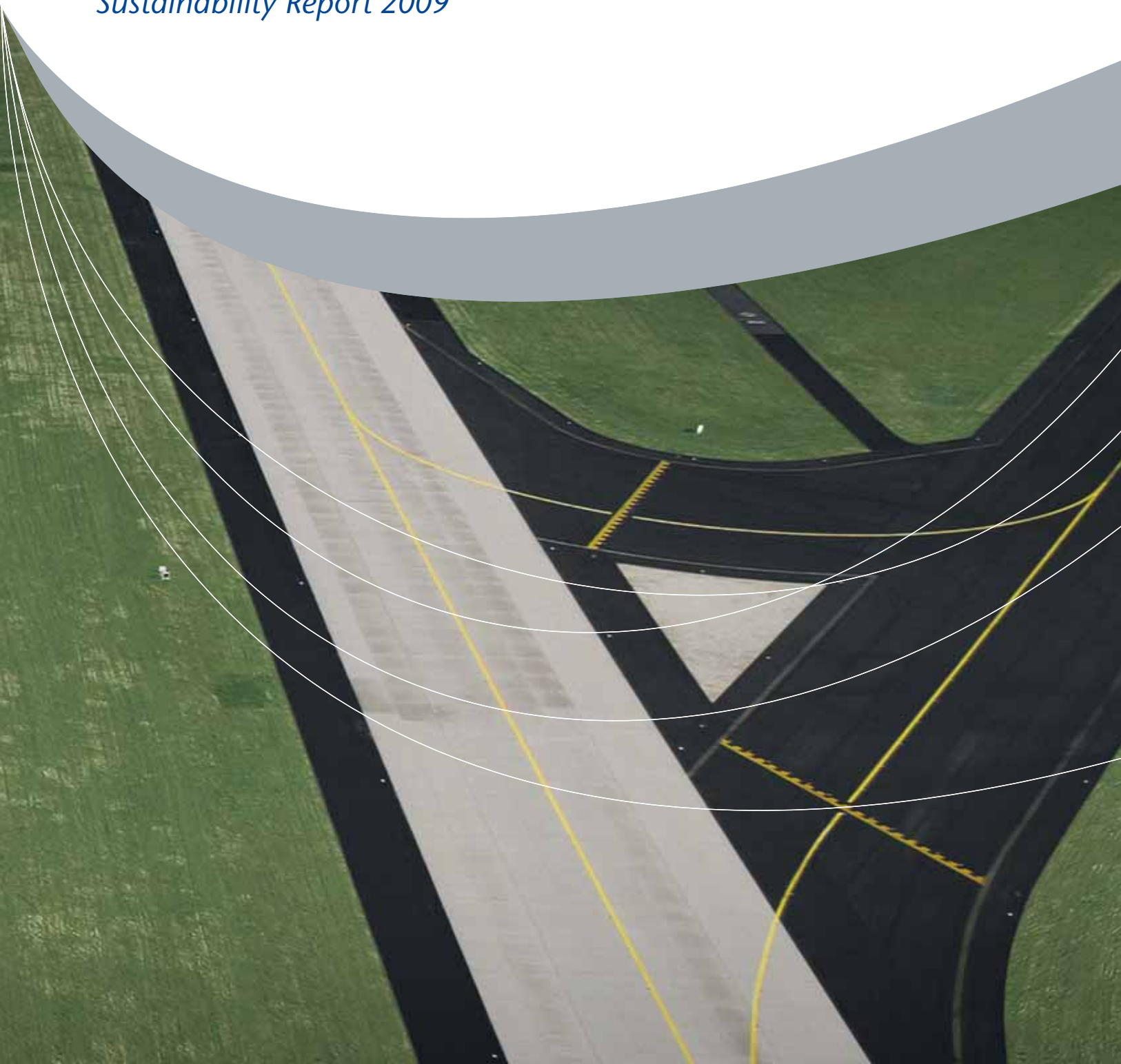




Connecting Sustainably

Sustainability Report 2009



Our services

Indicators	Unit	2008	2009
Traffic			
Traffic units (without transit)	Million traffic units	102.68	94.57
Aircraft movements (landing + take-off)	Movements	723,777	674,982
Passengers	Million	78.16	73.66
Cargo volumes	Million tons	2.50	2.15
Revenue and earnings			
Revenue	€ million	2,101.6	1,972.6
EBITDA	€ million	600.7	552.9
Group profit	€ million	196.9	157.3
Profitability			
Return on sales	EBT in % of revenue	14.2	10.2
Return on Fraport Assets (ROFRA)	EBIT in % of Fraport Assets	10.5	7.8
Cash flow and investments			
Operating cash flow	€ million	492.5	426.5
Investments	€ million	759.7	1,438.3
Energy (Group airports)			
Energy consumption	TJ	3,131.9	3,088.5
Fuels	TJ	500.6	475.3
Electricity	TJ	1,424.5	1,441.1
Heat	TJ	1,206.8	1,172.1
Cold	TJ	399.5	405.3
Climate impact (Group airports)			
CO ₂ emissions	t	270,267	263,650
direct CO ₂ emissions	t	44,411	39,056
indirect CO ₂ emissions	t	225,856	224,594
Personnel expenses and employees			
Personnel expenses	€ million	925.6	866.9
Employees	Annual average (people)	23,079	19,970
Training career development (Fraport AG)			
Trainees		329	316
Further training	Days per employee and year	2.9	2.9
Occupational health and safety (Fraport AG)			
Accidents	Number	846	723
1,000 person rate	Number of reportable accidents per 1,000 employees and year	26.67	24.78
Accident and health rate	Absence in %	5.49	6.23
Social commitment (Fraport AG)			
Sponsoring	€ million	5.6	6.4
Environmental fund	€ million	1.5	2.0
Donations	€ million	0.9	0.9

Our targets

to 2020

Economy

We achieve profitable growth as a foundation for the future capability of our company.

We continually increase the value added of our company after investments in expansion have been completed.

We implement our values management system consistently throughout the Group.

We consistently adapt our existing compliance system throughout the Group to changed framework conditions.

Ecology

We want to reduce the CO₂ emissions per traffic unit (one passenger or 100 kg freight) by 30 percent.

We want to achieve our expansion project with no additional CO₂.

We are going to construct Terminal 3 as an "Eco" Terminal and we intend to use innovative energy sources (for example geothermal energy).

We are promoting environmental management at all sites.

Social responsibility

Expansion will create around 25,000 additional jobs at Frankfurt Airport. According to calculations by experts, expansion will create some 100,000 jobs overall.

We intend to provide training beyond the needs of the company.

We want to increase our health rate.

We want to reduce the number of work-related accidents.

We are continuing our social commitment.

Who we are

Fraport AG is one of the leading groups in the airport business on the international stage. The Group operates one of the world's major air traffic hubs. Fraport is joining with its partners to develop Frankfurt Airport into "Frankfurt Airport City" as an outstanding location for mobility, enjoyment and real estate. The range of services provided by Fraport AG includes all the services traditionally associated with flight operations, and Fraport is also an expert partner for airport retailing and real estate development. As a full-service provider in airport management, Fraport AG operates on four continents through its investments and subsidiary companies.

Our measures


2009	Page
Economy	
<ul style="list-style-type: none"> _Investments in expansion of Frankfurt airport tailored to needs _Program for high-quality utilization of additional capacities _Modernization and expansion of retail areas in FRA _Generation of value added from real estate marketing and development of Airport City _Ongoing development of external business 	20 ff.
<ul style="list-style-type: none"> _Value-based controlling of business activities _Increasing airport charges _“Fitness@Fraport2011” for optimizing business processes and cost reduction _“Pact for the Future 2018” for improving the cost structure and the competitiveness of the Frankfurt site 	48 ff., 41, 55 f.
<ul style="list-style-type: none"> _Gradual expansion of the electronic whistle-blowing System to subsidiaries 	25
<ul style="list-style-type: none"> _Establishment of the central unit “Sustainability Management and Corporate Compliance” for strengthening group-wide compliance activities _Introduction of a systematic survey and evaluation of compliance breaches in subsidiary companies 	21
Ecology	
<ul style="list-style-type: none"> _Determining potential energy savings in the real estate portfolio of Fraport AG _Gradual renewal of the ventilation control centers in Terminal 1 _Optimization of ground handling processes _Replacement of mobile ground support equipment to meet the most advanced standards _Deployment of electric vehicles 	63 ff.
<ul style="list-style-type: none"> _Design of Terminal 3 as a low-energy terminal _Geological research into the exploitation of geothermal heat and planning for a geothermal power plant _Implementation of standards for passive buildings in construction of the new Fire Station 4 _Planning and construction of the new Pier A-Plus for Terminal 1 with energy-saving measures, for example smart cladding with shading elements _Certification of the new Group Head Office in conformity with the criteria of the German Society for Sustainable Construction (DGNB) 	68 ff.
<ul style="list-style-type: none"> _Planning based on sustainability criteria 	72 f.
<ul style="list-style-type: none"> _Support for Fraport subsidiaries in structuring environmental management and introduction of environmental management systems 	65
Social responsibility	
<ul style="list-style-type: none"> _Realization of the planned airport expansion _Personnel recruitment and development based on needs 	53
<ul style="list-style-type: none"> _Wide range of training packages for young people from all types of school _Expanded range of internships abroad _Joint ventures with schools in the region _“Mobile Youth” for disadvantaged young people 	57 f.
<ul style="list-style-type: none"> _Preventive occupational health and safety _Numerous projects and campaigns in cooperation with the company medical center, the job safety team, the Works Council, representatives of disabled employees, the psychological counseling service, and the Social Service Center 	59–61
<ul style="list-style-type: none"> _Establishment of a Job Safety Committee to provide advice and coordinate goals, strategies and measures relating to occupational safety and accident prevention throughout the Group. _Launch of the RUSH project for the reduction of accidents by systematic action. _Advice, training and career development packages on safety at work _Voluntary safety officers 	59–61
<p>We are committed to the ProRegion Foundation and the Erich Becker Foundation. We also support ecological projects through the Environmental Fund, sponsor culture and sports in the Rhine-Main region, and give donations to good causes.</p>	80 f.

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Our services
Our targets
Our measures





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 surrounding region.

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



Dr. Stefan Schulte,
Chairman of the Executive Board

Dear Readers,

“Connect sustainably” – the title of this report is our commitment. This is not simply referring to our role as an airport operator in a global network of air traffic. We have to make a great deal of connections if we are to fulfill our role responsibly and carry out our function as a mobility platform for people and goods from all over the world.

The connections we make are multifaceted and connect our transport mission with the aspirations of our private and investor shareholders, link our corporate interests with those of our employees, neighbors, and the natural environment, combine the desire for the freedom to travel and the free circulation of goods with the need for checks, and for security and safety measures, and join up the diverse needs of our customers.

We pursue a strategy of sustainability within this field of tension. We give priority to a long-term perspective over short-term successes, and we are committed to balancing economic interests and social and environmental concerns. This requires a holistic approach to our entrepreneurial activities.

I am dedicated to this approach in my role as Chairman of the Executive Board of Fraport AG and from my personal convictions. Our very special role in transport policy forms the main platform for our future planning. However, it does not provide a

universal justification. The key factors are adopting a responsible approach to the challenges and opportunities presented by our growth industry, while at the same time positioning the different dimensions of sustainability as keynote issues for action. This approach also links up with “Agenda 2015”, adopted by the Executive Board of Fraport AG in the autumn of 2009. It defines the principles for our future actions.

I am well aware that this project involves an extremely sophisticated road map. Our key issue for the future is the challenge of expanding Frankfurt Airport. We operate in an environment with contradictory interests. These include the needs of a company transporting airfreight and more than 50 million passengers each year, the associated economic value added within Germany and internationally, and maintaining the competitiveness of the Frankfurt hub with tens of thousands of jobs. Yet they also encompass the necessity for our neighboring communities to enjoy a peaceful life. We have to take the concerns of people living close to the airport very seriously and address their worries about aircraft noise. I regard all the players involved – including Fraport AG – as having an obligation to engage in ongoing communication. The players also need to try to do everything in their power to reconcile the differing interests and develop measures dedicated to further noise reduction.

When tackling the environmental issues that are associated with our business activity, we are privileged to build on proven environmental management. Certifications awarded by EMAS* and ISO** bear testimony to the high quality of our environmental management system. Our credentials for environmental management are further enhanced by our “Airport Carbon Accreditation”, especially since we were the first European airport operator

Expansion of Frankfurt Airport presents us with a major challenge to get the balance right between economic, environmental and community interests.

We want to connect sustainably

to receive this accreditation from ACI Europe, the Association of European Airport Operators. Nevertheless, we are committed to going more than the extra mile for a major project like expansion of Frankfurt Airport, and we have therefore decided to achieve a 30 % reduction in the CO₂ emissions per traffic unit by the year 2020. This will essentially involve carrying out the expansion without additional increases in CO₂ emissions.

The global economic crisis has confronted us with an additional field of tension. As a major employer committed to providing safe jobs for our employees combined with a generous package of social benefits, we have had to meet the understandable pressures from our airline customers to generate cost savings. Last year, we worked together with the various interest groups representing employees to finalize the "Pact for the Future 2018" and secure the future of thousands of jobs. The company is responsible for reorganizing its structures with the aim of enhancing efficiency to the extent that our employees are willing to make concessions. In parallel with the Pact for the Future 2018, we launched the "Project Fitness@Fraport2011". However, the resulting organizational structures are not simply directed toward achieving synergies. Creating the central unit "Sustainability Management and Corporate Compliance" will also contribute to achieving the key status formulated in the Agenda 2015 of growing our business while getting the balance right.

We need to temper the optimism about all the things we can achieve through our Agenda 2015 with the recognition that we can only move forward. Many of the problems can only be resolved if we adopt a cooperative approach toward our customers and act on the basis of a foundation that involves the entire community. Noise reduction is part of the mix in the same way as the avoidance of impacts on the global climate resulting from greenhouse gases. We are confident that we are making an important contribution and acting as a role model. As an international company,

Many of the problems can only be resolved if we adopt a cooperative approach toward our customers and act on the basis of a foundation that involves the entire community.

we exert a major impact at our biggest location and in the surrounding region. We also disseminate our know-how and high standards across the world.

We are committed to the ten principles of the United Nations Global Compact and the principles of sustainable business. The entire Fraport Group gives top priority to respect for human rights and guarantees the core employment standards defined by the International Labor Organization as well as the OECD principles for multinational companies, which we accept as the guidelines for directing our actions. Similarly, the Fraport Group gives top priority to promotion of environmental protection and anti-corruption measures. The Sustainability Report is our progress report under the UN Global Compact.

This is the first Sustainability Report of Fraport AG to be published under my responsibility. I hope it gives a profile of the commitment and conviction we experience every day and that it will form part of the dialog on our future as a community. I would very much welcome your response to our Sustainability Report and I hope it will contribute to connecting sustainably with our stakeholders.

Sincerely yours,



Dr. Stefan Schulte, Chairman of the Executive Board

* EMAS = Eco-Management and Audit Scheme.

** ISO = International Organization for Standardization.



Werner Schlierike
Moderator hr-info



Dr. Stefan Schulte
Chairman of the Executive
Board of Fraport AG

Forum

On 17 March 2010, Dr. Stefan Schulte, Chairman of the Executive Board of Fraport AG, met representatives of different stakeholders to discuss sustainability issues. The debate was moderated by Werner Schlierike, Radio Journalist with Hessischer Rundfunk. Extracts from this debate are presented here.





Edgar Stejskal
Chairman of the Group Works
Council of Fraport AG



Markus Frank
Head of Economic Develop-
ment at the City of Frankfurt



Martin Gaebges
General Secretary of BARIG
(Board of Airline Representa-
tives in Germany e. V.)



Jochen Flasbarth
President of the Federal
Environment Agency

Werner Schlierike: We are experiencing difficult economic times, airline companies are not operating at full capacity. Wouldn't this be a good time to stop the project for expanding Frankfurt Airport on grounds of sustainability?

Stefan Schulte: We have witnessed rising traffic volumes for a number of months. Air traffic has returned to growth territory. There is another, much more important issue. Germany is dependent on globalization and the international trade in goods for its economic prosperity and the creation of jobs. Air traffic is a key ingredient because the international division of labor requires air traffic and we have to develop air traffic in harmony with climate change and environmental balance.

“We have to develop air traffic in harmony with sustainability issues like climate change and environmental balance.”

Stefan Schulte

It's correct to say that expansion will also generate negative impacts for this region. But the survey results demonstrate that more than 60 or 70 % of people living in the region support expansion. However, they are also asking us to implement noise-reduction measures, in other words proactive noise abatement and similar action. Our neighbors also want us to take their cares and concerns seriously.

Mr. Gaebges, the airline sector is currently experiencing tough competition. Some airlines are battling for survival. What's happened? Have the airline companies taken a wrong turning and not acted sustainably?

Martin Gaebges: It's undisputed that air traffic is a growth sector. Over the next 20 years, average

growth rates are projected at approximately 5 % each year. However, that doesn't inevitably entail continuous growth. It is essential to be able to provide a flexible response and adapt the capacities to match the specific cycle. Even minor discrepancies in entrepreneurial decisions may result in significant difficulties that could even pose a threat to a company's existence.

Airlines as an industry are subject to huge pressures on cost. Can these costs be passed on, for example to the airport operators?

Martin Gaebges: The pressure on costs is immense. The airline companies are making strenuous efforts to help themselves by implementing extremely tough cost-cutting programs. I believe that we can demonstrate some very positive achievements in Frankfurt. A master agreement on the development of pay up until 2015 has provided planning certainty. The airline companies are well aware of the basic parameters when they fly to Frankfurt.

Mr. Stejskal, you are the representative of the employees and you have been working at Frankfurt Airport since 1970. Has the world changed completely since then as far as employees are concerned?

Edgar Stejskal: Indeed, that's the case. Over the past 40 years, a great deal has changed in the sector. A process of "euphoric deregulation" has replaced markets that were previously protected. This has created lots of disjunctures such as current overcapacities. The massive price-cutting competition between the airlines has been reflected in the employment structure, pay and working conditions. We need to strike a balance between responsibility for the interests of the business and the demands of employees. The outcome will reveal whether sustainability is truly a priority in our market-driven system.

"We need to strike a balance here between responsibility for the interests of business and the legitimate demands of employees. The outcome will reveal whether sustainability is truly a priority in our market-driven system."

Edgar Stejskal

Mr. Frank, you are a shareholder of Fraport and as a politician you also represent the people who live and work here. What significance does Frankfurt Airport have as far as you are concerned?

Markus Frank: Frankfurt/Main and the entire region are such an economic powerhouse because we have the airport. You might say that the airport is the core asset. This means we need to make particular efforts to ensure that we don't get left behind.

As far as the negative impacts are concerned, it's important to bear in mind that our airport introduced measures directed toward environmental protection at an early stage, long before other airports. A graded system of airport charges based on noise levels was introduced many decades ago. Noise monitoring points were established and they highlighted the sources of noise and pointed to appropriate action. Quite simply, people living in the area expect innovations to be implemented in order to guarantee "sustainability".

Mr. Flasbarth, as President of the Federal Environment Agency, where to you perceive the risks to lie in the air traffic sector?

Jochen Flasbarth: Perhaps the most uncomfortable part of the debate relates to the sheer magnitude of the statistics. An economy like the German economy needs a major international air traffic hub. There's no dispute about this fact. At the same time, not every flight movement, not every ton moved and not every person traveling is positive. This is essentially a conflict within society.

The field of consensus on what we can actually do about specific impacts is much greater. How can we organize a productive system of air traffic with less environmental impact, less greenhouse gas pollution, fewer pollutants, less noise and using less space? A good company can be distinguished from a bad company by taking these questions seriously and setting short-term, medium-term and long-term goals distinct from the competition.

Where do you perceive the specific impacts in a densely populated area like the Rhine/Main region? Is it the noise or is it the impact on the climate?

Jochen Flasbarth: That depends on your perspective. The people living in the region undoubtedly have a skeptical view of air traffic because they experience the impacts on the ground. It's too noisy. They're concerned about air pollution. You have to

take these concerns seriously. The flip side of the coin relates to the global issue. Air traffic is a global operation. This makes it particularly susceptible to the issue of climate protection. How can you organize efficient climate protection that doesn't completely distort competition? In the EU, we are including air traffic in emissions trading. This is not ideal as far as the airline sector is concerned.

Dr. Schulte, where do you perceive the main responsibility for environmental protection at Fraport?

Stefan Schulte: Three areas need to be addressed here: zoning, climate, and noise. If I take the issue of zoning and the associated impacts for biodiversity, the airport is relatively well positioned compared with other transport industries. I believe that we need to focus more on noise and climate protection.

Air traffic accounts for a share of 2 to 3 % of total emissions that are harmful to the climate. Some experts assume a larger proportion of up to 6 %. The entire airport is responsible for approximately 1.6 million tons of CO₂ each year, of which some 230,000 tons of CO₂ are attributable to Fraport. We have made a commitment to bring about a 30 % cut per traffic unit in our CO₂ emissions at Frankfurt Airport by the year 2020. However, we will also make attempts to achieve an absolute reduction by implementing concrete measures, for example advanced air-conditioning systems and deploying energy-efficient vehicles on the apron. The new fire station will be built to standards compliant with a passive building, and operation will be CO₂ neutral. We are engaging in a joint venture with RWE in which we are reviewing whether deep geothermal energy can be used for Terminal 3.

Noise is a phenomenon that exerts a much greater effect on local communities. However, we have also made substantial progress in this area. Air traffic is regulated by a new Aircraft Noise Abatement Act. This imposes significantly tougher conditions than those applicable to other carriers. We have set up a voluntary program for passive noise abatement and we have joined forces with members of the industry on action directed toward active noise abatement. This will involve developing new approach procedures and new runway throughput strategies adding up to a package that achieves an overall result of fewer impacts and less disturbance during the night throughout the region. However, if you look at noise mapping to see the number of people actually affected by noise at night, aircraft noise actually accounts for the lowest percentage. Road noise, particularly

in inner-city areas, has a much bigger impact on people in this region. We are engaging extremely proactively with the different players on this issue in the context of the "Forum Airport and Region". June 2010 is seeing us present the first package of measures, and further action on abatement is in the pipeline. The individuals living along approach or take-off routes are entitled to expect maximum action to ameliorate the effects of noise.

Frankfurt would like to become a "Green State Capital". Is the airport a handicap to achieving this objective?

Markus Frank: No, absolutely not. The airport will be an important element in becoming a "Green State Capital". The airport operator is meeting its responsibilities. In many areas, the operator is even an innovative pioneer. It is a global player because it has acquired a reputation for exploiting resources economically.

"You might say that the airport is the core asset of the region."

Markus Frank

When we are dealing with issues of climate impacts, these primarily relate to emissions generated by aircraft and hence the airline companies. I'm going to ask you a loaded question: What does it feel like to be the representative of climate destroyers?

Martin Gaebges: Well, I don't feel particularly good to be labeled as a climate destroyer, for propaganda purposes. Air traffic is not actually responsible for the lion's share of emissions relevant to climate change. If you stopped all the flights in Europe, you would reduce CO₂ emissions by 0.5 % worldwide. Naturally, the airline companies are aware of the responsibility they share.

We are committed to a four pillar program. The first pillar is technological progress. There is still a great deal to do on this front. Aircraft will get quieter and lighter and they will become more environmentally friendly by using less fuel. We will also implement operational measures. This will entail different approach procedures near the airport. Aircraft will fly at higher altitudes before descending at a steeper angle so as to avoid housing areas as much as possible. Flight routes will be more direct and they will avoid diversions. We can cooperate at the political level to develop solutions like the Single European Sky. This will structure airspace differently and enable

us to fly shorter routes and hence use less fuel. We are also committed to improved infrastructure and the concurrent environmental effects. Holding patterns can be avoided as aircraft approach the airport if Frankfurt Airport has adequate capacity. Naturally, economic tools also play a role, such as emission rights trading. However, it's important to ensure that steps like this do not put Europe at a competitive disadvantage.

Mr. Stejskal, does Fraport pursue a sustainable policy on human resources?

Edgar Stejskal: There is a "social" tradition at Fraport AG because we originated as a public organization. However, we now offer services that are subject to the forces of competition resulting from the process of deregulation in the European Union making competition much tougher. Overall, it's also important to take into account that many employees at Fraport have very demanding physical jobs and cannot work until retirement age. We therefore need to meet these challenges and create employment structures and working conditions that enhance competitiveness while ensuring that employee well-being is not sidelined.

This is specifically about providing protection for employees and we have recently achieved a great deal here at Fraport. Compromises will always have to be made to get the balance right between the different interests. But our approach to overcoming the consequences of the financial crisis – ultimately, we came away quite lightly – demonstrates that the principle of co-determination and the efforts to achieve a balance of interests through mutual respect have been successful at Fraport.

Stefan Schulte: I would like to make an additional comment. We have to enhance efficiency, we need to increase productivity, we must get better. All this relates to the issue of competitiveness. But the road map to this end must achieve a balance in social terms. That's the struggle we are engaging in at the moment. Some of the negotiations with employees and works council members on the Pact for the Future were very, very difficult, but we achieved an agreement. The Pact for the Future secures the jobs of our employees until 2018.

"Air traffic is not actually responsible for the lion's share of emissions relevant to climate change."

Martin Gaebges

Another aspect is also extremely important. Most of our employees and the employees of more than 500 companies based at the airport live nearby. They have to face criticism on a daily basis about environmental pollution caused by air traffic. And they experience the impacts as well. What I'm trying to say is that: "We at the airport" see both sides of the coin. We see the aspects of the airport that impact on the environment but we also see the responsibility of providing positive benefits for the region. One of the big pluses is economic prosperity.

Mr. Stejskal, are employees actually interested in sustainability?

Edgar Stejskal: Naturally, a baggage handler who's loading and unloading aircraft on the apron cannot at first do much with the concept. However, if the same employee links the concept up with a permanent job and a reasonable income, this is something tangible. Working conditions are another aspect employees can relate to. For example, ear plugs have virtually disappeared from the apron.

Mr. Flasbarth, can air traffic really be organized on a sustainable basis?

Jochen Flasbarth: There's no doubt that air traffic has made some very specific advances during recent years in relation to energy consumption and on other fronts including noise. But there's still a great deal to be done. The current projection in Germany is to achieve CO₂ savings of more than 40 % by 2020, but this will only be possible with substantial contributions from all sectors of the economy.

The same applies to noise. Noise is an underestimated environmental problem in Germany, as is the case in other European countries. And noise isn't simply problematic in air traffic. Some important steps have been undertaken to reduce noise. We need to be courageous and continue along the same path. Frankfurt started in the right direction at an early stage by adopting differentiated landing fees. We believe that more needs to be done with this concept. Pioneering innovations can be achieved by moving forward with aircraft manufacturers and airlines.

Emissions rights trading is another issue that I'm extremely concerned about. This will create geometrical asymmetry for a time and this represents a major challenge for us. We will not have

emissions rights trading in Dubai for the foreseeable future. I would like European industry and business to address the issue in the area of cargo services. People need to ask themselves: What emissions is the carrier generating – and business people need to ask this question when they take decisions. The tourism industry also needs to think carefully about how it moves forward and its choice of partners.

Until we have a global system enshrined in national laws, we need input from sectors other than those currently sitting round the negotiating table to provide creativity and cooperation in arriving at a solution.

Mr. Gaebges, will the airline companies be able to maintain competition on sustainability when they are operating at differing speeds and dealing with different impacts?

Martin Gaebges: I believe that the airline companies are extremely vigilant in this respect. Undoubtedly, we have a pioneering role to play in the debate, but we need to do everything in our power. A situation can be established where it is feasible to manage new developments like emission rights trading within a framework that is neutral as far as competition is concerned. However, it is also important to create tools in this area that are not merely designed to fill treasuries depleted of tax revenues. The aim should be to use the money generated by emission rights trading to make a positive contribution to the environment.

Dr. Schulte, perhaps we could talk about intermodality. In Frankfurt, we have very close links between road, airport, air traffic, rail and regional traffic. Have we reached a limit as far as this is concerned?

Stefan Schulte: Frankfurt Airport played a pioneering role by investing in intermodality at a very early stage. This involved linking different transportation means into a coordinated network. When Terminal 1 started up operations in 1972, the regional train station was built simultaneously. At the time, this spawned an intensive debate up to the Supervisory Board. Today, intermodality is taken for granted, but at the time it was pioneering and innovative. Later we decided to invest our capital in the high-speed train station at Frankfurt Airport, and we have continued to advocate this. We take responsibility for transferring short-haul flights to rail and we could continue this theme further. The high-speed network needs to under-

“Noise is an underestimated environmental problem in Germany, as is the case in other countries.”

Jochen Flasbarth

go significant expansion throughout Europe. It makes absolute sense. If I look into the future, airport infrastructure is going to be a very scarce resource over the long term. Air traffic presents advantages for the energy balance over long distances greater than 300 km. But it makes much more sense to transfer to rail for shorter distances.

Mr. Flasbarth, how will air traffic get more sustainable?

Jochen Flasbarth: External costs have to be absorbed. Competition between airline companies and airports is not the end of the story. We also need competition between the different transportation means and this is not yet a level playing field, because rail operators have to pay taxes and deductions that are not applicable to air traffic. We need to correct this anomaly.

What fuels can be deployed to achieve sustainable air travel?

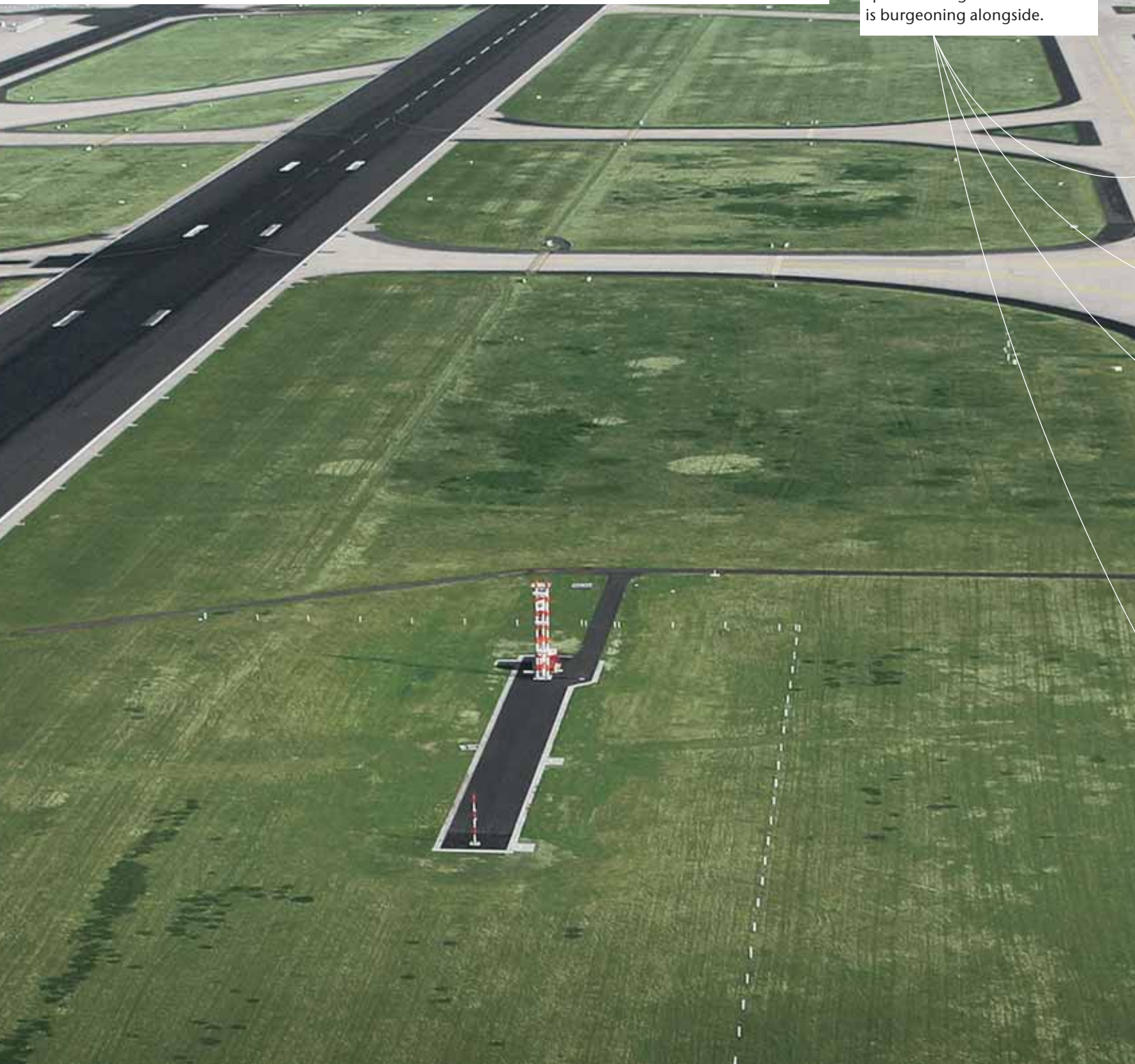
Jochen Flasbarth: We are currently working on a scenario entitled “Germany as a greenhouse-neutral zone” in 2050. If we want to achieve this aim, we need to answer the following questions: How can this be made to happen, what parameters need to be set? I am confident that an airport operator can be greenhouse-gas neutral by that date. In this scenario, I’d like to have a company like Fraport as my business partner. The issue is much more difficult when it comes to flights. If you look at the way forward on flights, we come up with alternative fuels. And biofuels look much more attractive in aircraft than in automobiles. We are extremely interested in holding a dialog about the future fuel infrastructure. I can see outstanding prospects here for sustainable air traffic, but it will not be a stroll in the park. More like elite sport played at the highest level.

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 interact as an airport operator.

Globalization

Internationality and mobility are increasing at breakneck speed – and global air traffic is burgeoning alongside.

Our challenges



Competitiveness

Frankfurt is a hub airport with international importance. We want it to stay that way.

Airport expansion

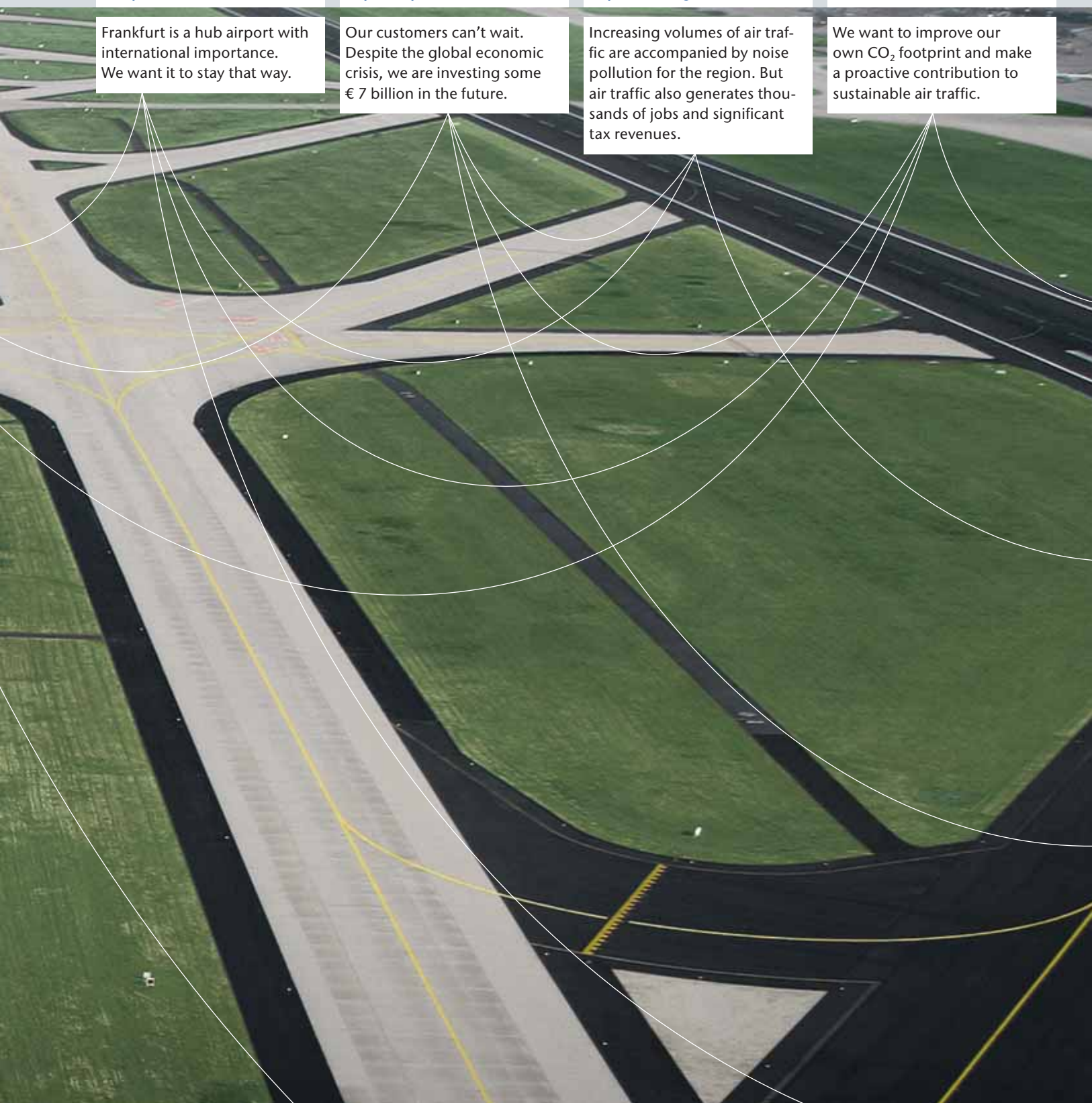
Our customers can't wait. Despite the global economic crisis, we are investing some € 7 billion in the future.

Airport and region

Increasing volumes of air traffic are accompanied by noise pollution for the region. But air traffic also generates thousands of jobs and significant tax revenues.

Global climate

We want to improve our own CO₂ footprint and make a proactive contribution to sustainable air traffic.



Air traffic and sustainability – contradictions?

Globalization is driving air traffic

The air traffic industry is a growth sector and this trend looks set to continue – this is the key message of all forecasts on medium-term and long-term development on air traffic. In 2009, the airline companies carried approximately 2.2 billion passengers and approximately 35 million tons of airfreight across the world. Over the past ten years, average annual growth amounted to 3.4 % and 2.3 %* respectively.

In structural terms – and in part even independently of the economic situation – the international network of the global economy continues to burgeon exponentially. There is no sign of any reversal in the trend for purchasing, production and sales to be distributed over the entire globe. The process of globalization has also brought about changes in employment conditions. Employees working for global companies are increasing the amount they travel around the world in the course of their jobs.

Today, globalization is defining the economic framework and large areas of social and business life. Research and academia are essentially operating at an international level. Secondments abroad and intercultural knowledge are playing an increasing role in life and career planning. Friendships are maintained across continents, musicians go on global tours, elite sporting competitions are inevitably played out at an international level – the list of global impacts is limitless. The need for mobility appears to be inexorable and mobility is becoming accessible for increasingly large sections of the global population. This trend is accelerated by the dynamic development of the numerous emerging economies where new markets are currently experiencing boom growth. The rise in living standards and the increase in the population are playing a

disproportionate role in the growth of air travel. Another factor in this growth is the absence of a proper road and rail infrastructure in many parts of the world, for example in South America. By comparison with Central Europe and North America, the economic development in these countries has been much less affected by the financial and economic crisis and in some cases the crisis has exerted no impact at all (for example Brazil).

The air traffic industry is a global network of airline companies, air traffic control centers, aircraft manufacturers, airports and other service providers. The responsible national and international organizations and authorities also play their part alongside the air traffic industry in the process of globalization. The industry forms the central structural basis for globalization and is unique in playing a key role in peaceful trade and cooperation between the peoples and nations of the world.

Global crisis as a brake on economic growth?

The effects of the global recession resulting from the turbulent conditions on global financial markets have also plunged the air traffic industry into crisis. All companies in the sector are affected by this, although Frankfurt Airport experienced less of an impact than many other airports. This experience has confirmed the fact that during times of crisis, the trend among airlines continues to be more intensive concentration of traffic on major hubs.

The impending process of consolidation for national budgets and the reduction of national debts will last for many years to come. A reduction in services provided by governments accompanied by increases in tax burdens is likely to be the inevitable result. Both of these effects would tend to slow down any future economic upswing. The current economic situation appears likely to gen-

* Sources: ICAO News Release, 18 December 2009. IATA Financial Forecast, December 2009.

erate a further increase in unemployment in western industrial countries over the coming years. A decline in private consumption is likely to be the result of the present circumstances and this will exert an effect on the travel industry.

However, despite the experience of the recent crisis years, all the indicators and the general social trend point toward a rapid resumption of the long-term growth trajectory for air traffic in the near future. The turbulence in the markets will only provide an interruption or exert a temporary negative impact on the upward trend in global air traffic.

Analysts forecast that passenger volumes at airports worldwide will increase to approximately 11 billion by the year 2027. By comparison with 2009, this is equivalent to passenger volumes increasing by more than two-fold. Projections of average annual growth of 3.4 % for passenger volume in Europe will take passenger numbers to 2.9 billion. Airfreight is predicted to rise annually by 5.1 % until 2027 and annual growth of 4.2 % is forecast for Europe.

Competition among the major hubs

Many indicators point toward an increasing proportion of global passenger and freight volumes being concentrated on a few mega-hubs in the future.* In 2009, 56 % of global airfreight volume up to November was handled at 25 airports. Only five of these airports are located in Europe and Frankfurt leads the way. This process of concentration is set to continue intensifying.

The winners from this spiraling competition are emerging as those locations with a favorable geographic position, high quality standards and efficient infrastructure, a surrounding catchment area with a thriving economy, and a domestic carrier that is a member of a strong airline alliance.

Frankfurt Airport meets all these criteria. Freight and passenger volume combine with efficiency and the number of transfer connections to ensure that Frankfurt Airport is already one of the select group of mega-hubs. Deutsche Lufthansa is the domestic carrier and as a member of Star Alliance, it belongs to the world's biggest airline alliance.

Frankfurt Airport needs to continually upgrade and expand the airport's infrastructure in order to maintain its leading position as a mega-hub in the future. The airport is currently no longer in a posi-

*Global passenger volumes will increase to approximately 11 billion by the year 2027. Annual growth of 4.2 %. ***

tion to respond to the demands of the airline companies to meet new conditions in the marketplace.

Airport expansion: appropriate and sustainable

Expansion of capacities at Frankfurt Airport is therefore an essential future project for our company. The core of investment activity is construction of a new runway for aircraft landings only in the north-west of the existing airport complex. This is scheduled to go into operation for the winter timetable 2011/2012. Environmental issues will be taken into account while this project is developed. The construction of the planned Terminal 3 is to meet the most exacting requirements for energy efficiency. This project has been postponed for two or three years as a result of the financial crisis.

The alternative to expansion would not simply be stagnation, rather Frankfurt Airport would probably shrink. The airport's passenger volume is to a large extent linked with its function as a hub. Many passengers "only" transfer to a connecting flight in Frankfurt. If the major airlines were no longer able to route their transfer traffic via Frankfurt because of restricted growth, a downward spiral would be the result. The corresponding volume of passengers originating in Frankfurt is not adequate for a concentration on passengers and freight whose origin or destination is the catchment area of Frankfurt Airport. The traffic removed from Frankfurt would be relocated to other airports. This would exert a hugely negative effect on the economic region and employees.

Airport as an economic powerhouse

Frankfurt Airport is Germany's biggest hub for passenger traffic and airfreight, and it is one of the world's most important airports. Some 71,000 employees make Frankfurt Airport the biggest workplace in Germany. Studies indicate that each airport job generates more than twice as many jobs in the surrounding area. Expansion of the airport is likely to increase the number of employees em-

* Boston Consulting Group, "Dawn of a new Era", Munich, 2004.
** Source: ACI Global Traffic Forecast 2008 – 2027, Edition 2009.

ployed directly at the airport to around 95,000. A further 75,000 jobs are likely to be created in the surrounding area indirectly associated with the airport. During the past two and a half decades, the number of jobs at the airport has doubled, a further 10,000 jobs have been created during the past ten years alone.

The airport is a key economic factor for the Rhine/Main Region. The central location of this region and the link to the airport has transformed the area into one of the most attractive and powerful economic zones in Europe with links to an extremely dense international network.

Fraport AG alone awarded contracts to companies with a total order volume of 1.14 billion euros in 2009. Most of this volume goes to contractors in the region. Another factor is the economic strength of some 500 companies located at the airport. The volume of tax revenues that are generated by the "Airport Company" contributes to financing public services, such as schools, sports facilities, hospitals, universities, and social amenities.

The airport is also important for the entire Federal Republic of Germany because the German economy is driven by exports. Many companies are dependent on short delivery times and fast goods turnover in order to be able to operate successfully with global sourcing and worldwide sales markets. Air traffic is an absolute requirement for business dealings of this nature. Frankfurt Airport plays a key role by handling 72 % of international airfreight volume and 66 % of the equivalent passenger numbers for Germany.

Noise pollution in the region

There's no doubt that a smaller airport would be "quieter" and the lower level of noise would exert less impact on the neighboring communities. However, the arguments we have outlined make it clear that "getting smaller" is not an option.

Fraport AG cannot exert a direct effect on aircraft noise. This is the function of the aircraft manufacturers and airline companies. However, measures directed toward passive and active noise abatement enable us to make a contribution to limiting the extent of the nuisance caused by aircraft noise. We play a leading role in the "Forum Airport and Region" and this maintains a dialog with the surrounding region, which is striving to obtain a balance of interests. Ultimately, conflict between the people directly affected by aircraft noise and the large number of people who benefit from the airport in its role as employer, taxpayer, contract-award company and "Gateway to the World" cannot be solved by us as airport operator alone. The debate about the best possible balance between the diverging interests must include all the relevant groups from the community within this field of tension.

Climate change as the issue of the century

The "social climate change" is already well under way. Today, "green thinking" is part of the general consensus within society and entire industries are now under pressure as a result. The automobile industry is not alone in having to develop solutions. Aviation has to address the same issues involving substitutes for fossil fuels, conserving resources and avoiding further impacts.

A global analysis by the Intergovernmental Panel on Climate Change (IPCC) indicates that aviation is responsible for some 2 % of CO₂ emissions. The share of air traffic in climate impacts due to human activities, also including, for example, the effects caused by the formation of cirrus clouds and NO_x emissions is likely to be higher. However, quantifying and assessing these effects is a matter for controversial debate in the academic literature. For example, the assessment by Lee et al. reached the conclusion that air traffic contributes to around 5 % of the changes in climate caused by humans.* At first glance, airports appear to be energy centers and CO₂ hot spots, but compared with emissions caused by air traffic their emissions are actually low.

Against this background, we have two challenges: Firstly, we have to work on our own "CO₂ footprint". In other words, we have to continually improve our activities directed toward protecting the environment and the climate. However, this action

Climate change has risen to the top of the agenda for society and governments. The desire to take effective measures is increasing, but so far it is not nearly sufficient to address the scope of the problem.

* Reference year 2005. Source: Lee, David S. et al. 2009; Aviation and global climate change in the 21st century, Atmospheric Environment, DOI: 10.1016/j.atmosenv.2009.04.024.

alone is not adequate to address the problem. As part of the air traffic sector, we would like to support the development process involved in creating sustainable air traffic and play a proactive role in this process.

Structuring the future together

All the players in the air traffic industry have to make a commitment and work together to improve the environmental footprint of our sector in order to retain the future capability of the entire aviation industry. Aircraft manufacturers, airline companies, traffic control centers, airports, governments and regulatory authorities all have a role to play. The sector will only be able to meet the demands of passengers, investors, governments and the general public and make its contribution to regional and global economic development if we succeed in providing air traffic with a holistic structure that is compatible with climate and environment.

Employers in competition

Fraport AG believes it is a top priority to be an employer with a particularly socially motivated perspective. Job security, strong employee representation, numerous social benefits and a strong collective wage agreement are characteristics of our company.

The challenge for us today is to continue maintaining these high standards in the future. The increasing cost pressure and the consequences of demographic change are the main challenges that have to be mastered.

A number of developments contribute to the increase in costs pressure. These include competition between the airport hubs and the tough competition between airlines. The latter is fuelled by a number of factors including the period of recession, the volatile development of the oil price and the future costs associated with the system of European emissions trading. We also have to adapt our prices to markets opening up where competition and cost pressure have increased. Most recently, this mainly involved ground-handling services and security services.

Demographic change is intensifying the competition for qualified, motivated and skilled employees. Training and career training, fair pay and getting the work-life balance right combining family and job are the "key qualifications" for good and successful employers. At the same time, the work-



force is getting older. The average age at Fraport AG is currently above the average for Hesse. This demands higher investments in the areas of knowledge and health management. This investment generates employee motivation and enhances performance while also enabling us to fulfill our responsibility to employees.

The future north-west runway will be connected to the current airport complex by two bridges.

Conclusion:

The challenges ahead involve establishing a balance between the demands of customers (cost reduction), shareholders (return), employee representatives (social benefits) and society (environmental protection and social commitment). They entail keeping our airport viable and providing excellent quality through our employees.

We will only remain a sustainable business in the future if we succeed in presenting an attractive profile as a fair employer in the competition with other businesses for skilled and motivated employees who will support the company with their daily commitment, even when times are tough. Our airport is a highly complex system that can only operate successfully if all system partners act responsibly in structuring the future together.

Value added, performance and sustainability are equal corporate goals of the Fraport Group.

Our responses

Responsibility for tomorrow

This concept is the preamble for our understanding of sustainability. We structure our future responsibly and thereby secure the future of our business.



Agenda 2015

The most important targets:

- _Achieving investments
- _Improving profitability
- _Making use of opportunities for growth
- _Enhancing customer satisfaction
- _Safeguarding sustainability

Our sustainability strategy

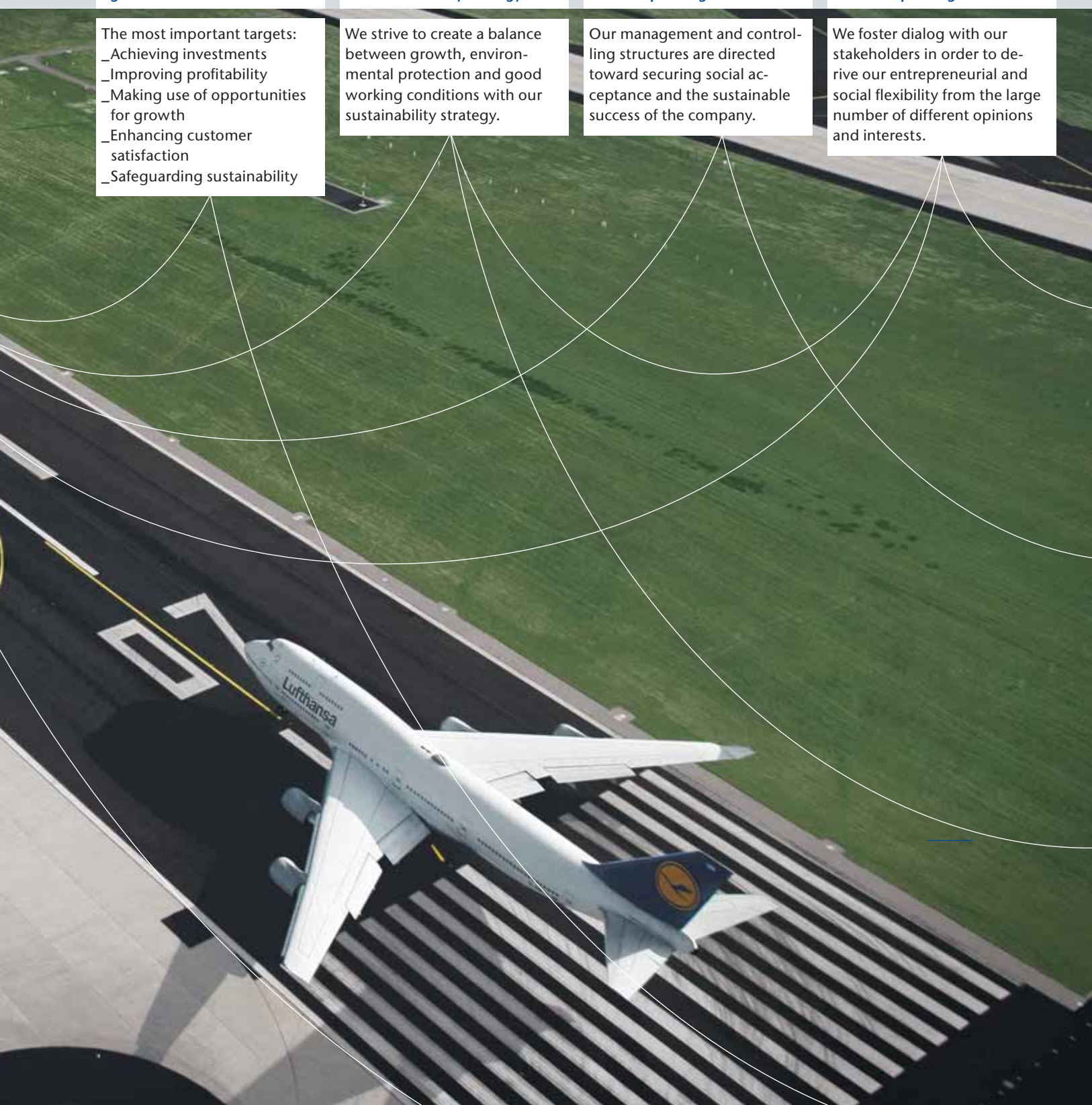
We strive to create a balance between growth, environmental protection and good working conditions with our sustainability strategy.

Good corporate governance

Our management and controlling structures are directed toward securing social acceptance and the sustainable success of the company.

Partnership dialog

We foster dialog with our stakeholders in order to derive our entrepreneurial and social flexibility from the large number of different opinions and interests.



Responsibility for tomorrow

Agenda 2015: Sustainability as a focus for action

On the basis of the Group Strategy adopted in 2004 and the Group Vision, the restructured Executive Board of Fraport AG has been developing the Agenda 2015 for overcoming the challenges faced by the company since September 2009. It has five pillars:

Implementing investments!

From 2007 to 2015, we will be investing some € 7 billion in the modernization and expansion of the Frankfurt site. The focus of the investment program is on constructing the new landing runway. Approval has again been confirmed by the latest court judgments. Further investment projects for expanding terminal capacities, for adapting piers to new wide-bodied aircraft and for upgrading the existing terminals and airside facilities are also being driven forward.

Improving profitability!

An investment volume of € 1 billion increases the associated depreciation and interest in each subsequent year by approximately € 100 million. We therefore need to improve our profitability on the

revenue and cost side in order to be in a position to retain today's earnings level or improve it over the medium term.

Using opportunities for growth!

We want to expand capacities in Frankfurt rapidly with value added. In addition, we perceive three key engines for growth at the Group. Firstly, the retail business at Frankfurt Airport remains on a growth trajectory despite the economic crisis. Fraport know-how also offers opportunities in external business. Today, this is being deployed on four continents, and there are additional marketing opportunities through airport investments and management contracts. Ultimately, we are working toward converting hub airports into Airport Citys. They will have a greater share in the wealth creation offered by real estate development.

Enhancing customer satisfaction!

We are improving the quality of infrastructure and services for airline companies, passengers, tenants and other airport users, in order to live up to our reputation as a mega-hub and one of the leading European airports. The development of customer satisfaction is reviewed by regular surveys carried out among the most important customer groups. We want to continue the positive trend of past years into the future.

Safeguarding sustainability!

As far as we are concerned, sustainability is a key issue for the future and it is a top priority for development in the Group. In the year 2008, we formulated a holistic sustainability strategy that we will be continually developing.

Our sustainability strategy

As formulated in our vision, we want to create sustainable value. This involves safeguarding and

New design for pier B



enhancing the opportunities of future generations and retaining the natural conditions for life through sustainable and profitable success. We are aware of our special social responsibility as an airport operator and we interpret sustainability as the creative link between economic, environmental and social targets, and our long-term entrepreneurial interests. Our responsibility for the community and the environment does not come to an end at the boundaries of the airport. We see ourselves as a good neighbor at all our sites and we play a proactive role in the regions. We believe that sustainable actions are a factor that enhances value.

What we want to do over the next ten years

Our strategic sustainability targets up to 2020 constitute the framework for our medium-term actions. We will measure the success of our sustainable development against this benchmark.

Value-based management

- _We achieve profitable growth as a foundation for the future capability of our company.
- _We continually increase the value added of our company after investments in expansion have been completed.
- _We believe that value creation and value-based compliance must complement each other.
- _We implement our value management system consistently throughout the Group.
- _We consistently adapt our existing compliance system throughout the Group to changed framework conditions.

Environment and climate protection

- _We want to reduce the CO₂ emissions per traffic unit (one passenger or 100 kg freight) by 30 %.
- _We want to achieve our expansion project so that it is CO₂ neutral.
- _We are going to construct Terminal 3 as an "Eco" Terminal and we intend to use innovative energy sources (for example geothermal energy).
- _We are promoting environmental management at all sites.

Social responsibility and commitment to the community

- _Expansion will create around 25,000 additional jobs at Frankfurt Airport. According to calculations by experts, expansion will create some 100,000 jobs overall.
- _We intend to provide training beyond the needs of the company.

Central Unit for Sustainability Management and Corporate Compliance

The creation of the Central Unit for "Sustainability Management and Corporate Compliance" on 1 January 2010 has significantly intensified the commitment by Fraport AG to the issue of sustainability. The new organizational unit reports directly to the Executive Board and will continue to develop sustainability strategically in all its facets and drive forward its establishment within the Fraport Group. The new team will support the operating departments in achieving the sustainability targets in their operations. The unit will also ensure that the understanding of compliance and monitoring of business activities in conformity with the law is strengthened.

- _We want to increase our health rate.
- _We want to reduce the number of work-related accidents.
- _We are continuing our social commitment.

The Group Vision

We professionally develop mobility, making it an exciting experience for our customers. As an airport group we are the most strongly performing player in all business segments of the industry.

For Fraport, airports are worlds of excitement and diversity as well as intermodal hubs. We systematically link different modes of transportation.

At all our locations, process efficiency and innovation is our hallmark. Our success is based on competitive integrated services, which flexibly meet our customers' requirements.

Our top priority is safety and security.

In pursuing our business, we create sustainable value for the benefit of our shareholders, employees, and the regions where we are located.

30 % fewer CO₂ emissions by 2020

CO₂ emissions (kg) per traffic unit



*ACA verified

Sustainability: Our action guideline for the future

We believe that sustainability is all about responsibility for the future. We understand sustainable development as a continuous process. We are convinced that entrepreneurial flexibility can only be achieved by consistent inclusion of non-business aspects in management processes.

We are well aware that the management of our company leads to conflicting targets within our business between us and our stakeholders. We can only safeguard our “License to operate” and our “License to grow” if the solution for these conflicting targets creates the right balance between the

Effectiveness: “Doing the right thing.”

Effectiveness is the pivot for the sustainable development of our company. We can only operate successfully as a company in the marketplace and within society if we offer the right infrastructure and appropriate services to the desired quality from the perspective of our customers at a competitive price. You might say that as we enhance the management of our business, we create greater flexibility in relation to other factors for success.



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Customers



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Owners



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Employees

Efficiency: “Doing it in the right way.”

If we are to be successful in the marketplace over the long term, we must provide our services with the optimum relationship between expenditure and profit. This drive for efficiency is the central function of any company and creates the necessary financial flexibility for development.

Resources: “Treating what we have with respect.”

We can only preserve and retain the necessary resources in adequate amounts if our business is successful. The three most important resources are:

- _Equity capital,
- _Employees,
- _Natural resources.

Responsible management of our resources – this involves selection, deployment and treatment – lays the foundation stone for our economic success.

Equity capital

Our shareholders must receive an appropriate reward for their investment in accordance with the risk entailed. Outside lenders of capital are also entitled to a reward. This is based on generating adequate profits and value-based management. Value orientation is an essential prerequisite in order to obtain the necessary financial capital in competitive markets.

Employees

The most important and valuable resource of our company are our people. They provide Fraport with their labor, their time, their motivation and their know-how. A balance must be created between the work done and the compensation. This includes the pay and social services, health benefits, training and career training, as well as future job security, or identification with the company.

factors relevant to the company and society. This include: *Effectiveness, efficiency, resources, solidarity, impacts and fairness*. A high level of effectiveness and efficiency is absolutely essential in a global and competitive world in order to safeguard the existence of a company and the associated jobs. However, over the medium term and long term, we can only be successful if we also take reasonable account of the other four factors. Maximizing one of the individual factors for success at the cost of others would put our capability for action at risk over the long term and hence endanger our success.



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Environment and region

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Society

Solidarity: "Keeping an overview in everything we do."

Our economic and social system only operates if there is a degree of solidarity. Solidarity is based on respect for the dignity of people as the most important asset. It includes a commitment and responsibility for universality, for the company, society and the environment. Individual interests must be pooled in the interests of the common good. Solidarity requires mutual respect and achievement of a balance.

Solidarity is always evident in the relationship between stakeholders. It is not a one-way process and the company itself can also be an object of solidarity. The latter is demonstrated by the willingness of employees to waive pay increases to safeguard a business location.

Natural resources

Our company requires regenerative and non-regenerative natural resources. We have to use these resources responsibly and sparingly because much consumption of natural resources is irreversible. Furthermore, we also use up natural habitats, for example where we are building the new runway. We are aware of the responsibility entailed by any impact on nature and our planning will take maximal care to conserve resources and create an appropriate balance.

Fairness: "Being reasonable and fair in all our actions."

Fairness means that all our decisions and actions comply with the statutory legislation and our own values. Everyone's rights are respected and all those involved are treated equally. We want to promote fairness at all company sites and play a proactive role.

Impacts: "We need to minimize impacts on the world through our actions."

Our acceptance by the community will increase as a function of our success in protecting our environment from impacts. This understanding is particularly important against the background of the airport expansion.

Good company management

The term Corporate Governance stands for responsible corporate management and controlling directed toward sustainable value added. Efficient cooperation between the Executive Board and the Supervisory Board is equally as important as meeting the interests of the shareholders and transparent corporate communication.

The Supervisory Board adopted corporate governance principles for Fraport AG. This Fraport Corporate Governance Code is based on the German Corporate Governance Code. It describes the key principles for managing and monitoring the company and complies with international and national standards for responsible management to which Fraport AG is committed. This Corporate Governance Code also defines the key rights of the shareholders providing the equity capital for Fraport AG and bearing the entrepreneurial risk. The Fraport Corporate Governance Code is revised each year (last revision on 14 December 2009) and can be accessed on the company's Internet site by clicking on www.fraport.com/cms/investor_relations/rubrik/2/2751.corporate_governance.htm

In accordance with German legislation, Fraport is governed by a dual management system:

The Executive Board manages the company with responsibility for sustainable growth in the interests of the company, i.e. taking account of the requirements of the shareholders, its employees and

the other groups associated with the company. It develops the strategic direction of the company, defines it together with the Supervisory Board and ensures implementation. The Executive Board is responsible for compliance with the statutory regulations and internal company guidelines and ensures compliance within the Group. The Executive Board also ensures appropriate risk management and risk controlling within the company.

The Supervisory Board appoints, monitors and advises the Executive Board. Fundamental decisions for the company require the consent of the Supervisory Board. The Supervisory Board has 20 members and has equal shareholder and employee representation. The shareholder representatives are appointed by the shareholders at the Annual General Meeting. The employees are elected by the employees in accordance with the regulations of the Co-determination Act. The period of office is five years.

Sustainability is relevant to executive salaries in the new remuneration system

In December 2009, the Supervisory Board adopted a new compensation system for existing Executive Board members effective from 1 January 2010. It is in accordance with the regulations defined in the Act on the Appropriateness of Management Board Compensation (VorstAG) that came into force in August 2009. The new compensation structure has an assessment period over several

Corporate control bodies



years and an option for setting a limit in relation to extraordinary developments. The system is therefore more focused on sustainable corporate development. Elements of the remuneration are linked to long-term criteria of employee efficiency, employee development and customer orientation. Parameters include employee and customer surveys, and future development of jobs.

Values management

A management system of values forms the basis of our actions. This assumes that neither criminal law nor a tight controlling system can entirely prevent illegal and immoral actions. It defines our moral standards. The objectives are strict compliance by employees with legal requirements, integrity toward gifts and payments, and loyalty to company interests. The Code of Conduct of Fraport AG is the benchmark and it is binding for all the employees. Since 2005, the code has been part of all employment agreements. Fraport expects compliance with these moral standards from the company's managers and employees, as well as from business partners.

Last year, Fraport AG introduced an additional information channel in the form of an electronic whistle-blowing system to implement anti-corruption measures. The whistle-blowing system supplements the existing function of the internal ombudsman in place for a number of years. Employees, customers and business partners can use the online whistle-blowing system to draw attention to misconduct. This includes cases of corruption, theft, damage to property, vandalism, fraud, identity theft, infringement of work safety regulations and breaches of the Code of Conduct. If situations of personal conflict arise, for example racism, right-wing extremism, bullying, or discrimination, they can also be reported anonymously to the ombudsman.

The electronic whistle-blowing system is also accessible to individuals outside the company. The attention of applicants bidding for contracts is drawn to the whistle-blowing system in the course of standard business processes. In October 2009, this system was introduced at the Bulgarian sites of the Fraport Group. Implementation at other subsidiaries is planned for 2010.

Balancing opportunities and risks

Fraport actively seeks and exploits opportunities if the extent of the desired benefits and the risks

The status of our company also depends on the extent to which we implement our values.

entailed are reasonably balanced. The controlled approach to risks is the primary objective of risk management.

This objective also yields the following principles for risk policy:

- _The risk strategy is agreed on the basis of the corporate strategy and must be consistent. This is because the strategy defines the extent to which entrepreneurial activities are associated with risks.
- _Risk management is integrated in routine business processes.
- _Risks are primarily managed by the organizational units that are operating at the specific locations.
- _The risk management process is intended to ensure that key risks are identified, continuously monitored and reduced to acceptable levels.
- _Active and open communication of risks is an essential success factor for the Risk Management System.
- _All employees of Fraport AG are required to play a proactive role in risk management in their sphere of operations.



Corporate Compliance even more strongly established

The subject of compliance – all the measures for guaranteeing observance of statutory regulations and internal rules within the Group – has increased in importance over recent years. Air traffic has always operated in a highly regulated environment. As an airport operator we are committed to compliance with numerous national and international regulations. We have developed our Corporate Compliance Management in order to take account of the increasingly complex statutory and regulatory requirements in the everyday routine. Since 1 January 2010, the central unit for “Sustainability Management and Corporate Compliance” has been responsible for the establishment and methodological development of the compliance system. This organizational step strengthens the systematic identification and effective control of compliance risks.

The new unit “Sustainability Management and Corporate Compliance” takes over responsibility for operational management from the Compliance Board established in 2008 and reports to the Chairman of the Executive Board. We also set up the Sustainability Board in 2008 to firmly establish sustainability business ethics within the organization.

Remaining in a dialog of partnership

Our airport has more diverse opinions than flight destinations. The attitudes range from euphoric enthusiasm to bitter opposition. The heterogeneous structure of our stakeholders and their aspirations require a complex process of stakeholder management and a large number of tools in order to continue engagement in the dialog of partnership.

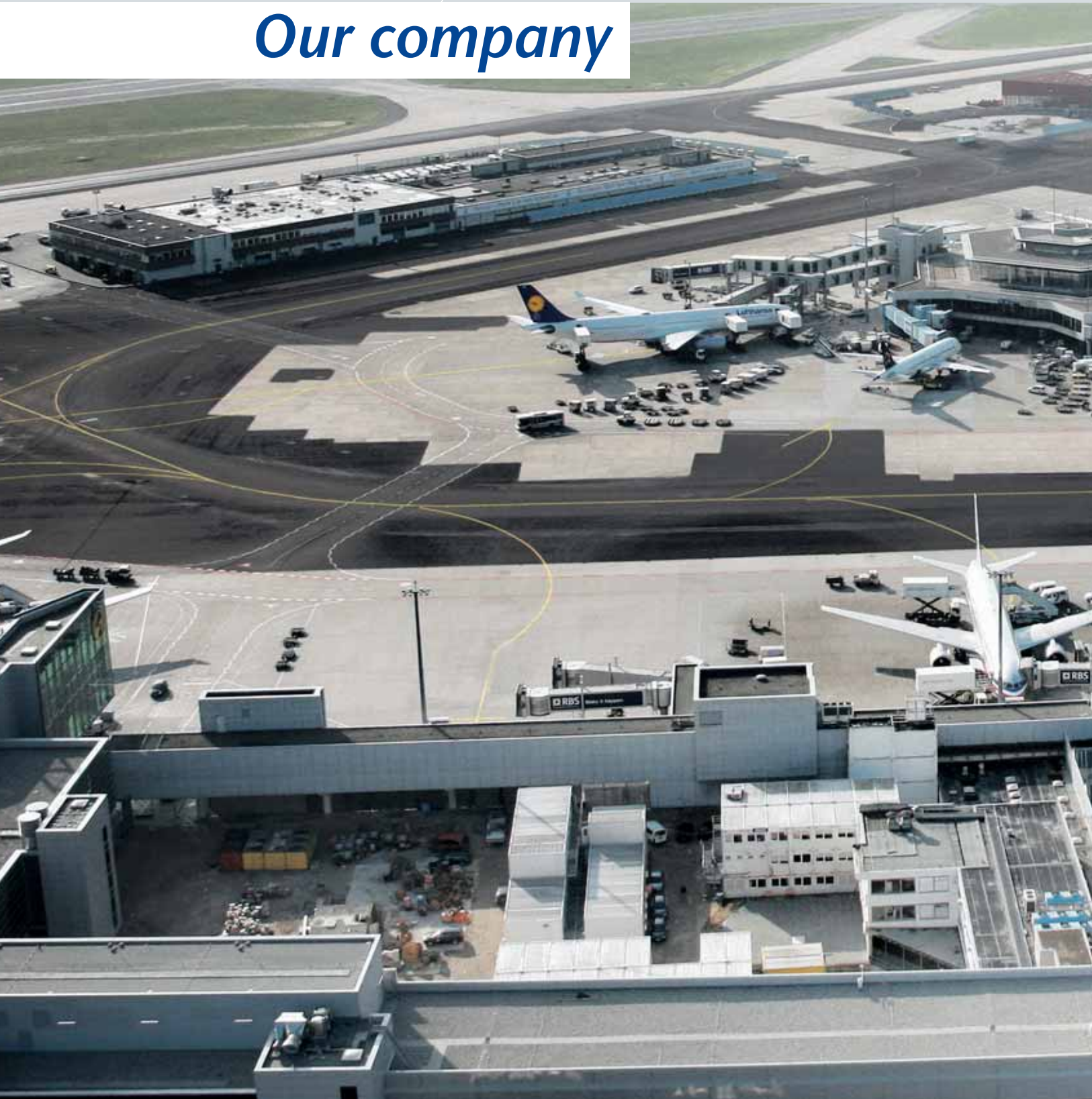
Fraport also pursues its interests through membership in the German Airports Association (ADV) and the Airports Council International (ACI) Europe and World. We cooperate proactively in the committees of these organizations to establish positions on issues relating to air traffic. These include position statements on projected laws and political initiatives. Involvement in the trade organizations enables Fraport to contribute its expertise to the development of political opinions. The company makes no financial donations to political parties or institutions.

Stakeholder management 2009

Stakeholders	Central issues of the dialog	Form of the dialog
Finance/Capital market	Business development Future perspectives Investments Financing requirement	Analysts/investors conferences; teleconferences and live audio webcasts for quality reporting; one on ones on roadshows and conferences; banker's day, annual report, quarterly reports, visual fact book; Internet, sustainability report, Annual General Meeting
Air traffic (Airlines, air traffic control, etc.)	Capacity requirement Expansion plans Services Charge regulation Development planning Environmental protection	Discussions with associations in the context of association memberships: German Airports Association (ADV), Federal Association of German Airline Companies (BDF), Board of Airline Representatives (BARIG), German Tourism Association (DTV), German Air Navigation Services (DFS Deutsche Flugsicherung GmbH); Review Board meetings with the airlines; Air Traffic Initiative for Germany; Airport Environmental Partnership; European Aviation Safety Agency (EASA), Association of European Airlines (AEA), Federal Air Traffic Controlling Office (BAF), Committee on Aviation Environmental Protection (CAEP), Airports Council International (ACI)
Employees/Unions	Jobs Business development Occupational health and safety Environmental protection Integration Collective wage agreements	14-day staff newspaper "Fraport live"; Skynet (Intranet Service); Extranet (for employees in Group companies, former employees, employees on leave, employees on parental leave, etc.); publications and information about services and packages offered by the company for employees (for example voluntary social benefits, agreement packages); employee newsletters from the Works Council and unions represented in the company; information and training programs (for example management program for engineers); implementation of energy saving days
Supervisory Board	Corporate strategy Economic environment Business development Investments	Supervisory Board meetings and meetings of the committees of the Supervisory Board
Management	Business development Corporate strategy Management and employees Values management Sustainability	Monthly management newsletters; regular lectures; discussion meetings with executive employees; management conferences; report on the company situation, membership in networks and associations (for example, User Council for Values Management; German Association for Risk Management; Center for Business Ethics; German Association for Sustainable Construction)
Region	Airport development Measures for reducing aircraft noise Noise abatement Environmental protection and nature conservation	Commission for Avoidance of Aircraft Noise; Forum for Frankfurt Airport and the Region (FFR): Exchange with heads of regional governments, community mayors, NGOs, academics, etc.; Newspaper "Start frei"; cooperation with environmental and neighborhood house; commitment/members of associations and initiatives, etc.; information visits from community councils; personal discussions with representatives of stakeholder groups (mayors, heads of regional government, etc.) in the region; exchange of opinions with different community groups on selected topics
Business partners	Planned investments/ expansion planning Planning allocations Environment protection	Supplier/manufacturer discussions in Germany and abroad; supplier days for German and foreign companies; information days with associations/representatives; Airport Environmental Partnership; User Committee (discussion circles with tenants and concessionaires); participation in exhibitions, exhibition stands; Stakeholder Engagement Group
Passengers and visitors	Customer satisfaction Customer aspirations	Customer barometer/passenger surveys; passenger advisory council; complaints management, written and electronic; feedback pillars in the terminal; Skytrax and Airport Service Quality (ASQ); visitor magazine; online portal for passengers; press releases
Media	Current issues Business development Development planning	Press conferences/press background discussions; Press office as contact point; website: press area as information and digital platform; Infobus for selected events; exhibition stands "Evening Round Table" with journalists; summer party for journalists
Politics and authorities	Statutory regulations Implementation of legal requirements Current specialist issues	Specialist discussions; expert debates; membership in thematic project groups and task forces (for example in the Federal Ministry for Transport, Building and Urban Development (BMVBS), Hesse Ministry for Economics, Transport, and Regional Development (HMWVL)); membership in initiatives and associations (for example Transparency International German Chapter); discussions with decision-makers in politics at international, national and regional level on selected topics; specialist statements on specific issues; membership in specialist networks, for example environmental Allianz Hesse, Environmental Forum Frankfurt, Sustainability Strategy Hesse

Our customers range from passengers, airlines to logistics companies and their needs vary enormously, but they have three core requirements: dependability, speed and an integrated transport network.

Our company



Our business

As an international airport group, we see ourselves as a full-service provider in airport management. We market services focused on passengers, baggage and goods transport, as well as flight operations.

Our areas of activity

Our business activities are divided into four segments: Aviation, Retail & Real Estate, Ground Handling and External Activities & Services.

Our locations

We deliver our services on four continents, in Europe (Frankfurt, Hanover, St. Petersburg, Varna and Burgas), Asia (Antalya, Riyadh, Jeddah, Xi'an, Delhi), Africa (Cairo, Dakar) and South America (Lima).

Our shareholders

The state of Hesse and Stadtwerke Frankfurt am Main Holding GmbH are our majority shareholders. Other major shareholders include a number of investment companies and Deutsche Lufthansa. Some 38.6 % of the equity capital is in free float.



We're flying ahead

Fraport AG is one of the leading international groups in the airport business and operates Frankfurt Airport as one of the most important air traffic hubs in the world.

As a full service-provider in airport management, Fraport AG operates on four continents through investments, joint ventures and subsidiaries. Frankfurt Airport is the main location of the company.

All expertise from a single source

The major airports of the future are far more than providers of infrastructure with air traffic, terminal and car park. They are Airport Citys, highly dynamic entities similar to cities with a large number of functions. The aspiration of the customers is that everything must work well. The less the location “feels” like an airport the better.

Fraport has been designed on these lines. Apart from the classic aviation services of flights, terminal operations, airport and aviation security, and ground handling, the portfolio of expertise marketed by Fraport AG also includes real estate and floor space development, airport retailing, facility management and intermodal links between air, rail and road. We market our services worldwide – partly through subsidiaries and investments.

Frankfurt Airport: integrated business model for perfect service

As the operator of the international air traffic hub in Frankfurt, Fraport is a world-class provider of integrated services with a global reputation. The advantages for our customers – airlines and passengers – are obvious. The high quality of services is based on a track record spanning many years of experience. Minimizing the number of interfaces and central contacts helps our customers to save time and money. However, the “integrated business model” at Frankfurt Airport is not an end in itself and has to adapt continuously to international competition. Continuous investments are as necessary as compliance with international standards in service areas.

The Pact for the Future 2018 created the platform at the end of 2009 to safeguard the future of the integrated business model for the years to come. Especially in the area of ground handling services, savings in benefits and administrative services, establishment of competitive wage scales and strict management of non-staff expenditure over the medium term will create competitive cost structures. This has avoided outsourcing and retained jobs at Fraport. The current structure will enable us to safeguard the future and empower us to offer travelers integrated ground handling procedures from a single source that will enable them to collect their baggage from the belt in record times. Airline companies will also benefit from short ground times.

The Group's operating business is divided into four segments: Aviation, Retail & Real Estate, Ground Handling and External Activities & Services. While the Aviation, Retail & Real Estate and Ground Handling segments are responsible for business processes at Frankfurt Airport, the Exter-

nal Activities & Services segment handles Fraport AG's activities outside Frankfurt along with IT and Facility Management services.

Aviation: comprehensive support from landing to take-off

The Aviation segment is responsible for flight and terminal operations of Fraport AG at Frankfurt Airport. This segment is also responsible for airport and aviation security and expansion of the airport. Last year, the segment generated revenue of € 683.7 million and made the biggest contribution to Group revenue at 34.6 %. The segment's EBITDA share was 21.0 %.

Flight and terminal operations, expansion

Fraport guarantees safe, efficient transport and operational processes in aircraft-movement areas tailored to customers' needs. Aviation Airside takes care of runways, guides the aircraft to their clearance positions and monitors aircraft noise, to name just a few of the functions carried out.

We work closely with the air traffic controlling authority to coordinate air traffic at the interface between the relevant areas of responsibility and to be able to respond quickly and strategically if an emergency occurs. Maximally smooth workflow of taxiing operations enhances safety, cuts down costs and reduces emissions. Continuous optimization is one of the central functions of this segment.

Aviation Landside comprises the management and development of the terminal facilities and passenger processes at Frankfurt Airport. These include 24-hour operational capability at the terminal for passengers and airlines, provision of terminal duty managers available 24/7 as contacts to meet the needs of terminal operation, passenger and information services, lost-property office and VIP support. We regularly survey passenger satisfaction concerning these services. We base optimization of our service package on the survey results.

The most important success factor for the segment is airport expansion encompassing all the associated opportunities and potential for profits. The core function is environmentally and economically sustainable achievement of the objective while also taking account of the needs of the local community.



Top priority: security

The security requirements are continually increasing – particularly in air traffic. Increasingly advanced technologies and rising numbers of personnel are deployed at airports to guarantee security for passengers, baggage, and freight. The security of personnel is also extremely important.

Fraport delivers all the services for airport and aviation security through the Strategic Business Unit Airport Security Management and the wholly-owned subsidiary FraSec Fraport Security Services GmbH.

The services directed toward aviation security are carried out on behalf of the German Ministry of the Interior. These mainly relate to checks on people and baggage. Maximum efficiency for checks has to be combined with a friendly approach to passengers – this is a function that we are focusing on more intensively in 2009 (see section "Customers", p. 38 ff.).

Airport security comprises the Airport Fire Service, including the Fire Service Training Center and operation of the Safety and Security Control Center. The control center is the central alert and alarm point for all security matters which activates the world-renowned emergency management system as appropriate.

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



Retail & Real Estate: the airport as a shopping mall and international business center

The Retail & Real Estate segment includes all activities and expertise of Fraport AG for commercial development and marketing of floor-space at Frankfurt Airport. In 2009, Retail & Real Estate generated EBITDA amounting to € 279.9 million which represented 50.6 % and by far the biggest share of total Group EBITDA.

Growth market airport retailing

High margins on earnings make retailing an important source of income for future-oriented airports. Retail business at Frankfurt is a key factor for commercial success. Over the coming years, we will be investing in the expansion and redesign of retail facilities at Frankfurt Airport to reflect this importance. The aim is to create attractive shops, restaurants and service packages. The expansion program is directed toward offering passengers an even bigger choice of quality products.

Frankfurt has the status of global benchmark for baggage management: More than 30 million pieces of departure baggage are handled each year – with a reliability rate of 99.83 %.

The airport as real estate

The central location of Frankfurt Airport in the surrounding region and in the international air traffic network gives it an ideal position as a retail center, representative offices for global companies and logistics operators. Real estate development and marketing therefore play an important role on the path to “Frankfurt Airport City”. All areas and real estate not required directly for flight and terminal operations will be strategically developed for businesses.

The development and expansion of the airport with the associated construction work are being carried out with a strong emphasis on the principles of sustainability. This concept starts with planning floor-space usage and traffic flows, and integration of public transport is also taken into account. The aim is to construct and operate buildings that are environmentally friendly and energy efficient.

Ground Handling: baggage transport at record speed

The high quality of services for passengers, baggage and aircraft is our benchmark in the Ground Handling segment. Conclusion of the Pact for the Future 2018 last year safeguarded the competitiveness of the segment for the coming years. The segment again made a significant contribution to Group revenue with revenue amounting to € 620.8 million. However, the EBITDA contribution in this personnel intensive area was low at 2.8 %.

Almost 50 years of experience in ground handling form the platform for meeting the individual aspirations of airlines. In Frankfurt, more than 8,000 employees contribute to delivering seamless handling for more than 100 national and international airlines. Frankfurt is one of the fastest major airports in the world – with a guaranteed transfer time of just 45 minutes. Cost efficiency and low energy consumption generally go hand in hand in this area. Smooth-running processes enable energy to be saved and emissions to be cut. Short ground times are an additional cost benefit for the airlines.

In addition to baggage handling, our services cover an array of activities ranging from ticket sales to transport of passengers, from tow-trucks for towing aircraft to the toilet service on the ramp, and in airfreight from transporting animals to handling hazardous goods.

We also provide the central infrastructure facilities for ground handling services at Frankfurt Airport – for example the baggage conveyor system measuring some 70 kilometers in length. The services form an essential element of the hub operations and guarantee dependable and punctual service for which Frankfurt Airport has a world class reputation.

Frankfurt is a leading European logistics center with airfreight totaling some 2 million tons each year. CargoCity North and South provide an excellent platform for this success: a comprehensive package of services located in an optimum infrastructure. More than 250 companies, including airlines, freight forwarders, express services and other service-providers benefit from the ideal conditions at CargoCity Frankfurt. Their infrastructure and processes have been set to make delivery and collection and goods handling as efficient as possible. The aim is to reduce the impact on the environment and keep the resulting goods traffic as low as possible.

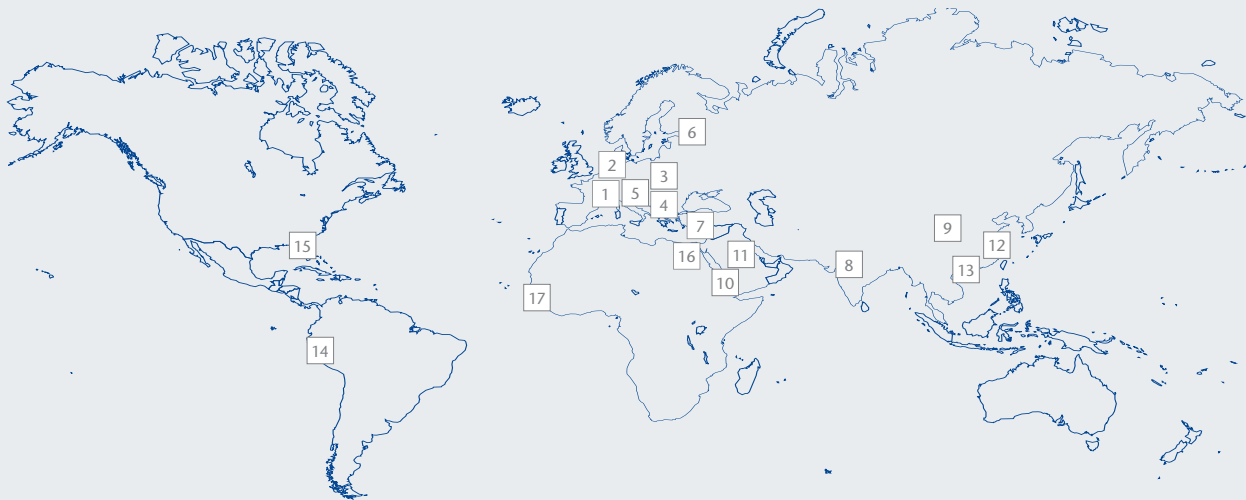
Frankfurt Airport is the biggest and most complex logistics center in Germany.

External Activities & Services: airport management worldwide

The External Activities & Services segment is essentially responsible for Fraport activities outside Frankfurt. External business is one of the biggest growth engines for the Fraport Group. The segment also carries out the IT and facility management services at Frankfurt Airport.

We market our “classic” knowledge assets as an airport operator for planning, design and operation of airports. We also market know-how in retailing, real estate development, information technology, environmental and security management.

Fraport activities worldwide



Europe

- 1 Frankfurt, Germany
- 2 Hanover, Germany
- 3 Varna, Bulgaria
- 4 Burgas, Bulgaria
- 5 Vienna, Austria
- 6 St. Petersburg, Russia

Asia

- 7 Antalya, Turkey
- 8 Delhi, India
- 9 Xi'an, China
- 10 Jeddah, Saudi Arabia
- 11 Riyadh, Saudi Arabia
- 12 Shanghai, China
- 13 Hong Kong, China

America

- 14 Lima, Peru
- 15 Orlando, USA

Africa

- 16 Cairo, Egypt
- 17 Dakar, Senegal

Fraport is a company with a particular commitment to sustainability. The company has been ranked in the FTSE4Good Index for ethical investments and in the Dow Jones Sustainability Index since 2006.

The expertise we have built up over decades has a global reputation and there is demand for these

assets throughout the world. Subsidiaries, joint ventures and management contracts are in active operation at 17 locations. Our commitment to sustainability therefore benefits other airports.

Our organization

The organization of Fraport AG is divided into four strategic business units, two service units and twelve central units (see chart).

A new central unit "Sustainability Management and Corporate Compliance" was formed on 1 January 2010 for concentration and improved coordi-

Our organizational structure

	Chairman of the Executive Board (CEO)	Executive Director Labor Relations (VA)	Executive Director Controlling and Finance (VF)	Executive Director Operations (VO)
Strategic business units	<ul style="list-style-type: none"> FBA Traffic and Terminal Management, Airport Expansion 	<ul style="list-style-type: none"> HVM Retail and Properties 		<ul style="list-style-type: none"> ASM Airport Security Management BVD Ground Services
Service units			<ul style="list-style-type: none"> IUK Information and Telecommunication 	<ul style="list-style-type: none"> IFM Real Estate and Facility Management
Central units	<ul style="list-style-type: none"> RAV Legal Affairs and Contracts REV Internal Auditing UEW Corporate Development UKM Corporate Communications 	<ul style="list-style-type: none"> NHM Sustainability Management and Corporate Compliance PSL Human Resources 	<ul style="list-style-type: none"> BET Global Investments and Management FCO Controlling FIR Finance and Investor Relations REW Accounting ZEB Central Purchasing, Construction Contracts 	<ul style="list-style-type: none"> KMA Customer Relations

Overview of the four Group Segments

	Shares of the segments in Group revenue for 2009 in % / € million	Shares of the segments in Group EBITDA for 2009 in % / € million	Share of Group employees in segments in 2009 in % / number
Aviation	34.6 % 684	21.0 % 116	31.6 % 6,315
Retail & Real Estate	18.4 % 363	50.6 % 280	3.0 % 604
Ground Handling	31.5 % 621	2.8 % 16	41.5 % 8,276
External Activities & Services	15.5 % 305	25.6 % 141	23.9 % 4,775

nation of all efforts directed toward sustainable development in the course of optimizing administrative structures under the “Fitness@Fraport2011” program (see section “Customers”, p. 38 ff.).

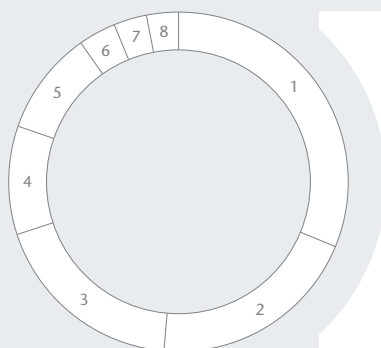
Our owners

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 companies mean that Fraport AG is controlled by these two shareholders. Further information on our owners and the Fraport share is provided in our Annual Report or under www.fraport.com.

Shareholder structure

on 31 December 2009*



1	31.52 %	State of Hesse
2	20.13 %	Stadtwerke Frankfurt am Main Holding GmbH
3	18.59 %	Free float
4	10.33 %	Artio Global Investors Inc.
5	9.93 %	Deutsche Lufthansa AG
6	3.58 %	Taube Hodson Stonex Partners LLP
7	2.98 %	Arnhold and S. Bleichroeder Holdings Inc.
8	2.94 %	Morgan Stanley

*Shareholdings of the shareholders relate to the last official publication pursuant to the Securities Trading Act (WPHG) or information provided by the shareholders themselves. The relative proportions of shares were adjusted to the total number of shares on 31 December 2009 and may therefore deviate from the value at the date of notification or from the data provided by the shareholders themselves.

Even in a difficult economic environment, we achieved a great deal last year and consistently improved the fundamentals for sustainable growth.

Business year 2009

Customers

Despite the economic crisis in 2009, more than 50 million passengers came to Frankfurt Airport as our guests and 1.8 million tons of freight were handled. And we launched numerous initiatives with the aim of enhancing our appeal.



Owners

Our shareholders are entitled to expect a sustainable increase in corporate value. We achieve this through value-based management.

Employees

We have retained thousands of jobs at Frankfurt Airport with the Pact for the Future 2018.

Environment and region

We want to make a positive contribution: Our environmental management has been granted certification and received awards. Noise abatement and dialog with the surrounding communities are the functions of executive management.

Community

We generated € 1.2 billion in 2009 to create substantial value added for our employees, the region, and the state.





Customers

Airline companies

From ANA to Yemenia Airways: Frankfurt provided services for 151 airline companies in 2009. Our biggest customer is Deutsche Lufthansa.

Passengers

In 2009, more than 50 million travelers were our guests and customers at Frankfurt Airport.

Retailers and restaurants

Frankfurt Airport has around 31,000 m² of retail space, and the portfolio of outlets comprises 230 retail units, supermarkets, restaurants and service-providers.

As a service company, we live and work for our customers. Their satisfaction is the platform for our success. Our aim is therefore to improve the quality of our services and enhance our responsiveness to our customers consistently, measured by national and international benchmarks.

More than 50,000,000 customers from all over the world – and just as many needs

An airport is a microcosm of global society. The whole world comes together on just a few square kilometers. All kinds of travelers from backpackers to VIPs, airline companies and logistics operators, gastronomy and retail, tenants of office premises and visitors. We provide the platform on which everything moves reliably, efficiently and inter-modally networked. The lower our profile in daily operation the better we like it. There's virtually no other place where so many varied, diverse and partly contradictory needs come together as here. Good customer management goes hand in hand with our sustainability principles. We work with our major customers to achieve this in a spirit of partnership.

Airline companies and the ups and downs of the global economy

The effects of the global recession resulting from the turbulence in the financial markets plunged the airline industry into a deep crisis in 2009. Apart from airports, the airline companies have also been severely impacted by the crisis. Global losses sustained by airlines are estimated by IATA (International Air Transport Association) at USD 9.4 billion for the year 2009. The crisis is speeding up the pace for structural changes. Out of a total of some 50 airlines leaving the marketplace since 2008, around 30 exits have been due to insolvency.* There have also been numerous mergers, takeovers and capital links. On the other hand,

Logistics operators

140 logistics companies are based at Frankfurt Airport.

* Source: Presentation by G. Bisignani, IATA Director General & CEO, on 15 September 2009.



Tunnel construction work for the new north-west landing runway

a recovery of the global economy will quickly launch the volume of passengers and goods on a new upward trajectory. The airline companies are trapped in a field of tension between pressure on costs, price competition and securing the necessary capacities for the upswing. The pressure on costs is being passed on by the airlines to airport operators, associated with demands for competitive prices, a continuing high level of service and expansion of our infrastructure.



Capacity expansion based on sound judgment

We are carrying out a comprehensive investment program up until 2015 to meet the needs of our airline partners. The core assets of this program are the new north-west landing runway and expansion and upgrade of existing facilities. The expansion is accompanied by a comprehensive package of measures that have been designed for environmental and social compatibility (see section "Environment and region", p. 62 ff.).

As beneficiaries from the expansion and modernization of Frankfurt Airport, the airline companies must also bear a proportion of the costs and we succeeded in obtaining an agreement to adjust airport charges during the years 2010 to 2015. The environmental components of rising charges for aircraft with higher noise and emission values (see section "Environment and region", p. 62 ff.) increase the incentive for airlines to operate quieter and more environmental-friendly aircraft.

Intermodality as a competitive factor

Expansion of the intermodal traffic network is important for our airline customers. The link with different forms of transport generates additional traffic volume. The high-speed rail link at Frankfurt is a particularly successful element in this transport mix. It provides important competitive advantages by increasing the catchment area for passengers and freight compared with other airports with no equivalent transport infrastructure. Intermodality also permits shifting of short-haul flights to rail, an option that offers environmental benefits and economic advantages. Airlines gain valuable slots for more profitable long-haul flights as a result.

We are also expanding the service level for our airline customers, for example through continuous improvement of airside processes which help airlines to save costs and reduce environmental impact.

Fitness@Fraport2011

We have to regularly optimize our structures and processes to increase productivity so we can offer competitive prices for our airline customers in Frankfurt. The Fitness@Fraport2011 program developed last year and Agenda 2015 (see p. 20) are directed toward giving the company a simpler structure, reducing interfaces and achieving synergy effects by changing the distribution of responsibilities and organizing more efficient relationships between business and service units.

We are improving our competitive prices and optimized service processes with Fitness@Fraport2011.

Frankfurt Airport: world of experiences for travelers and visitors

As far as our customers are concerned, they have another major aspiration beyond our “fitness” and this converges with our own interests: the satisfaction of their passengers, our travel customers. We provide the platform that facilitates the core business in the first place – flying. Travelers and visitors experience the time at the airport as a period between arrival and departure. This is time that people would like to make use of or experience something special. Time that can be wasted or structured in a creative way – for something rather special. The experience involves spending time in a different world, frequently not entirely without stress. The route to and from the airport should therefore be as short as possible, with a link to all possible means of transport. Direction finding inside the airport should be as simple as possible, the infrastructure should be complete. Visitors want to sense, see and enjoy the airport. Travelers want to have efficient processes, “an atmosphere of well-being”, space to rest and work, shopping options, a diverse selection of gastronomic opportunities, and access to the latest information. Expectations rise during times of economic crisis. At least when people are traveling, they want to be spoiled, feel safe and have no cares. The quality of service becomes an important competitive factor.

Listening, acting, quantifying

We have already taken a number of important steps toward optimizing our services for passengers. However, the highly competitive environment of air traffic means that we cannot remain satisfied with the status quo, we need to strive to make further improvements. According to a study carried out just two years ago by the British market research company Skytrax, Frankfurt Airport was still ranked at 94 out of approximately 150 airports assessed. This year we succeeded in improving our ranking to 21st out of 163 airports. You can access more detailed information by clicking on www.skytraxresearch.com

But we aspire to greater things. We use customer feedback and dialog in order to match improvements in service quality as directly as possible with tangible needs and to monitor progress. Customers can and should tell us about their opinions and ideas, on our home page, the new feedback pillars in the airport or on feedback cards. The customer advisory council is another important tool. Since 2006, this has been the link between passengers, visitors and Fraport AG. Members of the customer advisory council regularly go the airport incognito and contribute their experience proactively. This direct information enables us to address passengers' needs and improve processes. The customer advisory council meets up to four times a year. The period of office of a member of the customer advisory council is two years.

“Customer satisfaction is a key factor in the appeal of our hub for passengers and this makes it a key argument for job security.”

Dr. Stefan Schulte, Chairman of the Executive Board

Results of the Skytrax Airport Ranking worldwide (customer survey)

2007	2008	2009
...
...
...	...	21
...	...	Fraport
...
...	44	...
...	Fraport	...
...
...
...
94
Fraport
...

Customer management as a future mission

The new central unit “Customer Relations” develops, coordinates and manages binding quality standards for the provision of service to our passengers, from their arrival to their departure and vice versa. Improvements to customer services and new services – developed from feedback and requests put forward by our customers – are intended to consolidate and expand the position of Frankfurt Airport as an international hub in global air traffic.

Ultimately, passengers decide whether they want to fly via Frankfurt or transfer at some other airport. That’s why we need to continually put our service portfolio on the test stand and direct our actions even more intensively toward the needs of passengers.

From a quiet sanctuary to a children’s playground

We build on feedback and benchmarking in a process of continuous improvement for the services we provide throughout the airport complex. A new concept for quiet sanctuaries is intended to enhance the relaxation possibilities for transit passengers. We are expanding access to charging stations for laptop users and to Internet points, and for families we are expanding children’s play areas. Specially trained service agents are available to provide personal support day and night. They answer questions and give assistance if anyone is experiencing problems.



Ratings for our sanitary facilities have not been optimum and improvements are currently underway. The bath and WC facilities are being upgraded, a specialist service-provider and our quality assurance system are guaranteeing sustainable operation and a high standard of cleanliness.

Speed isn't magic

Fraport is also committed to continuous improvement in services on the operations side. The countdown for the planned baggage reclaim with time check has started. This innovation is intended to consolidate our leading position in baggage handling, and possibly even extend our lead.

The Short Connex Service Center (SCSC) at Gate B 52 is available to airline companies and their transfer passengers with a short connecting time between 30 and 60 minutes. If requested by the airlines, their customers can make use of all the options there for arrival and departure, including customs control and security checks. This system even permits passengers, whose flight was late arriving in Frankfurt, to catch their connecting flight. A package of this kind is only available at a few international airports and the design of the facility is quite unique. Even passengers with disabilities are able to benefit from the infrastructure. Lufthansa has revealed that the package offered and the quality of the Short Connex Service Center received a very positive reception from customers.

Not everything always fits under one roof

There are naturally conflicts of interest between the needs of our diverse customers. For example, we are presented with the dilemma that our airline customers would like to get the passengers to their gate as quickly as possible without any "diversions" while our retail customers would like as many passengers as possible to use their stay at the airport to make purchases – and airport shopping is indeed an essential item on the agenda for many passengers. A dialog has to take place here about finding practical solutions that everyone can live with.

"Security with a smile" *("Mit Sicherheit ein Lächeln")*

A friendly approach geared to service makes life easier for passengers, particularly in an environment where strict rules have to be complied with. That's why the project entitled "Security with a smile" was launched in aviation security. The checks have to take place. If our employees communicate this to passengers with respect, conviction and a smile, these passengers will feel they are being well looked after and a lot of stress will be avoided.

Particularly in the area of aviation security, a customer-friendly approach is an important competitive factor. As a consequence of the new contracts concluded in 2009, the functions pursuant to Article 5 Aviation Security Act will gradually be put out to tender within a socially acceptable framework. Fraport has to remain competitive in the marketplace. Customer friendliness is a big positive factor here and it can help to safeguard jobs. This approach is therefore in everybody's interests: customers, employees and the company.



Fraport CargoCity is home to more than 250 companies, mainly airlines, freight forwarders and express services.

Shopping mall for sophisticated aspirations

Passengers don't only simply expect good service and efficient infrastructure. A stroll round the shops, time out in a restaurant or café are all part of the airport experience for most travelers. This makes airports attractive places for retailers and restaurants. Rising passenger numbers mean that our retail customers are continuing to gain importance. The demand for sales space is continuing to grow, even in times of economic difficulty. Location and traffic flow are absolutely key issues for shops and restaurants. They also expect an atmosphere where passengers experience a sense of well-being.

We are building on systematic surveys of satisfaction as we develop our portfolio of retail and real estate opportunities to meet customers' needs. The "Customer Barometer 2009" confirms that the airport gains a very positive rating as a retail location. The future perspectives also range from good to very good according to 90 % of our customers. In particular, restaurants and retailers are looking to expand their businesses. However, the results also demonstrate that there is a need for improvement, for example in the quality of retail space and the elimination of disruptions and damage. We are also working on expansion of our terminal capacities and upgrading of existing buildings to meet the needs of our retail customers.

CargoCity on a growth trajectory

But retail outlets and gastronomy are not the only businesses interested in Frankfurt Airport. Frankfurt Airport is the biggest European logistics center for airfreight, and ranks among the top ten locations worldwide. Courier services, logistics companies and freight handlers are also interested in being located there. CargoCity North, head office of Lufthansa Cargo AG, and CargoCity South provide a comprehensive, advanced logistics platform. More than 250 airlines, freight forwarders, express services and other service-providers benefit from the ideal infrastructural conditions. Since CargoCity South was opened in 1996, more than 9,000 jobs have been created there. The complex covers an area measuring nearly 100 hectares and is divided into

_ a freight center for providers of handling services and

_ a freight-forwarding center used by numerous leading freight forwarders as a central loading and distribution location.

More than 130,000 m² of office space and some 355,000 m² of warehouse space have been created up to now. 28 aircraft positions are available.

CargoCity South also has its own freight rail station, a good platform for more intensive integration of rail into the transport of goods in future.

"Airport Zoo"

CargoCity North is also home to the most advanced animal handling facility at an airport anywhere in the world. The 3,750 m² facility provides accommodation for a wide range of different species: from a bee population to zebras, from thoroughbred race horses to elephants weighing several tons. Animal keepers and veterinary surgeons provide professional handling and care appropriate to the particular species during their stay in Frankfurt. Infrastructure, professional handling and compliance with all animal protection regulations are other reasons why Frankfurt Airport is the "Airport of First Entry" for importing animals by air throughout the European Union.



On the way to Airport City

The cargo division continues to grow in line with the buoyant demand. A further 27 hectares of space are being developed in CargoCity to accommodate advanced logistics companies. The concentration of the flows of traffic and goods in the center of Germany and Europe is acting as an engine of growth and steadily enhancing the appeal of Frankfurt Airport for new customers. In addition to the logistics sector, companies located near the airport or businesses operating in sectors with intensive travel requirements are increasingly looking to the airport for premises, as are complementary service-providers like hotels, restaurants and other catering and service businesses. This is increasingly creating a structure that is similar to a city and Fraport is growing into the role of the “city developer”. Gateway Gardens and the Airrail Center Frankfurt are creating urban districts for working and living in the immediate neighborhood. The inclusion of the Mönchhof site, located just seven kilometers away, completes the real estate portfolio of Fraport. The highest standards for sustainable development are applied in the development of the projects, for example in the construction and operation of buildings. The project of an Airport City is essentially in itself sustainable since it creates short pathways combined with the use of synergy effects.

Responsibility for the product

Despite all the development options and plans for growth, we never lose sight of one thing: our responsibility for our product from “A to Z”. The obligation toward our customers, society and the environment does not come to an end after we have created a new terminal, built a new landing runway or the passenger goes through the gate and gets on the plane. Our quality management and controlling systems, security management and many other services are directed toward ensuring that airlines, passengers, tenants and visitors can look back on a relaxing, trouble-free stay at Frankfurt Airport.

Owners

Creating value

Our aim is to pursue a business policy that is founded on sound principles. This will increase the value of the company and secure an appropriate return on the capital invested.

Fraport share

The Fraport share is a sustainable investment. And the only share of an airport operator that has succeeded in being listed in the most important sustainability indexes.

Dividend

We are pursuing a dividend policy of continuity irrespective of economic ups and downs.



In good hands

Flughafen Frankfurt/Main AG was partly privatized with the initial public offering in June 2001 after being an entirely publicly owned company up to that point. The company was rebranded “Fraport AG”. The State of Hesse and Stadtwerke Frankfurt am Main Holding GmbH are majority shareholders, around 38 % of Fraport shares are in free float. Other information on the shareholder structure is given on page 35.

The consortium contract between the State of Hesse and Stadtwerke Frankfurt am Main Holding GmbH means that Fraport AG is an enterprise controlled by these two shareholders. The shareholdings of Lufthansa and other private and institutional investors mean that private-sector principles play a role in the company management alongside public-sector issues.

The principles of good corporate governance mean that the rights of the owners to be involved and cooperate are clearly structured (see section “Our company”, p. 28 ff.). The Annual General Meeting and the Internet portal provide a very broad platform for all shareholders, including small shareholders, to gain information about the future development of the company. As a corporate control body, the responsibility for upholding the interests of the shareholders lies with the Supervisory Board. Information on the composition of the Supervisory Board, the committees convened by the board and the number of meetings held in 2009 are included in the Annual Report for 2009 on p. 174 ff.

Value and profitability

Apart from our key function within the national traffic network, the interests of our owners are directed toward safeguarding value and profit over the long term. This involves sustainable corporate development. Our aim is to continuously increase the worth of Fraport, i.e. create value, achieve a reasonable return on equity, and generate the financial resources that are required to finance future development. The attainment of the objective is measured by an array of indicators such as value added, ROFRA (Return on Fraport Assets), revenue and earnings.

Value-based management

Fraport has planned and managed the development of the Group in line with the principles of value-based management since 2001. The objective has been to generate a sustainable increase in corporate value. The central business and controlling parameter for this strategy is “Fraport value added”. This is calculated as the earnings parameter representing the difference between the cost of capital for the company (Fraport Assets x Average Cost of Capital) and EBIT (Earnings Before Interest and Taxes):

$$\text{EBIT} - \text{Fraport-Assets} \times \text{Average Cost of Capital} = \text{Value Added}$$

Cost of capital

A comprehensive description of the components and the methodology of calculating value added is provided on page 41 of our Annual Report 2009.

Development of value added in 2009

The future-oriented intensive investment activity at the Frankfurt site meant that the Fraport Group value added at € -61.6 million went into negative territory for the first time since the business year 2005. Along with the investment activities in Frankfurt, this negative value added was particularly affected by the decline in Group EBIT from € 359.2 million to € 290.4 million (based on the Annual Report for 2009, p. 42. For detailed information including value added generated by the Group segments, see p. 41 ff.).

Operating business and balance sheet

The operating business of Fraport is defined by the fact that we are operating in a growth market but the aviation industry is strongly affected by the consequences of global economic volatility. In our industry, growth requires significant advance investments in creating a location that is attractive and profitable from the airlines' perspective. However, economic cycles and investment requirements are not always synchronous. We are continuing to consistently implement our expansion program even during the current economic crisis. This is directed toward sustainable development but we are making timeline adjustments where this is appropriate. We are therefore accepting certain pressures on our income statement and balance sheet structure over the short term and medium term. However, the long-term profitability of the Group is absolutely secure.

The investments in expansion are reflected in the strong rise in the balance sheet sum and the decline in equity ratio since 2007. The global financial crisis has entailed negative consequences in the real economy that have also impacted on our business. Revenue, EBIT and Group profit for the year fell back as a result. This is regrettable but measured against the concurrent problems also in our industrial sector we have managed to maintain a good performance and keep to the long-term trajectory that has been charted.

Since our stock exchange debut, we have also been more intensively engaged in implementing a portfolio strategy for marketing our know-how through international subsidiaries. These measures are meanwhile also being positively reflected in the financial figures.



Development of value added in 2009 (€ million)

	2008	2009
EBIT	359.2	290.4
Fraport assets	3,419.1	3,705.6
Cost of capital before taxes	341.9	352.0
Value added before taxes	17.2	-61.6
ROFRA	10.5 %	7.8 %

Revenue and earnings in 2009

In the business year 2009, the Fraport Group generated revenue amounting to € 1,972.6 million. In a year-on-year comparison, this represented a decline of € 129.0 million or 6.1 %. Adjusted by the effects arising from the sale of shares in investments, revenue in the Fraport Group at € 1,957.5 million was some € 38 million (1.9 %) below the equivalent previous year value.

The decline in revenue at the adjusted level was mainly driven by lower traffic volumes at the Frankfurt site compared with the previous year and a reduction in price for ground handling services. Alongside other factors, the main driver for the upward trend in revenue and earnings were the increase in airport charges at Frankfurt Airport on 1 January 2009 and the international activities of the Fraport Group. International investments made a positive contribution to revenue and earnings development, in particular the business activities of the subsidiaries in Lima and Antalya and the management contract concluded in Saudi Arabia (Riyadh and Jeddah) in the business year 2008.

Group EBITDA at € 552.9 million was € 47.8 million below the value for 2008 (–8.0 %). The low air traffic figures in a year-on-year comparison at Frankfurt Airport were responsible for the setback. Adjusted for one-off and consolidation effects, EBITDA amounted to € 536.0 million and therefore fell short of the previous year figure € 45.8 million (–7.9 %). The unadjusted EBITDA margin fell back slightly from 28.6 % to 28.0 %.

The sustained investment activity at the Frankfurt site increased depreciation and amortization in 2009 from € 241.5 million to € 262.5 million. The impairment on Frankfurt-Hahn Airport in 2008 (€ 22.9 million) was offset by an impairment in ground handling services amounting to € 20.0 million and an increase in depreciation and amortization due to the higher pro rata consolidation of the Antalya investment. As a result, EBIT came down substantially by € 68.8 million to € 290.4 million (–19.2 %). After adjustment for one-off effects, EBIT fell back by 24 % to € 281.9 million.

Group profit at € 157.3 million was € 39.6 million below the equivalent previous year value (–20.1 %) due to the slowdown in operating performance and the one-off payment in connection with the investment in Manila in 2008. Basic earnings per share therefore slipped by € 2.07 to € 1.64.

Supplementary information on the development of revenue and earnings is provided in the Annual Report 2009, p. 50 ff.

Indicators of the Fraport Group (data is provided in € millions unless otherwise stated)

	2003	2004	2005	2006	2007	2008	2009
Revenue	1,834.3	1,998.1	2,089.8	2,143.9	2,329.0	2,101.6	1,972.6
EBITDA	456.2	509.6	542.5	578.4	580.5	600.7	552.9
Group profit for the year	118.4	141.9	168.4	239.1	228.2	196.9	157.3
Balance sheet total (at Dec 31)	3,644.5	3,664.5	3,975.9	4,333.6	5,764.9	6,578.4	8,657.0
Equity ratio (in %)	51.7	53.8	52.2	51.8	41.6	36.5	28.2

Effect of expansion on the balance sheet

Investments made by the Fraport Group totaled € 1,438.3 million in the business year under review. Compared with the previous year, this is equivalent to an increase of some € 680 million. Key factors in this development were the high level of investments at the Frankfurt site, investment in financial assets, and reporting the acquisition of further shares in the company operating Antalya Airport.

Compared with the business year 2008, the balance sheet total of the Fraport Group went up from € 6,578.4 million to € 8,657.0 million during the year under review, representing an increase of some 32 %. This rise was mainly brought about by the increase in current and non-current assets and the rise in long-term financial debt.

The equity capital of the Fraport Group worth € 2,582.9 million was € 14.7 million above the value of the business year 2008 (+0.6 %). The main cause of the slight increase was the transfer of the profit of Fraport AG not earmarked for the payout to retained earnings. The sale of the shares in Frankfurt-Hahn Airport also resulted in a decline of minority interests in equity. Less the balance sheet profit and minority interests, 39.7 % of non-current assets were therefore covered by equity capital (ratio of 48.0 % for the previous year). The equity ratio at 28.2 % was therefore some eight percentage points below the previous year value. Further information on the income, asset and financial situation are included in the Annual Report 2009, p. 57 ff.

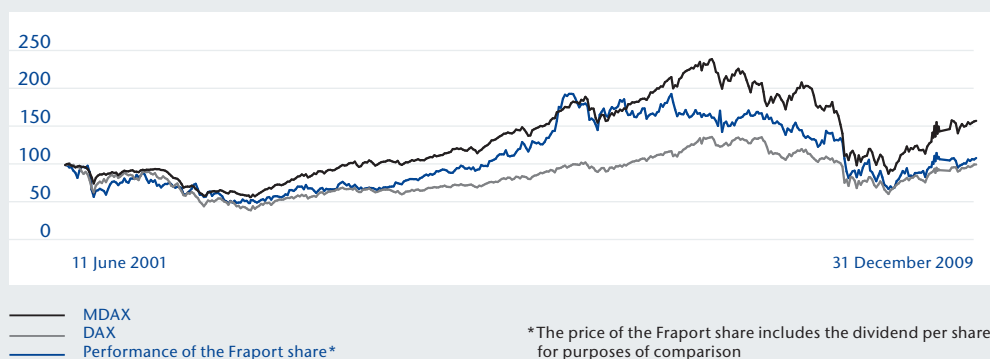
The Fraport share

After the share price underwent a two-fold increase up to the year 2006/2007 following its launch in 2001, the share fell back as the economic crisis gathered pace and eventually went below the issue price. The share price tracked the MDAX Index, which is a listing of mid-sized companies in Germany quoted on the stock exchange. However, the share proved to be volatile as a consequence of the value-based long-term perspective for the share in the eyes of investors.

Over the past year, the Fraport share developed positively overall in line with the DAX and MDAX share indices. Although the share again came under significant pressure at the beginning of 2009 and reached a low for the year at € 22.46 per share in March, it underwent a significant recovery as 2009 progressed and closed the year 17.4 % up on the beginning of the year at € 36.28. The performance of the Fraport share therefore essentially tracked the performance of the DAX (+23.9 %), but underperformed against the MDAX (+34.0 %). Overall, the performance of the Fraport share remained within the performance framework of European competitors of Fraport AG. Similar annual performances were recorded for these operators: +9.6 % in the case of Vienna Airport, +24.8 % of Zurich Airport, and +16.4 % for the share of AdP (owner of the three airports in Paris, Charles de Gaulle, Orly and Le Bourget). At the close of the year, the market capitalization of Fraport AG was some € 3.3 billion (see Annual Report 2009, p. 61).



Share price performance (in %)



Dividend

	2003	2004	2005	2006	2007	2008	2009*
Dividend per share (in €)	0.44	0.75	0.90	1.15	1.15	1.15	1.15
Dividend yield in %	1.9	2.4	2.0	2.1	2.1	3.7	3.2

* Dividend proposal

In the business year 2009, the Fraport share was again listed in the most important sustainability indexes DJSI STOXX, DJSI World und FTSE4Good Index, providing confirmation of Fraport's sustainability credentials. A listing in these indexes is only given to companies which act as a role model in their sustainable corporate management in the areas of economy, ecology and social responsibility.



The SAM Group (Sustainable Asset Management) and auditing company PwC (PricewaterhouseCoopers) included Fraport in the Sustainability Yearbook for the third time in succession in January 2010. Fraport is awarded the accolade of "SAM Silver Class 2010" in the Yearbook (previous year: "SAM Bronze Class").

Dividend

We continue to pursue a consistent dividend policy and the Supervisory Board and Board of Management of Fraport AG intend to propose to the Annual General Meeting for 2010 that the dividend is retained at the level of the previous year in the amount of € 1.15 per share. The payout ratio is 60.4 % in relation to the annual profit for the year of € 175.7 million generated by the parent company (Fraport AG). The payout ratio is 70.8 % in relation to the Group profit of € 150.0 million for the year, which is attributable to the shareholders of Fraport AG. The comparable previous year figures were 63.7 % and 55.7 % respectively.





Employees



Job security

"I see Fraport as a very socially oriented employer. The conclusion of the trilateral aviation security contracts means that my job continues to be safe."

Petra Franz, section ASM-LO2,
Aviation security



Family friendly approach

"As a single mother, I very much appreciate the flexible working hours and the emergency support in the flexible "Fluggi-Land" childcare facility if I suddenly don't have anyone to look after my child at short notice."

Marie-Cecile Mehl, section FBA-AT42,
Information services

By the year 2020, expansion will have created around 25,000 new jobs at Frankfurt Airport alone.

The positive development of our company is driven by the performance of our employees. Their skills, their commitment and their approach form the platform for the satisfaction of our customers and for our success. A profile as an attractive employer is therefore absolutely essential for the image and competitiveness of the Fraport Group.

However, this is about more than simply ensuring the success of our company. Fraport has a long tradition as a company with a social perspective and a partner-centered approach. Our aim is not simply to be a big employer in quantitative terms. We also want to be just and fair by rewarding our employees for performance and commitment. This involves giving them fair wages and salaries, and a package of benefits that goes beyond pay. We offer a high level of job security based on collective wage agreements, career and personal development options, and a highly developed corporate ethic defining the management style.

The development of Fraport is directed toward growth, even if the current economic crisis has slowed down the upward trend over the short term. We will therefore be in a position to offer more people a job in the future. But those people who are already working at Fraport are supposed to “grow” – the personal development of each employee is important to us. This is necessary because demographic change will lead to a shortage of skilled personnel in the labor pool and we need an employment policy that makes us an equally attractive employer for young people at the start of the career ladder, as well as experienced and older people. We are continually working to create a balance between the commercial interests of the Group and employees’ individual lifestyles. Flexible working hours within the framework of operational constraints, an employment policy based on partnership, and a broad range of training and career development packages also play a role, in common with getting the work-life balance right and enabling people to combine a career with family life.



Pact for the Future 2018

“Naturally, we had to make concessions. But my monthly wage has been secured. And our jobs are safe, too. That’s a fair compromise as far as I’m concerned.”

Matthias Wollny, Baggage supervisor, section BVD-IG2

Employee figures for 2009: drop due to disposals

In 2009, the Fraport Group employed an average number of 19,970 employees (excluding apprentices and employees on leave); this is 3,109 fewer than in the previous year. The decline was mainly caused by the sale of our personnel-intensive subsidiary company ICTS Europe on 1 April 2008 and the disposal of our investment in Frankfurt-Hahn Airport on 2 February 2009. Limited adjustments also had to be made to the number of employees to reflect the decline in traffic volume. This was particularly the case in aviation security services and in ground handling services at Frankfurt Airport (see also Annual Report 2009, p. 63) – the key reason why the number of employees at Fraport AG also edged down from 11,557 to 11,306. The reduction was achieved through natural fluctuation and there were no redundancies for operational reasons. The number of Fraport apprentices was constant at around 320.

The statistics in the table below are also derived from Group data. However, these figures relate to a reference date and they are based on the data from the 14 companies with the highest number of employees in the Fraport network of companies (= 99 % of all Group employees). They include subsidiary companies with all their employees even if the companies are only partially consolidated. This permits an appropriate calculation of indicators. The relevant absolute personnel data are presented in the appendix of data, p. 82 ff.

Performance and incentive-based remuneration with social element

Fraport AG introduced a performance-based remuneration system in 2001, which supplements pay based on the public service wage scale. A systematic performance appraisal for every employee forms the basis for the annual performance-based extra payment – partly based on the attainment of individually agreed targets. The performance bonus linked to the earnings generated by the Group varies from year to year.

Each employee receives an annual non-cash benefit representing a share in the success of the company – 600 euros for 2009 – in the form of vouchers for goods, travel, or fuel at the company's staff filling station. The colleagues providing winter services under arduous conditions also received an additional bonus of 100 euros in 2009.

Around 55 % of our employees, including employees from nine subsidiary companies, also participated in the employee share program, enabling staff members to purchase Fraport shares at preferential conditions. It is an expression of our efforts to allow employees to participate in the long-term success of our company.

Apart from payment, employees of Fraport AG also enjoy special social benefits. These include the public service supplementary pension for retirement or the benefits provided by our Staff Provident Fund, which makes contributions to health scheme premiums and provides subsidies for glasses, crowns and dentures, and other medical aids. If necessary, benefits are also available to spouses, children and surviving dependents of former employees.

From flex time to life-long working time

Apart from pay and social benefits, working conditions also play a major role for workplace satisfac-

Employees 2008/2009

Average annual number of employees	2008	2009
Fraport Group (total)	23,079	19,970
therein: Fraport AG	11,557	11,306
therein: in Frankfurt	17,996	17,441
therein: outside Germany	4,542	2,209
by segments		
Aviation	6,674	6,315
Retail & Real Estate	594	604
Ground Handling	8,443	8,276
External Activities & Services	7,368	4,775

Fluctuation at Fraport AG (core employees)

	2008	2009
Notice served by employee	91	49
Notice served by the company	11	8
Retirements	41	32
External new hirings	138	73

Employee satisfaction “satisfactory”

In August and September 2009 – still against the background of the serious economic crisis and the uncertain negotiations about the future of the ground handling services – for the tenth year and for the fourth time in the Group we surveyed the satisfaction of our employees.* The barometer survey generated a feedback rate of 52 % (previous year 55 %) and the result indicated a differentiated range of opinions in nine dimensions at Fraport AG. The dimensions range from “working atmosphere”, through “expertise of the supervisor” to “job security”. The results were published in the internal Fraport “Skynet” Intranet service. Despite the uncertainty about future development in sub-units of the company, the overall score for Fraport AG and the Group remained virtually unchanged at “satisfactory”. The detailed analysis is intended to provide points of reference for the areas where improvements are a top priority.



tion. Flexible working hours that make it easier to combine career and private life are becoming increasingly important for employees. Companies also benefit from variable working time models. They allow seasonal or cyclical fluctuations to be accommodated and contribute to retaining personnel resources. Fraport meets the requirement for flexible working hours with a large number of working hour models that range from flex time and part-time working, through teleworking, to ideal duty roster for shift workers. In 2009, 1,962 employees or 16.2 % of the workforce were working within part-time employment models (including phased-in retirement), throughout the Group the figure was 2,869 or 14.0 %. The life-long working hour account has also attracted a great deal of interest. The hours of overtime worked, residual vacation time, and other time credits are credited to this account at the request of employees. If internal workflows permit, extended periods of paid leave are possible or the time credits can be converted into early retirement.

Success based on partnership

The development of Fraport demands continual adaptation and optimization of the working environment for our employees. These adjustments are required to take account of the long-term growth trend and short-term setbacks such as the current economic crisis. We adopt an approach based on partnership for all issues, whether they are about pay, social benefits or working conditions. Since 2002, the concerns of employees working in the subsidiary companies are addressed by the Group Works Council. Cooperation with

employee representatives takes place based on principles of mutual trust and transparency, in the context of a dialog among equals.

Last year was particularly challenging in this respect. This is because the non-operational framework conditions in the company were renegotiated against the background of the urgent need to develop long-term and robust structures for the operating units. In this connection, the collective wage agreement for the public services (TVöD) was supplemented by a sector-specific amendment. The fact that this resulted in a satisfactory outcome without any strike action bears testimony to the culture of co-determination that exists in our company. The “Pact for the Future 2018” was concluded between Fraport and the Works Council of Fraport AG at the end of 2009. This agreement is a success story based on mutual cooperation. It keeps the individual income of all employees at the current level and also involves the gradual reduction of non-wage benefits from 2010 and the introduction of new wage scales to safeguard the competitiveness of ground handling services (see section “Our company”, p. 28 ff.).

“The willingness of the entire workforce to accept financial cuts made it possible to retain ground handling services within the Group.”

Dr. Stefan Schulte, Chairman of the Executive Board

* The Group Barometer covers Fraport AG, eight subsidiaries at the Frankfurt site and the employees at the international locations in Lima, Varna and Burgas.

Equal opportunities, diversity and work-life balance between career and family are key elements of our employment policy.

An important stage in structuring the working environment was achieved at the end of 2009, with the company agreement for the Group agreed with the Works Council on workplace conduct. The agreement defines principles for freedom from discrimination, cooperative conduct based on partnership at the workplace, equal opportunities, promotion of women into management positions, and diversity. The content is monitored by an Equality Officer working within the portfolio of the Executive Director Labor Relations. If there are any breaches of the code, the Equality Officer decides on sanctions that range from an interview to explain the workings of the code up to the sanction of dismissal.



Equal opportunities at the workplace

We implemented the “Company Agreement for Equal Opportunities for Women and Men” as a guideline for our actions in the company with the aim of strengthening the position of well-trained women with high levels of expertise and personal qualities. Fraport AG is applying the concept entitled Total E-Quality Method (TEQ) in order to achieve equal opportunities for men and women. We have also been making strenuous efforts to

appoint more women to management positions for many years. Our participation in a Cross-Mentoring Program implemented across the Group is directed toward this objective. The aim is to support women in management positions by expanding their management expertise through the mediation of a mentor. In 2009, Fraport set up six “Tandems” based on mentoring within this program.

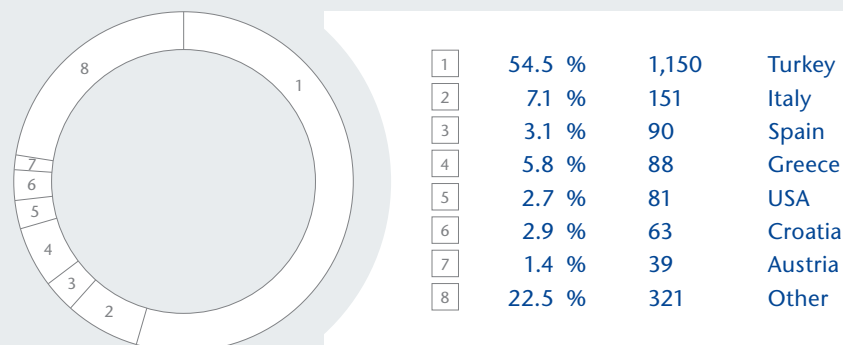
The proportion of women working at Fraport AG was 18.7 % in 2009. Across the Group this figure was 23.0 %. The proportion of women in management positions at Fraport AG amounted to 17.6 % and the proportion was 25.8 % across the Group.

Packages to facilitate an improved work-life balance combining career and family life in the private sphere also promote equal opportunities. The Family Service offers advice and support on caring for children and relatives. The advice ranges from extra learning support for children to caring for elderly parents. At Frankfurt Airport, the “Fluggi-Land” childcare facility provides flexible care for children. Parents can also take advantage of this care at short notice. The daycare nursery is open seven days a week from 0600 to 2200 hours.

When it comes to equality, we also do something for men, more precisely for fathers. The aim is to avoid fathers suffering from anxiety about a downturn in their careers. Fathers on parental leave should be a normal occurrence at Fraport. These activities are beginning to bear fruit. Up to now, an average of some 150 employees a year were released on parental leave, and up to five of these employees were men. There are already 25 during the current year.



Foreign employees at Fraport AG by country of origin



The united nations of Fraport: Diversity and integration are a reality

We extend our implementation of social responsibility beyond structuring the work conditions in the company. Tolerance toward each individual and the cultural, religious and ethnic diversity of a workforce made up of 74 nationalities are important to us. Fraport respects and values the individual religious perspectives and is committed to religious diversity. The annual “Abrahamic Celebration Festival” held at the airport conveys a clear signal on this issue. This is a joint event between Jews, Christians and Muslims. It gives people, who are adherents of these three global religions, the opportunity to come together in their faith and learn about each other.

Another key concern for us is the position with regard to employment for disabled people in our society. This is still a problem – despite statutory requirements and obligations for companies. We take our responsibility as a socially motivated employer very seriously. The proportion of disabled employees is 10 % and the level of integration of people with disabilities at Fraport AG has been significantly above the statutory minimum average of 5 % for many years. The personnel-intensive subsidiary FraSec concluded an agreement on integration of people with disabilities in 2009.

Training and career development: Good for us, good for everyone

One of the key objectives of our personnel policy is to attract talented and motivated young people to our company with high-quality training packages. Our aim is to develop their innovative potential for the future of the Fraport Group. The consequences of the shortage of skilled employees are already tangible and we are making strenuous efforts to mitigate the effects by consolidating the performance and capacity of our older employees over the long term. The expertise and experience that they have accumulated over a career spanning many decades will be indispensable for our future competitiveness. Career development is one of our responses to the demographic and social change. We want our employees to retain their ability to continue working by helping them to gain additional qualifications and offering them opportunities for development. Each year, we invest a total of some € 18.1 million in training and career development of our employees.



Training center Airport

Any entity engaged in motivating, training and qualifying young people is making a contribution toward social stability and driving forward economic development. Fraport meets its responsibility by training teenagers and young adults and enabling them to obtain qualifications. As one of the biggest companies carrying out training in the region, we structure a differentiated package of training places, designed to appeal to young people with a diverse range of starting points: students with the standard school diploma or university entrance qualifications. We also cater for unemployed young people with integration deficits. Every year 110 apprentices are accepted in training programs and this trainee quota formed an integral part of the “Pact for the Future 2018” agreed with binding effect. Up to the end of 2018, we will also be offering all apprentices, who show personal commitment and have appropriate skills, a fixed-term employment contract for one year after they have passed their final examinations. The Pact for the Future also offers the opportunity of taking up a permanent job at the end of that year.

On 1 September 2009, another 110 Fraport apprentices started their training for six commercial and 15 technical apprenticeship vocations. The quality of training is reflected in the good results of the final examinations. Virtually all Fraport apprentices pass their exams and the results are frequently an entire grade better than the average grade obtained by other students. The proportion of apprentices dropping out is only 5 %. Training is continually adapted to the needs of our company.



Investments in the education of young people are investments in the future.



The special feature of a Fraport apprenticeship is that an apprentice's training has a dimension with international experience. We have gradually been able to increase the number of student interns abroad and we are now able to offer a large number of apprentices an internship abroad.

Combined studies are becoming increasingly important such as the combination between a practical on-the-job apprenticeship in the company and a course of studies at a university of applied sciences, or a university offering a dual course of studies with the aim of obtaining a bachelor's degree. A choice of seven different courses of study is available.

Overall, we have an impressive track record for training. Between 1990 and the end of 2009, 1,753 young people had received training at Fraport. 60 % of those former trainees are still working in the Group today.

We cooperate closely with schools and universities in the region. In 2009, we were able to give some 150 school children an insight into the world of work. 90 student interns came to Fraport and 57 students were able to write their dissertation at Fraport.

Developing opportunities: Ten years of "Mobile Youth"

Alongside the standard training packages, we have also been training 24 young men to be baggage handlers each year. These young people would otherwise have very few opportunities to undertake a vocational training and obtain a qualification. After completing the two-year training, they have the opportunity to take a public examination and obtain a qualification. "Mobile Youth" is a program run by the Federal Government and we work together with the Federal Employment Agency to help young men to qualify for making the move into the world of work.

Since the start of the program, 150 young men have taken up jobs after successfully completing their training and 54 are currently undergoing training. The success rate for the program is 80 %.

From university to Fraport

The Trainee Program geared to securing the next generation of technical specialists and managers was also continued. In October 2009, 15 trainees started at Fraport. Young people in the Trainee Program gain experience in three departments, one of them abroad. The program lasts for one year and facilitates the move for graduates from a wide range of different backgrounds into working at a company. A total of 139 trainees have passed through the program since 1996 and 60 % of them are still working for Fraport AG.

Life-long learning

One period of training is no longer adequate for a person's entire career. Technological progress and social developments mean that all employees have to engage in life-long learning. We support this need at Fraport with dedicated career development programs for all areas of activity and career phases. Particular emphasis is placed on self-guided learning. This approach also takes account of the age structure of our workforce. The average age at Fraport AG is 42.8 years, and the average age at all German sites is in fact still 40.5.

The Fraport College and the Fraport Academy provide specialist staff and managers with a wide range of tailor-made courses delivering further training in specialist subjects. They also run interdisciplinary seminars and workshops dealing with issues relating to management, communication and intercultural expertise. Fraport AG supports employees following a program they have selected themselves with self-guided learning. This is supported, e.g. by e-learning or the Qualification Card. The latter comprises IT and foreign language courses, and seminars on personality development and business administration. The company bears the cost of the course fees. In 2009, Group employees spent an average of four days undergoing career training.

Knowledge and ideas management

Apart from access to new knowledge, it is also important for a dynamic company to safeguard the collected knowledge assets of its employees. Appointing new people to specialist and managerial posts is always a huge challenge, irrespective of whether a person has retired or moved on to take up another post. Knowledge "relays" are used at Fraport to prevent knowledge and experience

An answer to a question: Peter Schmitz, Executive Director Operations

How important is occupational health and safety at Fraport?

“Very important. A lot of employees work under adverse weather conditions involving cold, heat and rain. Because our customers’ aircraft only earn money when they’re in the air, there is continual time pressure to maintain the quality of the transit function at the Frankfurt hub. Ideally, times would be improved. We have to ensure that this pressure is not at the expense of employees’ health.”



draining away from the company. These are processes of moderated knowledge transfer.

Other modules of Fraport knowledge management include the Golden Pages, an expert network of 270 colleagues, and an in-house “Sky-wiki” knowledge portal with 570 registered users and 2,700 articles.

Using the available knowledge of all employees is also the starting point for ideas management at Fraport. The collective pool of creativity is bundled in the Company Suggestion Scheme. Ideas that are actually implemented are given an appropriate reward. In 2009, 669 ideas were submitted and 121 achieved a benefit of approximately € 783,000. Total bonuses in the order of € 232,000 were paid out.

Occupational health and safety

More than two thirds of our employees work in shifts. Many of them work outside in the open air and some of the time they are subject to very tough weather conditions. Many activities are physically demanding and the time pressure we are all subject to contributes to stress. Daily contact with many thousands of travelers also exposes employees to health risks such as SARS or more recently H1N1. Risks of this nature entail a particular responsibility to look after the health of our workforce. Fraport has defined the objective of looking after the physical, emotional, and psychosocial well-being of its employees by a range of comprehensive measures directed toward promoting preventive health and safety over the long term. Another function relates to developing holistic health concepts that are tailored to the specific needs of an aging workforce.

In order to reflect the major importance of the subject, two sustainability targets were defined for occupational health and safety in the strategy taking us to 2020:

_We want to increase our health rate.

_We will bring about a continuous reduction in the number of work-related accidents.

The operating units bear overall responsibility for implementing these targets within the Fraport Group. They are supported by the occupational health and safety team which is part of the portfolio held by the Executive Director Labor Relations. He is responsible for convening the Job Safety Committee which meets regularly to provide advice and coordinate the goals, strategies and measures relating to occupational safety and accident prevention across the Group. All employees at the German sites are represented by occupational health and safety committees.



We are currently looking at new technology that will enable soft items of baggage to be lifted using a vacuum lifting tool.

Prevention is better than healing

Preserving and promoting the health of our employees is a top priority at Fraport. The company health management team at Fraport AG has developed a package of prevention programs and information packs to support this aim. Apart from regular check-ups by the company medical team, our employees benefit from flu vaccinations and tailor-made prevention programs. They learn about measures for protection against noise and receive valuable advice on a variety of health-related subjects including ergonomic design of computer workstations.

The health prevention program also addresses other health risks related to personal lifestyle. General information is also provided on leading a healthy life and health hazards presented by HIV/AIDS or noroviruses. The program for giving up smoking is a big success with more than 700 smokers already having been turned into non-smokers.

Employees working in ground handling operations are subject to heavy physical loads while carrying out their work. Strategic action has therefore been taken to prevent back problems. Employees working in this area have to take part in a mandatory program to teach them how to lift and carry properly. They also have the opportunity to join various training programs designed to strengthen the muscles of the back. This includes the campaign for back therapy and training that



we introduced ten years ago. The program is a computer-based, documented and supported training program carried out on specially designed power units for stabilizing the muscles of the vertebral column. Around 1,600 employees have taken part in this program. Studies have demonstrated that employees, who went through this program, had fewer days off sick. We have also launched a pilot project for “back training on-the-job”. This enables employees to play a proactive role in strengthening their back muscles in the workplace.

All employees also have access to “Fitpoint”, the Fraport Fitness Center located at Frankfurt Airport and they can join one of our 23 sports clubs.

Technology takes the strain

Prevention and physical fitness are one aspect. Measures for taking the strain out of physical work are part of protecting the health of employees. The Powerstow is a technical aid for promoting good health. This mobile, flexible conveyor system has been deployed in the loading area since 2006. It loads baggage into the cargo hold of an aircraft more quickly and more ergonomically. A vacuum lifting technology in use since the beginning of 2009 is also intended to make work less arduous. 90 % of all items of baggage with a maximum weight of 40 kg can be lifted out of containers or from baggage carts onto conveyor belts.

Health rate at a consistently high level

The health rate remains at a consistently high level. This excellent performance is undoubtedly due to systematic preventive measures and numerous projects and campaigns focusing on health promotion which the experts in the Fraport health management team have put in place. They have cooperated closely with the company medical center, the job safety team, the Works Council, representatives of disabled employees, the psychological counseling service and the Social Service Center. The health rate was 93.77 % for 2009. The sickness rate was 6.05 % and the share of work-related absences was only 0.18 %. According to statistics provided by the statutory accident insurance schemes, no occupational diseases were recorded at Frankfurt Airport in 2009.

Sustained decline in accident figures

Despite very low absences due to work-related accidents, the motto at Fraport is: Any accident is one too many. That's why we place a great deal of emphasis on prevention, training and systematic protective measures. At the Frankfurt sites, safety at work committees with equal employee and employer representation address all issues relating to occupational health and safety and provide advice for the management. Detailed accident analyses, information events, and safety presentations mean that the number of work-related accidents is steadily coming down each year, despite the increase in the workload. This trend is continuing.

During the business year 2009, there were regrettably still 301 reportable occupational accidents at Fraport AG (2008: 330). These resulted in 4,991 days off work due to accidents. This is another fall in the number of accidents by almost 10 %. No employee has suffered a fatal accident at Fraport AG for the past twelve years.

A Group with principles

We are a company committed to ethical principles and values and we stand up for our convictions. We are also convinced that social responsibility is an important factor for the long-term success of

A high health rate and the steady decline in accident figures bear testimony to the success of our prevention programs.

the company. Our business dealings must be in compliance with internationally accredited standards, guidelines and principles, in particular the International Labor Organization (ILO), the Organization for Economic Cooperation and Development (OECD) and the UN Global Compact.

Sustainability policy at Fraport is not simply restricted to the Frankfurt site. We expect business dealings that demonstrate economic, ecological and social responsibility. This is also our expectation for companies where we have a majority interest. Our goals for occupational health and safety, training and employment are applicable throughout the world.

We have made a commitment to the ILO core working standards and the OECD principles for multinational companies because we need to guarantee fair working conditions not just for Germany and Europe but also for locations outside Europe. The ILO core working standards prohibit forced labor or child labor and guarantee the right to form trade unions and for unions to have collective representation of their members. The standards also promote equal pay for women and men, and prohibit any form of discrimination. The OECD principles cover other areas including disclosure of information, combating corruption, and fair business practices with respect to consumers. Although they are not legally binding, they set a benchmark for Fraport that has to be maintained in all Group companies. By committing suppliers and other business partners to compliance with the principles, we are making a contribution to fair working conditions beyond the confines of our company.





Environment and region

Reduction of CO₂ emissions

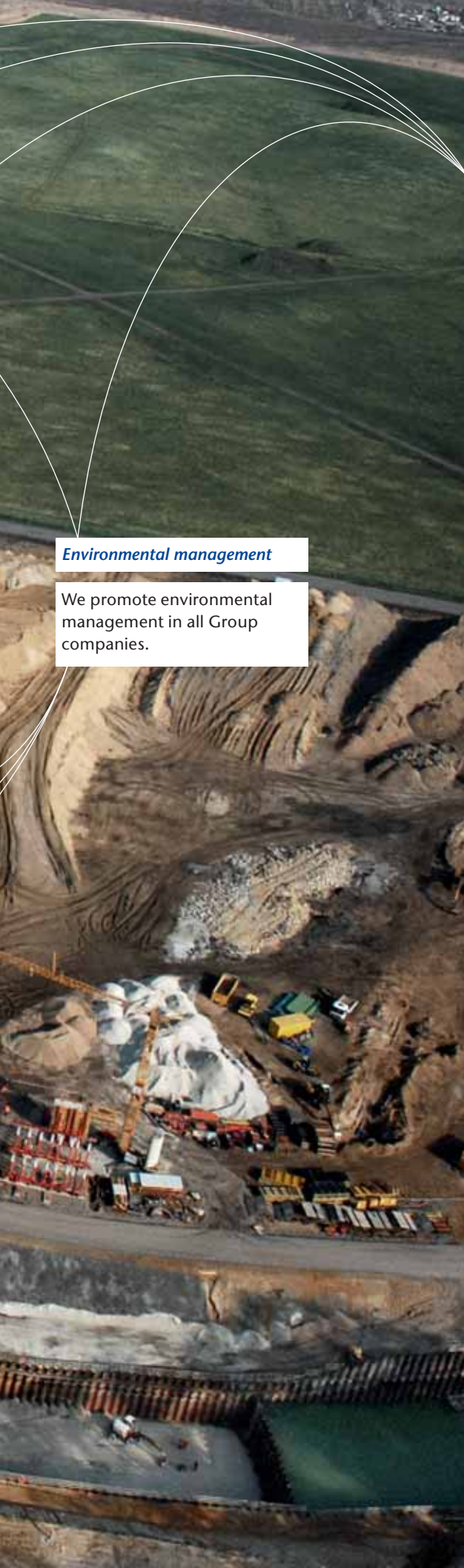
By 2020, we want to reduce our CO₂ emissions by 30 % per traffic unit.

CO₂-neutral development

Despite expansion of capacities, Fraport AG aims to emit no more CO₂ in the year 2020 than in 2005.

Sustainable construction

Terminal 3 is being constructed as an “Eco” Terminal and the objective is to use renewable energy sources.



Combining airport and environmental protection seems like a lost cause at first sight. The contrast between mobility and climate protection, noise abatement and conservation appears too great. Nevertheless, the size of our company empowers us to meet the challenge presented by the magnitude of the mission. Size matters, and it gives us the capability to make improvements on a grand scale.

Environmental management

We promote environmental management in all Group companies.

Air traffic brings light and shade at the same time. Tax revenues, jobs and a world-class transport link make a huge contribution to prosperity. The flip side is that air traffic generates environmental impacts, particularly as a result of aircraft noise and the emission of climate gases.

The success of our company is measured by a number of factors including how we comply with our environmental responsibility in the air traffic industry.

Our environmental policy

The Executive Board of Fraport AG adopted an environmental policy for the Group in spring 2008. This is based on concepts that include the principles of the UN Global Compact. The long track record of experience enjoyed by Frankfurt Airport in environmental protection provides a tangible benefit for all Group sites, e.g. training courses and technical support.

_In developing and operating all our business locations, Fraport AG is committed to manage all airport activities in an environmentally responsible manner. We will strive to protect and create a safe living environment at our business locations by providing our employees with healthy and safe working conditions.

_Maintaining, developing and systematically improving our system of environmental management will support compliance with the applicable laws and regulations and lead to a continuous improvement of our environmental aspects.



_We will undertake initiatives to promote greater environmental responsibility by training our employees and providing awareness programs to the employees at our business locations.

_Our business will support a precautionary approach to environmental challenges respecting the principle that our environmental programs will be cost-effective, economically viable and sustainable.



_We will encourage the development and dissemination of environmentally friendly technologies by applying environmental criteria when selecting goods and services.

_We will provide an annual environmental report of our environmental activities making the information available to both employees and community.

Audited environmental management

Our comprehensive system of environmental management is based on our convictions. It focuses on aircraft noise, conservation of resources and energy efficiency, climate protection, local air quality, biodiversity, as well as water management and waste management. Environmental management at Frankfurt Airport has been validated in conformity with the European Eco-Management and Audit Scheme (EMAS) since 1999. Our air-

port was one of the first in Germany to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001. The regular and comprehensive review expresses our conviction that an airport of our size can only be competitive and successful in the long term if it transforms a sustainable environmental policy into reality and makes this transparent in the public domain.

Our participation in the Airport Carbon Accreditation (ACA) project operated by ACI Europe recently confirmed that we are extremely successful here. We were the first European airport operator to gain accreditation.

Key elements for environmental management at Fraport AG are the environmental indicator system with comparable timelines over many years, internal environmental audits, assessment of environmental aspects and the environmental program. A detailed environmental statement underpins validation in conformity with EMAS. The company publishes the statement every three years and the most recent Environmental Statement came out at the end of 2008. Fraport publishes an abbreviated version every year with updates on data and indicators, and the status of the environmental program. Environmental Statements published by Fraport AG can be accessed on the Internet by clicking on www.fraport.com

The promise by the aviation industry

The Intergovernmental Panel on Climate Change (IPCC), has drawn up calculations indicating that air traffic causes 2 % of CO₂ emissions worldwide. The share of overall impacts relevant to climate change caused by human activities is higher (see p. 16). As a comparison, road traffic accounts for a share of some 18 % (International Energy Agency, 2007). The aviation industry has set the following three voluntary targets to assist in the battle against climate change:

Enhancing efficiency

Over the coming decade the use of fuel should be reduced by 1.5 % each year.

Growing in a climate-neutral way

From 2020 on, increases in traffic will be CO₂-neutral.

As a signatory to the Aviation Industry Commitment to Action on Climate Change, Fraport AG has made a group-wide commitment to the target of CO₂-neutral growth.

Cutting CO₂ emissions by half

In 2050, global aviation wants to emit just 50 % of the emissions from the year 2005.

In principle, the subsidiary companies are also incorporated in environmental management, especially those with special relevance for the environment. At the Frankfurt site for instance, Fraport Cargo Services GmbH (FCS) is responsible for handling freight and dangerous goods. FCS has been audited in conformity with EMAS and ISO 14001 since 2008. Since mid-2009, Fraport's subsidiary N*ICE, specializing in aircraft de-icing, has been included in the group of companies certified in conformity with EMAS and ISO 14001 at the Frankfurt site.

Fraport has focused on progressing environmental protection and sustainable development throughout Frankfurt Airport. We have been pursuing this objective through a universal initiative in Frankfurt. This has involved joining forces with other companies operating at the airport to intensify the exchange of information within the framework of "Stakeholder Engagements". We also seek to coordinate activities relating to the environment.

Worldwide environmental commitment

Our sustainability strategy commits us to promoting environmental management at all our sites. We operate as an international airport manager on four continents through our airport investments and subsidiaries. Our primary focus is on the Group airports of Varna, Burgas, Antalya and Lima and on the subsidiaries operating in business segments typical for airports. Fraport provides support for building up environmental management at these sites.

Bulgaria: Varna Airport (VAR)
Environmental standard: preparation for ISO 14001

Bulgaria: Burgas Airport (BOJ)
Environmental standard: preparation for ISO 14001

Delhi: Indira Gandhi International Airport (DEL)
Environmental standard: ISO 14001

Peru: Jorge Chávez International Airport Lima (LIM)
Environmental airport: ISO 14001

Turkey: Antalya International (AYT)
Environmental standard: ISO 14001

Senegal: Dakar Airport
Environmental standard: preparation ISO 14001

Austria: Fraport Ground Services Austria GmbH
Environmental standard: ISO 14001

Global environmental protection. Case study: Delhi

Fraport has a shareholding of 10 % in the airport serving the Indian capital and is responsible for operation, management and development through a subsidiary company.

In 2008, a new runway was opened in Delhi. Fraport AG supports Delhi International Airport Limited on site in the handling and management of booming air traffic volume and associated impacts on the environment. Fraport has provided assistance in setting up an environmental department and helped to plan and establish an environmental management system.

In June 2009, this environmental management system was successful in obtaining certification in conformity with ISO 14001. This makes Delhi the first airport in India to be audited on the basis of this standard.

Our target: uncoupling the development of noise from air traffic

Aircraft noise is a key area for action in our environmental strategy. Against the background of the projected forecasts for growth associated with expansion at the airport, Fraport is committed to uncoupling noise from air traffic and ensuring that noise increases at a rate slower than traffic volume.

One of our measures for proactive noise abatement is inclusion of a noise-based element in landing fees. The "noise-based fee" was first introduced in 1993. Since then, the underlying classification of aircraft types has been reviewed, updated and refined annually. The special feature is that the classification is based on the noise measured in the surrounding district. The landing fees now include eight noise categories, but this classification is scheduled to be expanded to twelve categories in the course of 2010. The noise-based fees are intended to provide a significant financial incentive to deploy aircraft that are maximally quiet. The noise components making up the take-off and landing charges are divided into a nighttime peripheral period and a nighttime core period (2300 to 0459 hours). Take-offs and landings during the night time core period are intended to be financially unattractive for the airline companies.

Measures for active noise abatement

The approval of the zoning plans for airport expansion defined numerous measures for noise abatement, some of them proposed by us:

_Allocation of noise quota for scheduled aircraft movements during the night

_Noise abatement installation for ground engine test runs

_Restriction on the acoustic power emitted from high-rise buildings and freight-forwarding areas

_More intensive monitoring of aircraft noise with

additional measuring devices and regular projections based on computer modeling

_Operating restrictions on aircraft that are not in conformity with state-of-the art engineering

_Restriction on reverse thrust to the lowest "idling" load level, apart from emergencies

Other measures are currently in place including restrictions on night flights confined to defined periods of time and on specific routes, noise quota during the night and the Continuous Descent Approach procedure (see Glossary). Further information is provided in the 2008 Environmental Report, also published on the Internet.

Aircraft noise pollution Leq(3)

for day and night in dB(A) and the frequency of occurrence of aircraft noise maximum level above 72 dB(A) per night

	May–Oct. 2009 Leq(3)		Frequency LASmax > 72 dB(A) per night	May–Oct. 2008 Leq(3)		Frequency LASmax > 72 dB(A) per night
	Day	Night		Day	Night	
Offenbach-Lauterborn	59	54	7.6	60	54	8.4
Offenbach-Bieber	57	51	1.9	58	52	2.4
Zeppelinheim	50	49	1.9	50	50	2.5
Opelbrücke	60	54	12.7	60	54	13.8
Raunheim	62	56	15.4	62	57	18.8
Eddersheim	59	49	0.6	59	50	0.6
Kelsterbach	53	49	1.1	53	49	1.4
Neu-Isenburg Town Hall	57	52	3.6	57	53	3.5
Flörsheim	55	41	0.1	55	42	0.1
Bad Weilbach	59	47	1.8	60	48	2.4
Okriftel	51	46	0.0	52	46	0.1
Groß-Gerau North	51	50	2.8	52	51	3.4
Nauheim	53	51	3.5	53	52	4.2
Groß-Gerau West	53	52	3.9	54	53	4.7
Frankfurt South	59	54	7.2	59	54	6.6
Neu-Isenburg North	55	51	2.2	56	51	2.1
Frankfurt-Oberrad	54	48	1.1	54	48	1.2
Worfelden	56	53	6.0	57	53	5.2
Klein-Gerau	55	52	4.1	56	52	3.7
Büttelborn	56	53	6.1	56	53	4.4
Mörfelden West	56	52	2.6	57	52	3.2
Forsthaus	57	54	10.5	57	54	10.1
Weiterstadt	53	50	1.9	54	50	2.0
Gräfenhausen	55	52	5.3	55	52	4.2
Mörfelden South	55	51	1.4	55	51	1.5
Bischofsheim	56	49	2.7	56	50	2.9
Western operations (%)	68	72		68	70	

The new Aircraft Noise Act ratified on 7 June 2007 introduced the energy equivalent continuous sound level Leq(3) as the key assessment for aircraft noise pollution during the day and at night. A level frequency criterion was also introduced at night. In addition to the Leq(3) values, we also report the average frequency at which an aircraft noise maximum level LASmax above 72 dB(a) occurs on average each night at the monitoring stations for the six months of a year subject to the highest traffic densities (generally May to October). It is important to bear in mind that the values vary depending on weather conditions and distribution of operations (more or fewer flights routed in a westerly direction) – resulting in differing frequencies for flights passing a monitoring station – and figures from different years are only comparable to a limited extent. The percentages for western operations during the measuring periods reported are given in the last line.

Source: Fraport AG, FBA-RU

Detailed information on the monthly results from the fixed monitoring stations can be accessed on the Internet by going to www.fraport.de, menu item Infoservice Fluglärm (Infoservice Aircraft noise).

Aircraft noise monitoring

Fraport has been measuring noise levels at Frankfurt Airport since 1964 and is one of the pioneers in measuring aircraft noise. The number of measuring stations has gradually increased and we have 26 fixed measuring points around the airport. This system produces an increasingly detailed profile of the noise pattern for the area. Three mobile measuring stations and a monitoring bus are also deployed to provide a finer-grained picture. The mobile measuring units can be requested through the Aircraft Noise Committee. The monitoring results are also published four times a year in "STARTfrei – the community newspaper for Frankfurt Airport". Further information on aircraft noise is also available in the Environmental Reports/Environmental Statements that are published at regular intervals and on the Internet by going to www.fraport.de

Progress in passive noise abatement

The Noise Abatement Program launched by Fraport AG in 2001 has made significant progress in bringing about a tangible improvement in reducing the noise heard at night by 17,500 households in 15 towns and villages in the area round Frankfurt Airport. Noise abatement measures include soundproofed windows, sliding shutter units and fans. The appropriate action is implemented to ensure that a maximum noise level of 52 dB(A) is not regularly exceeded at night in bedrooms and children's rooms with the windows closed. The status of the program at the end of 2009 was as follows:

Submitted proposals: 5,400.

Prepared action plans and cost approvals:
5,050 applications with 13,380 residential units.

Action plans implemented by the applicant and reimbursed by Fraport:
4,540 applications with 10,020 residential units.

Kindergartens, schools, and retirement homes were also included as particularly important for noise abatement measures.

"Fraport Casa", a compensation and real estate purchase program

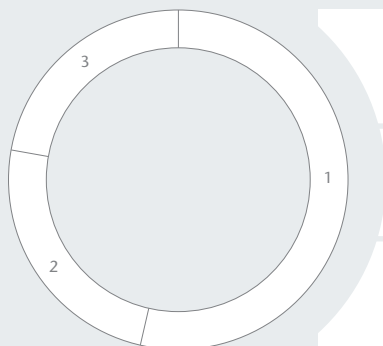
This compensation program is intended for owners of residential property who bought or built a house or apartment in the expectation that this would not be located in an approach flight path with particularly low overflights. The recommendation of the state planning assessment was used as the basis for the subsidy criteria. Some 120 applications have been submitted for the Flörsheim district. The program was extended to Raunheim and 165 applications have already been processed.

Climate gases: local responses to global issues

The climate gases from Frankfurt Airport primarily originate from the operation and maintenance of aircraft, handling aircraft on the ground, operation of airport facilities and infrastructural facilities, and landside traffic including arrival and departure of employees, passengers, and visitors.

We have been reporting on climate gas emissions generated by Fraport AG at Frankfurt Airport since 2006. The data are forwarded to rating agencies EIRIS (Ethical Investment Research Service, London) and SAM (Sustainable Asset Management, Zurich), who in turn assess Fraport for the FTSE4Good and DJSI. We also publish data relating to the Carbon Disclosure Project and we have been publishing

CO₂ emissions at Frankfurt Airport for 2009, in tons



1	53.6 %	approx. 872,000	Aircraft (landing and take-off cycle incl. APU operation (see Glossary))
2	24.2 %	approx. 392,000	Stationary sources, energy consumption and landside traffic at the airport
3	22.2 %	approx. 360,000	Arrival and departure of passengers, visitors and employees

The CO₂ footprint at the airport currently comprises some 1.6 million tons a year. Approximately 53.6 % arose from aircraft.

data on Airport Carbon Accreditation of ACI Europe since 2009.

Fraport adheres strictly to the standards drawn up in the Greenhouse Gas Protocol and introduced internationally when it allocates and reports emission data. Three categories of emission are distinguished: emissions generated by the airport operators themselves, emissions that arise from the generation of energy purchased from third parties, and emissions that are generated through use of the airport by third parties.

According to the Kyoto Protocol, all climate-changing gases have to be taken into account for climate protection. However, the only gas that accrues in significant quantities at the airport is CO₂. The carbon dioxide emissions of Fraport AG arising from the operation of the company's own vehicles, buildings and installations amounted to some 232,000 tons in 2009. However, the lion's share of these emissions amounting to approximately 198,000 tons was not generated on the site itself but by companies that supply Fraport AG with energy (electricity, district heating and district cooling). These emissions are already subject to emissions trading.

The picture is completed by the emissions of the other users of the airport: around 160,000 tons of CO₂ were generated in 2009 by the operation of buildings, facilities and vehicles. The emissions of aircraft are significantly higher. In 2009, they amounted to some 872,000 tons of CO₂, calculated in the LTO cycle (Landing and Take-off Cycle) up to an altitude of 914 m (3,000 feet). Another source of carbon dioxide is the arrival and depart-

ure of passengers, visitors and employees. This amounted to some 360,000 tons in 2009. Freight traffic also generated emissions on the road. These emissions have not yet been continuously reported.

Binding climate protection targets

In May 2008, the Executive Board of our company approved two strategic climate targets for Fraport AG defining the method and scope for reducing CO₂ emissions at the airport in future.

Less CO₂ through more energy efficiency

The best way to reduce the greenhouse gas CO₂ is to improve energy efficiency basically. At our airport, this relates to energy needed to operate buildings, vehicles and facilities that are under the direct responsibility of our company. Increasing energy efficiency means reducing consumption to reduce CO₂ emissions.

Cutting down CO₂ emissions today

We are gradually upgrading the technology used in our operations, for example

- _technical control centers for air-conditioning in Terminal 1,
- _software for controlling apron traffic,
- _lighting installations,
- _computer center and IT in the offices and
- _vehicle fleet and mobile ground support equipment.

In addition, the stationary 400 hertz ground power supply units for supplying aircraft are to be expanded.

We will be increasing the number of electric vehicles with sustainable power units deployed at the airport in future, particularly in the area of ground handling. This type of vehicle is projected to account for some 50 % of the automobile fleet operated by Fraport AG from 2020. Fraport received an award for its "e-Fleet 2015+" in the category "Sustainable Mobility Concepts" at the International Exhibition for Electromobility eCarTec 2009 held in Munich.

Our aim is to enter new territory for generating energy. We have joined forces with D&S Geo Inno- gy to review the feasibility of a geothermal power station. If exploitation of heat stored in the earth is



successful, the partners will build a hybrid power station combining geothermal energy and biogas to generate electricity and heat. At the moment we supply district heating from highly efficient cogeneration (60 % CO₂ reduction compared with conventional heat generation).

The Job Ticket paid for by Fraport and the Carriva Carpool Club provide employees with options for travel to work that are cheaper, more energy efficient and generates less CO₂.

Travelers have access to the wide range of air, rail and road transport options linked in an “inter-modal” network, enabling them to shift from short-haul flights to rail, as well as using trains on journeys to and from Frankfurt Airport. Our long-distance railway station leads the way for the future of Frankfurt Airport as an Intermodal Traffic Hub. This station provides a direct link to the Intercity Express (ICE) network operated by Deutsche Bahn (German Rail) (www.fraport.de).

Recognition of our actions

In September 2009, Fraport AG was the first airport operator to be accredited under “Airport Carbon Accreditation” (ACA). ACA is a concept for reporting and managing climate gas emissions at European airports. It was developed on behalf of the Airport Council International (ACI) Europe in 2008.

Airport operators have to report their climate gas emissions in the framework of ACA and reduce them, if possible. This process involves them in accounting for the sources they are themselves responsible for. They are also required to encourage business partners and customers to take measures on climate protection. The vision of the ACA is “CO₂-neutral” airport operation for sources controlled by the airport operator.

ACA only accepts “verified” information. All data must be verified by an independent expert, i.e. checked against original company data and declared as correct. The auditor must confirm that the airport operator has reduced emissions. The accreditation is valid for one year and must then be renewed.



Building constructed to standards for passive buildings: the new Fire Station 4.

Sustainable construction at Frankfurt Airport



_The building for the new Fire Station 4 near the new landing runway has been designed to the standard for passive building. This results in a reduction of more than 90 % of the energy with respect to a comparable conventional building.

_Planning and construction of the new Group Head Office building in Frankfurt will be based on the most advanced sustainability standards. The building is intended to satisfy the strict criteria of the German Society for Sustainable Construction (DGNB) and achieve appropriate certification.

_The new Pier A-Plus will have a number of measures, including a smart facade concept fitted with shading elements that contribute to reducing CO₂ emissions by 28 % compared to conventional buildings.

_Fraport is a member of the German Society for Sustainable Construction.

Fraport AG has gone through the multistage accreditation procedure to reach a level based on submission of a verified carbon footprint for Scopes 1 and 2 in conformity with the GHG Protocol and a “Carbon Management Plan” with a description of reduction targets and measures.





On 1 January 2008,
an emission-based fee element
was introduced to airport charges
for the first time in Germany

Air quality at city level

Fraport has been continuously monitoring air quality at Frankfurt Airport since 2003 and the quality has consistently remained at city level since then. No deterioration in air quality has been identified despite rising traffic volumes. Although air quality is significantly influenced by the weather, emission-reduction measures in the surrounding area and at the airport itself are the only action that will exert a positive effect and ensure that this level is retained and improved. The climate-protection measures implemented at local level contribute to improving the situation.

Carbon monoxide and nitrogen oxides have the biggest share in total emissions (analogous to Scope 1 and 3 GHG) of all the gases and dusts exerting a local effect at Frankfurt Airport. They are followed by hydrocarbons, sulfur dioxide (NO_x), PM10 (fine-dust particles with a diameter of less than $10 \mu\text{m}$) and soot. The percentage of Fraport AG in total emissions at the airport is approximately 8 % for NO_x , 4 % for benzene, and about 37 % for PM10.

Each year, Fraport AG emits approximately
 NO_x : 264 tons
 Benzene: 0.4 tons
 PM10: 9.3 tons

These data are based on the zoning approval documents. Calculating the data was complex and expensive. The aim is to calculate data on a continuous basis in future and preparations are being made for this.

Emission-based fee component

On 1 January 2008, an emission-based fee component was introduced in conjunction with Munich Airport for the first time in Germany. Meanwhile, Cologne-Bonn Airport and Hamburg Airport have also joined this system. The uniform system for calculating charges developed in cooperation with Fraport has a good track record and is accepted by all the partners involved. It takes into account the individual emission characteristics of each individual aircraft and favors aircraft with low emissions. This system creates a similar incentive to the noise-based fee, which is directed toward improving air quality, and deployment of aircraft with more environmentally acceptable operation.

Role model for waste management

Avoidance of waste is a top priority in our recycling economy. Where avoidance is not possible, waste has to be recycled as far as possible and the last option is professional disposal based on environmental principles. As in previous years, Fraport AG has continued to work with accredited waste management companies that operate certified waste facilities with monitoring by external inspectors and the environmental officer for waste. This guarantees compliance with the statutory environmental standards.

In 2009, Fraport AG disposed of approximately 22,000 tons of waste (excluding soil and building rubble). Non-hazardous waste represented the largest category at 94.4 %. The materials recycling rate for waste generated at the airport continues to remain at the very high level of approximately 86 %.

Drinking water consumption: declining trend

The consumption of drinking water at Fraport AG was nearly 833,000 cubic meters in 2009. While the amount of drinking water consumed is declining, the volume of service water used continues to increase. Over the past ten years, the percentage of service water in total water consumption rose from 4.4 % to more than 16.7 %.

Service water: the ecological alternative

This is due to the expansion of service water installations at Frankfurt Airport. Service water is generated at Terminal 2 in a water treatment plant. This water is piped through a separate supply network to sprinkler systems and WC flushing. It is also used for watering landscaped areas. An integrated service water infrastructure is being installed throughout the development area in CargoCity South.



The integrated control center for Frankfurt Airport.

Green IT

Information and communication services are major energy consumers within the company. "Green IT" involves using IT within its life cycle and beyond in an environmentally benign framework designed to conserve resources. During the past two years, we have carried out an inventory of IT-related electricity consumption with the aim of identifying the potential savings. The analysis covered an array of different factors: the IT infrastructure of computer centers, office communication including the FraPrint printer concept introduced in 2009, the telecommunication systems, and the extensive flight display technologies used in both terminals.

The results of this analysis indicate that the existing modernization work, particularly the energy efficiency measures in the new computer center, has restricted current electricity consumption by IT systems at some 12 GWh/year to just 3.7 % of total electricity consumption of Fraport AG. A small further potential saving of some 0.74 GWh/year (6 %) remains over the medium term. We want to achieve this potential saving over the coming years.

Soil and groundwater pollution

Contamination has been identified at the former military Rhine-Main Air Base located to the south of the airport complex where the aprons and Terminal 3 will be built as part of the new airport development. It includes groundwater pollution. Monitoring programs keep a close watch on these contaminants in cooperation with the responsible environmental protection authorities. The results will be used for implementing any necessary measures.

Environmental protection and airport expansion



The airport expansion in Frankfurt undoubtedly generates significant benefits, but it also entails environmental impacts particularly for the Rhine-Main Region. The expansion of capacity required an incremental approval procedure that has analyzed and optimized the construction and operation of the new facilities from the perspective of environmental impact. Our declared objective is to restrict the effects of the new facilities as much as possible (amount of land used, cutting trees, effects on groundwater and biotope complexes, etc.), and the operational consequences (aircraft noise, emissions of air pollutants, and energy consumption).

Dialog Forum Airport and Region (FFR)

We conduct a dialog with our neighboring communities against this background. Any requests made, concerns expressed and criticism received is taken seriously and incorporated in our actions.

In 2008, the “Forum Airport and Region” (FFR) was established on the initiative of the State Government of Hesse. The function of this forum is to continue a dialog with the communities and neighbors affected by the development. This organization succeeds the “Regional Dialog Forum” (RDF) which accompanied the project approval procedure for the airport development and concluded its work as planned in 2008. Fraport plays a proactive role in the FFR.

The Forum is divided into three committees to address the issues of “Dialog”, “Information” and “Groundwork”,

- _the “Convention on Airport and Region”,
- _the “Environment and Neighborhood House” and
- _the Expert Committee on “Active Noise Abatement”.

The Coordination Council oversees all the work of the committees.

The meeting to set up the convention was held on 2 December 2008. The convention has 64 representatives from the Rhine-Main Region including mayors, members of district councils, and representatives of the air traffic industry, from chambers of industry and commerce, unions, churches, environmental organizations, trade associations and citizens’ initiatives, as well as representatives from political parties in state governments, and the responsible ministries including the noise abatement officer. The executive board comprises the former chairman of the RDF, Professor Johann-Dietrich Wörner, the Chairman of the Executive Board of Fraport AG, Dr. Stefan Schulte, and the Head of the District Council of Offenbach, Oliver Quilling. The convention meets twice a year.

The Environmental and Neighborhood House is a neutral information center. It forms the contact point for anyone affected by the development and provides information on issues relating to aircraft noise, as well as positive and negative effects exerted by the airport on the environment and social structure. The concept for this institution was drawn up in 2009.

In 2009, the expert committee formulated and reviewed action for active noise abatement. These measures are appropriate for reducing aircraft noise or substantially reducing the impact. The objective is to create an overall package that lowers the impact of aircraft noise on as many people in the region as possible and maximally restricts the number of people affected for the first time or additionally impacted. The initial concrete

“The Forum is working together with representatives of stakeholder groups and organized players. This will ensure that all the people really affected by the impacts exerted by the airport development are included.”

Oliver Quilling, Head of the District Council of Offenbach and Chairman of the FFR

steps are to be implemented before the new runway is opened and the package of measures is being presented in 2010.

A key result generated by the work of the FFR is the Aircraft Noise Index developed and introduced in 2009. This index is a tool for presenting the effects of noise and their development in the region. Provided that all the relevant factors are taken into account, the calculation of the index provides a reference value relating to the level of noise, the size of the population and the effect of the noise. A separate day and night index takes account of the varying effects of noise. While noise nuisance is used as the criterion during the daytime, the effect on people's sleep patterns is the defining factor at night.

The Aircraft Noise Index is intended to highlight the future aircraft noise development on the basis of reactions to noise by the people living in the Rhine-Main region. On the other hand, it should be possible to review the success of the noise abatement measures on this basis. Since the Aircraft Noise Index is based on computer modeling calculations, it is possible to assess the effect of active noise abatement measures before they are actually implemented. This tool provides the airline industry and neighboring residents in the area with a universal method for assessing the measures.

The “Eco” Terminal 3

The planned Terminal 3 is being designed as an “Eco” Terminal and will set new benchmarks for energy efficiency, energy storage effects, profitability and emission values at airports.

Biodiversity – avoidance, compensation and mitigation

The approval of the expansion plans defined a comprehensive action plan to provide mitigation for impacts on the natural environment and landscape entailed by the airport development.

The plan approval order specifies the precise regulations and this document can be accessed by going to www.wirtschaft.hessen.de.

Reforestation has to be carried out over an area covering some 300 hectares in mitigation for the airport development. Suitable sites were defined in Frankfurt and in the districts of Groß-Gerau, Darmstadt-Dieburg, Main-Kinzig and Offenbach. Fraport AG will invest a total of € 100 million in reforestation and mitigation measures for nature conservation relating to the airport development.

A separate invitation to tender will be published for carrying out the measures at each site. Only seedlings from the Rhine-Main region will be used for the projects.

The ecological functions of the cut woodlands will be mitigated by improving 2000 hectares of existing woodlands located close to the airport. This will be carried out by active regeneration of woodlands that are far removed from their natural state and not exploiting the woodlands commercially. The aim is to create “Natural Forest of the Future” dominated by oak trees. The measures meet the requirements of European nature conservation legislation for retaining the “Natura 2000” network of conservation areas across Europe. Fraport AG has concluded a contract on implementation with the state forestry service Hessen-Forst.

We are resettling

Animals and plants were moved to new locations before work started for cutting the trees. The frogs and toads (almost 12,000), lizards (800), ant populations (17), stag beetle larvae (300 inhabited oak roots) and some rare species of grasshoppers and plants were collected and resettled in a different area. Appropriate artificial nesting aids were provided in surrounding woodlands for bats and a wide range of different bird species (281 nesting boxes, 350 artificial hollow tree trunks, introduction of 7000 cubic meters of dead wood habitats, etc.).



Avoidance of fine-dust contaminants

Avoidance of fine dust in the surrounding area presents a significant challenge on a construction of this size. This not only applies to visible, large particles of dust but also to fine dust (PM10). A series of measures is being introduced to keep dust emissions as low as possible, such as speed limits for construction vehicles, and sweeping or sprinkling roads on construction routes. Fraport continuously monitors the success of these measures at three special measuring stations. 2009 was the first year of construction work and only minimal effects were detected outside the construction site. The limits defined for protecting human health were safely complied with in built-up areas around the airport construction site.

Dangerous goods: Safety first

Absolute compliance with the German Dangerous Goods Transportation Act is a top priority for dangerous goods. These regulations are supplemented by the rules defined by the International Civil Aviation Organization (ICAO). Fraport conducts regular training courses for more than 5,000 employees in order to ensure that they have a thorough understanding of all the relevant rules and regulations.

Special central storage facilities are available for radioactive materials. All other classes of dangerous goods are stored at CargoCity South in a dangerous goods warehouse facility operated in conformity with the Federal Immission Control Act (BImSchG).

Emergency management: nothing left to chance

As soon as even minor external damage is detected on containers for dangerous goods, the Fraport Security Service or the Fraport Airport Fire Department are alerted. They have the necessary training and specialist equipment to respond adequately. The number of dangerous goods incidents involving Fraport continues to decline. In 2009, only four incidents related to damage to packaging in around 100 discrepancies with the involvement of dangerous goods. Training in emergency procedures and emergency exercises is carried out on a regular basis to reinforce precautionary measures.

Biomonitoring

Fraport AG supports a research project monitoring bees. The project involves experts in the biology of the bee, ecological toxicology, and environmental analysis (Institute for Apiculture, Polytechnic Society) taking samples of honey, pollen and moss at the airport and two reference sites. The samples are then analyzed for metals and hydrocarbons potentially causing environmentally toxic effects. The results from three years of research (2006 to 2008) are now available and can be accessed by going to www.fraport.de. The verified concentrations of residues on the airport complex do not vary from the samples taken at comparable sites in the Hintertaunus mountain area and along the A5 highway. All values are well within the safe limits defined for human consumption. The development of bee populations and the honey yields are very good and similar at all three locations.

Prevention of the spread of foreign species by import

Frankfurt Airport is the Port of First Entry for animals and plants being imported from outside the European Union. Live animals, animal products and foodstuff are subject to strict import controls to protect consumers and defend against animal epidemics. The Veterinary Border Control Agency Hesse is responsible for implementing these controls.

The checks are supplemented by the Plant Conservation Service Hesse which carries out inspections to assess plant health and checks timber for the presence of pests.

Environmental protection is an attitude

Fraport AG uses a range of different media and forums to raise awareness of environmental protection among employees and business partners.

The staff newspaper "Fraport live" and management newsletter "ManagementBrief" are published on a regular basis reporting on the environmental activities of Fraport AG. Focus themes for 2009 were the climate protection targets and activities of Fraport AG. Employees of Fraport AG can also access the latest environmental news on the company's Intranet.

Events featuring presentations given by well-known speakers from the research and science community are tailored to the needs and interests of Fraport managers and invited guests. They are intended to raise awareness of future issues and included presentations in 2009 on the "Cradle to Cradle Principle" (Professor Dr. Michael Braungart) and "Megatrends" (Matthias Horx). At the beginning of 2010, Fraport held a symposium entitled "Sustainable Construction". This event provided managers with an opportunity to discuss the current trends in this area with experts.

An Environmental Report is published to provide information for members of the public interested in these issues. A wide range of environmental information can also be accessed by going to www.fraport.com. Fraport AG holds events and discussion forums for stakeholders. These events are particularly popular with schools, technical colleges and universities. The community newspaper "START frei" is included as a supplement in the daily newspapers with a circulation in the Rhine-Main region and is published four times a year.



Community

Value added

The total amount of net value added amounted to some € 1.2 billion in 2009. More than 70 % was paid as salaries to our employees.

Public life

We support ecological, sporting, cultural and social projects in the region.

Our role and our responsibility

Mobility, free trade of goods, exchange of knowledge and technology, international cooperation, and assistance are all part of our society. Development over the past decades has given us, as airport operator, a key role in this process: provision and smooth-running operation of one of the biggest air-traffic hubs for people and goods in Europe and worldwide. Our shareholding constellation shows that a big part of this role is a social mission: Fraport continues to be a public-sector company based on the majority shareholding. The fact that possible restrictions on air traffic are alarm signals for the political and economic arena is a constant reminder of this dimension. More than ever, Frankfurt Airport exerts a direct influence on life and the economy in Germany.

This defines our commitment to meet the challenge and structure our role in a responsible way. We recognize that many people have a desire to travel and want to purchase goods from all over the world but that they don't want to have an airport as a neighbor. We have to deal with this dilemma in metropolitan Frankfurt as part of our social responsibility.

However, social responsibility means even more because we are experts in airports and have specialist know-how. Our international activities also contribute to transferring technology to emerging economies. Safe and efficient processes that we have developed can be transferred there. We create modern structures, ensure local partners have the appropriate qualifications for their functions and thereby contribute to the development of those countries. Naturally enough, this is also part of our business. It's necessary so that we can remain successful, move our business forward, and outperform the competition.

The desire for mobility and our neighbors' need for peace and quiet at Frankfurt Airport present a conflict that we have to address.

Investments

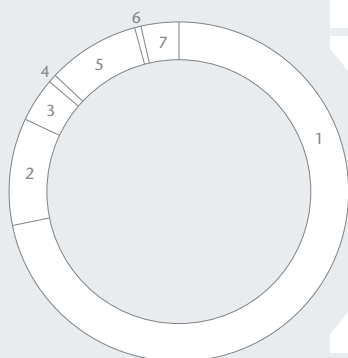
We make a contribution to job security in the area surrounding the airport by channeling billions into investments.

Of course, we also have responsibility as a major employer and international company with ambitions of growth. Rendering assistance and aid comes naturally to Fraport. We have the capability to provide assistance all over the world, whether we are helping people to fulfill their aspirations on an individual level or whether commitment is required for aid in major catastrophes. Social commitment is an important way of returning some of our success to the community. Apart from the philanthropic side, this commitment also goes toward securing our future existence. We will only be able to carry people with us if we convince them that our airport is a good neighbor and a responsible corporate citizen. They need to understand that successful operation of the airport contributes to sustainable development in the region.

Our value added – universal benchmark

The business activity of the Fraport Group makes a contribution to the gross domestic product of the countries where we are active. In concrete terms, this business contributes to private incomes and public revenues. The net value added or the overall corporate performance, less advance payments and impairments, is distributed to the different stakeholders of the company, for example the employees and the lenders. It is therefore a good measure of the value of our business activities from the perspective of society. The value added for 2009 was € 1,207 million. 72 % of this amount was attributable to employees, some 10 % went to lenders, and our shareholders received nearly 9 %. The full value added statement is provided on page 85 in the appendix to this report.

Our value added



1	71.8 %	€ 866.9 million	Employees (wages, salaries, social deductions)	The biggest share of our value added goes directly to our employees in the form of wages, salaries and social security deductions.
2	10.2 %	€ 123.1 million	Lenders (interest expense)	Interest expense is mainly incurred by finance for investments to expand Frankfurt Airport.
3	4.2 %	€ 50.5 million	Public sector (social security deductions, taxes)	We contribute to financing public expenditure through taxes and social security deductions.
4	0.8 %	€ 9.3 million	Expenditure for the common good (donations, sponsoring, etc.)	We make a contribution to society through sponsoring, donations, and community and environmental projects.
5	8.8 %	€ 106.2 million	Shareholders (dividends)	The proposed dividend for the year 2009 is € 1.15 per share. This corresponds to a dividend yield of 3.2 %.
6	0.6 %	€ 7.3 million	Minority interests (attributable earnings)	Earnings attributable to minority interests amount to € 7.3 million.
7	3.6 %	€ 43.8 million	Company (retained earnings)	The value added remaining is available as retained earnings to finance future corporate activities.



Major employer, big contribution to training

In 2009, the Fraport Group employed a workforce with an average of 19,970 employees. In times of high unemployment and an uncertain future, these people have certainty, and a place within society and in their family. We see safeguarding jobs and creating new opportunities for employment as part of our social responsibility. The Pact for the Future 2018 (see section “Employees”, p. 52 ff.) designed to safeguard jobs is an example of this policy.

Apart from providing attractive workplaces, we also have a responsibility to provide our employees with the skills for success in the job market. While we are unable to offer our employees life-long guarantees for jobs on account of economic cycles and increasing competitive intensity, we want to provide our employees with the qualifications and skills so that they can compete in the job market. A good training and continuous career development are the best prerequisites for this. We provide training for school graduates in a broad range of apprenticeship vocations beyond the immediate needs of our company with the objective of providing young people with a perspective. We invest a total of € 18 million in training and career development each year.

We want to give something back to our country and its inhabitants that goes beyond the purely economic output of an airport.

We also use young male fascination with flying and airports by working with the Federal Government and the Employment Agency to improve the perspectives of male teenagers who have no school-diploma. Since the “Mobile Youth” program was established ten years ago, we have trained 253 young men who otherwise would not have had opportunities to obtain a vocational training and qualification (see section “Employees”, p. 52 ff.). We are going to continue this concept of helping disadvantaged young men to make the transition into the world of work and secure their financial future, even if it cannot be assessed using the conventional benchmarks of a cost-benefit calculation.

We also generate additional employment in the region. In 2009, we awarded contracts to companies with a total volume of € 1.14 billion, to the particular advantage of smaller companies mostly based in the Rhine-Main region. These purchase orders enable Fraport to indirectly support an estimated 25,000 jobs in the commissioned companies. In 2010, the orders to companies in the region will remain at a similar high level.

Our Environmental Fund was set up in 1997 and sponsors projects relating to natural history and nature conservation, as well as research in and around Frankfurt and educational projects for the environment.

Commitment in the region

Being a good neighbor is also all about the little things at the places where we are located. Particularly in Frankfurt and the surrounding districts, we make contributions to diverse sporting, social, cultural and ecological activities.

Sports, art and culture: Fraport is a proactive sponsor of local sports and cultural events. Last year, we provided support for around 270 sports teams in the region, and we sponsored numerous music festivals and art projects for children and young people. We engage in classic sports sponsoring for regional clubs competing in the German Football League, including Eintracht Frankfurt.

ProRegion Foundation: Since 1999, the foundation has been dedicated to integrating teenagers and young adults into the world of work. The main work of the foundation is focused on providing the infrastructure for more than 100 training places in the region. In 2009, sponsorship amounting to € 448,000 was provided. www.proregion-stiftung.de

Erich-Becker Foundation: This foundation sponsors academic work and research in science and the humanities by providing grants and prizes. In 2009, the Erich-Becker Foundation approved new sponsorship totaling € 158,955 and financed 31 diploma dissertations and similar theses, 18 doctoral theses and other projects. www.erich-becker-stiftung.de

Environmental Fund: Our Environmental Fund was set up in 1997 and sponsors projects relating to natural history and environmental conservation, as well as research in and around Frankfurt, and educational projects for the environment. Recently, we have also been sponsoring more than 130 natural landscaping projects in the grounds of schools and kindergartens. Financial support has also been provided for information projects in nature conservation areas and setting up educational trails, such as the geological trail in Oberjosbach and the Limes Experience Trail in the Hochtaunus nature park. So far, the total sponsoring sum provided by the Environmental Fund has amounted to more than € 26 million for some 550 projects. In 2009, we concentrated on two focus themes:

1. Climate protection with support for research at the Max-Planck Institute for Chemistry in Mainz (air measurement project at high altitudes) and financial photovoltaic systems installed at two schools.
2. Biodiversity projects, such as the riverside lowland meadows in Riedstadt, ancient woodland islands and restoration of a natural habitat along the Kinzig river near Hanau, protecting amphibians near Wiesbaden and South Hesse, and further expansion of the Rhein-Main regional park. Resources from the Environmental Fund are being used to progress the rehabilitation of the 4.6 hectare Brentano Park, a romantic landscaped garden with a history spanning more than 200 years in Rödelheim. We provided sponsorship of € 70,000 for this project.



Initiatives by our employees

Many employees show individual commitment toward others alongside our Group. The help given to Hungary and Romania is an aid initiative launched by Helmut Hofmann. For the past 17 years, Helmut Hofmann has been collecting gifts and articles for daily use to give to families and orphanages. Fraport employees then take these presents and necessities to the target regions and hand them over in person to the people who need help.

Our employees also provide support for the children's charity "Terres des Hommes". This organization is providing assistance to victims of the tsunami living in the Indian coastal region of Kerala. The charity is helping to rebuild schools and improve the educational opportunities available to children.

Since 2001, our employees have been taking part in the genetic typing campaign run by the German Bone Marrow Donor Database (DKMS). The costs are borne by Fraport. The goal is to find potential stem cell donors for employees and members of their family who are suffering from leukemia. Six donors have already been identified among Fraport employees.

Ethical standards

Against the background of our social commitment in emerging economies, such as Dakar (Senegal), Delhi (India), Xi'an and Shanghai (China), and Lima (Peru) (see also section "Our company", p. 28 ff.), compliance with international standards for employment are particularly important for our company. In addition to the ILO standards and the OECD principles (see p. 61) our Group supports the ten principles of the United Nations Global Compact. Compliance with human rights and the abolition of child labor are primary goals. Our consolidated subsidiary companies must comply with these standards and principles, and we use our available influence to ensure that these principles are observed in all other business activity outside Germany.

Our companies also make a proactive contribution to corporate citizenship at a number of the locations where we have investments. For example, Fraport has a majority shareholding in the operating company for the airport in the Peruvian capital Lima, and the company provides financial support for several Peruvian charitable associations: "Operación Sonrisa Perú", a non-profit organization for disabled children, the "Peruvian association Fighting against cancer" and a local organization which provides free treatment for children with severe burns. You can access information on other projects in Peru by going to www.operacionsonrisa.pe and www.annsullivanperu.org.

"Former military airfield in Bonames Frankfurt" – returned to a natural environment and developed as a local recreational area on the basis of Fraport's support.



Accounting principles for sustainable development

This Sustainability Report is intended to provide our stakeholders and interested members of the public with information about our activities, progress and targets relating to sustainable development within the Fraport Group. We communicate the information that is necessary in order for our achievements on the path to sustainable development to be assessed for the scope defined in the period for this report.

Report content and stakeholders

The report presents our achievements in a bigger economic, social and ecological context.

When defining the key issues, we primarily based our analysis on information that we gain from the dialog with our stakeholder groups (p. 27) and on findings from Compliance and Risk Management (p. 25).

Alignment of reporting

The Sustainability Report 2009 is based on the guidelines of the Global Reporting Initiative (GRI) in the Version G3.

We are well aware that we are only at the beginning of our journey when it comes to applying and complying with the guidelines. The following principles therefore provide a framework for the continuum of advancement we are aiming for.

Publication cycle and reporting period

The Sustainability Report is published every year (last report published on 19 May 2009) and like the Annual Report covers the reporting period from 1 January to 31 December of the relevant year. We record and communicate the information and data so that it is maximally up to date. During

the year, we aim to communicate as close to real time and events as possible, primarily on our website (www.fraport.com).

Scope of reporting

The information in the Sustainability Report comprises the following areas

- All activities, products and services,
- the countries where Fraport is operating,
- all companies that were included in the group of consolidated companies for purposes of financial reporting on the relevant balance sheet date.

We record any deviations that we believe to be relevant for assessment of our achievements.

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 result in the actual events differing significantly from the statements made here.

Data collection

The financial figures correspond with the data provided in the Annual Report 2009, to the extent that they were published in the Annual Report. Fraport AG prepared the consolidated financial statements for the accounting period ending 31 December 2009 in accordance with the standards published by the International Accounting Standards Board (IASB). The consolidated financial statements include the parent company Fraport AG

and all the subsidiaries (in full) and joint ventures (on a proportionate basis). Investments in associated companies are accounted for using the equity method in the consolidated financial statements.

Data on personnel figures is recorded and evaluated using standardized personnel software solutions that are also used for data recording in the consolidated financial statements. Various data on selected GRI indicators relating to personnel are also recorded and evaluated on the basis of systematic reporting procedures from the key Group companies. The Group companies included in these data surveys and the parent company at Frankfurt Airport achieve coverage of some 99 percent in relation to the number of employees working in the Group.

The environmental data are collected systematically for the parent company at Frankfurt Airport within the framework of environmental management in conformity with EMAS-VO and DIN EN ISO 14001. They are subject to external verification by an accredited environmental inspector. Data is collected from the Group airports included in the survey using systematic reporting procedures.

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.

Traffic

<i>Traffic volume</i>	Unit	GRI	Comment	2007	2008	2009
<i>Group (airports)</i>			1			
Traffic units (without transit)	Million traffic units	2.8	2, 4	93.94	102.68	94.57
Aircraft movements (landing + take-off)	Number of movements	2.8		657,510	723,777	674,982
Passengers	Million	2.8	4	69.13	78.16	73.66
Cargo volume	Million t	2.8	4	2.53	2.50	2.15
<i>Frankfurt Airport (FRA)</i>						
Traffic units (without transit)	Million traffic units	2.8	4	75.59	74.35	69.50
Aircraft movements (landing + take-off)	Number of movements	2.8		492,569	485,783	463,111
Nighttime	Number of movements	2.8	3	49,797	48,523	43,228
Passengers	Million	2.8	4	54.17	53.47	50.94
Cargo volume	Million t	2.8	4	2.19	2.13	1.92
Airfreight	Million t	2.8	4	2.10	2.04	1.84
Airmail	Million t	2.8	4	0.10	0.09	0.08

1 The consolidated companies in "Group" comprise Fraport AG, the fully-consolidated subsidiaries at the Frankfurt site, and other important Group airports (2007: Frankfurt-Hahn, Varna, Burgas, Lima; 2008: Frankfurt-Hahn, Varna, Burgas, Lima, Antalya; 2009: Varna, Burgas, Lima, Antalya).

2 A traffic unit is equivalent to a passenger with baggage or 100 kg airfreight or airmail.

3 Nighttime: 2200 to 0600 hours.

4 Commercial traffic and non-commercial traffic (landing + take-off + transit); Note: Only details of commercial traffic are given in the Annual Report.

Financials

<i>Revenue and earnings</i>	Unit	GRI	Comment	2007	2008	2009
<i>Group</i>						
Income statement						
Revenue	€ million	EC1, 2.8	1	2,329.0	2,101.6	1,972.6
Change in work-in-process	€ million	EC1, 2.8	1	0.5	0.4	0.9
Other internal work capitalized	€ million	EC1, 2.8	1	24.6	33.8	39.1
Other operating income	€ million	EC1, 2.8	1	71.7	66.1	45.3
Total revenue	€ million	EC1, 2.8	1	2,425.8	2,201.9	2,057.9
Cost of materials	€ million	EC1, 2.8	1	-461.4	-471.1	-450.7
Personnel expenses	€ million	EC1, 2.8	1	-1,143.3	-925.6	-866.9
Other operating expenses	€ million	EC1, 2.8	1	-240.6	-204.5	-187.4
Earnings Before Interests, Taxes, Depreciation and Amortization (EBITDA)	€ million	EC1, 2.8	1	580.5	600.7	552.9
Depreciation and amortization	€ million	EC1, 2.8	1	-245.2	-241.5	-262.5
Operating profit (EBIT)	€ million	EC1, 2.8	1	335.3	359.2	290.4
Financial result	€ million	EC1, 2.8	1	-16.6	-61.8	-89.2
Result from ordinary operations (EBT)	€ million	EC1, 2.8	1	318.7	297.4	201.2
Taxes on income	€ million	EC1, 2.8	1	-90.5	-100.5	-43.9
Group profit	€ million	EC1, 2.8	1	228.2	196.9	157.3
Profit attributable to minority interests	€ million	EC1, 2.8	1	5.0	7.2	7.3
Profit attributable to equity holders of Fraport AG	€ million	EC1, 2.8	1	223.2	189.7	150.0
Segments share						
Revenue						
Aviation	Share in Group revenue in %	EC1, 2.7, 2.8	2	30.0	33.9	34.6
Retail & Real Estate	Share in Group revenue in %	EC1, 2.7, 2.8	2	20.2	17.6	18.4
Ground Handling	Share in Group revenue in %	EC1, 2.7, 2.8	2	26.7	30.6	31.5
External Activities & Services	Share in Group revenue in %	EC1, 2.7, 2.8	2	23.1	17.9	15.5
Earnings Before Interests, Taxes, Depreciation and Amortization (EBITDA)						
Aviation	Share in Group EBITDA in %	EC1, 2.7, 2.8	2	24.1	26.9	21.0
Retail & Real Estate	Share in Group EBITDA in %	EC1, 2.7, 2.8	2	57.4	47.7	50.6
Ground Handling	Share in Group EBITDA in %	EC1, 2.7, 2.8	2	6.4	8.7	2.8
External Activities & Services	Share in Group EBITDA in %	EC1, 2.7, 2.8	2	12.1	16.7	25.6
Operating profit (EBIT)						
Aviation	Share in Group EBIT in %	EC1, 2.7, 2.8	2	13.4	25.8	13.8
Retail & Real Estate	Share in Group EBIT in %	EC1, 2.7, 2.8	2	72.9	63.5	76.3
Ground Handling	Share in Group EBIT in %	EC1, 2.7, 2.8	2	3.8	5.2	-13.2
External Activities & Services	Share in Group EBIT in %	EC1, 2.7, 2.8	2	9.9	5.5	23.1

1 Figures for the previous year are adjusted due to capitalization of borrowing costs (IAS 23) and change in segment structure as at 1 January 2009.

2 Figures for the previous year are adjusted due to capitalization of borrowing costs (IAS 23). Only figures for the previous year 2008 are adjusted by change in segment structure as at 1 January 2009.

<i>Cash flow and investments</i>	Unit	GRI	Comment	2007	2008	2009
<i>Group</i>						
Operating cash flow	€ million	EC1	1	499.8	492.5	426.5
Investments	€ million	EC1	1	1,598.5	759.7	1,438.3
Free cash flow	€ million	EC1	1	-248.6	-370.7	-711.4

1 Figures for the previous year are adjusted due to capitalization of borrowing costs (IAS 23).

<i>Statement of financial position</i>	Unit	GRI	Comment	2007	2008	2009
<i>Group</i>						
Shareholder's equity	€ million	2.8	1	2,534.8	2,568.2	2,582.9
Borrowings	€ million	2.8	1	3,230.1	4,010.2	6,074.1
Fraport assets	€ million	2.8	1	3,075.0	3,419.1	3,705.6

1 Figures for the previous year are adjusted due to capitalization of borrowing costs (IAS 23).

<i>Profitability</i>	Unit	GRI	Comment	2007	2008	2009
<i>Group</i>						
Revenues	EBT in % of revenue	EC1	1	13.7	14.2	10.2
EBITDA margin	EBITDA in % of revenue	EC1	1	24.9	28.6	28.0
EBIT margin	EBIT in % of revenue	EC1	1	14.4	17.1	14.7
Return on Fraport Assets (ROFRA)	EBIT in % of Fraport assets	EC1	1	10.9	10.5	7.8

1 Figures for the previous year are adjusted due to capitalization of borrowing costs (IAS 23).

<i>Value added statement</i>	Unit	GRI	Comment	2007	2008	2009
<i>Group</i>						
Generation of value added						
Corporate performance	€ million	EC1	1	2,425.8	2,201.9	2,057.9
Advance payments	€ million	EC1	1	-646.1	-601.9	-588.3
Cost of materials	€ million	EC1	1	-461.4	-471.1	-450.7
Other expenses	€ million	EC1	1	-184.7	-130.8	-137.6
Gross value added	€ million	EC1	1	1,779.7	1,600.0	1,469.6
Depreciation and amortization	€ million	EC1	1	-245.2	-241.5	-262.5
Net value added	€ million	EC1	1	1,534.5	1,358.5	1,207.1
Distribution of value added according to stakeholder group			1			
Employees (wages, salaries, social security deductions)	€ million	EC1	1	1,143.3	925.6	866.9
Lenders (interest expense)	€ million	EC1	1	55.5	120.2	123.1
State (deductions, taxes)	€ million	EC1	1	99.6	107.8	50.5
Expenses for the community (donations, sponsoring etc.)	€ million	EC1	1	7.9	8.0	9.3
Shareholders (dividend)	€ million	EC1	1	105.3	105.6	106.2
Profit attributable to minority shareholders	€ million	EC1	1	5.0	7.2	7.3
Company (retained earnings)	€ million	EC1	1	117.9	84.1	43.8

1 Basis: Group Income Statement.

Personnel

<i>Personnel expenses</i>	Unit	GRI	Comment	2007	2008	2009
<i>Group</i>						
Personnel expenses	€ million	EC1		1,143.3	925.6	866.9
Wages and salaries	€ million	EC1		932.7	754.3	699.9
Social security and welfare expenses	€ million	EC3		176.8	138.0	127.0
Pension expenses	€ million	EC3		33.8	33.3	40.0
Employees	Annual average (persons)	LA1		30,437	23,079	19,970
Aviation	Annual average (persons)	LA1	1	6,331	6,674	6,315
Retail & Real Estate	Annual average (persons)	LA1	1	2,914	594	604
Ground Handling	Annual average (persons)	LA1	1	8,062	8,443	8,276
External Activities & Services	Annual average (persons)	LA1	1	13,130	7,368	4,775

1 Year 2007 before segment structure change as at 1 January 2009, year 2008 adjusted.

<i>Subsidies</i>	Unit	GRI	Comment	2007	2008	2009
<i>Fraport AG</i>						
Subsidies received	€ million	EC4		–	0	0

All data relate to year-end statuses as at 31 December 2009.

<i>Employees</i>	Unit	GRI	Comment	2008	2009
<i>Group</i>					
			1		
Employees	Number of persons	LA1	2	–	20,488
Regional distribution					
Europe	in % of staff	LA1, 2.8		95.0	95.7
Germany	in % of staff	LA1, 2.8		90.4	91.2
Rest of Europe	in % of staff	LA1, 2.8		4.6	4.5
Near East	in % of staff	LA1, 2.8		2.8	1.9
South America	in % of staff	LA1, 2.8		2.2	2.4
Personnel turnover	in % of permanent staff	LA2	3	–	9.5
Employee notice	Number among permanent staff	LA2	3	–	846
Employer notice	Number among permanent staff	LA2	3	–	283
End of working life (pension)	Number among permanent staff	LA2	3	–	68
<i>Fraport AG</i>					
Employees	Number of persons	LA1		12,363	12,083
Permanent staff	Number of persons	LA1	3	10,722	10,519
Aviation	Number of persons	LA1		3,378	3,313
Ground Handling	Number of persons	LA1		6,604	6,389
Retail & Real Estate	Number of persons	LA1		644	652
External Activities & Services	Number of persons	LA1		1,737	1,729
Personnel turnover	in % of permanent staff	LA2	3	2.4	1.9
Employee notice	Number among permanent staff	LA2	3	91	49
Employer notice	Number among permanent staff	LA2	3	11	8
End of working life (pension)	Number among permanent staff	LA2	3	41	32

1 The consolidated companies in “Group” comprise here Fraport AG and the 13 companies with the highest number of employees.

All companies were fully consolidated for calculating the personnel indicators.

2 Data only collected from 2009.

3 The permanent staff does not include any temporary staff (students, interns, diploma students, part-time employees), employees on leave, apprentices, and trainees.

<i>Employment conditions</i>	Unit	GRI	Comment	2008	2009
<i>Group</i>			1		
Employees with collective wage agreement	in % of staff	LA4	2	–	100
Fixed-term employment contracts	in % of permanent staff, temporary staff, and apprentices	LA1	2, 3	–	12.4
Part-time employees	Number of persons	LA1	2	–	110
Employees on leave	Number of persons	LA1	2	–	795
<i>Fraport AG</i>					
Employees with collective wage agreement	in % of staff	LA4	1	100	100
Fixed-term employment contracts	in % permanent staff, temporary staff, and apprentices	LA1	3	–	9.9
Part-time employees	Number of persons	LA1		12	2
Employees on leave	Number of persons	LA1		562	567

- 1 The consolidated companies in “Group” comprise here Fraport AG and the 13 companies with the highest number of employees. All companies were fully consolidated for calculating the personnel indicators.
- 2 Data only collected from 2009.
- 3 The permanent staff does not include any temporary staff (students, interns, diploma students, part-time employees), employees on leave, apprentices, and trainees.

<i>Demography</i>	Unit	GRI	Comment	2008	2009
<i>Group (Germany)</i>			1		
Average age	Years	LA13	2	–	40.5
up to 30 years	Number of persons	LA13	2	–	3,899
	Share in % of staff	LA13	2	–	20.9
31–50 years	Number of persons	LA13	2	–	11,280
	Share in % of staff	LA13	2	–	60.4
above 50 years	Number of persons	LA13	2	–	3,500
	Share in % of staff	LA13	2	–	18.7
<i>Fraport AG</i>					
Average age	Years	LA13		42.3	42.8
up to 30 years	Number of persons	LA13		1,965	1,819
	Share in % of staff	LA13		15.9	15.1
31–50 years	Number of persons	LA13		7,827	7,588
	Share in % of staff	LA13		63.3	62.8
above 50 years	Number of persons	LA13		2,571	2,676
	Share in % of staff	LA13		20.8	22.1

- 1 The consolidated companies in “Group (Germany)” comprise here Fraport AG and the eight companies with the highest number of employees at the location Germany. All companies were fully consolidated for calculating the personnel indicators.
- 2 Data only collected from 2009.

Diversity and equal opportunities

	Unit	GRI	Comment	2008	2009
Group (Germany)					
			1		
Foreign employees	Number of persons	LA13	2	–	3,826
	in % of staff	LA13	2	–	20.5
Germany	Number of persons	LA13	2	–	14,853
Turkey	Number of persons	LA13	2	–	2,086
Italy	Number of persons	LA13	2	–	273
Spain	Number of persons	LA13	2	–	117
Greece	Number of persons	LA13	2	–	221
USA	Number of persons	LA13	2	–	102
Croatia	Number of persons	LA13	2	–	112
Austria	Number of persons	LA13	2	–	55
Portugal	Number of persons	LA13	2	–	105
Morocco	Number of persons	LA13	2	–	96
Other	Number of persons	LA13	2	–	659
Group					
			3		
Disabled employees	Number of persons	LA13	4	–	1,297
	in % of eligible jobs	LA13	5	–	6.6
Gender					
Women	in % of staff	LA13	2	–	23.0
Men	in % of staff	LA13	2	–	77.0
Women in management positions	in % of managers	LA13	2, 6	–	25.8
Fraport AG					
Foreign employees	Number of persons	LA13		2,043	1,983
	in % of staff	LA13		16.5	16.4
Germany	Number of persons	LA13		10,320	10,100
Turkey	Number of persons	LA13		1,182	1,150
Italy	Number of persons	LA13		150	151
Spain	Number of persons	LA13		93	90
Greece	Number of persons	LA13		88	88
USA	Number of persons	LA13		85	81
Croatia	Number of persons	LA13		65	63
Austria	Number of persons	LA13		41	39
Other	Number of persons	LA13		339	321
Disabled employees	Number of persons	LA13	4	1,063	1,127
	in % of the eligible jobs	LA13	5	9.3	10.0
Gender					
Women	in % of staff	LA13		18.8	18.7
Men	in % of staff	LA13		81.2	81.3
Women in management positions	in % of managers	LA13	6	17.8	17.6
Supervisory Board	in % of the number of Supervisory Board members	LA13		15.0	15.0
Executive Board	in % of the number of Executive Board members	LA13		0.0	0.0

1 The consolidated companies in "Group (Germany)" here comprise Fraport AG and the eight companies with the highest number of employees at the location Germany. All companies were fully consolidated for calculating the personnel indicators.

2 Data only collected from 2009.

3 The consolidated companies in "Group" here comprise Fraport AG and the 13 companies with the highest number of employees. All companies were consolidated for calculating the personnel indicators.

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

5 Eligible jobs = Total jobs – School students, University students – Apprentices.

6 Management position = Management level 1 to 5.

<i>Work-life balance</i>	Unit	GRI	Comment	2008	2009
<i>Group</i>			1		
Part-time employment	in % of staff	LA1	2, 3	–	14.0
<i>Fraport AG</i>					
Part-time employment	in % of staff	LA1	3	13.3	16.2

1 The consolidated companies for the personnel indicators here comprise Fraport AG and the 13 companies with the highest number of employees.

All companies were fully consolidated for calculating the personnel indicators.

2 Data only collected from 2009.

3 Including phased-in retirement

<i>Training and career development</i>	Unit	GRI	Comment	2008	2009
<i>Group</i>			1		
Apprentices		LA1, 10	2	–	321
Interns, students, diploma students, trainees		LA1, 10	2	–	710
Further training	Days per employee and year	LA10, 11	2, 3	–	4.1
<i>Fraport AG</i>					
Apprentices		LA1, 10		329	316
Men	Share in percent of apprentices	LA1, 10		70.2	72.5
Women	Share in percent of apprentices	LA1, 10		29.8	27.5
Interns, students, diploma students, trainees		LA1, 10		738	679
Further training	Days per employee and year	LA10, 11	4	2.9	2.9

1 The consolidated companies for the personnel indicators here comprise Fraport AG and the 13 companies with the highest number of employees.

All companies were fully consolidated for calculating the personnel indicators.

2 Data only collected from 2009.

3 Not including apprentices and the companies APS Airport Personal Services GmbH and AirIT Systems GmbH.

4 Not including apprentices.

Occupational health and safety

	Unit	GRI	Comment	2008	2009
Group			1		
Accidents	Number	LA7	2	–	1,362
1,000 person rate	Number of reportable accidents per 1,000 employees and year	LA7	2, 3, 5	–	24.11
with fatal consequences	Number	LA7	2	–	0
reportable	Number	LA7	2, 3	–	513
	Days of absence	LA7	2, 3	–	7,543
Occupational diseases	Number of accredited cases	LA7	2	–	4
Health rate	Presence in %	LA7	2, 4	–	95.79
Accident and illness rate	Absence in %	LA7	2, 4	–	4.21
illness-related	Absence in %	LA7	2, 4	–	4.13
caused by work-related accident (not including sports, travel to and from work, and private accidents)	Absence in %	LA7	2, 4	–	0.08
Employees represented in job safety committees	Share in % of staff	LA6	2	–	100.0
Fraport AG					
Accidents	Number	LA7		846	723
1,000 person rate	Number of reportable accidents per 1,000 employees and year	LA7	3, 5	26.67	24.78
with fatal consequences	Number	LA7		0	0
reportable	Number	LA7	3	330	301
	Days of absence	LA7		5,634	4,991
Occupational diseases	Number of accredited cases	LA7		0	0
Health rate	Presence in %	LA7	4	94.51	93.77
Accident and illness rate	Absence in %	LA7	4	5.49	6.23
illness-related	Absence in %	LA7	4	5.28	6.05
accident related (not including sports, travel to and from work, and private accidents)	Absence in %	LA7	4	0.21	0.18
Employees represented in job safety committees	Share in % of staff	LA6		100.0	100.0

- 1 The consolidated companies for the personnel indicators here comprise Fraport AG and the 13 companies with the highest number of employees. All companies were fully consolidated for calculating the personnel indicators.
- 2 Data only collected from 2009.
- 3 A work-related accident is deemed to be reportable if more than three days of absence are involved.
- 4 With respect to scheduled working hours.
- 5 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.

Employee satisfaction and personnel development

	Unit	GRI	Comment	2008	2009
Group			1		
Assessment of the company by employees	Score 1–6, 1 = very good	LA12		2.95	2.98
Surveyed employees	in % of permanent staff	LA12	2	100.0	100.0
Fraport AG					
Assessment of the company by employees	Score 1–6, 1 = very good	LA12		2.97	3.04
Surveyed employees	in % of permanent staff	LA12	2	100.0	100.0

- 1 The consolidated companies in “Group” for the figures on employee satisfaction and personnel development here comprise Fraport AG and eight companies at the Frankfurt site, and the foreign companies in Lima, Varna and Burgas. All companies were fully consolidated for calculating the personnel indicators.
- 2 The permanent staff does not include any temporary staff (students, interns, diploma students, part-time employees), employees on leave, apprentices and trainees.

Environment

Energy	Unit	GRI	Comment	2007	2008	2009
Group			1			
Energy consumption	TJ	EN3, 4	2	2,943.7	3,131.9	3,088.5
	TJ per million traffic units	EN3, 4	2, 3	31.3	30.5	32.7
Fuels	TJ	EN4	2, 4	485.5	500.6	475.3
	Liters	EN1	2, 4	13,715,771	14,127,637	13,410,737
Electricity	TJ	EN4	2	1,299.4	1,424.5	1,441.1
	GWh	EN4	2	361.2	396.0	400.6
Heating energy	TJ	EN3	2	1,158.9	1,206.8	1,172.1
District heating	TJ	EN3	2	710.7	711.2	719.3
Local heating	TJ	EN3	2, 5	68.4	96.1	47.5
Cooling energy	TJ	EN3	2	379.8	399.5	405.3
Fraport AG						
Energy consumption	TJ	EN3, 4	2	2,632.0	2,703.2	2,755.5
	TJ per million traffic units	EN3, 4	2, 3	34.8	36.4	39.6
Fuels	TJ	EN4	2, 4	428.6	436.2	435.0
	Liters	EN1	2, 4	12,081,059	12,282,881	12,255,934
Electricity	TJ	EN4	2	1,093.5	1,136.2	1,178.8
	GWh	EN4	2	304.0	315.9	327.7
Heating energy	TJ	EN3, 4	2	730.1	731.3	736.4
District heating	TJ	EN4	2	710.7	711.2	719.3
Local heating	TJ	EN3	2, 5	19.4	20.1	17.1
Cooling energy	TJ	EN4	2	379.8	399.5	405.3
Electricity designation						
Renewable sources	Share in %	EN4		21.5	96.0	93.4
Nuclear power	Share in %	EN4		19.5	1.1	1.9
Fossil fuels and other energy sources	Share in %	EN4		59.0	2.9	4.7

1 The consolidated companies in "Group" here comprise Fraport AG, the fully consolidated subsidiaries at the Frankfurt site, and other important Group airports (2007: Frankfurt-Hahn, Varna, Burgas, Lima; 2008: Frankfurt-Hahn, Varna, Burgas, Lima, Antalya; 2009: Varna, Burgas, Lima, Antalya).

2 All data including technical losses.

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

4 Fuel consumption for mobile ground support equipment and automobiles on the apron and roadways at the airport.

5 Local combustion plants.

Climate impact

	Unit	GRI	Comment	2007	2008	2009
Group			1			
CO ₂ emissions	t	EN16	2, 3	291,741	270,267	263,650
direct CO ₂ emissions	t	EN16	2	40,908	44,411	39,056
indirect CO ₂ emissions	t	EN16	3	250,833	225,856	224,594
CO ₂ intensity of the service delivery	kg per traffic unit	EN16	2, 3, 4	3.11	2.63	2.79
direct CO ₂ emissions	kg per traffic unit	EN16	2	0.44	0.43	0.41
indirect CO ₂ emissions	kg per traffic unit	EN16	3	2.67	2.20	2.38
compensated CO ₂ emissions (certificates)	t	EN16	5	0	133,200	133,200
Fraport AG						
CO ₂ emissions	t	EN16	2, 3	252,138	227,103	232,437
direct CO ₂ emissions	t	EN16	2	33,628	34,387	33,792
indirect CO ₂ emissions	t	EN16	3	218,510	192,716	198,645
Other relevant greenhouse gases	t	EN17	6	< 2	< 2	< 2
CO ₂ intensity of the service delivery	kg per traffic unit	EN16	2, 3, 4	3.35	3.06	3.35
direct CO ₂ emissions	kg per traffic unit	EN16	2, 4	0.45	0.46	0.49
indirect CO ₂ emissions	kg per traffic unit	EN16	3, 4	2.90	2.60	2.86
compensated CO ₂ emissions (certificates)	t	EN16	5	0	133,200	133,200

1 The consolidated companies in "Group" here comprise Fraport AG, the fully consolidated subsidiaries at the Frankfurt site, and other important Group airports (2007: Frankfurt-Hahn, Varna, Burgas, Lima; 2008: Frankfurt-Hahn, Varna, Burgas, Lima, Antalya; 2009: Varna, Burgas, Lima, Antalya).

2 Direct emission in conformity with Scope 1 GHG Protocol Standard: fuels, fuels for combustion plants, here heating oil, natural gas, propane gas.

3 Indirect emissions in conformity with Scope 2 of the GHG Protocol Standard: sourcing of electricity (Group), district heating, district cooling.

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

5 Compensation for the electricity-related emissions through RECS certificates (www.recs.org).

6 According to studies carried out in 2005, the emissions of other greenhouse gases at the airport are negligible.

Water

	Unit	GRI	Comment	2007	2008	2009
Group			1			
Water consumption	m ³	EN8		1,778,868	2,005,280	1,857,389
	Liters per traffic unit	EN8	2	18.94	19.53	19.64
Drinking water	m ³	EN8		1,661,783	1,847,864	1,690,084
Service water	m ³	EN10		117,085	157,416	167,305
Wastewater	m ³	EN21		2,048,735	2,207,805	2,008,636
	Liters per traffic unit	EN21		21.81	21.50	21.24
Fraport AG						
Water consumption	m ³	EN8		1,083,990	1,144,500	1,000,100
	Liters per traffic unit	EN8	2	14.34	15.39	14.39
Drinking water	m ³	EN8		967,000	988,000	833,000
Service water	m ³	EN10		116,990	156,500	167,100
Wastewater	m ³	EN21	3	1,605,000	1,548,000	1,351,000
	Liters per traffic unit	EN21	2, 3	21.23	20.82	19.44

1 The consolidated companies in "Group" here comprise Fraport AG, the fully consolidated subsidiaries at the Frankfurt site, and other important Group airports (2007: Frankfurt-Hahn, Varna, Burgas, Lima; 2008: Frankfurt-Hahn, Varna, Burgas, Lima, Antalya; 2009: Varna, Burgas, Lima, Antalya).

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

3 Waste water from Fraport AG and more than 580 other companies at the Frankfurt site.

<i>Amount of waste</i>	Unit	GRI	Comment	2007	2008	2009
<i>Group</i>			1			
Amount of waste	t	EN22	2	32,774	31,779	28,485
non-hazardous waste	t	EN22	2	31,014	29,585	27,125
hazardous waste	t	EN22	2	1,760	2,194	1,360
Recycling	in % of the amount of waste	EN22	2	65.6	66.0	66.2
<i>Fraport AG</i>		EN22				
Amount of waste	t	EN22	2	24,703	24,112	22,265
non-hazardous waste	t	EN22	2	23,186	22,145	21,021
hazardous waste	t	EN22	2	1,516	1,967	1,244
Recycling	in % of the amount of waste	EN22	2	82.7	83.0	85.5

- 1 The consolidated companies in "Group" here comprise Fraport AG, the fully consolidated subsidiaries at the Frankfurt site, and other important Group airports (2007: Frankfurt-Hahn, Varna, Burgas, Lima; 2008: Frankfurt-Hahn, Varna, Burgas, Lima, Antalya; 2009: Varna, Burgas, Lima, Antalya).
- 2 Including waste from third parties, without soil and building rubble.

<i>Significant releases</i>	Unit	GRI	Comment	2007	2008	2009
<i>Fraport AG</i>			1			
Releases of substances posing a hazard to water		EN23				
Number of releases	Number	EN23		618	566	483
Volume of releases	m ³	EN23		11.40	11.00	11.60
Frequency of releases	Number per 1,000 aircraft movements	EN23		1.25	1.17	1.04
Effects		EN23	2	none	none	none

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

<i>Process materials</i>	Unit	GRI	Comment	2007	2008	2009
<i>Fraport AG</i>						
Airfield surfaces deicing agents potassium formate (SAFE-WAY KF)	m ³	EN1	1	220	1,085	3,271
Aircraft deicing agent propylene glycol	m ³ active substance	EN1	1	262	943	1,215

- 1 The winter is generally attributed to the following calendar year, for example 2008/2009 to the year 2009.

<i>Age of the vehicle fleet</i>	Unit	GRI	Comment	2007	2008	2009
<i>Fraport AG</i>						
Average age of the mobile work machines and vehicles	Years	EN29	1	6.4	5.9	5.9

- 1 Average age of the mobile work machines and vehicles deployed (not including one-year leased automobiles). When the indicator is assessed, it is important to take into account the fact that the average age would rise continuously if old mobile work machines were not replaced by new ones. This means that even an increase that is less than one year still means that the fleet has been modernized. If the indicator remains the same, this indicates that natural aging has been exactly compensated in numerical terms by new acquisitions.

Community and region

Noise pollution	Unit	GRI	Comment	2007	2008	2009
Fraport AG						
Aircraft category						
Category 0 (LAZ to 68.9 dB(A))	in % of total aircraft movements	EN26	1, 2	19.8	18.5	16.5
of which in the nighttime	in % of total aircraft movements	EN26	3	no data	0.23	0.17
Category 1 (LAZ 69.0 to 71.9 dB(A))	in % of total aircraft movements	EN26	1, 2	43.8	43.4	45.2
of which in the nighttime	in % of total aircraft movements	EN26	3	no data	1.49	1.40
Category 2 (LAZ 72.0 to 74.9 dB(A))	in % of total aircraft movements	EN26	1, 2	17.1	17.9	15.3
of which in the nighttime	in % of total aircraft movements	EN26	3	no data	0.57	0.41
Category 3 (LAZ 75.0 to 77.9 dB(A))	in % of total aircraft movements	EN26	1, 2	11.4	11.9	15.3
of which in the nighttime	in % of total aircraft movements	EN26	3	no data	0.80	0.89
Category 4 (LAZ 78.0 to 80.9 dB(A))	in % of total aircraft movements	EN26	1, 2	7.1	8.0	7.5
of which in the nighttime	in % of total aircraft movements	EN26	3	no data	0.44	0.45
Category 5 (LAZ 81.0 to 83.9 dB(A))	in % of total aircraft movements	EN26	1, 2	0.8	0.4	0.2
of which in the nighttime	in % of total aircraft movements	EN26	3	no data	0.04	0.01
Category 6 (LAZ 84.0 to 86.9 dB(A))	in % of total aircraft movements	EN26	1, 2	0.0	0.0	0.0
of which in the nighttime	in % of total aircraft movements	EN26	3	no data	0.0	0.0
Category 7 (LAZ 87.0 dB(A) and above)	in % of total aircraft movements	EN26	1, 2	< 0.001	< 0.001	0.0
of which in the nighttime	in % of total aircraft movements	EN26	3	no data	0.0	0.0

1 From 2008 on, new noise category system, figures for 2007 adopted for purposes of comparison.

2 LAZ = Single event level as measured overflight.

3 Nighttime = Mediation nighttime period 2300 to 0559 hours, retrospective calculation for the category nighttime not possible.

Employee traffic (travel to and from work)

	Unit	GRI	Comment	2007	2008	2009
Group						
			1			
Travel to and from work by public transport	Share of staff in %	EN7, 29	2	31.5	38.4	31.2
Travel to and from work with ride sharing	Share of staff in %	EN7, 29	2	16.4	13.9	17.0
Fraport AG						
Travel to and from work by public transport	Share of staff in %	EN7, 29	2	33.2	42.9	31.2
Travel to and from work with ride sharing	Share of staff in %	EN7, 29	2	12.5	11.0	14.3

1 The consolidated companies in "Group" here comprise Fraport AG, the fully consolidated subsidiaries at the Frankfurt site, and other important Group airports (2007: Frankfurt-Hahn, Varna, Burgas, Lima; 2008: Frankfurt-Hahn, Varna, Burgas, Lima, Antalya; 2009: Varna, Burgas, Lima, Antalya).

2 The values are based on a survey.

Passenger traffic

	Unit	GRI	Comment	2007	2008	2009
Group						
			1			
Arrival/departure by public transport	Share in % of passenger volume	EN7, 29	2	31.8	29.0	27.2
Frankfurt Airport (FRA)						
Arrival/departure by public transport	Share in % of passenger volume	EN7, 29	2	34.3	36.4	37.4

1 The consolidated companies in "Group" here comprise Fraport AG, the fully consolidated subsidiaries at the Frankfurt site, and other important Group airports (2007: Frankfurt-Hahn, Varna, Burgas, Lima; 2008: Frankfurt-Hahn, Varna, Burgas, Lima, Antalya; 2009: Varna, Burgas, Lima, Antalya).

2 The values are based on a survey.

<i>Land use</i>	Unit	GRI	Comment	2007	2008	2009
<i>Fraport AG</i>						
Owned land	ha	EN11	1	1,906.6	1,906.6	1,906.6
of which paved area	ha	EN11		no data	no data	891.5

1 Continuous owned land.

<i>Social commitment</i>	Unit	GRI	Comment	2007	2008	2009
<i>Fraport AG</i>						
Social commitment	€ million	EC1		7.9	8.0	9.3
Sponsoring	€ million	EC1		5.2	5.6	6.4
Environmental Fund	€ million	EC1		2.0	1.5	2.0
Regional park	€ million	EC1		0.9	0.9	0.8
Nature conservation/Environmental protection	€ million	EC1		0.3	0.1	0.2
Environmental education	€ million	EC1		0.5	0.2	0.2
Research	€ million	EC1		0.3	0.3	0.8
Donations	€ million	EC1		0.7	0.9	0.9

<i>Compliance</i>	Unit	GRI	Comment	2007	2008	2009
<i>Group</i>						
Cases of corruption	Number	SO7		no data	no data	0
<i>Fraport AG</i>						
Significant fines due to anti-competitive conduct	€ million	SO8		no data	no data	none

Global Reporting Initiative and Progress Report on the UN Global Compact

Fraport bases sustainability reporting on the Sustainability Reporting Guidelines (Version G3) of the Global Reporting Initiative (GRI). The following table (GRI Content Index) shows where information on the core indicators and additional indicators can be found in this Sustainability Report 2009 and in the Annual Report 2009.

Additional indicators are highlighted in gray. References to information in the Annual Report are indicated with “(AR)”. If no information is available on a GRI Indicator, we have generally provided a reason for this.

Fraport observes and supports the ten principles of the UN Global Compact (GC Principles) which relate to the basic positions on human rights, labor, environment, and anti-corruption (www.unglobalcompact.org). We develop and establish measures to implement the ten principles and contribute to their recognition, even beyond the horizon of our own company. The “GC” column in the following table shows the pages of this report on which the relevant information can be found.



Sustainability reporting at Fraport in 2009 achieved Level B, the second highest rating in the Global Reporting Initiative.

Key

Black	= GRI core indicator
gray	= GRI additional indicator
√	= Indicator completely covered
(√)	= Indicator partly covered
–	= No information available
n.a.	= not applicable for Fraport
(AR)	= Reference to the Annual Report for 2009
GC	= Global Compact Principle

Profile

GRI Indicator	GC	Reference to section, comment	Page	Reported
1 Strategy and analysis				
1.1 Foreword by the Chairman of the Executive Board		"Editorial"	4–5	✓
1.2 Description of effects, risks and opportunities		"Editorial"	4–5	✓
		"Forum"	6–11	
		"Our challenges"	12–17	
		"Values management"	25	
		"Balancing opportunities and risks"	25	
2 Organizational profile				
2.1 Name of the organization		"Our company"	30	✓
2.2 Brands, products and services		"All expertise from a single source" to "External Activities & Services: airport management worldwide"	30–34	✓
2.3 Organizational structure		"Our organization"	34	✓
2.4 Head Office of the organization		"Our company", section 1	30	✓
2.5 Countries with business activities		"External Activities & Services" with chart "Fraport activities worldwide"	33–34	✓
2.6 Ownership structure and legal form		"Our owners"	35	✓
2.7 Markets served		Table "Financials"	84	✓
		Segment reporting: Information on geographical areas, Annual Report 2009: consolidated financial statements and notes, number 44	89 (AR)	
2.8 Size of the reporting organization		Table "Traffic"	83	✓
		Table "Financials"	84	
		Table "Statement of Financial Position"	85	
		Table "Employees"	86	
2.9 Changes to the size, structure and ownership constellation		"Our owners"	35	✓
		"Significant events and operational highlights"	48 (AR)	
		"Companies included in consolidation and balance sheet date"	90–93 (AR)	
2.10 Awards received		"Awards"	108	✓
		"Recognition of our actions"	69	
3 Reporting parameters				
3.1 Reporting period		"Scope of reporting"	82	✓
3.2 Publication of the last report		"Publication cycle and reporting period"	82	✓
3.3 Reporting cycle		"Publication cycle and reporting period"	82	✓
3.4 Contact for issues relating to report/content		Contact	110	✓
		Responsible: Fraport AG, Jörg Kämer; Senior Vice President Sustainability Management and Corporate Compliance. Contact: Fraport AG, Nicole Scheer, Senior Executive Manager Sustainability Reporting and Monitoring		
3.5 Definition of report content and stakeholders		"Report content and stakeholders" including page references	82	✓
3.6 Reporting thresholds		"Scope of reporting"	82	✓
3.7 Restrictions on the scope of reporting		"Scope of reporting"	82	✓
		Footnotes on the consolidated companies for the tables in the section "Facts and figures"	83–95	
3.8 Joint ventures, subsidiaries, outsourced activities		"Scope of reporting"	82	✓
3.9 Data collection methods and basis for data calculations		"Data collection"	82–83	✓
3.10 Effect of new presentation of information		"Significant events and operational highlights"	48 (AR)	✓
		"Consolidated companies and balance sheet date"	90–93 (AR)	

GRI Indicator	GC	Reference to section, comment	Page	Reported
3.11 Changes compared to previous years		In the reporting year 2009, the personnel indicators were collected at Group level for the first time. These are also reported in addition to the data from Fraport AG.	86–90	✓
3.12 GRI Content Index		“Global Reporting Initiative and Progress Report on the UN Global Compact”	96–107	✓
3.13 External audit of the report		“Data collection”	82–83	✓
		“Audited environmental management”	64–65	
4 Governance, obligations and commitment				
4.1 Management structure of the organization		“Good company management”	24	✓
		Chart “Corporate control bodies”	24	
4.2 Declaration that the Chairman of the Supervisory Board is not the Chairman of the Executive Management		The Chairman of the Supervisory Board is not a Member of the Executive Board.		✓
4.3 Independent members of the highest management body		Information only necessary for organizations without a Supervisory Board (Fraport AG has a Supervisory Board pursuant to German stock corporation law) “Good company management”	24	✓
4.4 Mechanism for shareholder and employee recommendations to the highest management body		“Good company management” and the link there to Fraport Corporate Governance Code	24	✓
		Employees have equal representation with employers in the governance body of the Supervisory Board pursuant to German law. The Supervisory Board has a separate Human Resources Committee. The function of the Human Resources Committee is to prepare resolutions pertaining to human resources. The chairman of the committee is the Chairman of the Works Council of Fraport AG.	182 (AR)	
		The shareholders of Fraport AG assert their voting rights and their right to voice their opinions at the Annual General Meeting. Before the Annual General Meeting, shareholders are informed about the business developments and the agenda for the meeting. During the year, the shareholders receive the latest information about the company through interim reports and additional publications on the website. The representatives of the shareholders and employees prepare for each meeting of the Supervisory Board as necessary with members of the management. The members of the Executive Board take part in the meetings of the Supervisory Board, unless the Supervisory Board decides in individual cases to meet in the absence of the Executive Board (Fraport Corporate Governance Code, 3.6, p. 6, see www.fraport.com , Investor Relations).	181 (AR)	
4.5 Link between remuneration of the executive body and performance of the organization		“Sustainability is relevant to executive salaries in the new remuneration system”	24–25	✓
4.6 Mechanisms of the highest management body for avoidance of conflicts of interest		“Good company management” and the link there to the Fraport Corporate Governance Code. The Fraport Corporate Governance Code describes procedures for dealing with conflicts of interest involving the Executive Board and Supervisory Board in the sub-sections 4.3 and 5.5.	24	✓
4.7 Identification of the qualification of the members of the highest management body in relation to sustainability issues		“Good company management”	24	✓
		The structure of the management and governance bodies of Fraport AG is based on German stock corporation law. The Supervisory Board meets at least four times a year (2009: five times). Once a year, it reviews the efficiency of its activity. This enables issues to be identified that require the initiation of individual further training measures (see section “Good company management” and “Explanation of corporate management” pursuant to Article 289a German Commercial Code (HGB) and the Corporate Governance Report (AR p. 179 ff.)). When proposals for election of Supervisory Board members are considered, emphasis is placed on Supervisory Board members having the necessary know-how, skills and specialist experience to carry out the functions properly. They must also have an appropriate level of independence (see Fraport Corporate Governance Code, 5.4.1, p. 14).		

GRI Indicator	GC	Reference to section, comment	Page	Reported
4.8 Statements of mission or values, codes of conduct and principles	1 – 10	<p>“Values management”</p> <p>“Sustainable management and operations represent the cornerstones of the Company’s long-term success”</p> <p>Risk and opportunity report: Fraport has a risk management system. It ensures that significant risks are identified, constantly monitored and, as far as possible, limited to an acceptable level.</p> <p>“Risk policy principles” are formulated within the risk management system.</p> <p>“A Group with principles”</p>	<p>25</p> <p>32–35 (AR)</p> <p>66 (AR)</p> <p>61</p>	✓
4.9 Procedure at the level of the highest management body for monitoring sustainability performance	1 – 10	<p>“Sustainability is relevant to executive salaries in the new remuneration system”</p> <p>“Corporate Compliance even more strongly established”</p> <p>The Executive Board takes responsibility for monitoring and managing the issues relevant to sustainability through the Sustainability Board established within the organization.</p> <p>Table “Corporate control bodies”</p>	<p>24–25</p> <p>26</p> <p>26</p> <p>24</p>	✓
4.10 Procedure for assessing the sustainability performance of the highest management body	1 – 10	<p>The Supervisory Board meets at least four times a year (2009: five times).</p> <p>Once a year, it reviews the efficiency of its activity (see section “Good company management” and “Declaration on good corporate governance” pursuant to Article 289a HGB and Corporate Governance Report (AR p. 179 ff.)).</p>	24	✓
4.11 Precautionary principle	7	<p>“Balancing opportunities and risks”</p> <p>“Our environmental policy”</p> <p>“Prevention is better than healing”</p> <p>“Technology takes the strain”</p>	<p>25</p> <p>63–64</p> <p>60</p> <p>60</p>	✓
4.12 External agreements and principles	1 – 10	<p>“Global Reporting Initiative and Progress Report on the UN Global Compact”</p> <p>“Global Compact”</p> <p>“Ethical standards”</p> <p>“A Group with principles”</p> <p>Reporting in accordance with the standards of the International Accounting Standards Board (IASB). The capital market-oriented parent company of the Fraport Group, Fraport AG must prepare its consolidated financial statements in accordance with IFRS.</p> <p>“Audited environmental management”, 2nd sub-section: Airport Carbon Accreditation project (ACA) of ACI Europe</p>	<p>96</p> <p>181 (AR)</p> <p>81</p> <p>61</p> <p>90 (AR)</p> <p>64</p>	✓
4.13 Memberships in associations and interest groups		“Remaining in a dialog of partnership”	26	✓
4.14 Stakeholder groups		Table “Stakeholder management 2009”	27	✓
4.15 Basis for identifying stakeholders		<p>“Remaining in a dialog of partnership”</p> <p>“Report content and stakeholders” including page references</p>	<p>26</p> <p>82</p>	✓
4.16 Initiatives for stakeholder dialog		<p>Table “Stakeholder management 2009”</p> <p>“Dialog Forum Airport and Region (FFR)”</p>	<p>27</p> <p>72</p>	✓
4.17 Issues and concerns of stakeholders		Table “Stakeholder management 2009”	27	✓

Economic performance indicators

GRI Indicator	GC	Reference to section, comment	Page	Reported
Management initiative				
	1, 4, 6–9	“Editorial”	4–5	✓
		“Agenda 2015: Sustainability as a focus for action”	20–21	
		“Our sustainability strategy”	20	
		“What we want to do over the next ten years”	21	
		“The Group Vision”	21	
		“Sustainability: Our action guideline for the future”	22–23	
		“Value and profitability”	47	
		“Value-based management”	48	
Economic performance				
EC1 Direct economic value generated and distributed		Table “Financials”	84	✓
		Table “Cash flow and investments”	85	
		Table “Profitability”	85	
		Table “Value added statement”	85	
		Table “Personnel expenses”	86	
		Table “Social commitment”	95	
EC2 Financial consequences of climate change and risks and opportunities	7–9	“Climate change as the issue of the century”	16–17	✓ ¹
EC3 Scope of the company's social benefits		“Performance and incentive-based remuneration with social element”	54	✓
		Table “Personnel expenses” and “Employees”	86	
EC4 Significant government grants and subsidies		Table “Subsidies”	86	✓
Market presence				
EC5 Scope of relation between standard entry salaries and local minimum wage	1, 6	There are collective wage agreements in virtually all the Group companies. In our opinion, this item is not relevant for Fraport AG.		–
EC6 Business policy, practices and share of spending on locally-based suppliers		“Airport as an economic powerhouse”	15–16	✓
EC7 Local personnel (procedures for appointment, share of executive employees)	6	Local personnel are mainly employed in foreign subsidiaries due to the specific nature of the business. Only a few managers from the parent company are seconded abroad.		✓
Direct economic consequences				
EC8 Developments and impact of infrastructure investments and services provided for public benefit		“Airport expansion: appropriate and sustainable”	15	✓
		“Airport as an economic powerhouse”	15–16	
EC9 Type and scope of significant indirect economic effects		“Airport as an economic powerhouse”	15–16	✓
		“Major employer, big contribution to training”	79	

¹ A statement on the financial consequences is currently not possible.

Ecological performance indicators

GRI Indicator	GC	Reference to section, comment	Page	Reported
Management initiative				
	7–9	“Editorial”	4–5	✓
		“Agenda 2015: Sustainability as a focus for action”	20–21	
		“Our sustainability strategy”	20	
		“What we want to do over the next ten years”	21	
		“The Group Vision”	21	
		“Sustainability: our action guideline for the future”	22–23	
		“Our environmental policy”	63–64	
		“Audited environmental management”	64–65	
		“Worldwide environmental commitment”	65	
Aspect: Materials				
EN1 Materials used by weight or volume	7–9	Important materials are recorded when use of materials is reported. Table “Energy”	91	✓
		Table “Process materials”	93	
EN2 Percentage of materials used that are recycled input materials	7–9	The materials listed under EN1 do not contain any recycling materials. No recycled process materials are currently marketed that Fraport would be able to use.		✓
Aspect: Energy				
EN3 Direct energy consumption by primary energy sources	8–9	Table “Energy”	91	✓
EN4 Indirect energy consumption by primary energy sources	8–9	Table “Energy”	91	✓
EN5 Energy saved	8–9	“Cutting down CO ₂ emissions today” Box “Sustainable construction at Frankfurt Airport”	68–69 69	(✓) ²
EN6 Initiatives for energy efficiency and renewable energies for products and services	7–9	“Cutting down CO ₂ emissions today” Box “Sustainable construction at Frankfurt Airport”	68–69 69	(✓) ²
EN7 Initiatives for saving indirect energy	7–9	Table “Employee traffic (travel to and from work)” Table “Passenger traffic”	94 94	✓
Aspect: Water				
EN8 Total water consumption from sources	8	Table “Water”	92	✓
EN9 Water sources significantly impacted by water intake	8	The issue is irrelevant for Fraport AG and its investments in Germany because of the favorable supply conditions for drinking water and the water-saving technologies deployed universally.		n.a.
EN10 Recycled and reused water	8–9	Table “Water”	92	✓

2 A quantitative statement at Group level is not currently possible.

GRI Indicator	GC	Reference to section, comment	Page	Reported
Aspect: Biodiversity				
EN11 Location and size of land used in protected areas	8	Appropriate areas were listed in detail during environmental impact assessments carried out at the Frankfurt site.	72	√ ³
EN12 Impacts of business activity on biodiversity	8	The environmental impact assessment at the Frankfurt site verified that no sustainable negative impacts were exerted by airport operations on the directly adjacent conservation areas.	72	√ ⁴
EN13 Protected, reinstated natural habitats	8	"Environmental protection and airport expansion"	72	√ ⁴
		"Biodiversity – Avoidance, compensation and mitigation"	73	
		"We are resettling"	73	
EN14 Strategies, measures, plans to protect biodiversity	8	"Environmental protection and airport expansion"	72	√ ⁴
		"Biodiversity – Avoidance, compensation and mitigation"	73	
		"We are resettling"	73	
EN15 Endangered species, level of threat	8	The activities of Fraport AG and its subsidiaries do not generally present hazards for threatened plants and animal species. This can only occur if the complex undergoes expansion. In the European Union, an environmental impact assessment has to be carried out in such cases and appropriate mitigation or replacement measures have to be taken. A similar approach is adopted for projects that are financed by international banks. In these cases, an environmental Management Plan has to be submitted, which is generally based on one or more comprehensive environmental impact assessments, and defines how the consequences of the intervention can be minimized.		√
Aspect: Emissions, wastewater and waste				
EN16 Greenhouse gas emissions (direct/indirect) by weight	8	"Climate gases: local responses to global issues"	67-68	√
		Table "Climate impact"	92	
EN17 Other greenhouse gas emissions	8	"Climate gases: local responses to global issues"	67-68	√ ⁴
		Table "Climate impact"	92	
		The environmental assessment impact at the Frankfurt site verified that out of the other greenhouse gases only methane occurs, but in negligible amounts.		
EN18 Initiatives to reduce greenhouse gas emissions and results achieved	7–9	"Cutting down CO ₂ emissions today"	68–69	(√) ⁴
		Box "Sustainable construction at Frankfurt Airport"	69	
EN19 Emissions of ozone-depleting substances by weight	8	Ozone-depleting substances are not produced or exported in the Fraport Group. The main application is in the refrigerating machines from air-conditioning systems where the substances are in a closed system. The coolants are collected and disposed of as waste if maintenance work is necessary. There is no intentional release of the substances. Some losses through leakages cannot be excluded, but it is not possible to report the levels.		√
EN20 NO _x , SO _x and other air emissions	8	"Air quality at city level"	70	√ ⁴
		"Avoidance of fine-dust contaminants"	74	
EN21 Wastewater discharges	8	Table "Water"	92	√
EN22 Waste by type and disposal method	8	Table "Amount of waste"	93	√
EN23 Total number and volume of significant spills	8	Table "Significant releases"	93	√

³ A quantitative statement at Group level is not currently possible.

⁴ A statement at Group level is not currently possible.

GRI Indicator	GC	Reference to section, comment	Page	Reported
EN24 Transport of hazardous waste by weight	8	Primarily generated in the companies of the producing sector or occurs at the waste disposal companies; service-providers such as Fraport AG or its subsidiaries have virtually no processes where such wastes arise. Examples of exceptions are clinical wastes (Y1; A4030; Fraport AG), wastes from herbicides and pesticides (Y4; A4030), used oil (Y8), oil-water mixtures or hydrocarbon-water mixtures (Y9; A4060). The disposal of these wastes is carried out in conformity with the relevant national laws. We have no information on cross-border transfer of such wastes.		✓
EN25 Water and habitats significantly affected by wastewater		Discharges into surface waters that meet the conditions of the indicator only occur in a very limited scope. If the discharge relates to former polluted water, this was treated prior to discharge such that there is no risk of significantly negative impacts on rivers and lakes. The same is applicable for the run-off of water from surfaced areas.		✓
<i>Aspect: Products and services</i>				
EN26 Initiatives to mitigate environmental impacts of products and services and the extent of their effects	7–9	Table “Climate impact”	92	✓
		Table “Climate impact”	92	
		“Our target: uncoupling the development of noise from air traffic”	65	
		“Measures for active noise abatement”	66	
		“Less CO ₂ through more energy efficiency”	68	
		“Cutting down CO ₂ emissions today”	68–69	
EN27 Percentage of packaging material taken back by category	8–9	Indicator not applicable because Fraport does not sell any “products” in the course of its ordinary business operations where the packaging could be or had to be taken back after use.		n.a.
<i>Aspect: Compliance with statutory regulations</i>				
EN28 Monetary and non-monetary sanctions for non-compliance with environmental laws	8	During the period from 2007 to 2009 inclusive, Fraport AG was not subject to any fines or non-monetary sanctions due to non-compliance with the legal regulations in the environmental sector. In connection with an incident involving heating oil, pollution of the soil came under the responsibility of Fraport AG in 2009. This spill was cleaned up and an official criminal investigation is pending against individual persons.		✓ ⁵
<i>Aspect: Transportation</i>				
EN29 Effects of transport and traffic	8	Table “Age of the vehicle fleet”	93	✓
		Table “Employee traffic (travel to and from work)”	94	
		Table “Passenger traffic”	94	
<i>Aspect: Total</i>				
EN30 Expenditure and investment for environmental protection	7–9	Indicator cannot be satisfactorily reported at the present time.		–

⁵ A statement at Group level is not currently possible.

Working practices and decent working conditions

GRI Indicator	GC	Reference to section, comment	Page	Reported
Management initiative				
	1–6	“Employees”	52	✓
		“Success based on partnership”	55–56	
		“Equal opportunities at the workplace”	56	
Aspect: Employment				
LA1 Total workforce		“Employee figures for 2009: drop due to disposals”	54	✓
		Table “Personnel expenses”	86	
		Table “Employees”	86	
		Table “Employment conditions”	87	
		Table “Work-life balance”	89	
		Table “Training and career development”	89	
LA2 Employee turnover	6	The indicator cannot currently be reported in full at the present time. Only a summary can be shown because data on distribution of the turnover rate based on age group, gender and region is not collected.		(v)
LA3 Company benefits for full-time employees	6	Company social benefits are granted in the same way to all employees (as appropriate, pro rata with the scope of employment). This also applies – provided a specific length of service is not required for entitlement – independently of whether the employment contract is for a fixed or unlimited term.		✓
Aspect: Employer-employee relationship				
LA4 Percentage of employees with collective wage agreements	1, 3	Table “Employment conditions”	87	✓
LA5 Minimum notice periods for significant operational changes	3	The Works Council should be informed punctually and in detail about any operational changes. A mandatory notice period of three months is standard best practice.		✓
Aspect: Safety at work				
LA6 Percentage of employees in job safety committees	1	Table “Occupational health and safety”	90	✓
LA7 Occupational diseases and absences by region	1	Table “Occupational health and safety”, a report based on regions is not currently possible	90	(v)
LA8 Further training on serious disease	1			–
LA9 Work and safety agreements with unions	1, 3	Table “Training and career development”	89	✓
Aspect: Training and career development				
LA10 Further training time per employee	1	Table “Training and career development”	89	✓
LA11 Programs for life-long learning, knowledge management	1	Table “Training and career development”	89	✓
		“Training and career development: Good for us, good for everyone”	57	
		“Life-long learning”	58	
		“Knowledge and ideas management”	58	
LA12 Percentage of employees with regular performance assessment		Table “Employee satisfaction and personnel development”	90	✓
Aspect: Diversity and equal opportunities				
LA13 Composition of management bodies	1, 6	“Equal opportunities at the workplace”	56	✓
		Table “Demography”	87	
		Table “Diversity and equal opportunities”	88	
LA14 Wage differences by gender	1, 6	“Success based on partnership”	55 f.	✓

Human rights

GRI Indicator	GC	Reference to section, comment	Page	Reported	
<i>Management initiative</i>	1 – 6	“A Group with principles”	61	✓	
		“Ethical standards”	81		
<i>Aspect: Investment and procurement practices</i>					
HR1	Percentage of significant investment agreements with human rights clauses	1 – 6		–	
HR2	Percentage of suppliers subject to human rights screening	1 – 6		–	
HR3	Number of training sessions on human rights, percentage of employees	1 – 6		–	
<i>Aspect: Non-discrimination</i>					
HR4	Number of incidents of discrimination and actions taken	1, 2, 6	“Equal opportunities at the workplace”	56	(✓)
<i>Aspect: Freedom of association and collective bargaining</i>					
HR5	Freedom of association and collective bargaining	1 – 3	“Editorial”	4 – 5	✓
			“Employers in competition”	17	
			“Success based on partnership”	55 – 56	
			Table “Employment conditions”	87	
<i>Aspect: Child labor</i>					
HR6	Principles and measures for prevention of child labor	1, 2, 5	“A Group with principles”	61	(✓)
			“Ethical standards”	81	
<i>Aspect: Forced and compulsory labor</i>					
HR7	Principles and measures for prevention of forced labor	1, 2, 4	“A Group with principles”	61	(✓)
			“Ethical standards”	81	
<i>Aspect: Security practices</i>					
HR8	Percentage of trained security personnel	1, 2	“Security with a smile” (“Mit Sicherheit ein Lächeln”) The aviation security personnel at Fraport AG have received thorough training based on the regulations of the Federal Interior Ministry. These training sessions also cover issues relating to human rights. A rate of 100 % should therefore be assumed.	43	✓
<i>Aspect: Indigenous rights</i>					
HR9	Number of incidents violating rights of indigenous people and actions taken	1, 2	Airports may only be operated if government licenses have been obtained. In our view, this item is not therefore relevant.		n.a.

Society

GRI Indicator	GC	Reference to section, comment	Page	Reported
Management initiative				
	10	“Remaining in a dialog of partnership”	26	✓
		“Values management”	25	
		“Corporate Compliance even more strongly established”	26	
Aspect: Community				
SO1 Effects on the community		“Our value added – universal benchmark”	78	✓
		Table “Value added statement”	85	
		“Remaining in a dialog of partnership”	26	
		Table “Stakeholder management 2009”	27	
Aspect: Corruption				
SO2 Percentage/number of departments analyzed for corruption risks	10	All significant business units and subsidiaries have been analyzed 100 % for corruption risks. All the audits carried out by the Group Audit Department in the business units and subsidiaries also include a review of the relevant risks relating to corruption. An average of 15 audits is carried out each year.		✓
SO3 Percentage of employees training in anti-corruption	10	“Values management” A total of some 1279 employees are taking courses in the training programs, of which 320 are managers. The percentage of managers undergoing training at Fraport AG is therefore around 80 %. Since 2008, a growing number of events have been organized by the Group Audit Department in the subsidiary companies as a consequence of the introduction of the electronic whistle-blowing system.	25	✓
SO4 Actions taken in response to corruption incidents	10	Table “Compliance” At Fraport AG no action was necessary (see Table “Compliance”). The focus is on prevention at Fraport AG.	95	✓
Aspect: Public policy				
SO5 Public policy positions and lobbying	1 – 10	“Remaining in a dialog of partnership”	26	✓
		Table “Stakeholder management 2009”	27	
SO6 Total value of contributions to political parties by countries	10	“Remaining in a dialog of partnership”	26	✓
Aspect: Anti-competitive behavior				
SO7 Number of legal actions for anti-competitive behavior and the results		Table “Compliance”	95	✓
Aspect: Compliance with laws				
SO8 Fines for non-compliance with laws and regulations		Table “Compliance”	95	✓
		“Values management”	25	
		“Corporate Compliance even more strongly established”	26	

Product responsibility

GRI Indicator	GC	Reference to section, comment	Page	Reported
Management initiative	7–9	“Responsibility for the product”	45	✓
Aspect: Customer health and safety				
PR1 Health and safety impacts along the product life-cycle stages	7–9	“Our target: uncoupling the development of noise from air traffic”	65	✓
		“Measures for active noise abatement”	66	
		“Progress in passive noise abatement”	67	
PR2 Breaches of health and safety regulations by type and outcomes	7	“Occupational health and safety”	59	✓
Aspect: Product and service labeling				
PR3 Statutory information required for products and services		“Corporate Compliance even more strongly established”	26	✓
		Air traffic has always operated in a highly regulated environment. International and national directives and laws regulate air traffic. The Airport User Regulations are also applicable. Furthermore, the EU directive relating to the “Rights of Passengers” also applies. More rules are also defined in the ICAO regulations governing air traffic and ground handling services. Separate regulations for aviation security checks are defined by the Federal Interior Ministry.		
PR4 Incidents of non-compliance with regulations for labeling of product and service information				–
PR5 Customer satisfaction and relevant surveys		“Listening, acting, quantifying”	42	✓
		“Shopping mall for sophisticated aspirations”	44	
		“Customer management as a future mission”	42	
Aspect: Advertising				
PR6 Programs for compliance with laws and standards related to advertising				–
PR7 Incidents of non-compliance with advertising regulations and outcomes				–
Aspect: Protection of customer data				
PR8 Number of substantiated complaints regarding protection of customer data				–
Aspect: Compliance with laws				
PR9 Monetary value of fines for non-compliance with product and service regulations		Breaches by Fraport AG are not known.		✓

Awards



Level B of the Global Reporting Initiative

Fraport bases sustainability reporting on the Sustainability Reporting Guidelines (Version G3) of the Global Reporting Initiative (GRI). Sustainability reporting at Fraport in 2009 achieved Level B, the second highest rating in the Global Reporting Initiative.



FTSE4Good

The FTSE4Good is an index published by the Financial Times and the London Stock Exchange (FTSE). As a result of reviews by EIRIS/IMUG, Fraport was again listed in the FTSE4Good in 2010.

Companies are listed in the FTSE4Good if they perform above average in the fields of human rights, social standards and environmental protection, and continuously improve their performance.



sam

The SAM Group (Sustainable Asset Management) and the auditing company PwC (PricewaterhouseCoopers) included Fraport in the Sustainability Yearbook for the third time in January 2010.

Fraport received the accolade "SAM Silver Class 2010" in the yearbook (previous year: "SAM Bronze Class").

The Sustainability Yearbook is regarded as one of the world's most informative and comprehensive publications on Corporate Sustainability. Listed companies are assessed in this reference work on the basis of economic, ecological, and social success factors. Only 15 % of the 1,200 companies from 58 industrial sectors evaluated annually are listed in this sustainability yearbook.



Dow Jones Sustainability Indexes

SAM Research AG again confirmed membership in the DJSI in 2009. Companies are only listed in this important index for sustainability if their sustainability management is a role model for the criteria of economy, ecology, and commitment to social and cultural issues.



ACA

ACI Europe Certificate of "Airport Carbon Accreditation" (valid until 2010)

In September 2009, Fraport AG was the first airport operator to receive accreditation under "Airport Carbon Accreditation" (ACA). ACA is a concept for presentation and management of the climate-gas emissions at European airports. It was developed on behalf of the airport's association ACI Europe in 2008.



EMAS

European Union/Chamber of Industry and Commerce

Revalidation in conformity with EMAS (Eco-Management and Audit Scheme) in 2008, monitoring audit successfully passed in 2009.

The Environmental Management System of Fraport AG was established on the basis of the European EMAS Regulation on environmental management in 1999 and the environmental company audit for the FRA site (directive, EC, No. 761/2001) was implemented. Fraport AG has been certified in conformity with the international ISO 14001 standard since 2002.

eCarTec

munic expo Veranstaltungen GmbH

Fraport AG was granted the eCarTec Award for its "e-Fleet 2015+" concept in 2009. The prize was awarded at the eCarTec international exhibition for electromobility in Munich in 2009 for the category "Sustainable mobility concepts". This award was an accolade for the future-proof concept of Fraport AG in electromobility and the company's track record of commitment to testing innovative automotive technology at the airport and in regular operation.



trendence Institut GmbH

Fraport was granted the Seal of Approval 2009 as one of the Top 100 employers in Germany for being an attractive employer.



Universum Kommunikation und Medien AG

Fraport received the Seal of Approval 2009 for being an attractive employer as one of the Top 100 employers in Germany.



Youth in Work

Federal Ministry of Labor and Social Affairs/ Agency for Employment

The "Mobile Youth" program operated by Fraport AG was awarded the German Sponsorship Award "Youth in Work" in the category "Companies in Hesse" in 2009.

The prize confirms the social commitment of Fraport AG. The company also provides funds sponsoring other training projects in the Rhine-Main region through its ProRegion Foundation.



Success Factor Family

Federal Ministry for Family Affairs, Senior Citizens, Women and Youth

Fraport is overall winner in the "Big Companies" category in 2008. The Federal Minister for Family Affairs, Senior Citizens, Women and Youth, Ursula von der Leyen, praised Fraport as a role model for a corporate policy fostering family values.



Career and Family Audit

Under the patronage of: Federal Ministry for Family Affairs and Federal Ministry of Economics

The Career and Family Audit is a strategic management tool which supports employers in creating a robust and profitable balance between corporate goals and employee interests.

In 2007, Fraport was audited for three years. The auditing process is currently running to 2010.



Fair Company

Fair Company is an initiative launched by the jobs and business magazine "Karriere". The magazine awards the "Fair Company" Seal of Approval to companies which take a stand against exploiting the internship generation and take appropriate action.



Total E-Quality Deutschland e. V.

The personnel policy based on equal opportunities at Fraport has already received the Total E-Quality Award four times (last time in 2007). A further award for 2010 is currently being prepared. An award is given every three years and it assesses the progress that has been made over this period of time.



Glossary

ACI The Airports Council International is the international association representing the world's airport operators. It is based in Geneva and was established in 1991. More than 1,530 airports in virtually all countries around the world are members of the ACI, including 400 airports in ACI Europe.

ADV Federal German Airports Association (Arbeitsgemeinschaft Deutscher Verkehrsflughäfen).

Aircraft movements Landings and take-offs.

APU An Auxiliary Power Unit is the power supply on board an aircraft that supplies electricity and air-conditioning to the aircraft when it is on the ground and the main engines are not running. The main engines are started by the auxiliary power unit.

Biodiversity The variety of living creatures on earth. Science distinguishes between four aspects of diversity: genetic diversity, species diversity, diversity of ecosystems (i.e. variety of habitats), and functional biodiversity (i.e. diversity of biological interactions).

Continuous Descent Approach Continuous descent approach procedure involves the engines being switched to (virtually) idling from a specified altitude and the descent is completed by gliding to reduce noise impact and fuel consumption.

Corporate Citizenship The concept relates to a company's interpretation of its role as a member of society and its willingness to take responsibility like a good "citizen".

Diversity Management The goals of diversity management are to achieve a productive overall atmosphere within the company, prevent discrimination of minorities and improve equal opportunities. Diversity management tolerates individual diversity among employees and highlights this as a positive attribute.

EBIT Earnings Before Interest and Taxes

EBITDA Earnings Before Interest, Taxes, Depreciation and Amortization.

EMAS EMAS (Eco Management and Audit Scheme) is the instrument created by the EU "relating to voluntary participation of organizations in a joint system for environmental management and environmental performance". In effect, an ecological logo is awarded subject to strict criteria.

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.

Geothermy Geothermy or geothermal power (the natural heat of the earth) is heat stored in the accessible part of the earth's crust. It comprises the energy stored in the earth, to the extent that it can be removed and used, and it is included under the umbrella of regenerative energies. It can be used directly, for example for heating and cooling, and for the generation of electrical power in cogeneration for generating power and heat.

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

GPU The Ground Power Unit is a motor used on the ground to generate electrical energy for aircraft and other onboard equipment. The use of Ground Power Units means that it is no longer necessary to use Auxiliary Power Units (APU) or main engines to generate electricity on board an aircraft while parked on the ground.

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

ICAO The ICAO (International Civil Aviation Organization) is a sub-organization of the United Nations based in Montreal. The aim of this organization is to promote the operation of international aviation.

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

ISO 14001 This is an environmental management system which systematically embeds environmental protection in management with the aim of being in a position to incorporate environmental aspects in all routine functions and all decisions relating to company policy. The international ISO 14001 standard provides businesses with concrete and systematic support in setting up an environmental management system on the basis of a standard with global validity.

MDAX The MDAX was introduced on 19 January 1996. It is made up of 50 securities – primarily from the traditional sectors – that track the values of the DAX in the ranking list based on market capitalization and level of trading on the stock exchange. The MDAX reflects the price performance of shares in medium-sized German companies or companies primarily operating in Germany (Mid Caps). It is calculated as a performance index and as a price index. Its composition is updated twice a year (March and September) and in special cases, e.g. in mergers and large new issues.

Photovoltaics Photovoltaics describes the direct conversion of radiation energy, primarily the energy of the sun, into electrical energy. Photovoltaics generates electrical energy and is used for example on roof surfaces, at parking meters, in pocket calculators, at noise abatement walls or in open spaces. Photovoltaics is designated as a subsection of the more comprehensive discipline of solar engineering, which also includes other technical uses for solar energy.

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

Retailing Airport retailing comprises the following business units: retailing, duty-free/travel value, gastronomy, services (banking, currency exchange, telecommunications), advertising and car rental.

Stakeholder The principle of stakeholders (a holder of a claim) is an extension of the shareholder value approach that is widespread in business administration. By contrast with the shareholder value principle that places the needs and expectations of the shareholders in a company at the center of business activity, the principle of the stakeholder attempts to report on the company in the context of its entire social context and to harmonize the needs of different stakeholder groups. In addition to the shareholders, the stakeholders include employees, customers and suppliers as well as the state and the general public.

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.

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

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