”	Konvent Airport and Region	Environment House

Source: Structure of the ARF (<http://www.forum-flughafen-region.de/forum/ffr/>, 31 March 2011)

Noise abatement

Aircraft noise is a key issue for residents in the communities near Frankfurt Airport – and one that engages the emotions. The negative impact for airport neighbors is our motivation to continue our efforts to avoid and reduce aircraft noise. This is all the more critical since the traffic volume will increase with expansion of the airport and the new north-west runway.

First package of measures “Active Noise Abatement”

Active noise abatement is an effective tool for reducing the negative impacts experienced by neighbors of the airport from aircraft noise. Measures for active noise abatement are directed toward avoiding noise at the source, reducing it, or at least improving noise distribution. The expert committee “Active Noise Abatement” has worked intensively to formulate proposals. Constructive cooperation between representatives of the air traffic industry, local authorities, the Aircraft Noise Committee, government agencies and scientists is absolutely unique in this form. An initial pioneering package of measures was submitted in 2010. It combines measures designed to maintain the safety and capacity of

aircraft movements and maximally achieve relief in the region and in particular for those people severely affected by aircraft noise. Negative impacts increasing locally should be mitigated as far as possible.

The package comprises seven measures outlined in brief below:



_Vertical optimization of take-off procedures, trial operation since January 2011:

The take-off speed is limited and the aircraft gains altitude faster at the same engine thrust. This reduces the noise impact for the overflown areas.

_Modification of the B-737 Lufthansa fleet, completion by the end of 2011:

Technical modifications to the engines will reduce noise by between 0.5 dB and 2.4 dB during take-off and landing.

_Increasing the proportion of operating times with flights routed in a westerly direction through improved application of the current regulations for the tailwind component, subject to the outstanding licenses from the ICAO, from 2011:

The permitted tailwind component should be increased from 5 to 7 knots which would permit more landings from the easterly direction. The distance to the residential areas directly overflown is greater from this direction of approach.

_Introduction of a new approach procedure (Segmented RNAV (GPS) Approach), Trial operation since January 2011:

A satellite-controlled approach procedure allows aircraft to fly around major populated areas, such as Mainz, Offenbach and Hanau, in the final approach. This exerts effects on

capacity and needs to be tested initially in low-traffic periods. This procedure also places technical demands on the aircraft which not all aircraft comply with yet.

_Preferred runway use (DROps Dedicated Runway Operations), trial operation since January 2011:

Take-offs at night, at least between 23.00 and 05.00 hours in the morning should be pooled on specific take-off runways or departure routes such that minimum impact is caused for neighboring residents and noise breaks are created.

_Optimization of the Continuous Descent Approach procedure already introduced, trial operation since end of 2010:

Pilots should receive better support so as to carry out the quieter Continuous Descent Approach rather than a staged approach. After the north-west runway starts operations, a new navigation procedure will be introduced that should permit more intensive use of the Continuous Descent Approach.

_Increasing the approach glide angle on the new north-west runway to 3.2 degrees after the north-west runway starts operating:

The increase of 0.2 degrees increases the distance to residential areas and reduces the noise pollution as a result.



Stakeholder dialogue

0800 2345679

Citizens can use this service number to ask questions or register complaints about aircraft noise and the expansion of the airport. Interested members of the public can also use the contact form on the Fraport homepage and the email address ausbauinfo@fraport.de to contact us for free 24/7. Any concrete complaints about aircraft noise – there were more than 500,000 in 2010 – are investigated in detail.

55 Contact Infoservice
Aircraft Noise

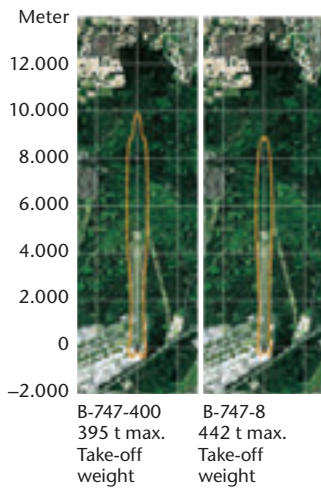
Alongside continuous cooperation in the expert group “Active Noise Abatement” Fraport has taken on a mentoring role for two measures – Dedicated Runway Operations and increasing the approach glide angle to 3.2 degrees. They are integral to our sustainability program.

You can access the report by the Expert Committee “Active Noise Abatement” with information about the concrete structure of the package of measures and their noise-reducing effects for the region by going to:

54 Package of measures “Active Noise Abatement”

Frankfurt Aircraft Noise Index also measures the effect of noise

The effectiveness of the measures is reviewed. The Frankfurt Noise Index was developed by the taskforce "Active Noise Abatement" and a Day Index and a Night Index (FTI/FNI) were differentiated. Already in the preliminary stages, the index was used to assess the effects of noise. Three factors are used to calculate the index: 1. The level of noise that is experienced by people (noise pollution), 2. the effect of noise (impact on those people affected) and 3. the structure of the settlement, that is the number of people making up the population in areas with specific noise levels.



Source: Boeing, from Lufthansa Sustainability report Balance 2010

The fleet renewal will improve the ratio between performance and environmental impact:

"The noise 'carpet' of a Boeing 747-8 Intercontinental taking off will be around 30 % less despite a maximum take-off weight some 10 % higher by comparison with the Boeing 747-400. ... Within the relevant areas, a maximum noise level of 85 dB(A) will be attained or exceeded. As a comparison: A maximum noise level of 85 dB(A) is generated in city traffic at a distance of five meters from a truck driving past." (Lufthansa Sustainability report Balance 2010, p. 64))

56 Noise index

Ultimately, the monitoring is directed toward obtaining decision-making tools to evaluate the measures in trial operations. The aircraft noise situation therefore needs to be compared before the measures are implemented with the situation after they have been introduced.

Investigations of this nature require a broadly based network of aircraft noise measurement around the airport and additional analyses of flight progress data. Apart from Fraport AG, the Environment & Community Center and various local authorities are making a contribution with their measuring systems. The Environment & Community Center will regularly summarize and publish the results of the tests in a report.

Noise monitoring at Fraport AG

We have been measuring aircraft noise around the airport for more than 40 years. Fraport currently maintains 26 measuring stations and three mobile stations. Even before the new runway starts operation, three further measuring stations have been deployed in the residential areas of Hochheim, Rüsselsheim-Königstättchen and Frankfurt-Lerchesberg. We will be publishing the results of the aircraft noise measurements and other information about flight operations, such as route configuration or the relevant operating direction of the take-off and landing runways on the Internet at:

57 Infoservice aircraft noise

Active noise abatement on the ground

In order to reduce the aircraft noise in ground operations as well, Fraport started work on erecting a system on the western fringe of the apron of the A380 hangar that is designed to reduce noise pollution when engine test runs are done. Additional measures include support for a pilot project involving aircraft conducting out low-noise taxi-

ing maneuvers on the ground. Equipping the new A-Plus terminal section with Pre-Conditioned Air Systems has already been implemented. They allow the Auxiliary Power Units to be switched off. Operating without the APUs avoids creation of noise pollution, as well as reducing fuel consumption and CO₂ emissions.

Study on the effects of noise

Fraport AG is supporting a noise study initiated by the Environment & Community Center and supported by the Darmstadt Eco Institute. This study will record the effects of noise pollution on health over time. Alongside a comparison with a number of other airports, the noise pollution emitted from road and rail traffic will be included in the analysis.

Noise-based airport fees

Fraport already introduced landing and take-off fees independently in 1993. In July 2010, the noise components of airport charges were further differentiated. They now distinguish between twelve noise categories. This differentiation is particularly evident at night because an additional night surcharge is payable, depending on whether the aircraft movement takes place in the marginal nighttime hours (22.00–22.59 and 05.00–05.59) or during the night core time (23.00–04.59). Additional high charges are intended to form an economic incentive for the deployment of quieter aircraft and to transfer aircraft movements from nighttime to day. The additional landing and take-off elements were increased by 70 % in two stages from 2009 to 2011 and range from € 55 for a quiet aircraft to nearly €40,000 for a very loud aircraft.

Passive noise abatement

Active noise abatement is supplemented by measures for passive noise abatement. Most of the measures in the noise abatement program during the application period from March 2002 to April 2006 have been completed. 13,380 residential units and institutions requiring special protection were fitted with noise abatement installations, such as sound-proofed windows, sliding shutter units, and fans in bedrooms. The volume of investment has been approximately €50 million to date.

A new sound abatement program will be established for the expanded Frankfurt Airport based on the Act for Protection against Aircraft Noise.

Community responsibility

We are a major employer and international company with ambitious plans for growth in the dynamic air-traffic industry, which is important for the overall economy. As such, we have an important role to play in the community. We take the responsibility entailed by this role seriously and we meet our commitment by engaging on a wide range of fronts beyond economic value added.

Our value added

The net value added, that is our overall corporate performance, less advance payments and value adjustments, benefits a variety of stakeholders. It is a good benchmark for the community benefit of our business activities. 65 % of our value added and the biggest share goes to our employees in the form of wages, salaries and social benefits, around 10 % each goes to our lenders and shareholders in the form of interest and dividends respectively. We support people and the natural environment with sponsorship and donations, particularly in the Rhine-Main region. The complete value added statement is provided on page 51 in the section “Our facts and figures”.

The importance of Fraport for the region is also evident not least from our investments. Last year, we placed 54,422 orders – an average of 247 each day – with a total value of € 946.4 million. 31,000 purchase orders with a total volume of € 605.5 million went to companies located in the Rhine-Main region. This is equivalent to a share of 64 %.

Environmental protection and sustainability strategy

Our Environmental Fund sponsors nature and environmental projects, ecological research projects and education projects focusing about the environment in the region. After a strategic realignment in 2010, sponsorship will in future be closely associated with our core business. The main points are climate change, nature and landscape, air quality and future-proof mobility, and environmental education and research. In 2010, additional financial resources amounting to € 2 million were allocated for sponsorship, including a project involving a photovoltaic plant at the MainÄppelHaus in Frankfurt for environmentally compatible energy supply, and support for a school competition organized by the national newspaper FAZ on the subject of “future-proof air traffic”. Since the Environmental Fund was first endowed in 1997, it has provided total sponsorship of € 28 million.

58 Environmental Fund

59 Article Regionalpark Journal 2011

We are also involved in the sustainability strategy of the state of Hesse. Fraport Chairman of the Executive Board, Stefan Schulte, is a member of the Sustainability Conference. The company takes part in the state-sponsored initiative “100 companies for climate protection” and supports the project “CO₂-neutral state administration”, a platform for exchanging ideas and experience about concrete measures for reducing CO₂. Fraport is also engaged in the project “Hesse – Pioneer for sustainable and fair procurement”.

60 Sustainability strategy Hesse



Our value added





*Top:
The Fraport banner
is a familiar element at
many events in the
Rhine-Main Region.*

*Bottom:
Sponsorship of equal
opportunities in education:
The school bag project in
Frankfurt-Sossenheim*

Fraport – proactive corporate citizen in the region

As an operator of the German airport with the biggest volume of traffic, we have a particular commitment to the Rhine-Main region. We have a strong track record of contributing to a wide variety of sporting, social, cultural and ecological activities. These include donations and sponsoring for numerous clubs, cultural initiatives, charitable organizations and educational institutions. A company enhances its image by sponsoring activities. We provide funding in areas where lack of funds can result in many important projects closing down.

Under the motto “Proactive in the Region”, we helped by sponsoring more than 400 small projects in the neighborhood of the airport in 2010. Examples of our sponsorship activities include the Fraport Football Cup for the youth teams in Hattersheim, the Mainland Games in Rüsselsheim, the Dragon Boat Race organized by the club ASV Zellhausen for the Fraport-Cup, and the Soapbox Race in Hanau. The last event is run by the Family Network Hanau and the proceeds are invested in supporting and bringing up children and teenagers.

We also support the Open Doors Festival in Neu-Isenburg with a big Fraport stage and this event attracts thousands of visitors each year. The Palace Garden Festival held in the Mönchbruch Hunting Palace and the Frankfurt Zoo Festival are more tranquil events and both are supported by Fraport.

Clubs in the region have been beneficiaries of non-cash benefits in the form of sportswear for many years. In 2010, we have again been able to provide more than 230 teams with full match and training kit. This is particularly important for teenagers whose parents lack the money to buy the sportswear because it enables them to participate in a club sport that has an undoubted integrating effect.

Last year, many social and charitable organizations once again suffered under cuts in public budgets. Although the economic crisis has brought a decline in charitable donations, Fraport has been able to maintain its social commitment in the region without any restrictions.

The focus of our donations is on further education and integration of teenagers with behavioral problems, institutions which look after people on the poverty line, various self-help groups, and projects which embrace people dependent on care or disabled people. For instance we enabled the purchase and equipment of 86 school bags in Frankfurt-Sossenheim in order to support equal opportunities in education.

A new initiative in Frankfurt is the “Ark”, a Christian children’s and youth organization which provides children in need with a meal at school, daycare after school and assistance on catching up with school work and homework. A project initiated by “People’s Theater” in Offenbach has done good work in conflict resolution and overcoming acts of violence perpetrated in schools. 20 schools have been able to take part in this project free of charge as a result of Fraport’s sponsorship. Many institutions like round table groups, soup kitchens and mobile social assistance schemes have also received support.

61 Proactive for the region

Our ProRegion Foundation has been involved in integrating teenagers and young adults in the world of work since 1999. The foundation primarily promotes projects which improve the training and employment prospects of this target group. The foundation’s endowment amounts to € 6.11 million. In 2010, subsidies amounting to € 304,000 were made for 17 projects.

62 ProRegion Foundation



“During the week with the teenagers from ‘Zugpferd’, we learnt with and from each other. We experienced that there is more to good work than simply knowledge and performance – cooperation and the readiness of each individual to take responsibility are also important.”

Matthias Jörg Brendel, Student in Air Traffic Management

The charitable association “Zugpferd e. V.” in Mühlheim is one of these sponsored projects. The objective is to support disadvantaged teenagers in starting on the ladder of the world of work and offers individual coaching accompanied by various options for qualification and employment. The ultimate aim is for young people to learn how they can be integrated in society and develop proactively. The focus of our activities is traditional forestry work, protecting the environment, and nature conservation. The students of the twin-track degree course “Air Traffic Management” took part in a project week for the first time in 2010. They joined forces with the teenagers from the “Zugpferd e.V.” association to build a mobile wooden bridge (see picture below). This project provided the students with experience of real social responsibility and the teenagers had an opportunity to learn from others and glean hints and ideas for their own vocational orientation.

63 Zugpferd e. V.

Support for further education initiatives

Fraport has concluded cooperation agreements with seven schools in the region for vocational training. We cooperate with the Employment Agency on our “Mobile Youth” program to provide vocational training and qualifications for 24 young unemployed teenagers to assist them in entering the world of work. We promote academic work and research in science by providing grants and prizes, and funds amounting to € 110,950 were provided in 2010. We support a unique model for cooperation between universities, business and the public sector through the “House of Logistics and Mobility – HOLM”. A new nucleus for research into applied mobility and logistics for the future is being created at Frankfurt Airport and this is the first university campus at an international airport.

64 Mobile Youth

65 Erich-Becker Foundation

66 House of Logistics and Mobility – HOLM

Stakeholder dialogue

Youth Forum 2010

Around 200 young people aged between 16 and 21 were invited by the state government and Fraport AG under this slogan to spend a day together at Frankfurt Airport on 4 September 2010. The aim was to formulate ideas for sustainable living in Hesse. The focus was on issues of sustainable mobility, future-proof training, and healthy lifestyle. The Youth Forum is a contribution to the UN Decade “Education for Sustainable Development” and is part of the Youth Initiative for Sustainability Strategy Hesse.

67 Press Release Youth Forum



Group-wide commitment

Many of our employees perform valuable work in charitable projects. The commitment ranges from disaster assistance through development work to activities in local citizen's initiatives and organizations. For example, two baggage transport supervisors took the initiative after the devastating earthquake in Haiti and collected donations for the project "1,000 tents for 1,000 families in Haiti" organized by "Wings of Help" (Luftfahrt ohne Grenzen e. V.). This organization joined forces with several German companies and Fraport AG to arrange a special flight in order to transport urgently required aid to Haiti. Donations were also collected for the victims of the earthquake in Chile and the flood victims in Pakistan, in each case on the initiative of individual employees.

The commitment of Helmut Hofmann is particularly worthy of comment. For the past 18 years, he has been organizing aid initiatives for people in Hungary and Romania. "Small packages, great joy" is the name of one of these initiatives. In 2010, he collected more than 4,000 Christmas presents with toys, sweets and everyday items, and Helmut Hofmann together with a Fraport executive manager personally took the Christmas cheer to children's homes and particularly poor families.

Our Group sites abroad also make social commitments. Our Bulgarian subsidiary Twin Star supported several charitable organizations for mentally retarded children and teenagers as well as the World Children's Day on 1 June 2010 with events at Varna and Burgas Airports. Employees at the Peruvian operating company of Lima Airport

donated a total of US\$ 12,480 for victims of the earthquake in Haiti. Our subsidiary company then contributed double the amount. Our subsidiary company in Antalya donated more than € 42,000 for social, cultural and community purposes.

Meeting point of nations and cultures

No place in Germany is as international as Frankfurt Airport. Passengers and employees from all over the world come together here every day – testimony that peaceful coexistence of nations and cultures is possible and is indeed something worth working for. We have been supporting this convergence of understanding since December 2001 with the annual "Abrahamic Festival" held at the airport every year. This is a joint event combining the three world religions. As a response to the events of 11 September 2001, the event stands for tolerance and mutual respect. This festival sends out a signal for our slogan beyond the boundaries of the airport – Connecting Sustainably.

*Celebrating together:
The 10th Abrahamic Festival
at Frankfurt Airport –
Initiator Ulrike Johanns*



Interview with Ulrike Johanns, Chaplain at Frankfurt Airport, Initiator of the Abrahamic Festival

How did you get the idea for the Abrahamic Festival?

After 11 September 2001, religion suddenly became a subject for conflict. Anxiety and in some cases aggression were palpable, whether among the travelers or the personnel. In a situation like this, it seemed to me important that we send out a signal and take a step toward each other in order to make contact with strangers in other cultures. The religious all have a message of peace: Peace, Salam, Shalom, this is the message from the Abrahamic Festival.

How does a festival like this fit the airport?

The airport is a meeting point for people from all over the world, it is strange for all of us and yet

familiar. And it is a place that is not dominated by just one tradition. Here you have mosque, synagogue and chapel side by side, an appropriate framework for an event like this.

What have you achieved – and what is the way forward?

By celebrating, we have undergone something different, moving and partly also unfamiliar. We have also experienced hospitality, and peaceful coexistence and togetherness. We would like to continue the celebration and demonstrate to as many people as possible: We can only be safe if we live in peace with each other.

Our facts and figures

Accounting for sustainable development

Reporting parameters

This report is intended to give our stakeholders and any interested members of the public information about our activities, progress and targets in the area of sustainable development in the Fraport Group. The report is published once a year (last report published on 28 May 2010) and covers the reporting period from 1 January to 31 December of the year under review.

The content of the report is determined using a materiality analysis in accordance with the principles of materiality, inclusion of stakeholders and sustainability context (see section “Challenges and strategy”, p. 6).

This report is based on the guidelines of the Global Reporting Initiative (GRI) Version G3. A comprehensive overview of all indicators is provided in the GRI Content Index in the online report www.sustainability-report.fraport.com.

Data collection

The financial figures correspond with the data provided in the Annual Report 2010. Fraport AG prepared its consolidated financial statements for the accounting period that ended 31 December 2010 in accordance with the standards published by the International Accounting Standards Board (IASB).

Data on personnel figures are recorded and evaluated using standardized personnel software solutions. Pursuant to the materiality principle, we reconciled the circle of consolidated Group companies in financial reporting to determine the personnel indicators in the reporting period 2010. Accordingly, we include the parent company, Fraport AG, in full and all associated companies on a proportionate basis; minority holdings are not included in calculation of Group personnel data. In the previous year, the group of consolidated companies related to all the significant companies, which taken together account for some 99 % of the total number of Group employees. The group of consolidated companies was not reconciled retrospectively with the personnel indicators of 2008 and 2009.

The environmental data are collected for the group of consolidated companies of Fraport AG comprising the fully consolidated subsidiary companies exerting significant environmental effects on the Frankfurt site and the significant Group airports (2008: Hahn, Varna, Burgas, Lima, Antalya; 2009 and 2010: Varna, Burgas, Lima, Antalya). The environmental data have been systematically surveyed in conformity with EMAS-VO and DIN EN ISO 14001 at the Frankfurt Airport site. They are subject to external verification by an accredited environmental inspector.

The presentation of the reporting data is carried out using the standard methods, calculations and estimates we believe to be appropriate and as used in standard business practice. However, it is not possible to exclude the possibility of individual GRI indicators being associated with some degree of uncertainty.

Cautionary note regarding forward-looking statements

If this report contains statements of future forecasts or expectations, they are based on a series of assumptions about future events and are subject to unknown risks and uncertainties, and other factors, many of which are outside the sphere of influence of Fraport and which may entail the actual results differing significantly from the statements made here.

Financials

Aspect: Economic performance

Because of the first-time compulsory application of IFRIC 12, Accounting of service concession arrangements, the results of operations and net assets 2009 were adjusted (see Annual Report 2010, Notes to the financial statements, p. 107–108).

EC1 Directly generated and distributed economic value

<i>Revenue and earnings</i>	Unit	Comment	2008	2009	2010
<i>Group</i>					
Income statement					
Revenue	€ million		2,101.6	2,010.3	2,194.6
Change in work-in-progress	€ million		0.4	0.9	0.4
Other internal work capitalized	€ million		33.8	39.1	36.9
Other operating income	€ million		66.1	45.3	52.1
Total revenue	€ million		2,201.9	2,095.6	2,284.0
Cost of materials	€ million		– 471.1	– 471.6	– 491.1
Personnel expenses	€ million		– 925.6	– 866.9	– 880.4
Other operating expenses	€ million		– 204.5	– 187.4	– 201.9
Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	€ million		600.7	569.7	710.6
Depreciation and amortization	€ million		– 241.5	– 268.8	– 279.7
Operating result (EBIT)	€ million		359.2	300.9	430.9
Financial result	€ million		– 61.8	– 106.4	– 152.2
Result from ordinary operations (EBT)	€ million		297.4	194.5	278.7
Taxes on income	€ million		– 100.5	– 42.5	– 7.2
Group result	€ million		196.9	152.0	271.5
Profit attributable to non-controlling interests	€ million		7.2	5.6	8.6
Profit attributable to shareholders' of Fraport AG	€ million		189.7	146.4	262.9
Segments share					
Revenue					
Aviation	Share in Group revenue in %		33.9	34.1	31.6
Retail & Real Estate	Share in Group revenue in %		17.6	18.0	18.4
Ground Handling	Share in Group revenue in %		30.6	30.8	30.0
External Activities & Services	Share in Group revenue in %		17.9	17.1	20.0
Earnings before Interest, Taxes, Depreciation and Amortization (EBITDA)					
Aviation	Share in Group EBITDA in %		26.9	20.6	18.5
Retail & Real Estate	Share in Group EBITDA in %		47.7	49.6	41.5
Ground Handling	Share in Group EBITDA in %		8.7	2.5	6.2
External Activities & Services	Share in Group EBITDA in %		16.7	27.3	33.8
Operating result (EBIT)					
Aviation	Share in Group EBIT in %		25.8	13.7	13.1
Retail & Real Estate	Share in Group EBIT in %		63.5	74.8	52.9
Ground Handling	Share in Group EBIT in %		5.2	– 13.3	2.5
External Activities & Services	Share in Group EBIT in %		5.5	24.8	31.5
Cash flow and investments	Unit	Comment	2008	2009	2010
<i>Group</i>					
Operating cash flow	€ million		492.5	426.5	567.5
Capital expenditure	€ million		759.7	1,438.3	1,033.9
Free cash flow	€ million		– 370.7	– 711.4	– 291.1

<i>Statement of financial position</i>	Unit	Comment	2008	2009	2010
<i>Group</i>					
Shareholders' equity	€ million		2,568.2	2,557.8	2,739.3
Liabilities	€ million		4,010.2	6,307.4	6,431.2
Fraport assets	€ million		3,419.1	3,820.2	4,019.7

<i>Profitability</i>	Unit	Comment	2008	2009	2010
<i>Group</i>					
Return on revenue	EBT in % of revenue		14.2	9.7	12.7
EBITDA margin	EBITDA in % of revenue		28.6	28.3	32.4
EBIT margin	EBIT in % of revenue		17.1	15.0	19.6
Return on Fraport assets (ROFRA)	EBIT in % of Fraport assets		10.5	7.9	10.7

<i>Value added statement</i>	Unit	Comment	2008	2009	2010
<i>Group</i>					
Generation of value added					
Corporate performance	€ million		2,201.9	2,095.6	2,284.0
Advance payments	€ million		-601.9	-609.8	-644.7
Cost of materials	€ million		-471.1	-471.6	-491.1
Other expenses	€ million		-130.8	-138.2	-153.6
Gross value added	€ million		1,600.0	1,485.8	1,639.3
Depreciation and amortization	€ million		-241.5	-268.8	-279.7
Net value added	€ million		1,358.5	1,217.0	1,359.6
Distribution of value added according to stakeholder group					
Employees (wages, salaries, social security deductions)	€ million		925.6	866.9	880.4
Lenders (interest expense)	€ million		120.2	140.3	182.5
State (deductions, taxes)	€ million		107.8	49.1	16.4
Expenses for the community (donations, sponsoring, etc.)	€ million	1	8.0	8.7	8.8
Shareholders (dividend)	€ million		105.6	106.2	115.6
Profit attributable to non-controlling interests	€ million		7.2	5.6	8.6
Company (retained earnings)	€ million		84.1	40.2	147.3

1 Adjusted value in 2009.

<i>EC3 Scope of the company's social benefits</i>	Unit	Comment	2008	2009	2010
Social security and welfare expenses	€ million		138.0	127.0	133.0
Pension expenses	€ million		33.3	40.0	39.9

<i>EC4 Significant government grants and subsidies</i>	Unit	Comment	2008	2009	2010
Subsidies received	€ million		0	0	0

Environment

The group of consolidated companies under “Group” comprises Fraport AG, the fully consolidated subsidiary companies at the Frankfurt site with relevant environmental effects, and the significant Group airports (2008: Hahn, Varna, Burgas, Lima, Antalya; 2009 and 2010: Varna, Burgas, Lima, Antalya).

Aspect: Materials

EN1 Materials used by weight or volume	Unit	Comment	2008	2009	2010
Group					
Operating materials and supplies		1			
Airfield surfaces deicing agents	m³	2	1,101	3,400	3,485
Aircraft deicing agents	m³ active ingredient	2	951	1,229	4,511
Fraport AG					
Operating materials and supplies					
Airfield surfaces deicing agents	m³		1,085	3,271	3,307

- 1 Fraport as an airport operator is a service provider, the product is the “traffic unit”, defined as a passenger with baggage or 100 kg of aircargo. Other materials used can be found under “Direct energy consumption” and “Water”.
- 2 The quantities are specified for the relevant winter. The winter is generally attributed to the following calendar year, for example 2009/2010 to the year 2010.

Aspect: Energy

EN3 Direct energy consumption	Unit	Comment	2008	2009	2010
Group					
Purchased direct energy sources	TJ		599.47	528.24	601.20
of which renewable energy source	%		<< 1	<< 1	<< 1
of which non-renewable energy sources	%		100	100	100
Purchased direct energy sources	TJ per million traffic units	1	5.8	5.6	5.3
Natural gas	TJ		30.0	14.5	13.9
Liquid gas (LPG)	TJ		0.9	1.0	1.1
Liquid gas (LNG)	TJ		4.3	18.8	25.1
Biogas	TJ		0.2	0.2	0.2
Heating oil	TJ		114.1	78.4	98.2
Heating oil	million liters		3.161	2.172	2.720
Diesel	TJ	2	424.8	393.6	439.6
Diesel	million liters	2	11.932	11.055	12.349
Gasoline	TJ	2	25.3	22.0	23.2
Gasoline	million liters	2	0.781	0.678	0.717

- 1 A traffic unit is equivalent to one passenger with baggage or 100 kg of aircargo or airmail.
- 2 Fuel consumption of mobile work machines and automobiles on the apron and roadways.

EN3 Direct energy consumption (continued)

	Unit	Comment	2008	2009	2010
Fraport AG					
Purchased direct energy sources	TJ		457.64	452.86	510.16
of which renewable energy sources	%		<< 1	<< 1	<< 1
of which non-renewable energy sources	%		100	100	100
Purchased direct energy sources	TJ per million traffic units	1	6.2	6.5	6.8
Natural gas	TJ		8.6	8.2	8.4
Liquid gas (LPG)	TJ		0.02	0.01	0.02
Biogas	TJ		0.20	0.20	0.20
Heating oil	TJ		62.2	62.7	85.8
Heating oil	million liters		1.722	1.737	2.377
Diesel	TJ	2	369.4	363.0	395.5
Diesel	million liters	2	10.375	10.196	11.109
Gasoline	TJ	2	17.4	18.7	20.2
Gasoline	million liters	2	0.536	0.578	0.625

1 A traffic unit is equivalent to one passenger with baggage or 100 kg of airfreight or airmail.

2 Fuel consumption of mobile work machines and automobiles on the apron and roadways.

EN4 Indirect energy consumption

	Unit	Comment	2008	2009	2010
Group					
Purchased energy	TJ	1	2,608.4	2,649.9	2,848.5
Purchased energy	TJ per million traffic units	1, 2	25.4	28.0	25.0
Electricity	TJ	1	1,408.8	1,472.9	1,497.0
Electricity	million kWh	1	391.3	409.1	415.8
District heating	TJ	1	745.9	740.1	901.3
District heating	million kWh	1	207.2	205.6	250.4
District cooling	TJ	1	453.7	437.0	450.3
District cooling	million kWh	1	126.1	121.5	125.1
Fraport AG					
Purchased energy	TJ	1	2,248.4	2,305.1	2,483.1
Purchased energy	TJ per million traffic units	1, 2	30.2	33.2	32.9
Electricity	TJ	1	1,137.1	1,179.9	1,189.2
Electricity	million kWh	1	315.9	327.8	330.3
of which renewable energy carriers	%		24	25	19
of which non-renewable energy carriers	%	3	76	75	81
District heating	TJ	1	711.8	719.9	875.3
District heating	million kWh	1	197.7	200.0	243.1
District cooling	TJ	1	399.5	405.3	418.6
District cooling	million kWh	1	111.1	112.7	116.3

1 All data including technical losses.

2 A traffic unit is equivalent to one passenger with baggage or 100 kg of aircargo or airmail.

3 RECS certificates ("Renewable Energy Certificates System") from hydropower were purchased for the appropriate quantity of CO₂ emissions.

ENS Energy savings as a result of environmentally conscious use and efficiency enhancement

	Unit	Comment	2008	2009	2010
Fraport AG					
	million kWh	1, 2	0	0.567	0.518

- 1 Based on the year 2008, accumulated effects from the year 2008, to the extent effective in subsequent years.
 2 ECalculation of energy which could be saved for reasons of improved procedures, replacement and upgrading of systems and equipment, and modified employee behavior. Covered in report on page 35 "Climate protection".

Aspect: Water**EN8 Total water consumption**

	Unit	Comment	2008	2009	2010
Group					
Total water consumption	million m ³		2.017	1.824	2.083
Total water consumption	Liters per traffic unit	1	19.6	19.3	18.3
Drinking water	million m ³	2	1.581	1.343	1.476
Service water	million m ³	3	0.436	0.480	0.607
Fraport AG					
Total water consumption	million m ³		1.445	1.000	1.184
Total water consumption	Liters per traffic unit	1	15.4	14.4	15.7
Drinking water	million m ³	2	0.988	0.833	0.905
Service water	million m ³	3	0.157	0.167	0.279

- 1 A traffic unit is equivalent to one passenger with baggage or 100 kg of airfreight or airmail.
 2 From community water supply.
 3 The service water is treated from surface water, rainwater and ground water. Differentiation into surface water and rainwater has been possible at Frankfurt Airport.

Aspect: Emissions, effluents, and waste**EN16 Greenhouse gas emissions**

	Unit	Comment	2008	2009	2010
Group					
CO ₂ emissions	1,000 t CO ₂	1, 2	276.6	277.6	270.9
direct CO ₂ emissions	1,000 t CO ₂	1	44.4	39.4	43.3
indirect CO ₂ emissions	1,000 t CO ₂	2	232.2	238.2	227.6
Climate intensity of traffic performance	kg CO ₂ per traffic unit	1, 2, 3	2.69	2.94	2.38
direct CO ₂ emissions	kg CO ₂ per traffic unit	1	0.43	0.42	0.38
indirect CO ₂ emissions	kg CO ₂ per traffic unit	2	2.26	2.52	2.00
compensated CO ₂ emissions (certificates)	1,000 t CO ₂	4	133.2	133.2	137.8

- 1 Direct emissions in conformity with Scope 1 GHG Protocol Standard: fuels, fuels for combustion plants, here heating oil, natural gas, propane gas.
 2 Indirect emissions in conformity with Scope 2 GHG Protocol Standard: sourcing of electricity (Group), district heating, district cooling (Fraport at the Frankfurt site).
 3 A traffic unit is equivalent to one passenger with baggage or 100 kg of aircargo or airmail.
 4 RECS certificates (www.recs.org).

EN16 Greenhouse gas emissions (continued)

	Unit	Comment	2008	2009	2010
Fraport AG					
CO ₂ emissions	1,000 t CO ₂	1, 2	212.5	234.2	226.1
direct CO ₂ emissions	1,000 t CO ₂	1	34.4	33.9	38.5
indirect CO ₂ emissions	1,000 t CO ₂	2	178.1	200.3	187.7
Climate intensity of traffic performance	kg CO ₂ per traffic unit	1, 2, 3	2.86	3.37	3.00
direct CO ₂ emissions	kg CO ₂ per traffic unit	1	0.46	0.49	0.51
indirect CO ₂ emissions	kg CO ₂ per traffic unit	2	2.40	2.88	2.49
compensated CO ₂ emissions (certificates)	1,000 t CO ₂	4	133.2	133.2	137.8

- 1 Direct emissions in conformity with Scope 1 GHG Protocol Standard: fuels, fuels for combustion plants, here heating oil, natural gas, propane gas.
- 2 Indirect emissions in conformity with Scope 2 GHG Protocol Standard: sourcing of electricity (Group), district heating, district cooling (Fraport at the Frankfurt site).
- 3 A traffic unit is equivalent to one passenger with baggage or 100 kg of air cargo or airmail.
- 4 RECS certificates (www.recs.org).

EN17 Other greenhouse gas emissions

	Unit	Comment	2008	2009	2010
Fraport AG (Scope 3 in conformity with GHG)					
Air traffic	1,000 t CO ₂	1	902.3	863.5	895.8
Employee traffic at Fraport AG and third parties at the airport	1,000 t CO ₂	2	116.2	125.5	122.3
Passenger traffic (passengers originating here)	1,000 t CO ₂	3	262.5	241.8	272.7
Business trips of employees of Fraport AG	1,000 t CO ₂	4	1.00	0.90	0.97
Energy consumption of third parties (infrastructure and vehicles)	1,000 t CO ₂	5	158.5	170.5	158.1
Other relevant greenhouse gas emissions	t CO ₂ equivalent	6	<2	<2	<2

- 1 Air traffic up to 914 m (LTO cycle) of all aircraft landing and taking off at Frankfurt Airport.
- 2 Travel by employees to and from the workplace.
- 3 Travel to and from the airport by passengers, travel in private vehicles and public transport.
- 4 Includes cars, rail and air travel.
- 5 Electricity, heat, cooling, fuels.
- 6 After investigations were carried out in 2005, the emissions of other greenhouse gases at the airport were negligible.

EN20 NO₂, SO₂ and other air pollutants

	Unit	Comment	2008	2009	2010
Fraport AG					
NO ₂	µg/m ³	1, 2	49	45	44
SO ₂	µg/m ³	1, 2	5	5	4
Fine dust, PM 10	µg/m ³	1, 2	21	22	26
Benzene	µg/m ³	1, 2, 3	0.9	1.0	0.8
at Lima Airport					
NO ₂	µg/m ³	4	–	6.8	10.5
SO ₂	µg/m ³	4	–	8.6	4.2
Fine dust, PM 10	µg/m ³	4	52.5	44.6	49.7

- 1 Annual average of the measured values at the SOMMI1 Station. These values present the aggregated result of all emissions from different source groups, i.e. apart from pollutants contributed by the airport they also include emissions from third parties (road traffic, trade and industry, domestic fuel, fires, large-scale background pollution). The proportion of the airport depends on the location, and model calculations indicate that the proportion here is between approx. 10 % and 30 % depending on the component.
- 2 Values from the year 2010 are preliminary.
- 3 Value from the year 2009 on account of small size of database only for orientation.
- 4 Annual average values at Lima Airport. These values represent a total for different emitters and apart from emissions generated by the airport also include emissions from third parties (road traffic, trade and industry, domestic fuel).

EN21 Wastewater discharged

	Unit	Comment	2008	2009	2010
Group					
Wastewater	million m ³		2.208	2.025	2.322
Wastewater	Liters per traffic unit	1	21.5	21.4	20.4
Fraport AG					
Wastewater	million m ³	2, 3	1.548	1.351	1.590
Wastewater	Liters per traffic unit	1, 3	20.8	19.4	21.1

- 1 A traffic unit is equivalent to one passenger with baggage or 100 kg of air cargo or airmail.
- 2 Wastewater is treated in the fully biological water treatment plant at Fraport AG (12 %) and fully biological community water treatment plants in Frankfurt-Niederrad (75 %) and Frankfurt-Sindlingen (13 %).
- 3 Wastewater from Fraport AG and from 580 other companies at Frankfurt Airport.

EN22 Waste by type and disposal method

	Unit	Comment	2008	2009	2010
Group					
Amount of waste	1,000 t	1, 2	32.62	33.91	36.09
Amount of waste	kg per traffic unit	2, 3	0.32	0.36	0.32
hazardous waste	1,000 t	2	2.19	1.37	1.78
non-hazardous waste	1,000 t	2	30.42	32.54	34.31
Recycling	in % of amount of waste		66.9	62.5	63.9
Fraport AG					
Amount of waste	1,000 t	2	24.11	22.27	23.54
Amount of waste	kg per traffic unit	2, 3	0.23	0.24	0.21
hazardous waste	1,000 t	2	1.97	1.24	1.78
non-hazardous waste	1,000 t	2	22.15	21.02	21.76
Total recycling	1,000 t	2, 4	20.02	19.04	19.83
Total recycling rate	in % of amount of waste	2	83.0	85.5	84.3

- 1 64 % of waste is recycled, detailed disposal methods cannot currently be shown for all Group airports.
- 2 Including waste from third parties, without soil and building rubble.
- 3 A traffic unit is equivalent to one passenger with baggage or 100 kg of air cargo or airmail.
- 4 According to the Closed Substance Cycle Waste Management Act, Appendix II B R 01, R 03, R 04, R 05, R 07, R 09, R 12, R 13 and voluntary returns (for batteries, solvents, cold cleaning agents, coolants).

EN23 Significant spills

	Unit	Comment	2008	2009	2010
Fraport AG					
1					
Total number and volume of significant spills					
Number of spills	Number		566	483	482
Volume of spills	m ³		11.00	11.60	10.33
Frequency of spills	Number per 1,000 aircraft movements		1.17	1.04	1.04
Effects		2	none	none	none

- 1 Spills primarily by third parties.
- 2 No environmental hazard because releases are generally on surfaced areas with comprehensive safety installations implemented downstream. Spills on unsurfaced areas are very rare exceptions, and are cleared up immediately.

Aspect: Transport

EN29 Effects of transport and traffic

	Unit	Comment	2008	2009	2010
Group					
Employee traffic					
Travel to and from work by public transport	Share in %	1	37.4	33.0	33.0
Travel to and from work by carpooling	Share in %	1	15.1	16.6	17.3
Passenger traffic					
Travel of originating passengers to and from the airport by public transport	Share in %	1	39.8	53.7	56.3
Fraport AG					
Employee traffic		2			
Travel to and from work by public transport	Share in %	1	42.9	31.2	31.0
Travel to and from work by carpooling	Share in %	1	11.0	14.3	15.5
Passenger traffic Frankfurt Airport		2			
Travel of originating passengers to and from the airport by public transport	Share in %	1	36.4	37.4	39.2

1 The values are based on a survey.

2 The significant environmental effects are shown in EN17.

Personnel

All details relate to year-end figures as at 31 December.

On an average over the year (according to IFRS), the Fraport Group employed 19,792 employees (permanent employees and temporary staff) in the year 2010.

Aspect: Employment

LA1 Total workforce	Unit	Comment	2008	2009	2010
Group					
Employees	Number of persons	1, 2	–	20,488	21,124
Permanent employees	Number of persons	2, 3	–	18,552	18,905
Apprentices	Number of persons	2	–	321	336
Temporary staff	Number of persons	2, 4	–	820	1,052
Employees on leave	Number of persons	2	–	795	832
Aviation	acc. to IFRS (annual average for permanent staff and temporary staff)	6	6,674	6,337	6,074
Ground Handling	acc. to IFRS (annual average for permanent staff and temporary staff)	6	8,443	8,254	8,564
Retail & Real Estate	acc. to IFRS (annual average for permanent staff and temporary staff)	6	594	603	606
External Activities & Services	acc. to IFRS (annual average for permanent staff and temporary staff)	6	7,368	4,776	4,548
Regional distribution					
Europe	in % of staff		95.0	95.7	94.9
Germany	in % of staff		90.4	91.2	90.2
Rest of Europe	in % of staff		4.6	4.5	4.7
Asia	in % of staff		2.8	1.9	2.2
America	in % of staff		2.2	2.4	2.8
Part-time employment	in % of staff	2, 5	–	14.0	11.1
Fixed-term employment contracts	in % of staff	2	–	12.4	17.5
Fraport AG					
Employees	Number of persons	1	12,363	12,083	11,967
Permanent employees	Number of persons	3	10,722	10,519	10,446
Apprentices	Number of persons		329	316	331
Temporary staff	Number of persons	4	750	681	618
Employees on leave	Number of persons		562	567	572
Aviation	Number of persons		3,378	3,313	3,285
Ground Handling	Number of persons		6,604	6,389	6,259
Retail & Real Estate	Number of persons		644	652	650
External Activities & Services	Number of persons		1,737	1,729	1,772
Part-time employment	in % of staff	5	13.3	16.2	15.5
Fixed-term contracts	in % of staff	2	–	9.9	9.2

1 Employees = permanent staff + temporary staff (see 4) + apprentices + employees on leave.

2 Data only collected from 2009.

3 The permanent staff does not include any temporary staff (see 4), employees on leave and apprentices.

4 Temporary staff = school students, university students, interns, diploma students, part-time employees and trainees.

5 Including phased-in retirement.

6 Adjustment of reporting data for 2009 to reorganization.

LA2 Employee turnover

	Unit	Comment	2008	2009	2010
Group					
Total employee turnover	Number of permanent employees leaving the company	1	–	1,945	1,877
	in % of permanent staff	1, 2	–	10.5	9.9
Reasons for leaving the company		1			
Employee notice	Number among permanent staff		–	846	627
Employer notice	Number among permanent staff		–	283	365
Retirement	Number among permanent staff		–	68	53
Other reasons	Number among permanent staff	3	–	748	832
Employees leaving the company by gender		1			
Men	Number among permanent staff		–	1,373	1,442
	in % of permanent staff who have left the company		–	70.6	76.8
Women	Number among permanent staff		–	572	435
	in % of permanent staff who have left the company		–	29.4	23.2
Employees leaving the company by age		1			
Age group to 30 years	Number among permanent staff		–	1,023	900
	in % of permanent staff who have left the company		–	52.6	47.9
Age group 31 – 50 years	Number among permanent staff		–	724	792
	in % of permanent staff who have left the company		–	37.2	42.2
Age group above 50 years	Number among permanent staff		–	198	185
	in % of permanent staff who have left the company		–	10.2	9.9
Fraport AG					
Total employee turnover	Number of permanent employees leaving the company		263	209	196
	in % of permanent staff	2	2.5	2.0	1.9
Reasons for leaving the company					
Employee notice	Number among permanent staff		91	49	33
Employer notice	Number among permanent staff		11	8	15
Retirement	Number among permanent staff		41	32	27
Other reasons	Number among permanent staff	1, 3	–	120	121
Employees leaving the company by gender		1			
Men	Number among permanent staff		–	168	165
	in % of permanent staff who have left the company		–	80.4	84.2
Women	Number among permanent staff		–	41	31
	in % of permanent staff who have left the company		–	19.6	15.8
Employees leaving the company by age		1			
Age group to 30 years	Number among permanent staff		–	41	57
	in % of permanent staff who have left the company		–	19.6	29.1
Age group 31 – 50 years	Number among permanent staff		–	99	76
	in % of permanent staff who have left the company		–	47.4	38.8
Age group over 50 years	Number among permanent staff		–	69	63
	in % of permanent staff who have left the company		–	33.0	32.1

1 Data only collected from 2009.

2 Modified calculation formula compared with report in 2009.

3 Other reasons: Termination of agreement, end of fixed-term employment contract, deaths of active employees.

Aspect: Labor / Management Relations

LA4 Percentage of employees with collective wage agreements

	Unit	Comment	2008	2009	2010
Group					
Employees with collective wage agreement	in % of staff	1, 2	–	95	95
Fraport AG					
Employees with collective wage agreement	in % of staff		100	100	100

1 Data only collected from 2009.

2 Value adjusted for 2009.

Aspect: Occupational Health and Safety

LA6 Percentage of employees in job safety committees

	Unit	Comment	2008	2009	2010
Group					
Employees represented in job safety committees	in % of staff	1	–	100	100
Fraport AG					
Employees represented in job safety committees	in % of staff		100	100	100

1 Data only collected from 2009.

LA7 Occupational diseases and absences

	Unit	Comment	2008	2009	2010
Group					
		1			
Accidents	Number	2	–	1,362	1,602
1,000-person rate	Number of reportable accidents per 1,000 employees	2, 3, 4	–	24.11	31.7
with fatal consequences	Number		–	0	0
reportable	Number	3	–	513	669
Days of absence	Number of reportable days of absence	3, 5	–	7,543	11,826
Illness rate	Absence in %	6	–	4.21	6.33
illness-related	Absence in %	6	–	4.13	6.09
caused by work-related accident (not including sports, travel to and from work, and private accidents)	Absence in %	6	–	0.08	0.24
Occupational diseases	Number of accredited cases		–	4	1

1 Data only collected from 2009.

2 Minor injuries (level of first-aid measures) are not included.

3 Reportable = A work-related accident is deemed to be reportable if more than three days of absence are involved.

4 With respect to the average number of employees. The average number of employees is obtained by adding together the monthly staff figures and dividing by the number of months.

5 Days of absence = planned working days.

6 With respect to scheduled working days.

LA7 Occupational diseases and absences (continued)

	Unit	Comment	2008	2009	2010
Fraport AG					
Accidents	Number	2	846	723	863
1,000-person rate	Number of reportable accidents per 1,000 employees	2, 3, 4	26.67	24.78	30.16
with fatal consequences	Number		0	0	0
reportable	Number	3	330	301	361
Days of absence	Number of reportable days of absence	3, 5	5,634	4,991	7,960
Illness rate	Absence in %	6	5.49	6.23	6.49
illness-related	Absence in %	6	5.28	6.05	6.19
caused by work-related accident (not including sports, travel to and from work, and private accidents)	Absence in %	6	0.21	0.18	0.30
Occupational diseases	Number of accredited cases		0	0	1

1 Data only collected from 2009.

2 Minor injuries (level of first-aid measures) are not included.

3 Reportable = A work-related accident is deemed to be reportable if more than three days of absence are involved.

4 With respect to the average number of employees. The average number of employees is obtained by adding together the monthly staff figures and dividing by the number of months.

5 Days of absence = planned working days.

6 With respect to scheduled working days.

Aspect: Training and education

LA10 Training and education time per employee

	Unit	Comment	2008	2009	2010
Group					
		1			
Apprentices	Number of persons		–	321	336
Interns/students/diploma students/trainees/school students on work experience	Number of persons		–	710	723
Further training	Days per permanent employee	2, 3	–	4.09	4.36
Fraport AG					
Apprentices	Number of persons		329	316	331
Men	in % of apprentices		70.2	72.5	73.4
Women	in % of apprentices		29.8	27.5	26.6
Interns/students/diploma students/trainees/school students on work experience	Number of persons		738	679	616
Further training	Days per permanent employee	2, 3	2.90	2.90	2.70

1 Data only collected from 2009.

2 Not including apprentices.

3 7 h = 1 day.

LA12 Percentage of employees with regular performance assessment

	Unit	Comment	2008	2009	2010
Group					
Employees with regular performance assessment	Number of permanent staff	1	–	–	11,701
	in % of permanent staff	1	–	–	61.9
Fraport AG					
Employees with regular performance assessment	Number of permanent staff		10,722	10,519	10,446
	in % of permanent staff		100	100	100

1 Data only collected from 2010.

Aspect: Diversity and equal opportunities

LA13 Composition of employees

<i>Diversity</i>	Unit	Comment	2008	2009	2010
<i>Group</i>		1			
Average age	years		–	40.5	40.2
Age group up to 30 years	Number of persons		–	3,899	4,622
	in % of staff		–	20.9	21.9
Age group 31–50 years	Number of persons		–	11,280	12,640
	in % of staff		–	60.4	59.8
Age group above 50 years	Number of persons		–	3,500	3,863
	in % of staff		–	18.7	18.3
<i>Fraport AG</i>					
Average age	years		42.3	42.8	42.7
Age group up to 30 years	Number of persons		1,965	1,819	1,774
	in % of staff		15.9	15.1	14.8
Age group 31–50 years	Number of persons		7,827	7,588	7,386
	in % of staff		63.3	62.8	61.7
Age group above 50 years	Number of persons		2,571	2,676	2,807
	in % of staff		20.8	22.1	23.5
<i>Group</i>		1, 2			
Foreign employees	Number		–	3,826	4,097
	in % of staff		–	20.5	21.5
<i>Fraport AG</i>					
Foreign employees	Number		2,043	1,983	1,914
	in % of staff		16.5	16.4	16.0
<i>Group</i>		1			
Disabled employees	Number	3	–	1,297	1,392
	in % of eligible jobs	4	–	6.6	7.1
<i>Fraport AG</i>					
Disabled employees	Number	3	1,063	1,127	1,192
	in % of eligible jobs	4	9.3	10.0	10.7

1 Data only collected from 2009.

2 In Germany.

3 Disabled employees, employees with equal status to disabled employees, and employees with multiple credits disability.

4 Eligible jobs = Employees – School students – University students – Apprentices.

<i>Diversity (continued)</i>	Unit	Comment	2008	2009	2010
<i>Group</i>					
Gender					
Women	in % of staff	1	–	23.0	23.2
Men	in % of staff	1	–	77.0	76.8
Women in management positions	in % of managers	1, 2	–	25.8	28.7
Women in management positions Level 1	in % of managers Level 1	2, 3	–	–	20.0
Women in management positions Level 2	in % of managers Level 2	2, 3	–	–	21.2
Women in management positions Level 3	in % of managers Level 3	2, 3	–	–	29.8
Women in management positions Level 4	in % of managers Level 4	2, 3	–	–	24.3
Women in management positions Level 5	in % of managers Level 5	2, 3	–	–	37.4
<i>Fraport AG</i>					
Gender					
Women	in % of staff		18.8	18.7	18.8
Men	in % of staff		81.2	81.3	81.2
Women in management positions	in % of managers	2	17.8	17.6	20.5
Women in management positions Level 1	in % of managers Level 1	1, 2	–	0.0	20.0
Women in management positions Level 2	in % of managers Level 2	1, 2	–	16.1	13.3
Women in management positions Level 3	in % of managers Level 3	1, 2	–	18.1	24.2
Women in management positions Level 4	in % of managers Level 4	1, 2	–	18.7	19.4
Women in management positions Level 5	in % of managers Level 5	1, 2	–	14.8	14.3
Persons in management bodies	Number of persons in management bodies (total)	3, 4, 5	–	–	24
of which women	in % of persons in management bodies	3, 4	–	–	12.5
Age group up to 30 years	in % of persons in management bodies	3, 4	–	–	0.0
Age group 31–50 years	in % of persons in management bodies	3, 4	–	–	25.0
Age group above 50 years	in % of persons in management bodies	3, 4	–	–	75.0

1 Data only collected from 2009.

2 Management position = Management level 1 – 5. The term management level (or Level 1 – 5) relates exclusively to managers of an organizational unit, i.e. persons whose employees are subject to their disciplinary and technical supervision (Management level 1: Business/Service Unit Manager, 2. Management Level: Section Manager/Central Unit Management, Level 3 – 5: Manager).

3 Data only collected from 2010.

4 Management bodies = The bodies or management boards that are responsible for the strategic alignment of the organization, the efficient supervision of the executive management, and the liability of the management to the organization and its stakeholders.

5 Provision of information on the persons in the management bodies according to gender is not yet possible because the data are not available in the subsidiary companies.

GRI Content Index and Progress Report on the UN Global Compact

Fraport comprehensively meets the current guidelines (G3) of the Global Reporting Initiative (GRI) with this report for 2010. The GRI has checked this and confirmed the highest application level (“Application Level A”) (see p. 69).

The GRI Index provided below shows the scope of fulfillment and where the GRI indicators are fulfilled in the sustainability report. We also refer to the extensive Appendix and Annual Report 2010 available online.

- 68 Appendix
- 69 Annual Report 2010

The Appendix includes supplementary statements and information on the sustainability report.

This report also applies as a progress report for Fraport within the scope of the UN Global Compact. The following table includes a column “GC” with details indicating where information referring to the ten principles of the UN Global Compact can be found.

Key	
black	= GRI core indicator
gray	= GRI additional indicator
Appendix	= Reference to the Appendix available online
(AR)	= Reference to the Annual Report for 2010
GC	= Global Compact Principle
✓	= Indicator completely covered
(✓)	= Indicator partly covered
–	= No information available
n.a.	= not applicable for Fraport

GRI Indicators	GC	Reference	Status
Profile			
1 Strategy and analysis			
1.1 Vision and strategy/Foreword by the Chairman		2–3, 7–11, (54ff), Appendix “Profile”	✓
1.2 Description of effects, risks and opportunities		2–3, 7–11, 37, 38, 42, (38ff), (71ff), Appendix “Profile”	✓
2 Organizational profile			
2.1 Name of the organization		Profile, Appendix “Profile”	✓
2.2 Brands, products and services		Profile, Appendix “Profile”	✓
2.3 Organizational structure		12, Appendix “Profile”	✓
2.4 Head office of the organization		Profile, Appendix “Profile”	✓
2.5 Countries with business activities		Profile, Appendix “Profile”	✓
2.6 Ownership structure		16, (66ff), Appendix “Profile”	✓
2.7 Markets		Profile, 50–51, (94ff), (169ff), Appendix “Profile”	✓
2.8 Size of the organization		Profile, 50, 58, Appendix “Profile”	✓
2.9 Changes in the size, structure and ownership constellation		(54ff), (96ff), Appendix “Profile”	✓
2.10 Awards received		Appendix “Profile”	✓
3 Reporting parameters			
3.1 Reporting period		49, Appendix “Profile”	✓
3.2 Publication of the last report		49, Appendix “Profile”	✓
3.3 Reporting cycle		49, Appendix “Profile”	✓
3.4 Contact for issues relating to the report/content		Contact, Appendix “Profile”	✓
3.5 Definition of report content and stakeholders		6–7, 49, Appendix “Profile”	✓
3.6 Reporting thresholds		49, Appendix “Profile”	✓
3.7 Restrictions on scope of reporting		49, Appendix “Profile”	✓
3.8 Joint ventures, subsidiaries, outsourced activities		49, Appendix “Profile”	✓
3.9 Data collection		49, Appendix “Profile”	✓
3.10 New presentation of information from old reports		Appendix “Profile”	✓
3.11 Changes compared to previous years		49, Appendix “Profile”	✓
3.12 GRI Content Index		64–69, Appendix “Profile”	✓
3.13 External audit of the report		49, Appendix “Profile”	✓
4 Governance, obligations and commitment			
4.1 Management structure of the organization		12–13, Appendix “Profile”	✓
4.2 Declaration that the Chairman of the Supervisory Board is not the Chairman of the Executive Management		Appendix “Profile”	✓
4.3 Independent members of the highest management body		12, Appendix “Profile”	✓
4.4 Mechanism for shareholder and employee recommendations to the highest management body		12, Appendix “Profile”	✓
4.5 Link between remuneration of the executive body and performance of the organization		12, Appendix “Profile”	✓
4.6 Mechanisms of the highest management body for avoidance of conflicts of interest		12, Appendix “Profile”	✓
4.7 Qualification of the members of the highest management body in relation to sustainability issues		12, (38ff), Appendix “Profile”	✓
4.8 Statements of mission or values, codes of conduct and principles	1–10	12–13, 29, Appendix “Profile”	✓
4.9 Procedure at the level of the highest management body for monitoring sustainability performance	1–10	12–13, Appendix “Profile”	✓
4.10 Procedure for assessing the sustainability performance of the highest management body	1–10	12, (38ff), Appendix “Profile”	✓
4.11 Precautionary principle	7	13, 24–25, 32–33, Appendix “Profile”	✓

GRI Indicators	GC	Reference	Status
4.12 External agreements and principles	1–10	12–13, 29, 35, Appendix “Profile”	✓
4.13 Memberships		16–17, 35, Appendix “Profile”	✓
4.14 Stakeholder groups		6, Appendix “Profile”	✓
4.15 Selection of stakeholders		6, Appendix “Profile”	✓
4.16 Inclusion of stakeholders		6, 42, Appendix “Profile”	✓
4.17 Issues and concerns of stakeholders		6–11, Appendix “Profile”	✓

Economic performance indicators

Management approach	1, 4, 6–9	16–17, (54ff), (71ff), 45–47, Appendix “Financials”	✓
EC1 Direct economic value generated and distributed		45, 50–51, Appendix “Financials”	✓
EC2 Financial consequences of climate change	7–9	Appendix “Financials”	✓
EC3 Scope of the company’s social benefits		27, 51, Appendix “Financials”	✓
EC4 Significant government grants and subsidies		16, 51, Appendix “Financials”	✓
EC5 Relation between standard entry salaries and local minimum wage	1, 6	Appendix “Financials”	✓
EC6 Site-specific selection of local suppliers	6	12, Appendix “Financials”	✓
EC7 Site-specific selection of local personnel	6	Appendix “Financials”	✓
EC8 Investments in the infrastructure and services primarily provided for public benefit		45–48, Appendix “Financials”	✓
EC9 Indirect economic effects		Appendix “Financials”	✓

Ecological performance indicators

Management approach	7–9	7–11, 35–41, 42–44, Appendix “Environment”	✓
EN1 Materials used	7–9	52, Appendix “Environment”	✓
EN2 Recycled materials	7–9	Appendix “Environment”	✓
EN3 Direct energy consumption	8–9	52–53, Appendix “Environment”	✓
EN4 Indirect energy consumption	8–9	53, Appendix “Environment”	✓
EN5 Energy saved	8–9	35–37, 54, Appendix “Environment”	✓
EN6 Initiatives for structuring products with higher energy efficiency	7–9	35–37, Appendix “Environment”	✓
EN7 Initiatives for reducing indirect energy consumption	7–9	38, Appendix “Environment”	✓
EN8 Total water consumption	8	40, 54, Appendix “Environment”	✓
EN9 Effects of water consumption	8	Appendix “Environment”	n.a.
EN10 Recycled and reused water	8–9	Appendix “Environment”	✓
EN11 Land used in or on the edge of protected areas	8	39, Appendix “Environment”	✓
EN12 Impacts on biodiversity	8	Appendix “Environment”	✓
EN13 Protected or reinstated natural habitats	8	39, Appendix “Environment”	✓
EN14 Strategies for protecting biodiversity	8	39, Appendix “Environment”	✓
EN15 Endangered species	8	Appendix “Environment”	✓
EN16 Greenhouse gas emissions	8	35–37, 54–55, Appendix “Environment”	✓
EN17 Other greenhouse gas emissions	8	38, 55, Appendix “Environment”	✓
EN18 Initiatives to reduce greenhouse gas emissions	7–9	10, 35–38, Appendix “Environment”	✓
EN19 Emissions of ozone-depleting substances	8	Appendix “Environment”	✓

GRI Indicators	GC	Reference	Status
EN20 NO ₂ , SO ₂ and other air emissions	8	38, 55, Appendix "Environment"	✓
EN21 Wastewater discharges	8	40, 56, Appendix "Environment"	✓
EN22 Waste by disposal method	8	40, 56, Appendix "Environment"	(✓)
EN23 Significant spills	8	56, Appendix "Environment"	✓
EN24 Hazardous wastes according to the Basel Convention	8	Appendix "Environment"	✓
EN25 Impacts of wastewater discharges on biodiversity		Appendix "Environment"	✓
EN26 Initiatives to mitigate environmental impacts	7–9	10–11, 35–39, 41–44, Appendix "Environment"	✓
EN27 Packaging material	8–9	Appendix "Environment"	n.a.
EN28 Sanctions for environmental non-compliance	8	Appendix "Environment"	✓
EN29 Environmental impacts of transport and traffic	8	38, 57, Appendix "Environment"	✓
EN30 Total expenditure and investments for environmental protection	7–9	Appendix "Environment"	–

Social performance indicators

Working practices and decent working conditions

Management approach	1–6	26–33, Appendix "Personnel"	
LA1 Total workforce		58, Appendix "Personnel"	✓
LA2 Employee turnover	6	32, 59, Appendix "Personnel"	(✓)
LA3 Benefits for full-time employees	6	27, Appendix "Personnel"	✓
LA4 Employees with collective wage agreements	1, 3	27, 60, Appendix "Personnel"	✓
LA5 Minimum notice periods for significant operating changes	3	27–28, Appendix "Personnel"	✓
LA6 Employees represented in job safety committees	1	60, Appendix "Personnel"	✓
LA7 Occupational diseases and absences	1	32–33, 60–61, Appendix "Personnel"	(✓)
LA8 Further training on serious diseases	1	33, Appendix "Personnel"	✓
LA9 Work and safety agreements with unions	1, 3	Appendix "Personnel"	✓
LA10 Training and further-training time per employee	1	28–29, 61, Appendix "Personnel"	(✓)
LA11 Programs for life-long learning, knowledge management	1	29, Appendix "Personnel"	✓
LA12 Percentage of employees with regular performance assessment		27, 61, Appendix "Personnel"	✓
LA13 Composition of employees	1, 6	29–31, 62–63, Appendix "Personnel"	✓
LA14 Relationship of basic salary between men and women	1, 6	29–31, Appendix "Personnel"	✓

Human rights

Management approach	1–6	2–3, 12, 27–29, Appendix "Human rights"	
HR1 Investment agreements with human rights clauses	1–6	12, Appendix "Human rights"	✓
HR2 Supplier screening on aspects of human rights	1–6	12, 45, Appendix "Human rights"	(✓)
HR3 Training sessions on aspects of human rights	1–6	Appendix "Human rights"	(✓)
HR4 Incidents of discrimination and actions taken	1, 2, 6	29–30, Appendix "Human rights"	✓
HR5 Freedom of association and collective bargaining	1–3	2–3, 12, 27, Appendix "Human rights"	✓
HR6 Principles and measures for prevention of child labor	1, 2, 5	2–3, 12, 27, Appendix "Human rights"	✓
HR7 Principles and measures for prevention of forced labor	1, 2, 4	2–3, 12, 27, Appendix "Human rights"	✓
HR8 Training of security personnel	1, 2	Appendix "Human rights"	✓
HR9 Violation of rights of indigenous people	1, 2	Appendix "Human rights"	n.a.

GRI Indicators	GC	Reference	Status
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Society

Management approach	10	3, 12–13, 42–47, Appendix “Society”	
SO1 Effects on the community		42–45, Appendix “Society”	✓
SO2 Percentage/number of departments analyzed for corruption risks	10	Appendix “Society”	✓
SO3 Percentage of employees trained in anti-corruption	10	13, Appendix “Society”	✓
SO4 Corruption incidents and actions taken	10	13, Appendix “Society”	✓
SO5 Public policy positions and lobbying	1–10	6, Appendix “Society”	✓
SO6 Contributions to political parties or politicians	10	Appendix “Society”	✓
SO7 Legal actions for anti-competitive behavior		Appendix “Society”	✓
SO8 Fines for non-compliance with laws and regulations		Appendix “Society”	✓

Product responsibility

Management approach	7–9	6–11, 21–25, Appendix “Product responsibility”	
PR1 Health and safety impacts along the product life-cycle	7–9	7–10, 24–25, 42–44, Appendix “Product responsibility”	✓
PR2 Breaches of health and safety standards	7	Appendix “Product responsibility”	✓
PR3 Statutory information required for products		12–13, 24–25, Appendix “Product responsibility”	✓
PR4 Breaches of standards for labeling products		Appendix “Product responsibility”	✓
PR5 Customer satisfaction		21–25, Appendix “Product responsibility”	✓
PR6 Standards relating to advertising		Appendix “Product responsibility”	✓
PR7 Breaches of advertising regulations		Appendix “Product responsibility”	✓
PR8 Infringement of protection of customer data		Appendix “Product responsibility”	✓
PR9 Sanctions relating to product and services regulations		Appendix “Product responsibility”	✓



Statement GRI Application Level Check

GRI hereby states that **Fraport** has presented its report "Connecting Sustainably – Report 2010" to GRI's Report Services which have concluded that the report fulfills the requirements of Application Level A.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

13 April 2011, Amsterdam

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a faint, large watermark of the GRI logo in the background.

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 24 March 2011. GRI explicitly excludes the statement being applied to any later changes to such material.

Glossary

ACI The Airports Council International was established in 1991 and is the international association representing the world's airport operators. It is based in Geneva. More than 1,600 airports are members of the ACI – including 400 airports in ACI Europe.

AIRail Check-in Frankfurt Airport offers passengers who arrive at the long-distance railway station the opportunity to check in at the AIRail Terminal. Travelers can check in their baggage for their onward flight. When they return, their baggage will also be waiting there for them to pick up.

Airport charges A fee charged by the airport operator and paid by the airline companies regulated by government agencies for the use of the facilities and services which are made available exclusively by the airport operator.

APU Auxiliary Power Unit is the power supply on board an aircraft.

Biodiversity The variety of living creatures, organisms and plants on earth. Science distinguishes between four aspects of diversity: genetic diversity, species diversity, diversity of habitats and diversity of biological interactions.

BMVBS German Federal Ministry of Transport, Building and Urban Development

Compliance The conformity with laws, directives and regulations. Corporate compliance is interpreted to mean the attempt to minimize liability risks for a company and its management bodies by taking appropriate organizational measures.

Corporate Governance A responsible approach to managing and controlling a company directed toward long-term and sustainable creation of value added

DAX German share index which reflects the performance of the 30 biggest corporations with the biggest turnover.

DIN EN ISO 14001 See ISO 14001

Diversity Variety among the employees of a company in relation to gender, origin, nationality, age, religious affiliation and physical impairment.

DJSI Dow Jones Sustainability Index. This important index for sustainability only lists companies which act as an exemplary role model for their sustainable corporate governance in accordance with the criteria of economy, ecology and commitment in the social and cultural sphere.

EBIT Earnings before Interest and Taxes

EBITDA Earnings before Interest, Taxes, Depreciation and Amortization

EMAS The Eco Management and Audit Scheme is a system developed by the European Union for voluntary environmental management and environmental performance. This is an instrument for companies and organizations who want to continuously reduce their environmental impacts.

EMAS-VO EMAS Directive

Emissions All (solid, gaseous, liquid or odorous) substances, waves or particle radiation emitted from industrial plants, vehicles, products, materials, or other sources (for example aircraft) which exert a polluting effect on the immediate environment.

EnEV The German Energy Saving Directive is part of German building legislation and defines standards for property developers relating to energy-saving heat insulation and energy-saving system technology in buildings. The last amendment came into force on 1 October 2009.

Environment & Community Center Organizational unit of the "Airport and Region Forum" dedicated to providing transparent and neutral information. The organization's key aim is to continuously improve cooperation between the airport, its users and its neighbors. It also has the functions of bringing together the results of different monitoring systems and providing neutral expert analysis.

ETS Emission Trading Scheme. An instrument of the European Union (EU) that is intended to contribute to reducing the emission of greenhouse gases in the EU efficiently, cost-effectively and economically.

FAZ Frankfurter Allgemeine Zeitung (national financial and business newspaper)

„Fitness@Fraport“ Project for increasing efficiency and project speed at Fraport AG

FTSE4Good One of the most important sustainability indexes, launched by the Financial Times and the London Stock Exchange in 2001. Companies are listed in this index if they demonstrate above-average performance in the fields of human rights, social standards and environmental protection and continually improve their performance.

Geothermy Use of geothermal power (natural heat of the earth)

German Advisory Council on the Environment A scientific advisory committee of the Federal Government commissioned to present and assess the environmental situation and environmental policy in the Federal Republic of Germany and its development trends. The council is also empowered to highlight detrimental environmental political developments and indicate options for their avoidance or elimination.

German Corporate Governance Code The aim of the German Corporate Governance Code is to make the rules applicable in Germany for company management and monitoring transparent for investors, in order to strengthen confidence and trust in corporate governance.

German Sustainable Building Council Deutsche Gesellschaft für Nachhaltiges Bauen (DGNB). The mission of this council is to develop and promote initiatives and solutions for sustainable construction, use and planning of buildings.

GRI Global Reporting Initiative, guidelines developed for preparing sustainability reports

Hub/Hub-and-spoke system A 'hub' airport is an airport that coordinates long-haul services with a system of 'spokes' involving feeder flights. It acts as a transport hub.

ICAO The International Aviation Organization is a special organization of the United Nations based in Montreal, Canada. The aim of the ICAO is to guarantee safe and sustainable development of civil aviation.

ILS Instrument Landing System is a beam landing system that permits automatic (blind) landing approaches.

IMEPplus Integrated management development program operated by the Fraport Group

Intermodality The integration of different modes of transport, e.g. air and rail transport

ISO 9001 defines specifications for a quality management system which can be used for internal applications by organizations or for certification or contractual purposes. ISO 9001 is intended to promote the effectiveness of the quality management system in fulfilling customers' requirements.

ISO 14001 International environmental management standard which formulates globally agreed requirements for environmental management. The central focus is a continuous improvement process directed towards implementing the environmental targets of companies and other institutions.

MDAX MDAX is the index of the German Stock Exchange for mid-sized German companies (Mid Caps) from traditional sectors and is a selective index positioned directly below the DAX.

OHSAS 18001 Internationally recognized specification for job safety management systems. This is compatible with ISO 9001 and ISO 14001 and is intended to support the company in efficiently fulfilling its commitments to occupational health and safety in the workplace.

Photovoltaics Direct conversion of radiation energy, primarily solar energy, into electrical energy. Photovoltaic cells are used to generate electricity and are found mainly on roofs, at parking meters, in pocket calculators, on noise abatement walls or in open spaces.

PCA Pre-Conditioned Air System is an air-conditioning system for aircraft in the parked position achieved by supply of air-conditioning air.

Pollution Effects of noise (sound or noise emissions), air pollutants (airborne emissions), vibrations (vibration emissions), and heat (heat emissions) on the environment.

RECS Renewable Energy Certificate System introduced in 2002 with the objective of facilitating trade in green electricity throughout Europe and promoting regenerative energies. The certificate issued by RECS guarantees that identifiable amounts of electrical energy are supplied from specific regenerative sources.

Stakeholder Groups or individuals who are affected by the activities of a company and can exert influence on attainment of their aims. Accordingly, the stakeholders of a company are the employees, shareholders and lenders, customers, suppliers, neighbors, non-government organizations, government agencies and politicians.

Shareholder Agreement Here: memorandum of association regulating the rights and obligations of shareholders

Sustainability The concept of sustainability has been applied as a model for the sustainable development of humanity for some years now. This kind of development meets the needs of the people living on the planet at the moment without endangering the capability of future generations to satisfy their needs.

Sustainability Board Central steering committee for coordination of sustainability issues in the Fraport Group

Sustainability Working Group A committee comprising the responsible managers of different specialist areas. It supports implementation of the programs and projects in the Sustainability Board.

Traffic unit Internationally applied measurement parameter for making statistical comparisons. A traffic unit corresponds to a passenger with baggage or 100 kg of airfreight or airmail.

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The RecyLux matt paper used was manufactured from 100 % recycled paper without the addition of any optical brighteners and without bleach containing the element chlorine. The paper is FSC certified and has also been awarded the Blue Angel label.

Fraport has neutralized the CO₂ emissions generated in connection with the printing and production of this report. The corresponding quantity of emission rights (EU Allowance) were eliminated on 15 April 2011 with the transaction ID 1110237.



* 14 cents a minute from a German landline; maximum of 42 cents from a mobile phone.

