

# Visual Fact Book Full Year 2014



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## **FRAPORT SHARE & MANAGEMENT**

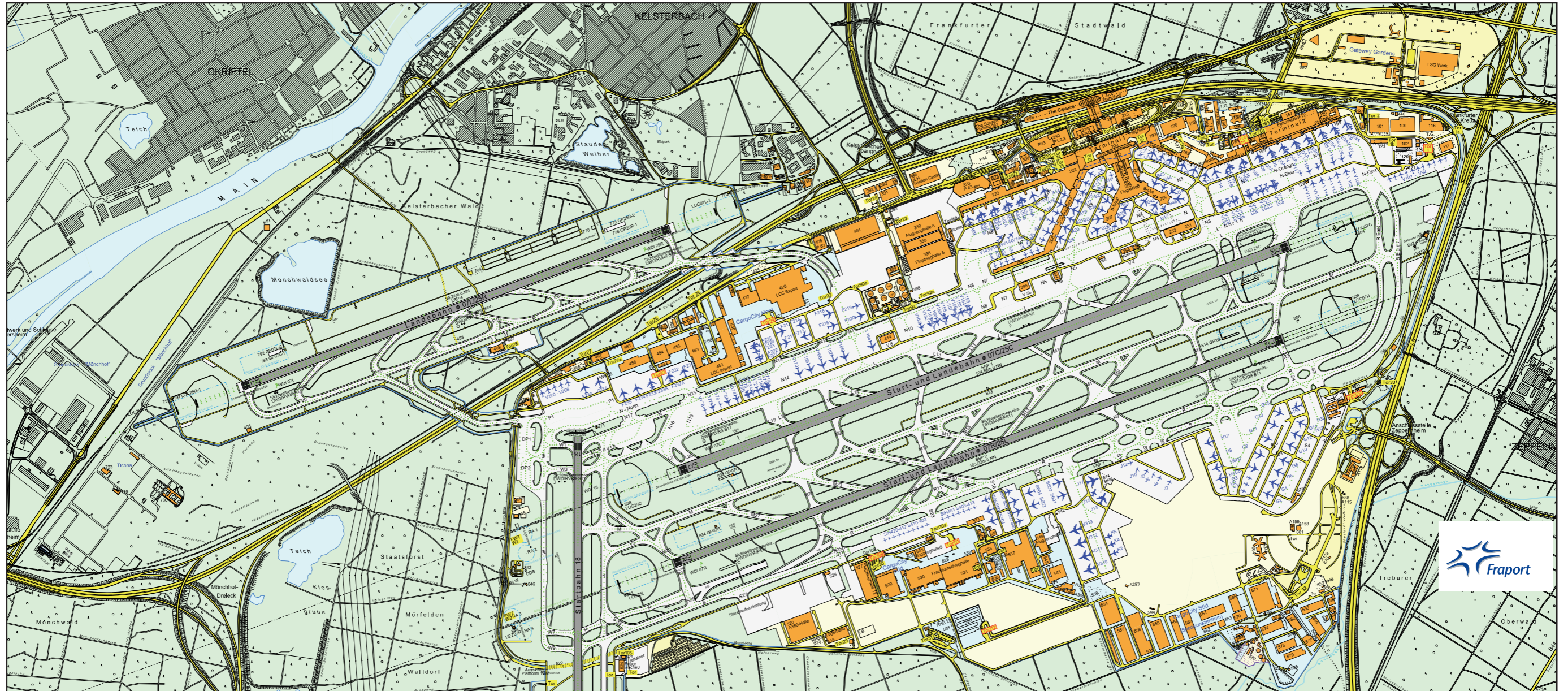
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### **Map of Frankfurt Airport incl. Terminal 3 (planned) and Northwest Runway**

*Imprint*

# Map of Frankfurt Airport incl. Terminal 3 (planned) and Northwest Runway, as of January 2015



Scale: approx. 1 : 26,000



## **Disclaimer**

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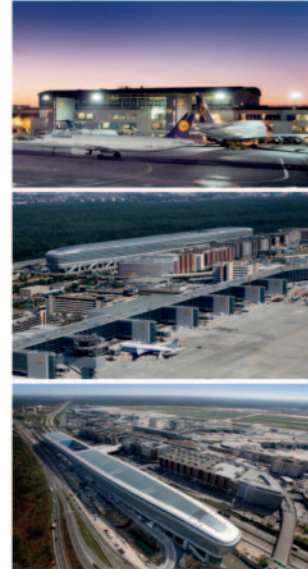
## **Fraport at a Glance**

### **Overview**



## Overview Features of Fraport Group

- Fraport AG – Frankfurt Airport Services Worldwide – based in Frankfurt/Main, Germany
- Owns and operates Frankfurt Airport, Germany's biggest hub airport as well as other airports around the world
- IPO in June 2001
- Nearly 200 million passengers at all airports of Fraport Group in 2014
- The Fraport Group employs 20,395\* people, thereof 18,657 in Germany
- Fraport generated in 2014 revenue of € 2.4 billion, EBITDA of € 790 million and a Group Result of € 252 million\*\*



\* Average number of employees excl. apprentices & employees on leave \*\* Rounded figures, group result before minorities



## Overview History of Fraport Group

- |                  |   |
|------------------|---|
| 1924             | Opening of the Airfield at the Rebstock Site, Frankfurt, operated by the Südwestdeutsche Luftverkehrs AG  |
| 1936             | Start-up of flight operations at the site of today's FRA  |
| 1939–1945        | World War II: Construction of first runway  |
| 1945             | End of World War II: 77% of the airport destroyed, US Troops took over control  |
| 1949             | Second Runway (South) constructed in less than a year during Berlin airlift   |
| 1954–1955        | Foundation of Flughafen Frankfurt/Main AG - Resumption of civil aviation services   |
| 1972             | Inauguration of Terminal 1  |
| 1984             | Third Runway (West) goes into service   |
| 1994             | Inauguration of Terminal 2  |
| 2001             | Initial Public Offering: new company name "Fraport AG"  |
| 1997 until today | Focus on international activities: Acquisition of Hanover, Frankfurt-Hahn, Delhi, Antalya, Lima, Varna & Burgas, Xi'an, Saint Petersburg; Management Contracts with Riyadh & Jeddah, Cairo, Dakar |
| 2008–2009        | Construction start of Pier A-Plus & Construction start of the Runway Northwest  |
| 2011-2012        | Inauguration of the Runway Northwest and Pier A-Plus  |
| 2014             | External Activities expanded with Ljubljana, Slovenia and AMU Holdings, USA   |

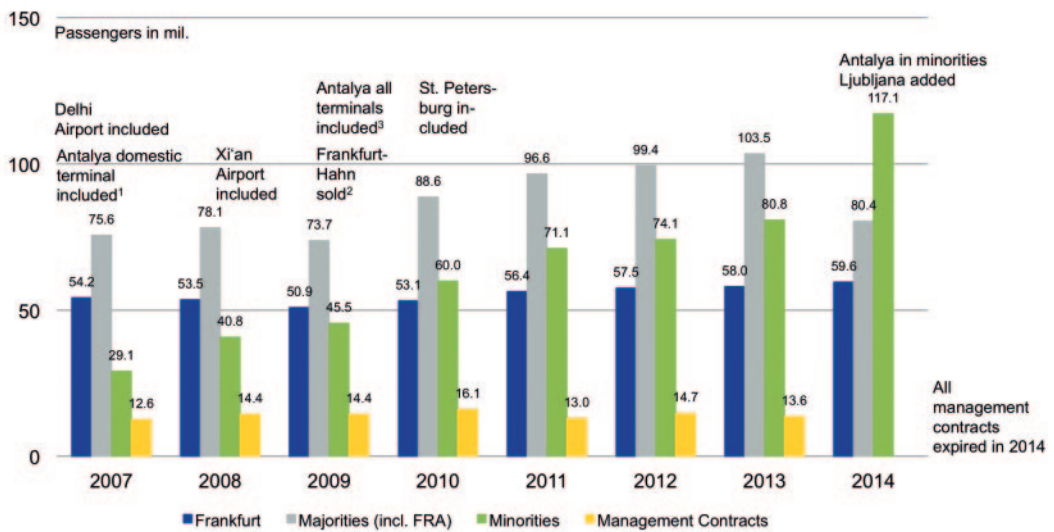




## Overview Fraport Activities Worldwide



## Overview Traffic Figures of Fraport Group



1) Effect of +0.7 mil. passengers    2) Effect of -3.8 mil. Passengers    3) as of September 24, 2009

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## Overview

### Traffic Figures of Fraport Group in Detail 2014

	in 000	Share in %	Passengers	Δ in %	Cargo	Δ in %	Movements	Δ in %
Frankfurt		100.00	59,566	2.6	2,132	1.8	469	-0.8
Ljubljana		100.00	1,307	3.1	10	6.2	31	-5.2
Lima		70.01	15,659	5.0	302	2.0	155	1.3
Burgas		60.00	2,530	2.0	5	>100	19	3.5
Varna		60.00	1,387	5.2	< 1	>100	12	4.7
Antalya <sup>1</sup>		51.00	27,979	4.7	n. a.	-	176	4.0
St Petersburg		35.50	14,265	11.0	n. a.	-	147	7.2
Hanover		30.00	5,292	1.1	15	3.5	76	0.0
Xi'an		24.50	29,177	12.0	186	3.9	244	8.5
Delhi		10.00	39,753	8.4	690	15.8	324	4.7

\* Equity Share 50% / Dividend Share 51%

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## Overview

### Group Portfolio 2014

Dr Stefan Schulte Chief Executive Officer		Anke Giesen Executive Director Operations		Michael Müller Executive Director Labor Relations		Dr Matthias Zieschang Executive Director Controlling & Finance			
		Revenue	€ 2,395 mil.	Group result	€ 252 mil.	EBITDA	€ 790 mil.	EPS	€ 2.54
		EBIT	€ 483 mil.	Employees*	20,395				
Aviation		Retail & Real Estate		Ground Handling		External Activities & Services			
<ul style="list-style-type: none"> <li>Airside and Terminal Management, Corporate Safety and Security</li> <li>Airport Security Management</li> </ul>		<ul style="list-style-type: none"> <li>Retail and Properties (retail activities, parking facility management, leasing and marketing of real estate)</li> </ul>		<ul style="list-style-type: none"> <li>Ground Services (ramp, passenger, baggage and cargo services)</li> </ul>		<ul style="list-style-type: none"> <li>Global Investments and Management</li> <li>Facility Management</li> <li>Information and Telecommunication</li> <li>Corporate Infrastructure Management</li> </ul>			
Revenue	€ 884 mil.	Revenue	€ 456 mil.	Revenue	€ 656 mil.	Revenue	€ 399 mil.		
EBITDA	€ 237 mil.	EBITDA	€ 357 mil.	EBITDA	€ 44 mil.	EBITDA	€ 152 mil.		
EBIT	€ 116 mil.	EBIT	€ 275 mil.	EBIT	€ 8 mil.	EBIT	€ 85 mil.		
Employees*	6,082	Employees*	613	Employees*	9,038	Employees*	4,662		

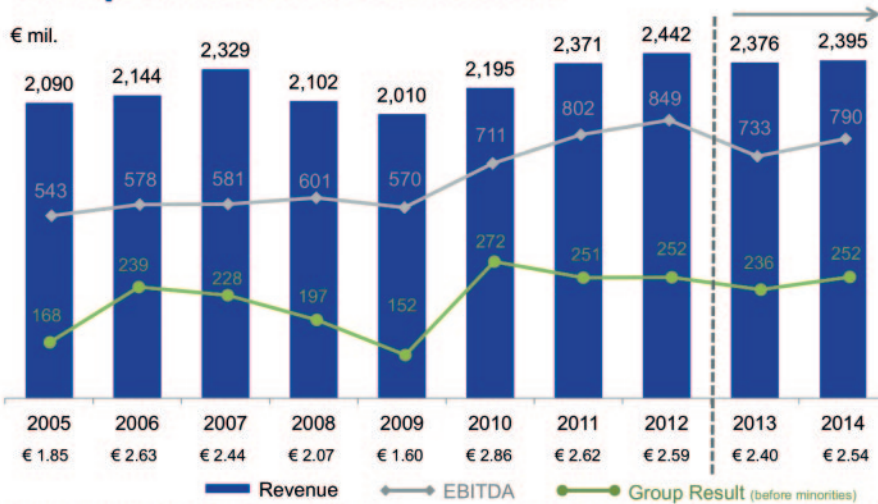
\* Average number of employees excluding apprentices and employees on leave





## Overview Group Financial Performance\*

2013/2014 IFRS 11 is applied



\*Figures including one-off, and consolidation effects, major effects included:  
 2006: Positive Group result effect from €18.0 mil. Manila payment in financial result, and €35.2 mil. tax effect.  
 2007: €20 mil. FraSec impairment, Positive deferred tax effect of €25.4 mil.  
 2008: Sale of ICTS investment on April 1, revenue effect of €-245 mil. In 2008 and €-67 mil. In 2009. Total EBITDA effect of €6.5 mil., additional: €22.9 mil. impairment on Hahn investment, with €11.8 mil. negative tax effect. Financial result positively impacted by €41.9 mil. Manila payment

2009: Sale of Hahn investment on Feb. 28, revenue effect of €39 mil., and marginal EBITDA-effect, additional: €20 mil. Impairment on Ground Handling, and positive tax effect of €20.5 mil.  
 2010: Release of tax provisions of about €90 mil.  
 2012: Adjusted for IAS19: Extraordinary profit from Asset Management in Financial Result  
 2013: From 2014 IFRS11 "Joint arrangements" is applied, 2013 retrospectively adjusted



# Fraport at a Glance

# Corporate Strategy



## Corporate Strategy Agenda 2015



## Corporate Strategy – Agenda 2015 Manage Capital Expenditure



- Opening of Pier A-Plus, Terminal 1, with a capacity of 6 million passengers per year
- Redevelopment of Pier B, Terminal 1
- Opening of Runway Northwest
- Long-term parking positions on future apron of planned Terminal 3



- Start of construction Terminal 3 in 2015  
Additional dedicated capacity of 14 million passengers to launch in end of 2021, beginning of 2022
- Continuous modernization of Terminal 1 and 2
- Remodeling of Pier C



## Corporate Strategy – Agenda 2015 Strengthen Profitability

### Achievements so far



- Execution of program to increase efficiency and create lean corporate structures
- Company-wide “Structured Performance Analysis” aiming at lowering administrative costs of Fraport AG
- Restructuring of Corporate Infrastructure Management and Facility Management

### Outlook



- Program continuation to further improve our efficiency and flexibility
- Focus on growth by strengthening our sales department and the three main growth generators\*

\* See “Growth Opportunities”



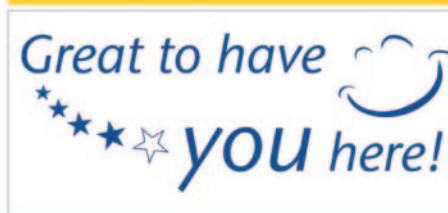
## Corporate Strategy – Agenda 2015 Increase Customer Satisfaction

### Achievements so far



- Continuation and refining of the strategic service program “Great to have you here!”
- Overall customer satisfaction stabilized at a high level  $\geq 80\%$  satisfied passengers (80% in 2014 coming from 70% in 2010)\*
- Awarding of hallmarks of service excellence (e.g. service innovation award, service champion award)

### Outlook



- Increasing customer retention
- Developing FRA as global benchmark in service excellence (5 star service standard): main focus on orientation, terminal ambience and comfort, leisure & entertainment, courtesy
- Extending customized services for specific groups of passenger
- Driving ongoing digitizing, automation of passenger processes, online services

\* Satisfied customers: Customers who evaluated their overall satisfaction with the grades 1 or 2 (scale 1–6, 1 being the best grade). Source: Fraport’s passenger survey.



## Corporate Strategy – Agenda 2015 Secure Sustainability



### Achievements so far



- Active noise abatement program in cooperation with airlines, German ATC authorities, the government of the state of Hesse and neighboring municipalities
- CO2 emissions per traffic unit at FRA reduced by 17% from 2005; introduction of an accounting-based controlling and reporting for energy consumption and CO2 emissions
- Development of a mobility concept for company fleet which includes e.g. an increase in the ratio of electric cars
- Introduction of car-sharing for company cars
- Repeated listing in sustainability indices

### Outlook



- Research on future noise mitigation: Conception of procedure definitions for augmented landings, based on the GBAS-System installed in 2014
- Continuous development of the calculation scheme of airport charges in order to enhance the significance of noise related aspects
- Increasing the proportion of women in management positions and gradual expansion of performance-based salary
- Reducing carbon dioxide emissions per traffic unit at FRA by 30% in 2020 from 2005
- Group-wide roll-out of Codes of Conducts for employees and suppliers



## Corporate Strategy – Agenda 2015 Utilize Growth Potentials I



### Achievements so far



#### Retail

- Extension of retail offers in limited space (e.g. mobile sales units, personal shopper service, home delivery of Travel Value purchases, online shopping at Fraport VIP Lounge, pop up-stores)
- Contracting of car sharing operators
- Acquisition of "Airmall" (retail development company at US airports BWI, BOS, PIT, CLE)

### Outlook



#### Retail

- Introduction of multichannel retailing, incl. update of FRA-App and webshop
- Establishment of new retail concepts (e.g. wrapping machines)
- Modernization of transit area B Non Schengen and landside Food Court in Terminal 2



## Corporate Strategy – Agenda 2015 Utilize Growth Potentials II

### Achievements so far



#### Real Estate

- Commercialization of "Mönchhof Site" (approx. 56%), "Gateway Gardens" (approx. 30%) and the expansion of "CargoCity South"
- Property management contracts for landmark buildings in Frankfurt and neighboring cities
- Reorganization of CargoCity Management
- New corporate headquarters

### Outlook



#### Real Estate

- Further marketing and development of "Mönchhof Site", "Gateway Gardens" and "CargoCity South"
- 80.000 m<sup>2</sup> of available warehouse space on a surface area of 27 hectares (67 acres) will be built by 2020 in "CargoCity"
- Further expansion of property management portfolio and real estate development



## Corporate Strategy – Agenda 2015 Utilize Growth Potentials III

### Achievements so far



#### External Activities

- Fraport AG holds shares in at 11 airports on four continents\*
- 4 Retail concessions in USA
- EBITDA share of 19% in 2014
- Group Result share outside Germany of 37% in 2014

### Outlook



#### External Activities

- Continuous development of international business and smart management of the existing portfolio
- Focus (also) on
  - Secondary deals (mature assets)
  - Niche markets
  - Airport consulting

\*Management contracts in Cairo and Jeddah/Riyadh terminated in 2014



# Fraport and Market Environment

## Features of Frankfurt Airport

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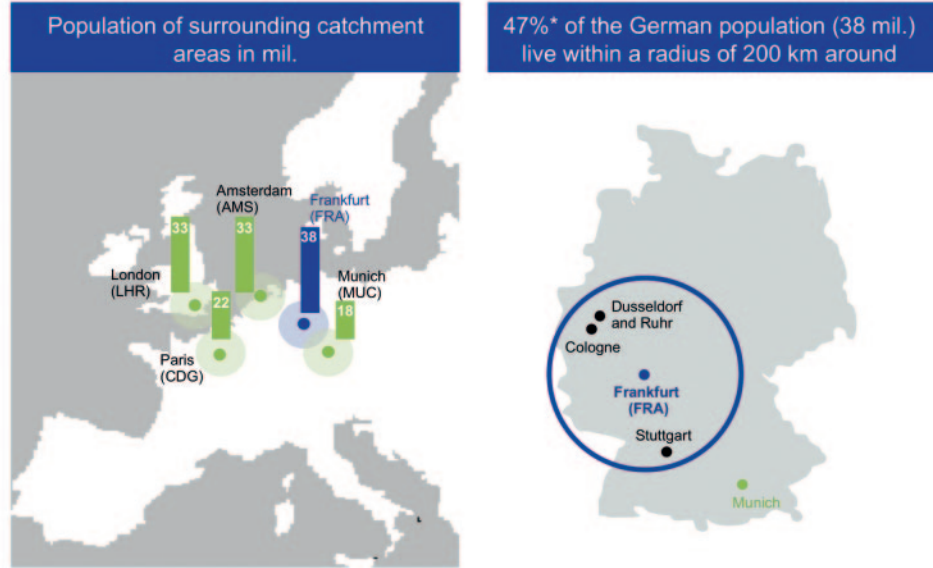
### Features of Frankfurt Airport Market Attractiveness of FRA

<p><b>Biggest passenger airport in Germany</b></p>	<p><b>Leading cargo hub in Europe</b></p>	<p><b>Europe's largest catchment area</b></p>	<p><b>Frankfurt Airport – top of the hubs</b></p>
<ul style="list-style-type: none"> <li>- ~ 60 mil. passengers in 2014</li> <li>- Around 100 airlines fly more than 250 destinations in more than 100 countries*</li> <li>- Star Alliance accounts for approximately 75% of passengers at FRA</li> </ul>	<ul style="list-style-type: none"> <li>- 2.1 mil. metric tons of freight and mail in 2014</li> <li>- 26 cargo airlines flying to 82 destinations in 47 countries*</li> <li>- Nearly 40% of cargo volume is transported in bellies of passengers aircraft</li> <li>- Leading cargo hub – enhances airline yields via belly freight</li> </ul>	<ul style="list-style-type: none"> <li>- 38 million people or about 47% of the German population live within a 200km radius from FRA</li> <li>- 174 ICE and long-distance trains and 223 regional trains per day**</li> <li>- 6 mil. passengers per year use the long-distance trains to and from FRA (~21% of originating passengers)</li> </ul>	<ul style="list-style-type: none"> <li>- High connectivity with more than 250 destinations</li> <li>- Competitive level of charges compared to other European hubs</li> <li>- Superior ground handling quality</li> <li>- Capacity increase of more than 50% due to fourth runway offers growth potential</li> </ul>

\* Winter flight schedule 2014/15 \*\* 2012 data



## Features of Frankfurt Airport Biggest Catchment Area of all European Hubs



Source: SVP Deutschland AG, Consulting & Research, 2005



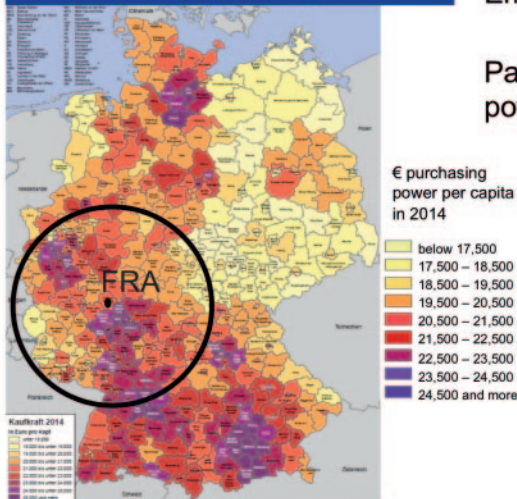
## Features of Frankfurt Airport Largest German Companies within Catchment Area





## Features of Frankfurt Airport High Purchasing Power around FRA

Purchasing power in catchment area of FRA above average



Source: MB-Research, 2014

Different kinds of customers:

Employees

- ~ 78,000 employees at FRA

Passengers with high purchasing power

- Nearly 60 million passengers in 2014, thereof:
  - 45% O&D with purchasing power above German average
  - 55% transfer with extremely high purchasing power, e.g. from China, Russia, USA or the Middle East



## Features of Frankfurt Airport Traffic focusing on Mega Hubs in Europe

Only three Airbus A380 bases in Europe



Airline	A380 in service (total order)	Airport	Airport Pass. (mil.)
British Airways	9 (12)	LHR	73.4
Virgin Atlantic	0 (6)	LHR	73.4
Air France	10 (12)	CDG	63.8
Lufthansa	12 (14)	FRA	59.6

Source: Capa, LH, Sabre ADI

Intercontinental traffic in Europe



Three strong alliances dominate more than 60% of market

Reference parameter: intercontinental seats ex Europe for February 2015





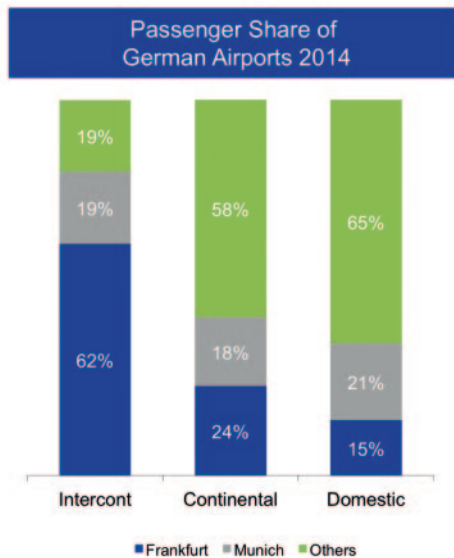
## Features of Frankfurt Airport Slot Capacity of European Hub Airports

Airport	Existing runways	Slot capacity	Planned runways	Target Capacity
London-Heathrow	2 independently usable	80 mov/h	0	n.a.
Paris-Ch.d.Gaulle	4 2 doublets, each independently	118 mov/h	0	120 mov/h
Frankfurt	4 not independently usable	98-100 mov/h*	0	126 mov/h
Amsterdam	6 not independently usable	110 mov/h	0	120 mov/h
Munich	2 independently usable	90 mov/h	1 City of Munich opposing due to public referendum	120 mov/h
Zurich	3 not independently usable	66 mov/h	0 Optimization of existing runways	n.a.
Vienna	2 not independently usable	72 mov/h	1	95 mov/h
Brussels	3 not independently usable	74 mov/h**	0	n.a.

\* 98 Movements/ hour (+2 for ad-hoc traffic e.g. general aviation)  
 \*\* BRU Runway works: 27 May 15-3 Aug 15 capacity 70 mov/h 03 Aug 15-17 Aug 15 capacity 40 mov/h



## Features of Frankfurt Airport Intercontinental Traffic is concentrated in Frankfurt



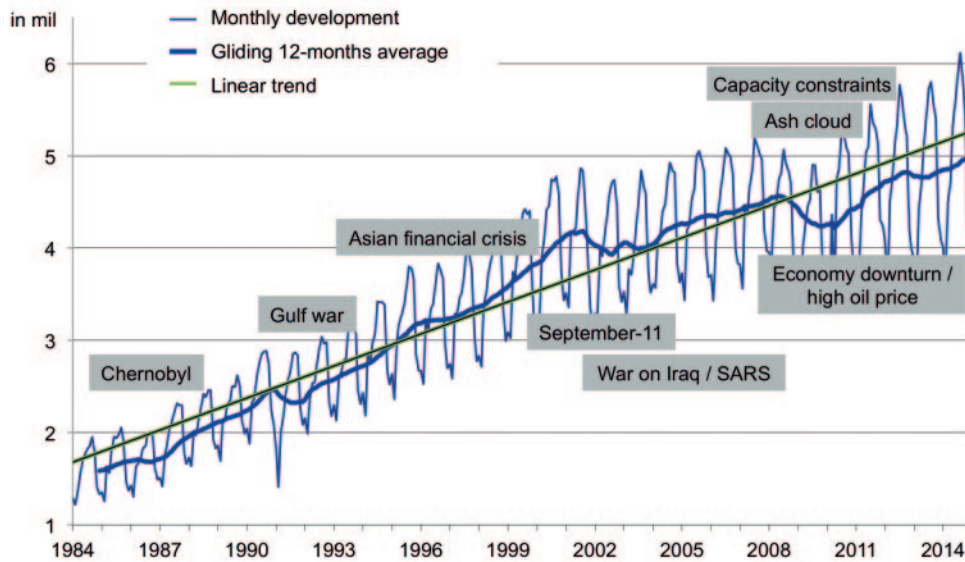
- Frankfurt is No. 1 airport in European catchment area and intermodality
- Frankfurt is No. 1 airport in Germany, No. 3 in Europe and No. 12 worldwide
- Frankfurt is the intercontinental airport in Germany and No. 1 Star Alliance hub in Europe
- Wide body share\*
  - Frankfurt: 23%
  - Munich: 8%
  - Dusseldorf: 6%
  - Hamburg: 2%

Source: Statistisches Bundesamt (Federal Statistical Office), only commercial traffic  
 \* Only Commercial Traffic, rankings related to Passengers, wide body share related to Passengers and Cargo (rounded figures) (%)



## Features of Frankfurt Airport Passenger Development 1984 - 2014

CAGR since 1984:  
+3.9%



## Features of Frankfurt Airport Top 30 Passenger Airports in the World\*

	Airports	Pass.(m)	%
1	Atlanta ATL	96.2	1.9
2	Beijing PEK	86.1	2.9
3	London LHR	73.4	1.4
4	Tokyo HND	72.8	5.8
5	Los Angeles LAX	70.7	6.0
6	Dubai DXB	70.5	6.1
7	Chicago ORD	70.0	4.4
8	Paris CDG	63.8	2.8
9	Dallas DFW	63.5	5.1
10	Hong Kong HKG	63.1	6.0
11	<b>Frankfurt FRA</b>	<b>59.6</b>	<b>2.6</b>
12	Jakarta CGK	57.0	-4.8
13	Istanbul IST	56.8	10.7
14	Amsterdam AMS	55.0	4.6
15	Guangzhou CAN	54.8	4.4

	Airports	Pass.(m)	%
16	Singapore SIN	54.1	0.7
17	New York JFK	53.6	6.4
18	Denver DEN	53.5	1.7
19	Shanghai PVG	51.7	9.5
20	Kuala Lumpur KUL	48.9	3.0
21	San Francisco SFO	47.1	4.8
22	Bangkok BKK	46.4	-9.6
23	Incheon ICN	45.7	9.6
24	Charlotte CLT	44.3	2.0
25	Las Vegas LAS	42.9	2.4
26	Phoenix PHX	42.1	4.5
27	Madrid MAD	41.8	5.3
28	Houston IAH	41.2	3.3
29	Miami MIA	40.9	0.9
30	Sao Paulo GRU	39.8	9.2

\* Total passengers enplaned and deplaned, passengers in transit counted once, ACI figures, preliminary



## Features of Frankfurt Airport Top 30 Cargo Airports in the World\*

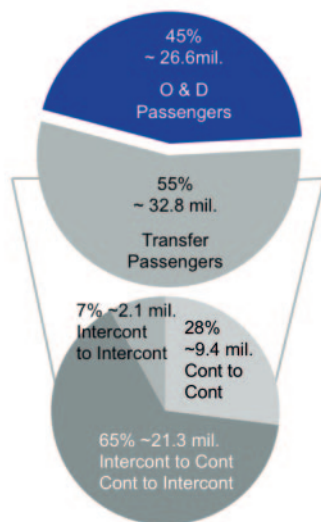
Airports			Cargo (000 t)	%
1	Hong Kong	HKG	4,411	5.9
2	Memphis	MEM	4,259	2.9
3	Shanghai	PVG	3,181	8.6
4	Incheon	ICN	2,558	3.8
5	Anchorage	ANC	2,482	2.5
6	Dubai	DXB	2,368	-3.1
7	Louisville	SDF	2,293	3.5
8	Tokyo	NRT	2,132	5.6
9	Frankfurt	FRA	2,132	1.8
10	Taipei	TPE	2,089	6.2
11	Paris	CDG	2,086	0.8
12	Miami	MIA	1,999	2.8
13	Singapore	SIN	1,880	0.4
14	Beijing	PEK	1,831	-0.6
15	Los Angeles	LAX	1,819	3.7

Airports			Cargo (000 t)	%
16	Chicago	ORD	1,672	11.7
17	Amsterdam	AMS	1,671	6.7
18	London	LHR	1,589	4.9
19	Guangzhou	CAN	1,454	11.0
20	New York	JFK	1,316	1.9
21	Bangkok	BKK	1,231	-0.4
22	Tokyo	HND	1,098	15.1
23	Indianapolis	IND	999	0.7
24	Doha	DOH	995	12.7
25	Shenzhen	SZX	964	5.5
26	Leipzig	LEJ	906	3.2
27	Abu Dhabi	AUH	806	13.1
28	Kuala Lumpur	KUL	777	8.7
29	Dubai	DWC	758	n/a
30	Osaka	KIX	746	9.3

\* Loaded and unloaded freight and mail, ACI figures, preliminary



## Features of Frankfurt Airport FRA has the highest Transfer Rate in Europe



- Total Passengers FRA: 59.4 Million\*
- With 55%, Frankfurt is the airport with the highest rate and highest total number of transferring passengers in Europe
- About ¾ of all transferring passengers come from or go to an intercontinental destination, 65% are intercont-cont passengers and 7% intercont-intercont
- Intercont traffic has direct impact on charges (higher MTOW) and retail revenue (better spending behaviour)

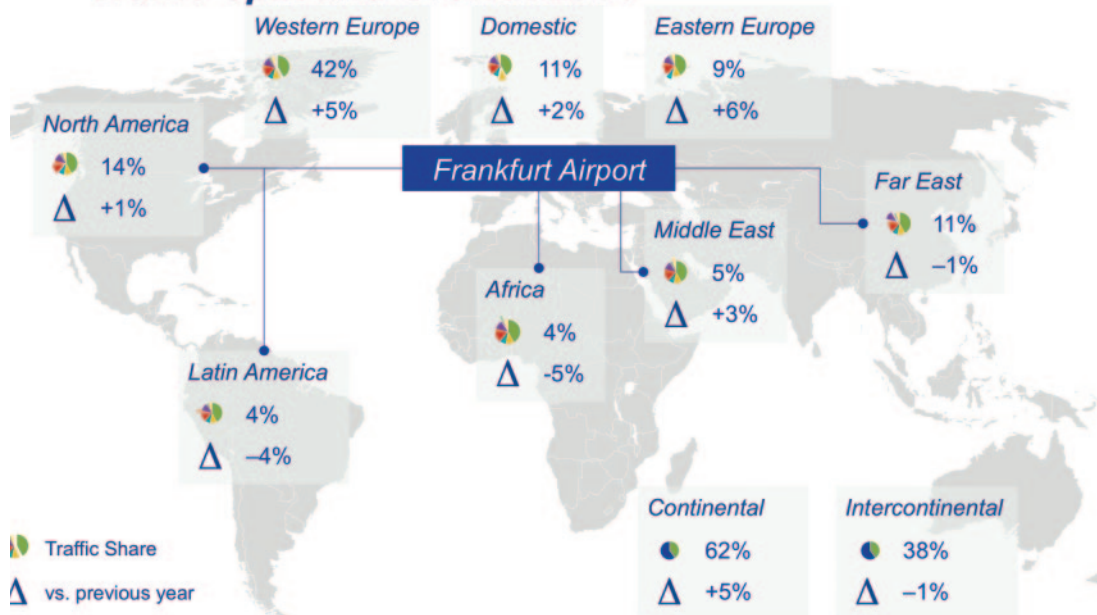
\* 0.1 mil. transit passengers excluded



## Features of Frankfurt Airport Transfer Share Development



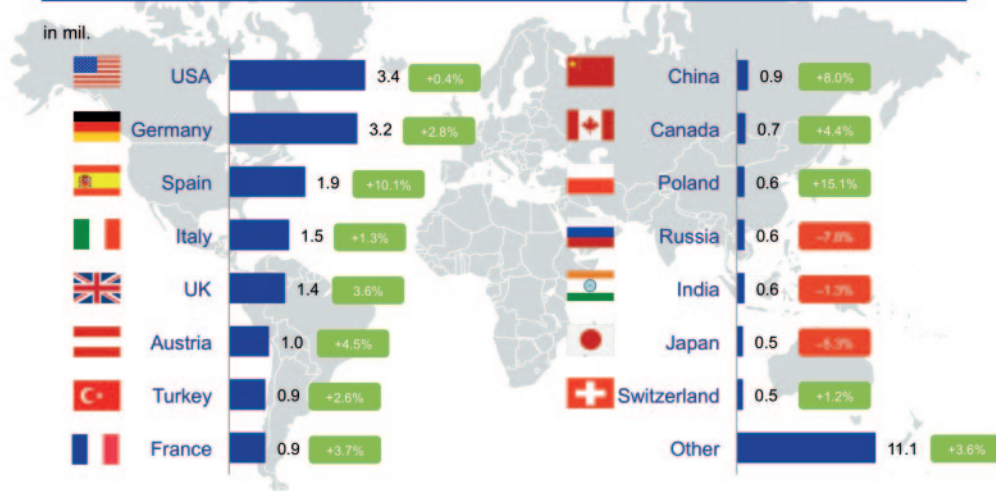
## Features of Frankfurt Airport Traffic Split and Growth 2014





## Features of Frankfurt Airport Traffic Development by Region 2014 (Departures)

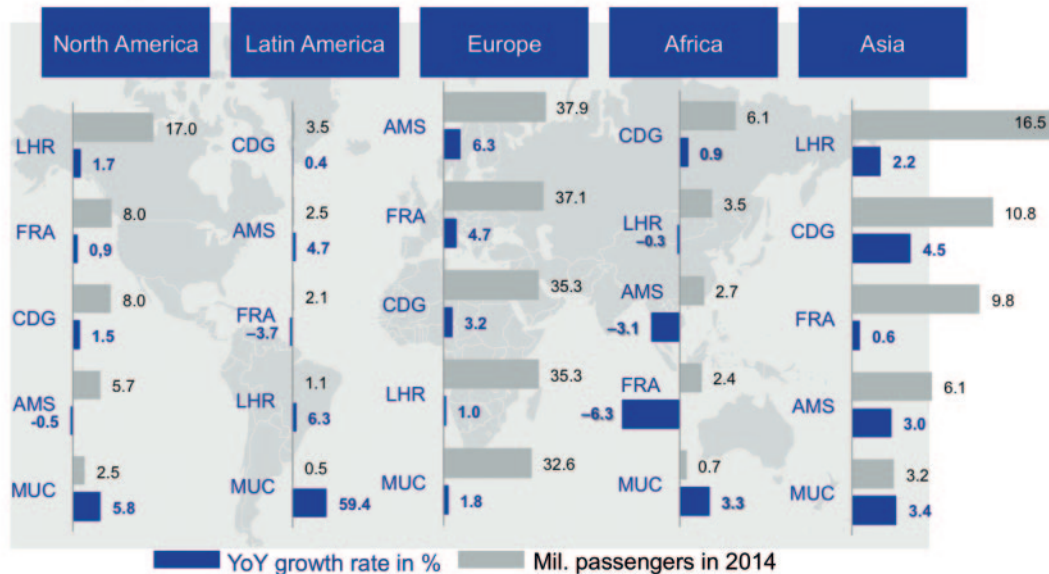
Total departing passengers of 29.6 mil



Source: Opal



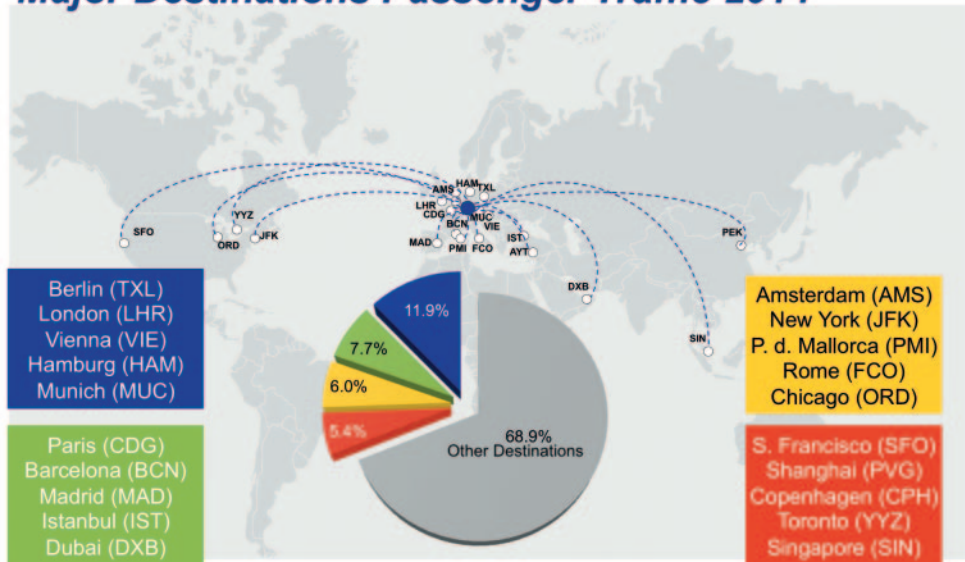
## Features of Frankfurt Airport Comparison of European Airports



Source: Airports Rapid Data Exchange Commercial Traffic



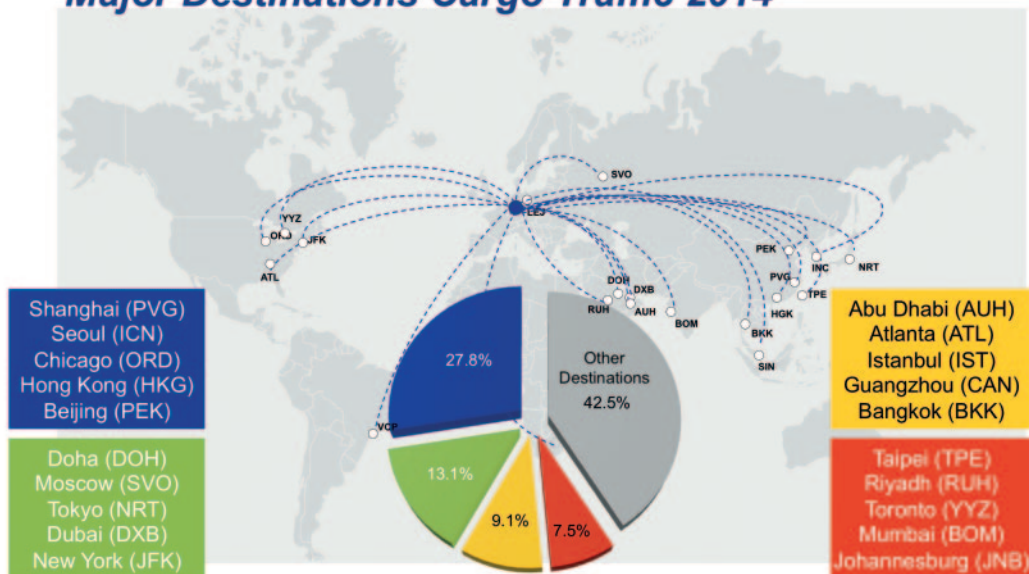
## Features of Frankfurt Airport Major Destinations Passenger Traffic 2014\*



Source: Opal Evaluation of routes. All traffic types, passengers arr+dep  
\*Discrepancies due to rounding possible



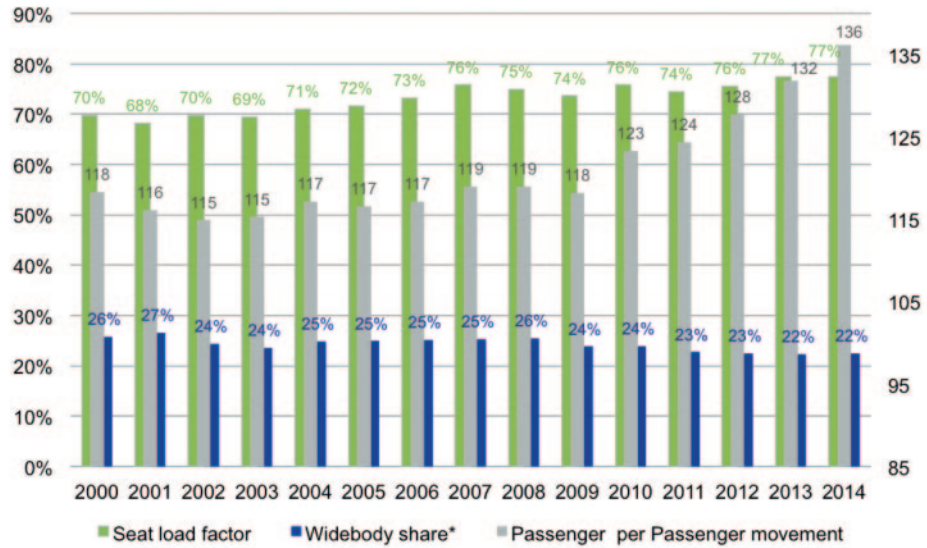
## Features of Frankfurt Airport Major Destinations Cargo Traffic 2014\*



Source: Opal Evaluation of routes. All traffic types, Cargo arr+dep  
\*Discrepancies due to rounding possible



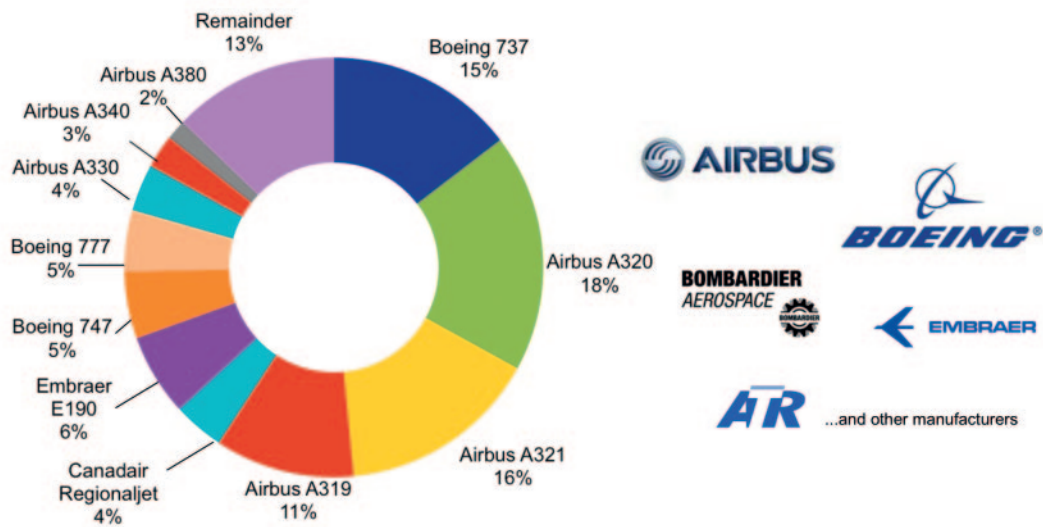
## Features of Frankfurt Airport Growth due to efficient Use of existing Infrastructure



\* Excluding Cargo

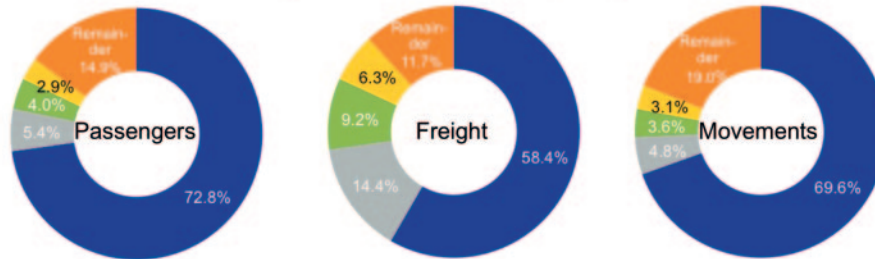


## Features of Frankfurt Airport Shares of Aircraft Types by Movements 2014





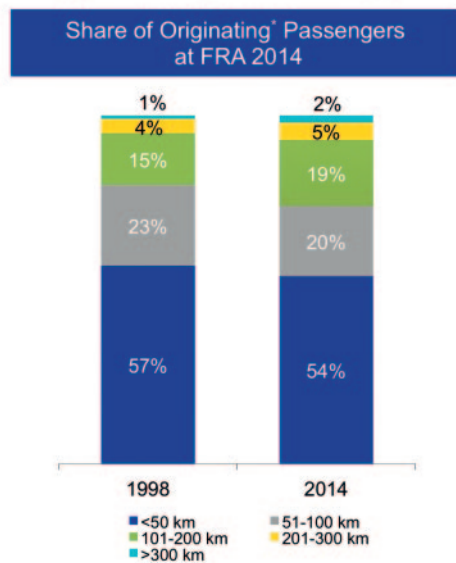
## Features of Frankfurt Airport Traffic Shares by Airline Groupings 2014



Lufthansa, Condor, United Airlines, Air Berlin, Air Canada	Lufthansa, Air Bridge Cargo, Air China, Emirates, Aerologic	Lufthansa, Condor, Air Berlin, British Airways, SAS
TuiFly, SAS, Emirates, Turkish Airlines, British Airways	China Southern, Qatar, Korean Airlines, Cathay Pacific, Saudi Arabian Airlines	United Airlines, Turkish Airlines, TuiFly, KLM, Austrian Airlines
Singapore Airlines, Austrian Airlines, Air China, Delta, US Airways	Asiana Airlines, Etihad, Air Canada, United Airlines, European Airtransport	Air France, Croatia Airlines, Air Canada, Air China, Emirates
Thai Airways, Croatia Air., SunExpress, Air France, Sunexpress Germany	Thai Airways, Malaysian Airlines, ANA, Turkish Airlines, Fedex	Adria Airways, Luxair, Aeroflot, LOT, Swiss



## Features of Frankfurt Airport Originating Passenger Split



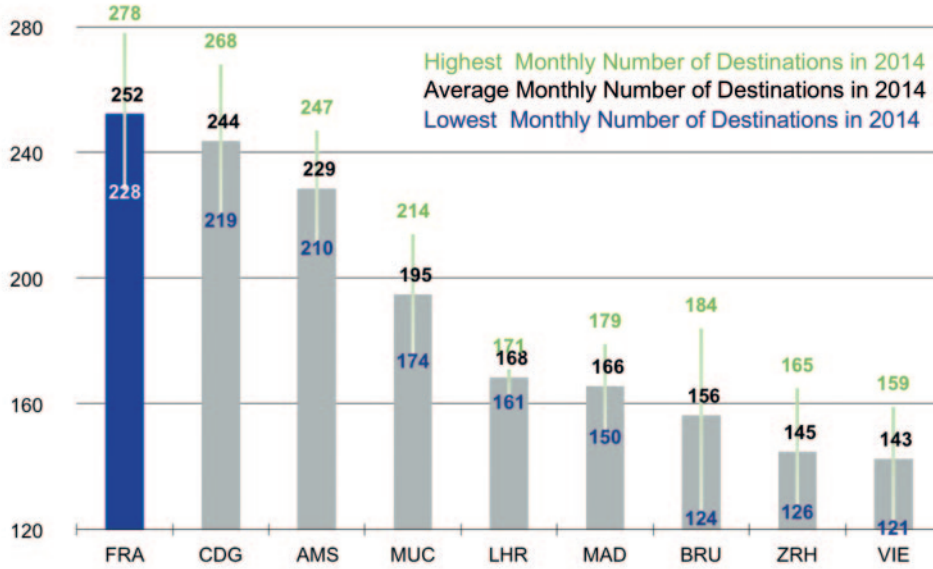
- Large catchment area due to huge population around FRA
- Autobahn and high-speed train connection
- FRA's catchment area contains important German areas: Rhine-Ruhr, Rhine-Main, Rhine-Neckar, Stuttgart
- Population grows above average and most German industry is located around FRA
- 26% of passengers travel to FRA from a distance of >100 km (growth of 6PP since 1998)

\* Originating passengers starting by car, bus, train, taxi, etc





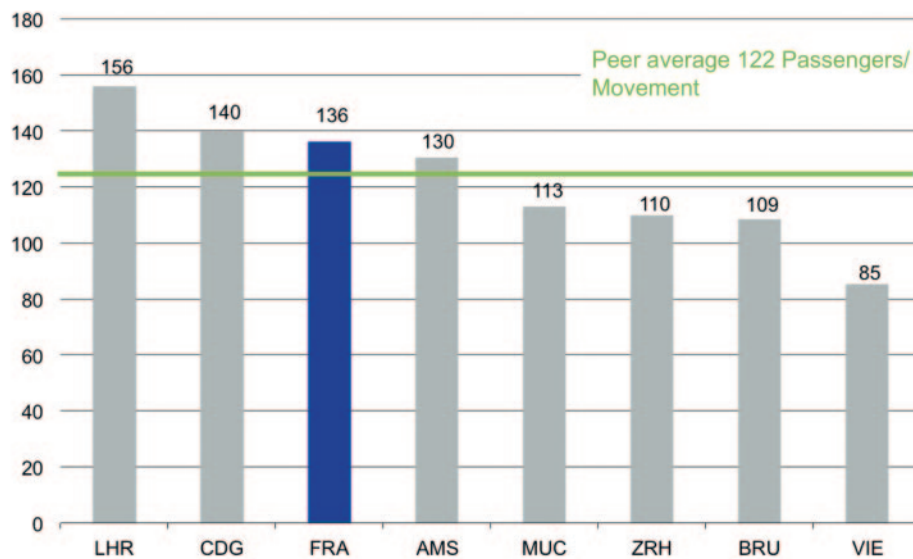
## Features of Frankfurt Airport FRA has the most Destinations\*



Source: Sabre ADI  
\* nonstop only



## Features of Frankfurt Airport Passengers per Passenger Flights 2014\*



Source: Fraport, company information  
\* Passenger flights: considering only passenger flights – pure cargo flights and non-commercial flights not included

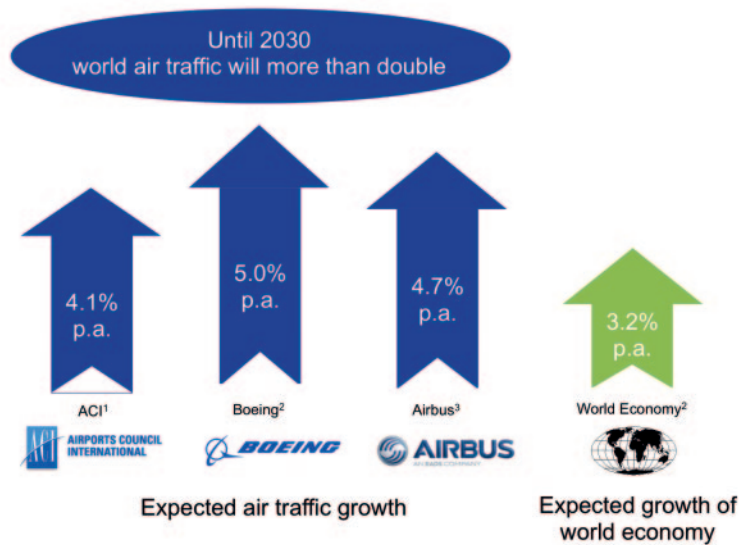


# Fraport and Market Environment

## Expansion at FRA



# Expansion at FRA Air Traffic grows stronger than World Economy

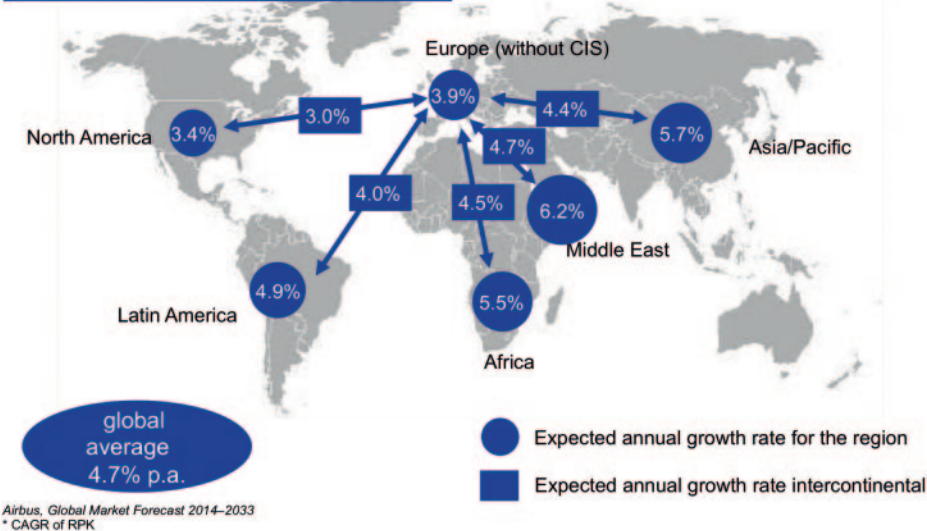


1) ACI, Global Traffic Forecast 2012–2031; Data Base: Passenger Volumes; 2) Boeing, Current Market Outlook 2014–2033; Data Base: RPK; 3) Airbus, Global Market Forecast 2014–2033; Data Base: RPK

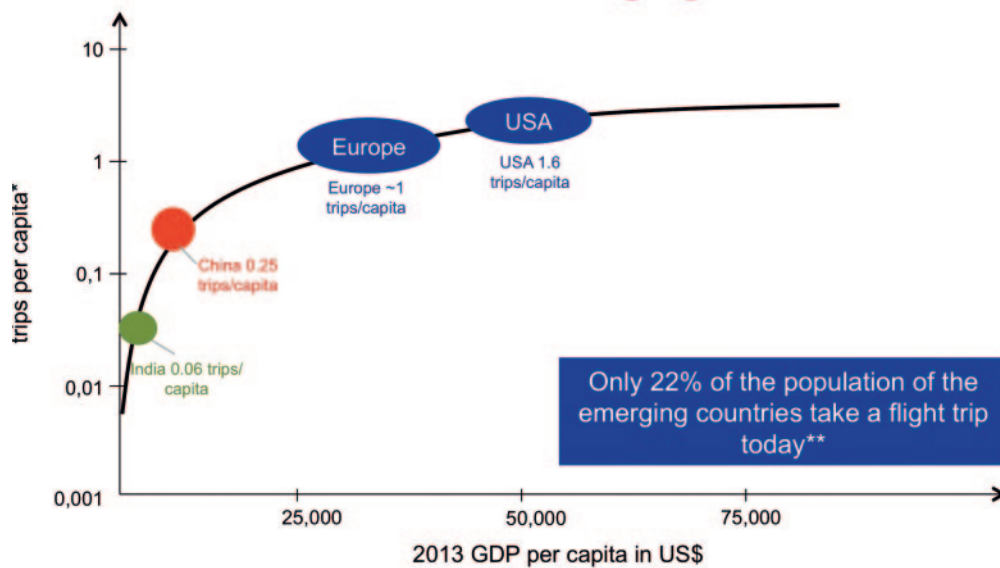


## Expansion at FRA Focus on Intercontinental Routes in Europe

Air traffic growth 2014-2033\*



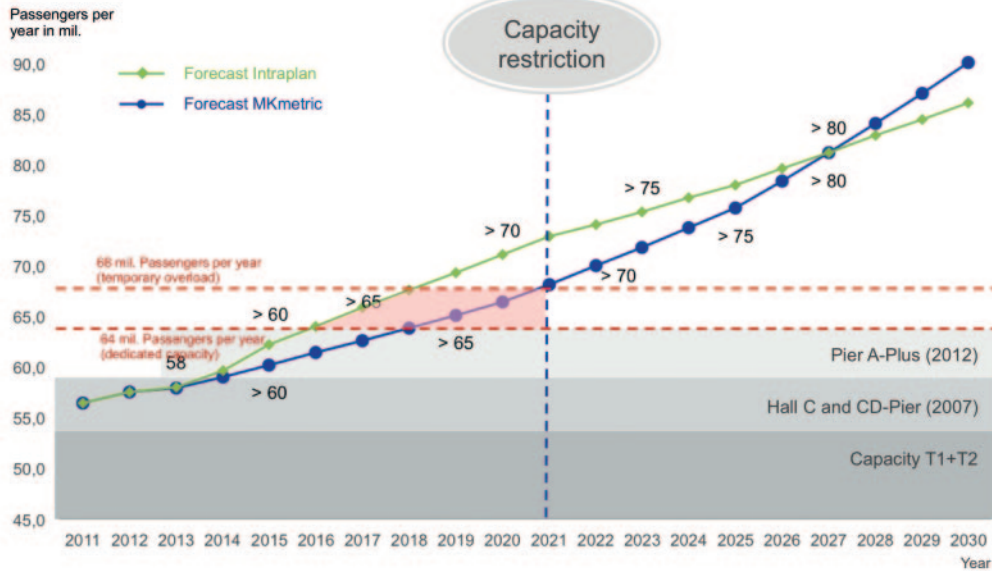
## Expansion at FRA Air Traffic will boost in emerging Markets



Source: Airbus Global Market Forecast 2014-2033  
\* originating from country  
\*\* 2013



## Expansion at FRA Traffic Forecast of Passengers FRA until 2030



## Expansion at FRA Major Construction Areas at FRA



- |  |                              |                                  |
|--|------------------------------|----------------------------------|
| <b>1</b> Mönchhof Areal                | <b>4</b> Pier A+ (FRA North) | <b>7</b> CD – Link (FRA North)   |
| <b>2</b> Ticona                        | <b>5</b> The Squire          | <b>8</b> A380 Maintenance Hangar |
| <b>3</b> Runway North-West (Expansion) | <b>6</b> Gateway Gardens     | <b>9</b> Terminal 3 (Expansion)  |



## **Expansion at FRA Runway Northwest**



## **Expansion at FRA Runway Northwest Features**

- Length of 2,800m parallel to the existing center runway system (25L & 25C) in north-western direction
- Construction from beginning 2009 to mid 2011, inauguration in October 2011
- Movement capacity grows to a maximum of 126 movements/hour (upside >50% vs. before operation of new runway)
- Today 100 movements/hour possible
- Operational improvement since inauguration especially in bad weather conditions
- Punctuality increased to levels of more than 80%\*

\* according to IATA definition

Slide 51 Visual Fact Book Full Year 2014



## Expansion at FRA Pier A-Plus



Slide 52 Visual Fact Book Full Year 2014



## Expansion at FRA Pier A-Plus Features

- Expansion and remodeling of existing Pier A
- Inauguration in October 2012
- Length of 790 m for up to 6 million passenger capacity
- Total floor space: 185.400 m<sup>2</sup>
- 27 new gates including 5 busgates
- 7 contact positions (4 suitable for A380/ 747-8)
- Around 12,000 sqm new Retail space
- Morning hours:  
Focus on North American traffic
- Afternoon hours:  
Focus on North American and Asian traffic
- Evening hours:  
Focus on Asian traffic



## Expansion at FRA Terminal 3



1<sup>st</sup> stage: 14 million passenger capacity – 2 piers – 35 gates



## Expansion at FRA Terminal 3 Features

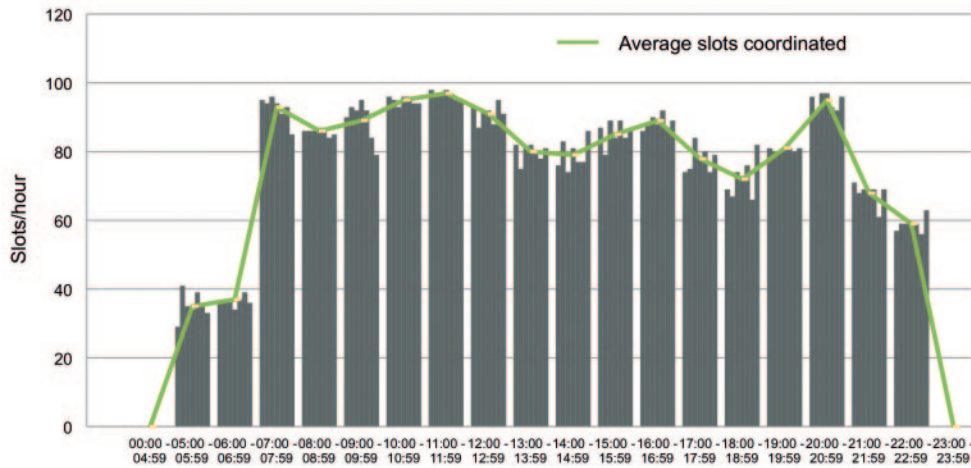
- Terminal capacities restricted from 2016/18 depending on traffic-growth, critical at the latest from 2021
- 68 mil. passengers possible in a temporary overload situation
- Additional dedicated capacity of 14 mil. to launch in 2022
- Given the restricted space in the northern airport area no construction alternatives possible on time and on budget
- Capex budget € 2.5–3.0 bn. in total
- Construction start in 2015





## Expansion at FRA Slot Allocation in Summer Schedule 2015

Summer Schedule 2015 with 100 coordinated movements/hour plus 2 for ad-hoc traffic (e.g.: general aviation)\*



\* between 6am and 10pm: 100 Movements/ hour (+2 for ad-hoc traffic e.g. general aviation)      Night flight ban between 11pm and 5am  
 between 10pm and 6am      in Average: 133 Movements/night



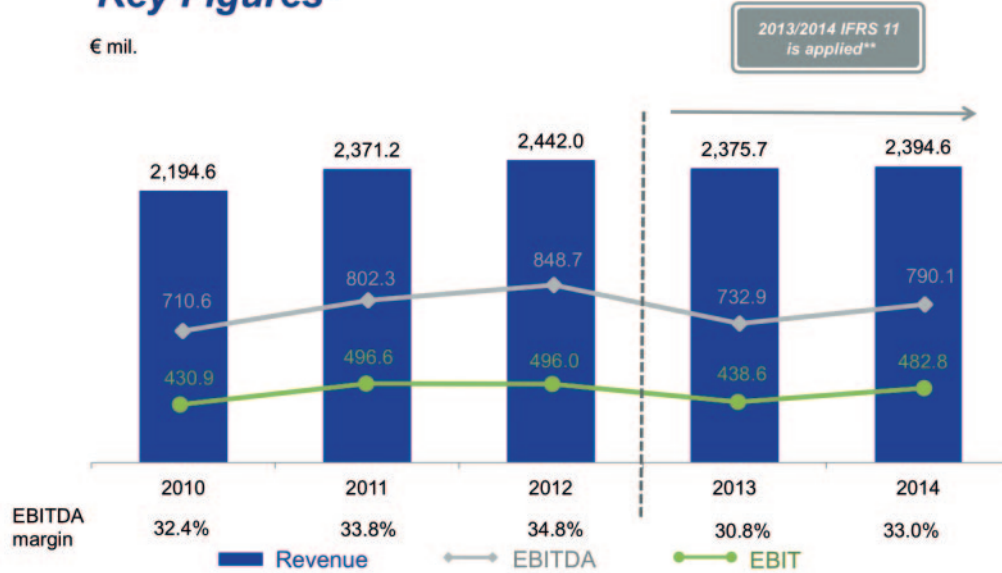
## Group Financials & Segments





## Group Financials Key Figures\*

€ mil.

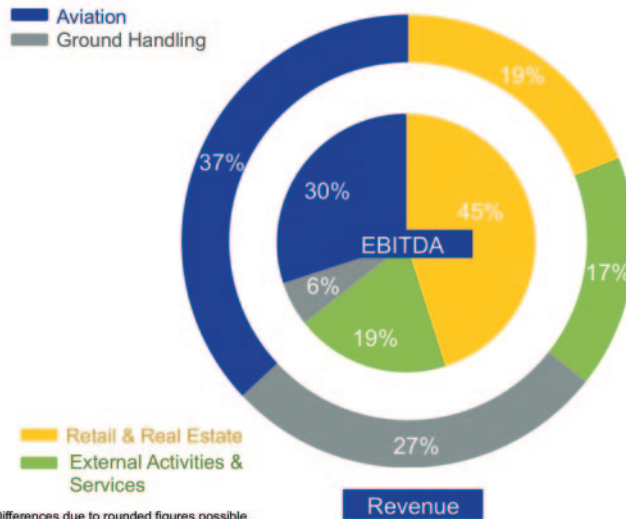


\* Figures including special and consolidation effects; 2012 figures adjusted for IAS 19  
 \*\* From 2014 IFRS11 "Joint arrangements" is applied, 2013 adjusted retrospectively



## Group Financials Segment Split of Revenue and EBITDA FY 2014\*

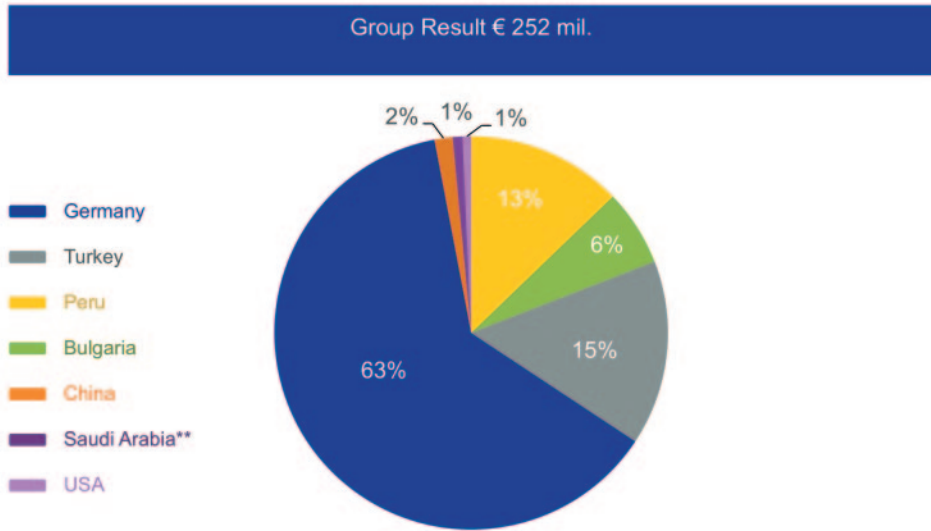
Group Revenue € 2.4 bn.  
 Group EBITDA € 790 mil.



\* Differences due to rounded figures possible



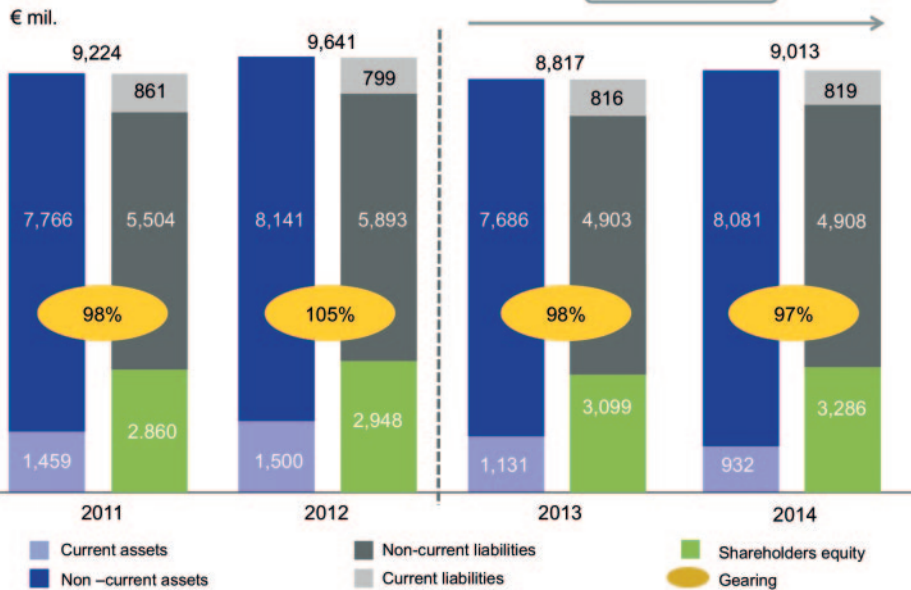
## Group Financials Split of Group Result FY2014\*



\* Differences due to rounded figures possible  
\*\* Expired in mid 2014



## Group Financials Balance Sheet\*



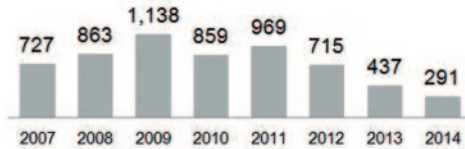
\* Rounded figures



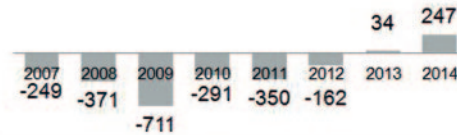
## Group Financials Capex and Cash Flow Overview

2013/2014 IFRS 11 is applied\*\*\*

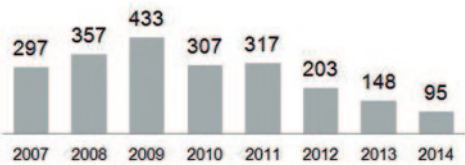
Capex\* 2007 – 2014



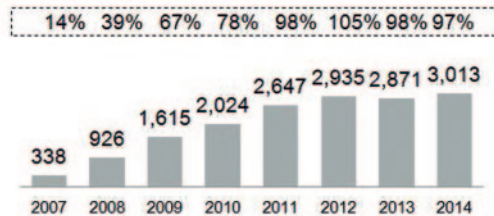
Free Cash Flow 2007 – 2014\*\*



Capex in % of D&A 2007 – 2014



Net debt & Gearing 2007 – 2014

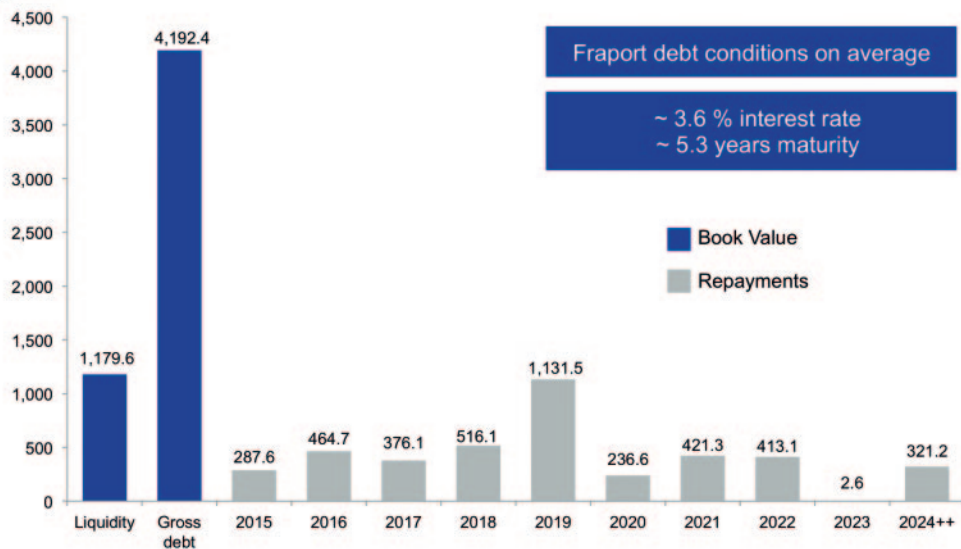


\* Capex as: Cash Flow in PPE, airport operating projects, intangible assets and investment property  
 \*\* New Free Cash Flow definition incl dividends from minorities applied for 2013 and 2014  
 \*\*\* From 2014 IFRS11 "Joint arrangements" is applied, 2013 retrospectively adjusted



## Group Financials Maturity Profile & Cash Position (as of December 31, 2014)

€ mil.



Fraport debt conditions on average  
 ~ 3.6 % interest rate  
 ~ 5.3 years maturity

■ Book Value  
 ■ Repayments



## Group Financials Fraport Value Management

€ mil.	Fraport Group		Aviation		Retail & Real Estate		Ground Handling		External Activities & Services*	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
EBIT	438.6	482.8	90.6	115.5	267.0	275.0	-4.4	7.5	100.2	127.8
Fraport assets	5,061.7	5,253.9	2,208.0	2,258.3	1,756.6	1,808.4	570.6	574.7	763.0	889.9
Costs of capital before tax	480.9	499.1	209.8	214.5	166.9	171.8	54.2	54.6	72.5	84.5
Fraport value added before tax	-42.3	-16.3	-119.2	-99.0	100.1	103.2	-58.6	-7.1	27.7	43.3
ROFRA	8.7%	9.2%	4.1%	5.1%	15.2%	15.2%	-0.8%	1.3%	13.1%	14.4%

$$\text{ROFRA (Return on Fraport assets)} = \frac{\text{EBIT}}{\text{Fraport assets}}$$

\* EBIT and Fraport assets are adjusted for investments accounted for using the equity method



## Group Financials Fraport Value Management Updated Calculation 2015

Calculation until Dec. 31, 2014	Calculation as of Jan. 1, 2015
<p><b>EBIT</b></p> <p>-</p> <p><b>Fraport assets</b></p> <ul style="list-style-type: none"> <li>Goodwill</li> <li>+ Other intangible assets at cost/2</li> <li>+ Investments in airport operating projects at cost/2</li> <li>+ Property, plant and equipment at cost/2</li> <li>- Construction in progress at cost/2</li> <li>+ Inventories</li> <li>+ Trade accounts receivable</li> <li>- Current trade accounts payable</li> </ul> <p>x</p> <p><b>9.5 % WACC pre-tax</b></p> <p>=</p> <p><b>Value added</b></p>	<p><b>EBIT + At equity result before taxes</b></p> <p>-</p> <p><b>Fraport assets</b></p> <ul style="list-style-type: none"> <li>Goodwill</li> <li>+ Other intangible assets at cost/2</li> <li>+ Investments in airport operating projects at cost/2</li> <li>+ Property, plant and equipment at cost/2</li> <li>+ Inventories</li> <li>+ Trade accounts receivable</li> <li>- Current trade accounts payable</li> <li>+ Investments in at equity consolidated companies at book value</li> </ul> <p>x</p> <p><b>8.6 % WACC pre tax</b></p> <p>=</p> <p><b>Value added</b></p>

Not part of asset base

At equity investments now included

WACC lowered due to current debt market conditions

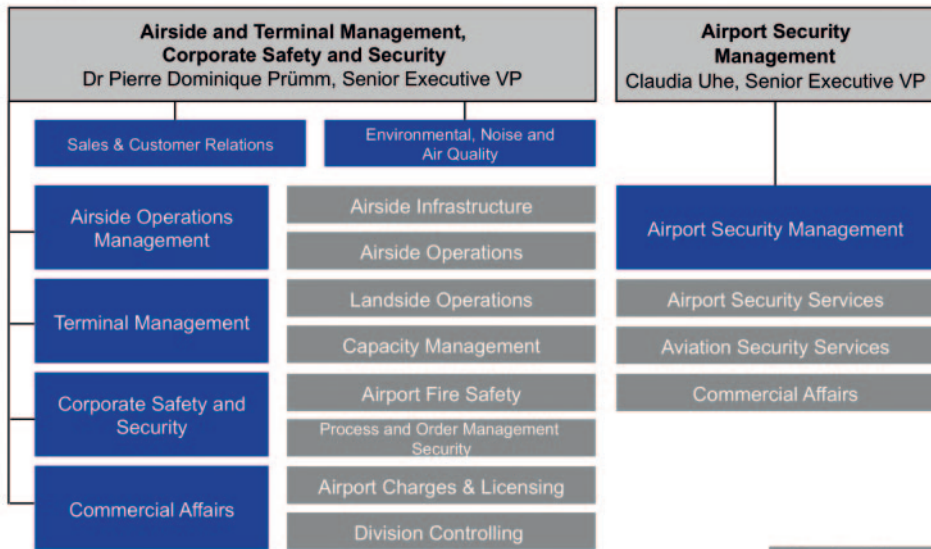


# Group Financials & Segments

## Aviation



### Aviation Segment Structure

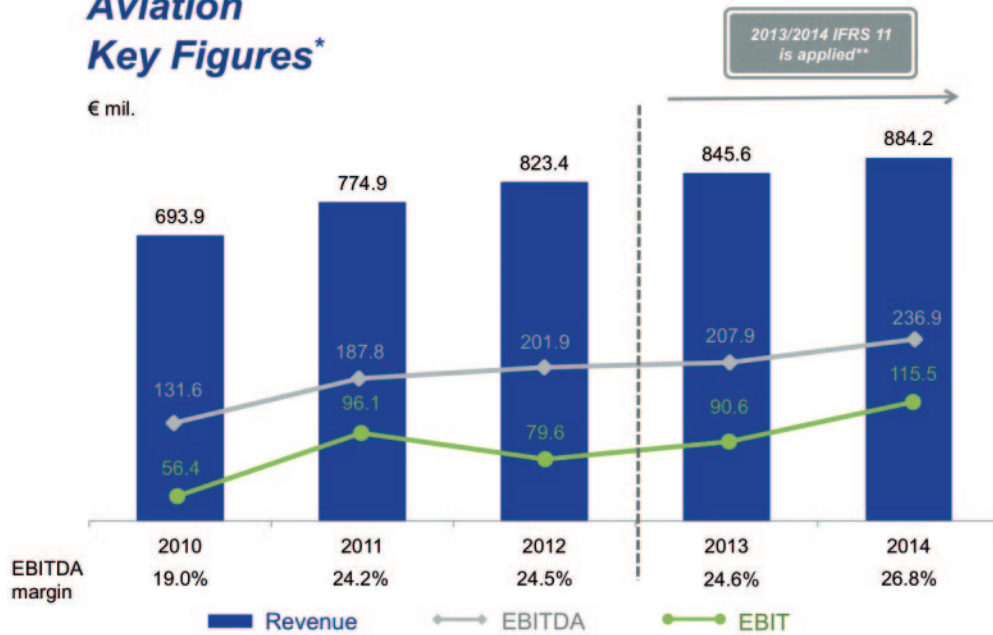


Example activities



## Aviation Key Figures\*

€ mil.

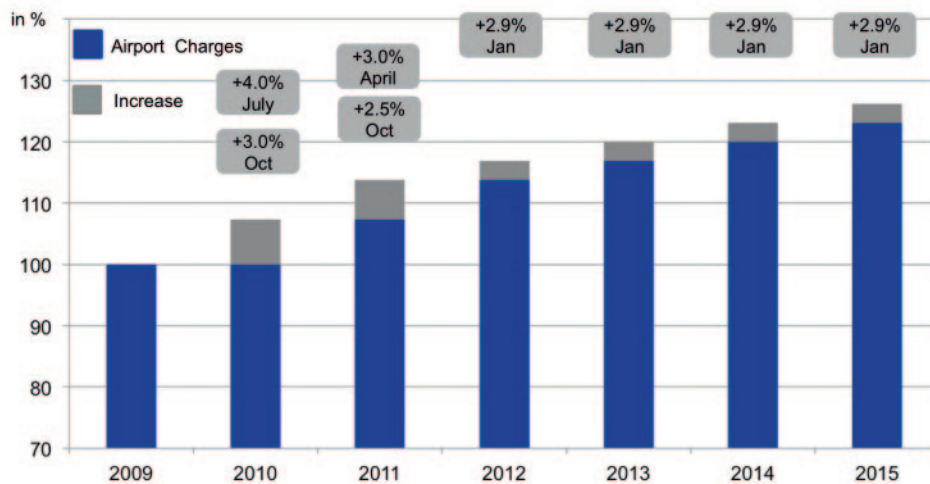


\* Figures including special and consolidation effects; 2012 figures adjusted for IAS 19 \*\* From 2014 IFRS11 "Joint arrangements" is applied, 2013 retrospectively adjusted



## Aviation Airport Charges growing to support Expansion\*

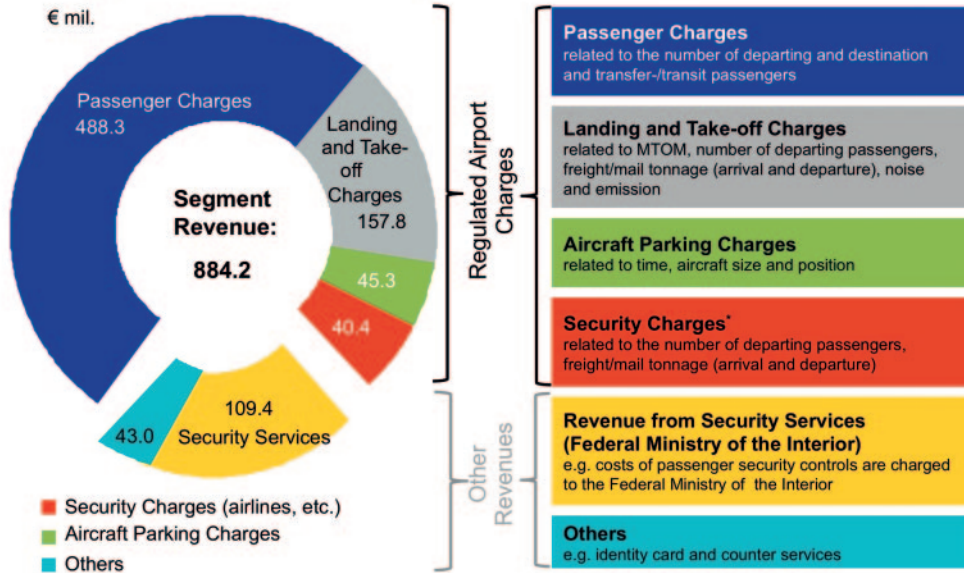
More than 25% price increase 2010-2015



\* 1/3 of the traffic plan deviation in the years 2012-2015 will be taken as a cash-in/cash-out in the following year



## Aviation Segment Revenue Split 2014



\* E.g. critical parts, additional security measures and passenger segregation, insurance, etc.



## Aviation Components of regulated Airport Charges 2014

Passenger Charges (488.3 € mil.)	Landing and Take-off Charges (157.8 € mil.)	Aircraft Parking Charges (45.3 € mil.)	Security Charges (40.4 € mil.)
Passenger-related charges (only take-off) <ul style="list-style-type: none"> <li>Depending on destination (EU, Non-EU continental, or intercontinental)</li> <li>Discount for transfer passengers</li> <li>Defined Cap</li> </ul>	<ul style="list-style-type: none"> <li>Mass-related charges based on MTOM</li> <li>Passenger (only take-off)/freight/mail-related charges (variable charges)</li> <li>Noise-related charges</li> <li>Emission-related charges</li> </ul>	<ul style="list-style-type: none"> <li>All charges related to aircraft stand size and length of time parked</li> <li>Surcharges for use of terminal position</li> <li>Rental contracts can be signed under defined conditions</li> </ul>	<ul style="list-style-type: none"> <li>Passenger-related charges (only take-off)</li> <li>Charges related to freight or mail tonnage transported, per 100 kg or fraction thereof aboard the aircraft</li> </ul>
approx. € 8,140*	approx. € 1,960*	approx. € 550*	approx. € 650*

\* Example airport charges 2014 for one A380 landing-take-off-cycle at FRA approx. € 11,300  
Assumptions: Daytime flight; 440 Passengers; Transfer rate 50%



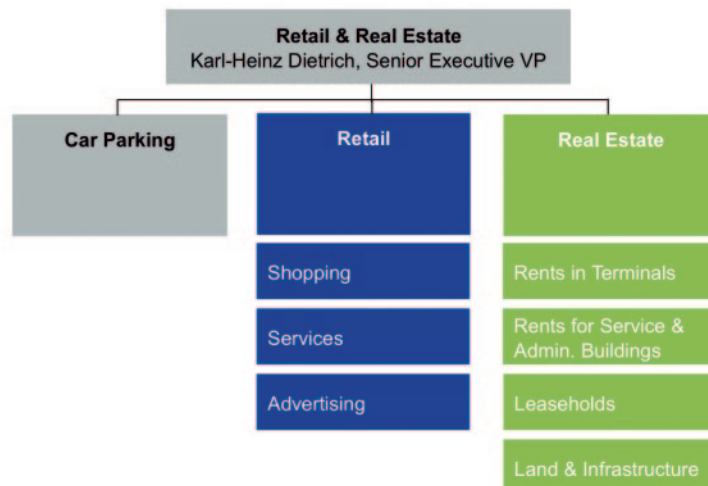
# Group Financials & Segments

## Retail & Real Estate

Slide 72 Visual Fact Book Full Year 2014

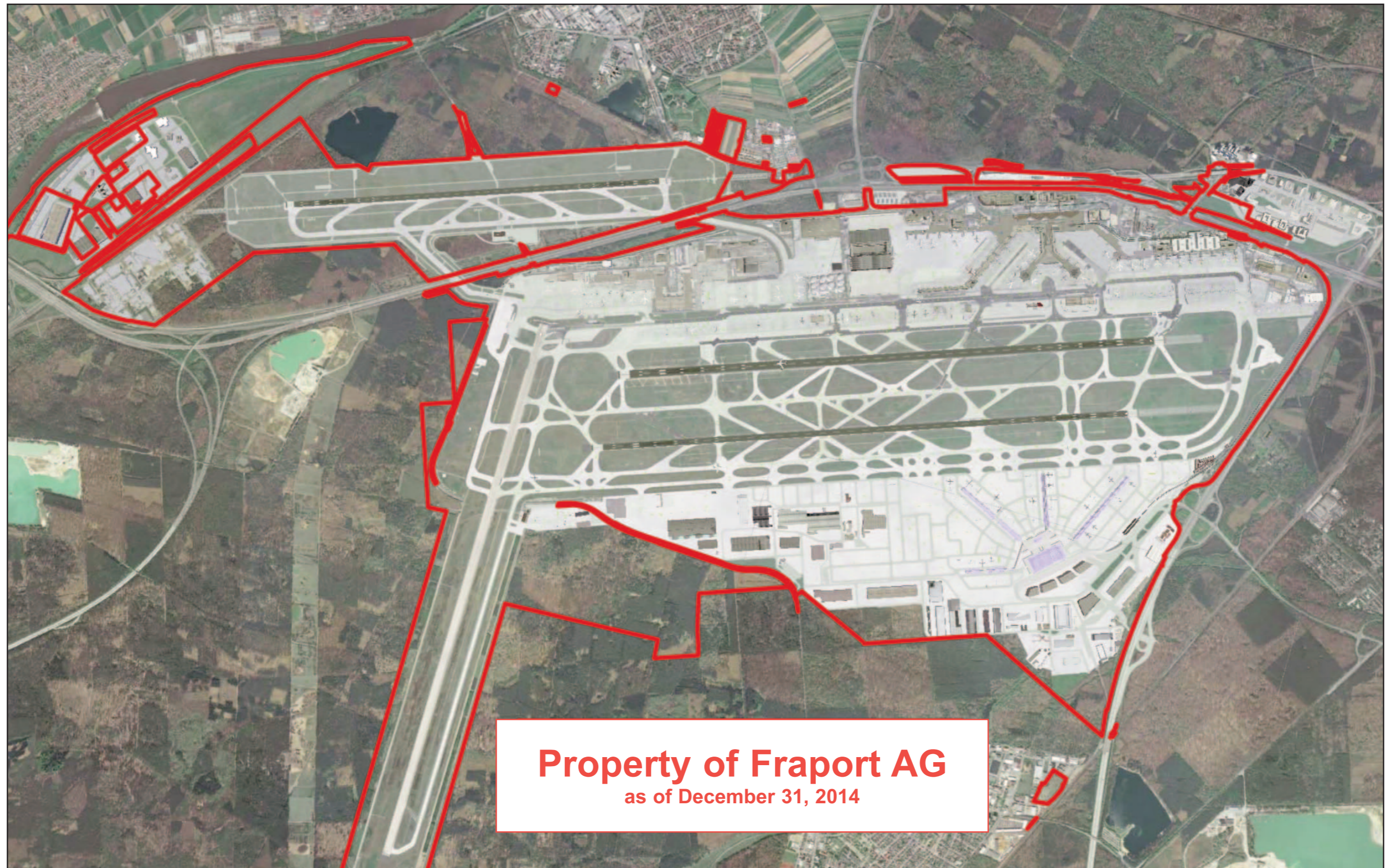


### Retail & Real Estate Segment Structure



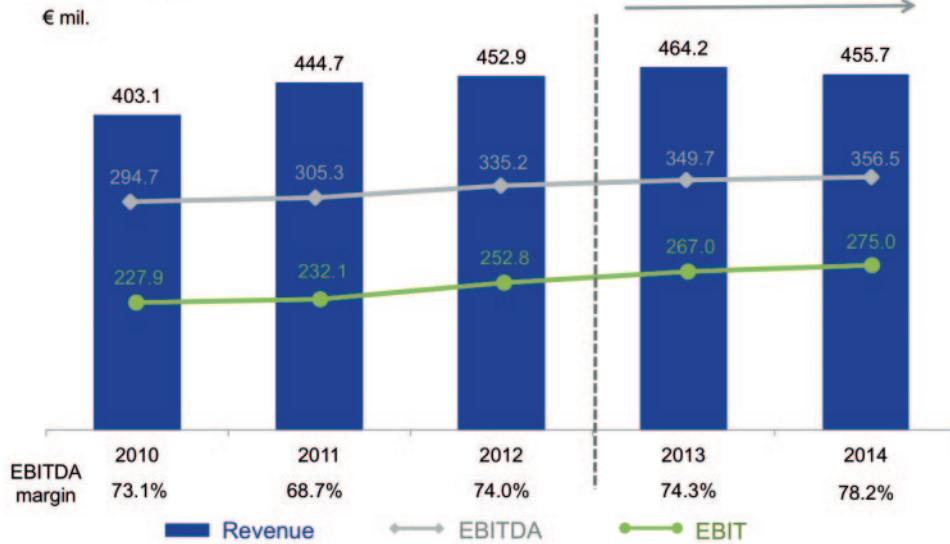


## Map of Frankfurt Airport/Property of Fraport AG incl. Terminal 3 (planned) and Northwest Runway





## Retail & Real Estate Key Figures\*

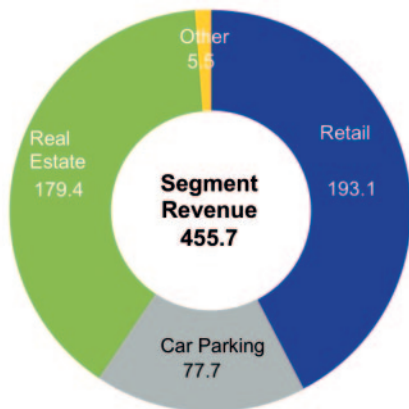


\* Figures including special and consolidation effects; 2012 figures adjusted for IAS 19  
 \*\* From 2014 IFRS11 "Joint arrangements" is applied, 2013 retrospectively adjusted



## Retail & Real Estate Segment Revenue Split 2014

€ mil.



### Retail

- Rents in terminals for shops, restaurants, service units, etc.
- Rents for advertising space

### Car Parking

- Parking charges

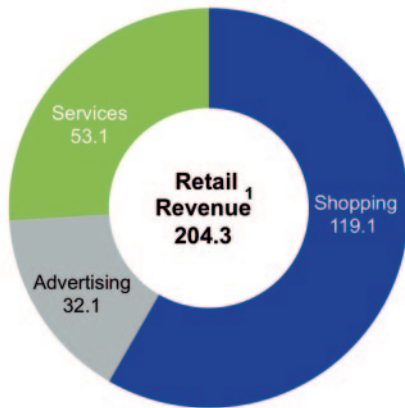
### Real Estate

- Rents in terminals for offices, lounges, storages etc.
- Leasing rates for land where buildings of airlines and other companies are built
- Energy supply



## Retail & Real Estate Retail Revenue Split 2014

€ mil.

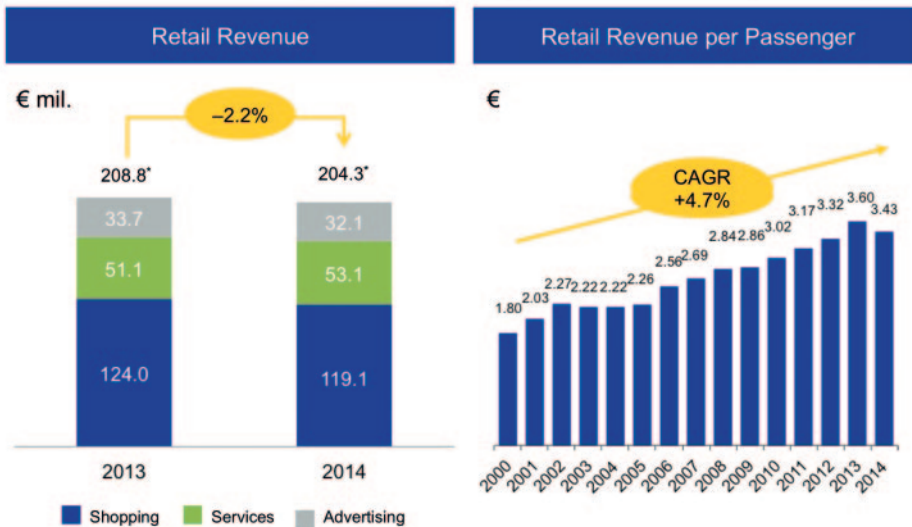


Retail Segments	Outlets <sup>2</sup>
Duty Free & Travel Value	23
Specialty Shops	142
Food & Beverages <sup>3</sup>	78
Other Services, e. g. Car Rental <sup>4</sup>	58

- 1) Revenue according to old/comparable segment structure, difference due to IT services
- 2) As of 31/12/2014
- 3) Food & Beverage including mobile sales units
- 4) Services excluding ATMs



## Retail & Real Estate Retail Revenue per Passenger at FRA dips slightly



\*Revenue according to old/comparable segment structure, difference due to IT services for passengers



## Retail & Real Estate Taking Advantage of the Passenger Mix

Shifts in spending power emphasize focus on top customers

Top 5 destinations in spending power compared to total average Duty Free spendings of passengers in 2014



x 5.8    x 3.5    x 2.8    x 2.0    x 1.8

Trend compared to previous year (mainly caused by ongoing exchange losses of Russian Ruble and Japanese Yen)



Average = 1.0



## Retail & Real Estate Retail Project Development



Modernization of existing market places

- Terminal 1, B Non-Schengen: Refurbishment to generate higher point of sales revenue by optimized structure and better amenity values

Realization until end of 2015

- Terminal 2, Food Plaza, public area: Full modernization and new F&B concepts

Realization until mid 2015



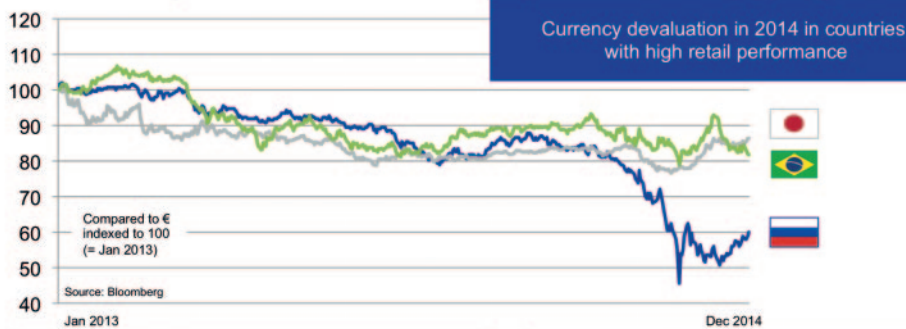


## Retail & Real Estate Growth Opportunities beyond existing Markets

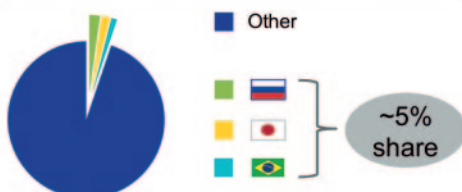
		Markets	
		Existing	New
Products & Services	Existing	<ul style="list-style-type: none"> <li>Ongoing successful contracting of existing retail spaces</li> <li>Extension of mobile sales units and vending machines</li> <li>Extension of awarded Personal Shoppers</li> </ul>	<ul style="list-style-type: none"> <li>Home delivery of Duty Free purchases</li> <li>Fraport VIP Lounge: Online shopping via tablet and direct delivery</li> </ul>
	New	<ul style="list-style-type: none"> <li>Establishment of new concepts in limited spaces, e.g.                             <ul style="list-style-type: none"> <li>pop up-stores</li> <li>wrapping machines (planned for 2015 et seqq.)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Acquisition of Airmall (retail developer in BWI, BOS, CLE, PIT)</li> <li>Contracting of carsharing-operators</li> <li>Multichanneling of Frankfurt Airport Retailing incl. update of FRA-App and web shop (planned for 2015 et seqq.)</li> </ul>



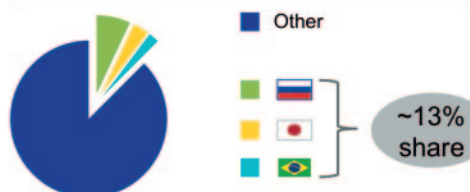
## Retail & Real Estate Currency Fluctuations & Impact on Shopping Behavior



Traffic shares departing passengers 2014



Share in Duty Free sales 2014\*



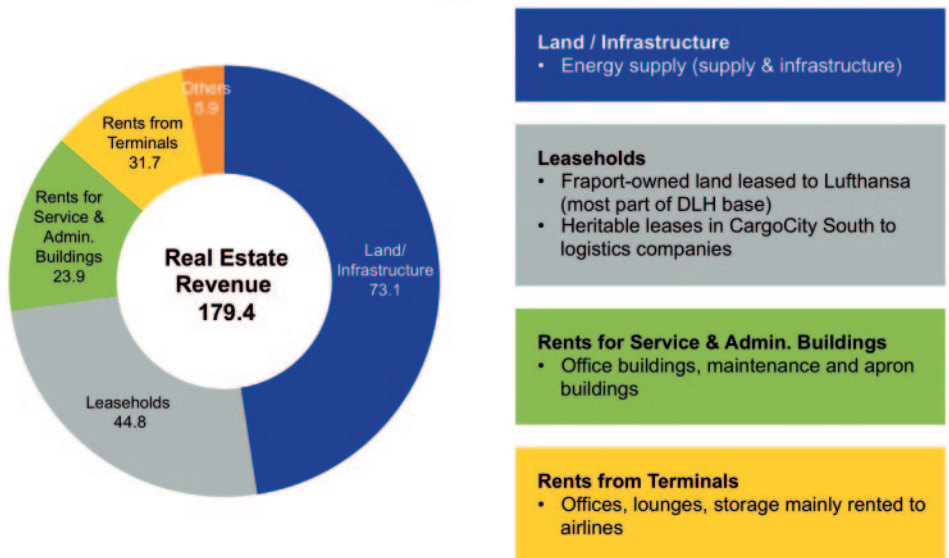
\* Based on ticket /Heinemann data, only indication of nationality



## Retail & Real Estate Growing profitable Retail Space at FRA

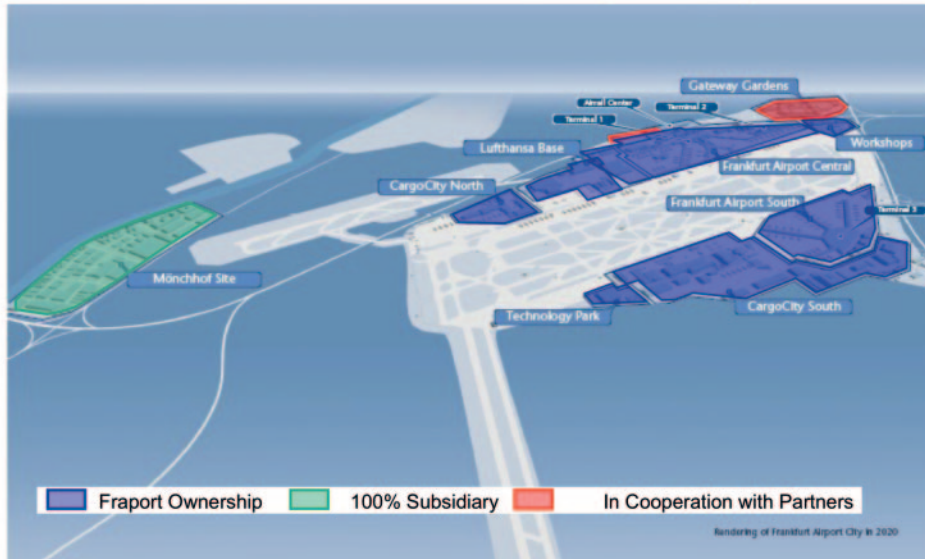


## Retail & Real Estate Real Estate Revenue Split 2014

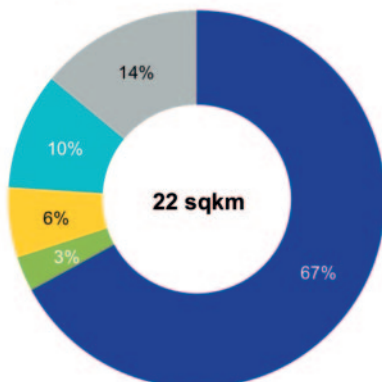




## Retail & Real Estate Areas included in Frankfurt Airport City



## Retail & Real Estate Split of Space on Fraport Property 2014



- Aviation infrastructure
- Leaseholds, e.g. CCN/CCS
- Areas already developed, e.g. Terminal Area
- Areas to develop, e.g. Mönchhof Site
- Not available for usage



## Retail & Real Estate Rentable Areas 2014<sup>1</sup>

Property	Sqm <sup>2</sup>	Office space in sqm <sup>3</sup>	Storage in sqm	Others in sqm	Average rents/sqm/month <sup>4</sup>
Rents in Terminals	331,000	105,000	73,000	153,000	€28
Rents in Service & Admin. Buildings	593,500	226,000	181,000	186,500	€16
DLH Base <sup>5</sup>	473,200	72,500	165,000	264,000	n.a.

- 1) Includes both space that is rented to external tenants and generates external rent revenue as well as space that is rented internally  
 2) Gross floor space  
 3) Office space incl. lounges  
 4) Plus service charges and auxiliary charges  
 5) Estimated figures for DLH Base, 2013 figures



## Retail & Real Estate Terminals and surrounding Areas



904,000 sqm of total gross floor space

### Mixed utilization

- Offices /Lounges
- Storage
- Operations

### Size and Features 2014

#### Locations:

- ~ 32% of gross floor space at Terminals
- ~ 68% of gross floor space service & administration buildings

#### Utilization split:

- ~ 37% offices/lounges
- ~ 32% storage
- ~ 31% other utilization

#### Ownership

- 100% Fraport

#### Clients

- DLH
- Other airlines
- Fraport
- Government agencies





## Retail & Real Estate CargoCity North and South (CCN/CCS)



1,490,000 sqm existing area land plus 270,000 sqm for further development

### Logistics utilization

- Tailor-made facilities for major logistics companies
- Express services, forwarders

### Size and Features 2014

- 1,490,000 sqm
- 11,600 employees
- A further 270,000 sqm gross land for building of space will be developed in the CCS, where 100,000 sqm of warehouse space are planned.

### Ownership

- 100% Fraport

### Clients

- 200 companies: airlines, forwarders, express services and other service providers
- Major logistics companies such as
  - Panalpina
  - Kühne & Nagel
  - Dachser
  - DHL Global Forwarders
  - YusenAir Sea Service
  - Agility
  - Nippon Express
  - WFS
  - DB Schenker
  - Lufthansa Cargo
  - LUG
  - UTI
  - Different Airlines like e.g. Air China Cargo, Emirates Cargo, Japan Airlines, Korean Air Cargo, Asiana, Air Bridge Cargo



## Retail & Real Estate New Cargo Logistics Facilities in CCS



80,000 sqm of warehouse space in development

### Tailor-made facilities

- construction of first 6,500 sqm of warehouse space finished
- bi-yearly tendering of further developed facilities

### Size and Features 2015

- 270,000 sqm of gross building land dedicated to the development of air cargo logistics facilities
  - All facilities are located in direct vicinity of an apron access, truck parking facilities, customs and further air cargo services in Cargo City South
- Approx. 80,000 sqm gfa of warehouse space to be made available to lease through a bi-yearly tendering, with inherent office space, parking facilities and yard
  - future design will allow letting of individual warehouse units within a building or letting of the building as a whole
  - Individual units comprise of approx. 3,300 sqm of warehouse space, with an additional 15% office space, 10% auxiliary space, a truck yard and parking facilities
  - Multiple units can be combined to form larger cargo facilities, depending on the clients' needs.
- The pilot development (comprising of 6,500 sqm of warehouse, 3,500 sqm of office space and submerged parking) was handed over to the first tenant "UTI Deutschland GmbH" in late December 2014

### Ownership

- 100% Fraport



## Retail & Real Estate Home Base of Deutsche Lufthansa (DLH)



1,040,000 sqm of land area

- Partly rented
- Partly under ground lease developed

Mixed utilization

- Offices
- Operational area

### Size and Features 2014

- 790,000 sqm in the North
- 250,000 sqm in the South

### Ownership in the North – 790,000 sqm

- Fraport owns the entire ground within the airport parameter fence including the buildings, which are rented to DLH. This includes service and administration buildings, hangars, repair shops, storage space and aircraft parking space
- DLH owns ground outside the parameter fence:
  - 113,000 sqm north of the airport ring road: Lufthansa's training center and corporate headquarters
  - 55,000 sqm at Gateway Gardens: Lufthansa Sky Chefs operations

### Ownership at Lufthansa Maintenance facilities in the South – 250,000 sqm land area

- The ground is owned by Fraport and rented to Lufthansa; Lufthansa / investors own the buildings
- A 380 maintenance base
  - Lufthansa Technik Maintenance International base

### Client

- DLH



## Retail & Real Estate Mönchhof Site



1,100,000 sqm of gross building land to sell and develop

Mixed utilization

- Logistics and distribution centers
- Retail facilities (small sized)
- Airport-related operations
- Offices, hotels and restaurants

### Size and Features 2014

- 1,100,000 sqm of gross building land to sell and develop
- For 724,000 sqm net building land zoning plans are in place → largest contiguous industrial area under construction of the Rhine-Main region
- Approx. 409,000 sqm have been marketed already

### Ownership

- Fraport Real Estate Mönchhof GmbH & Co. KG (100% subsidiary of Fraport AG)

### Clients (among others)

- Adolf Würth GmbH & Co. KG
- DHL Express Germany GmbH
- DoKaSch GmbH Air Cargo Equipment Repair
- DSV Air & Sea GmbH
- Expeditors International GmbH
- ontour transport service GmbH
- REWE Group
- Shell Deutschland Oil GmbH
- Simon Hegele Gesellschaft für Logistik und Service mbH
- Streck Transportgesellschaft mbH
- Unielektro Fachgroßhandel GmbH & Co. KG
- VIA MAT INTERNATIONAL GmbH
- VWR International GmbH (Basen)
- Zoth GmbH & Co. KG



## Retail & Real Estate THE SQUAIRE

Part of Airport City -  
not Fraport property



146,000 sqm of net floor space

- Office: 96,400 sqm  
incl. a business/  
conference center 3,200 sqm
- Hotel: 36,100 sqm
- Retail/ gastronomy: 7,800 sqm
- 625 parking spaces in-house
- 2500 parking spaces Squire parking

### Size and Features 2014

- 200,000 sqm of gross floor space on 9 floors (rentable area 146.000 sqm)
- 660 meters long and 65 meters wide
- Start of construction 1<sup>st</sup> of March 2007
- Was opened in several steps in 2011
- Multi-storey car park SQUAIRE Parking with additional 2,500 parking spaces and 625 nearby the building
- THE SQUAIRE is an innovative world of working and living that is being created to perfectly harmonise the needs of employees, customers, and companies – a NEW WORK CITY.

### Ownership

- THE SQUAIRE GmbH & Co. KG – a joint project of IVG Immobilien AG (98%) and Fraport AG (2%)

### Clients

- Hilton Worldwide Group, with Hilton Frankfurt Airport and Hilton Garden Inn
- KPMG, European Headquarters
- Further tenants: Arthur D. Little, European Headquarters of Nemak (automotive supplier), plug-and-work Business and Conference Center, retail & gastronomy tenants



## Retail & Real Estate Gateway Gardens

Part of Airport City -  
not Fraport property



350,000 sqm of gross building land; resp.  
700,000 sqm gross floor space

### Mixed utilization

- Offices
- Hotels & gastronomy
- conference facilities & Retail
- Airport-related services
- Research and science institutions

### Size and Features 2014

- 350,000 sqm of gross building land
- Exit from B43 and motorway connections (A3, A5 / to be completed together with the project)
- Direct access to Frankfurt Airport's operational area
- Associated rapid transit station "Gateway Gardens" (lines S8/S9: to be completed in 2019) with corresponding bus lines
- Fully developed with binding land-use plan

### Ownership

- Grundstücksgesellschaft Gateway Gardens GmbH; Fraport AG holds 33.3% shares of the development company (the other 33,3% owned by Groß & Partner and OFB GmbH)

### Clients

- LSG Sky Chefs, operating Europe's most modern catering services, completed in 2008
- Park Inn Hotel opened in July 2010
- Condor, completed new headquarters /flight operation center in 2012
- Meininger Hotel, opened in January 2012
- Imtech, technical equipment supplier for buildings, completed new main office in April 2012
- House of Logistics and Mobility (HOLM), research and education institution, start of construction in April 2012
- Alpha Rotex: Start of construction 2012, completed in 2013
- Elements Frankfurt Airport Hotel, start of construction in 2013, completion in August 2014

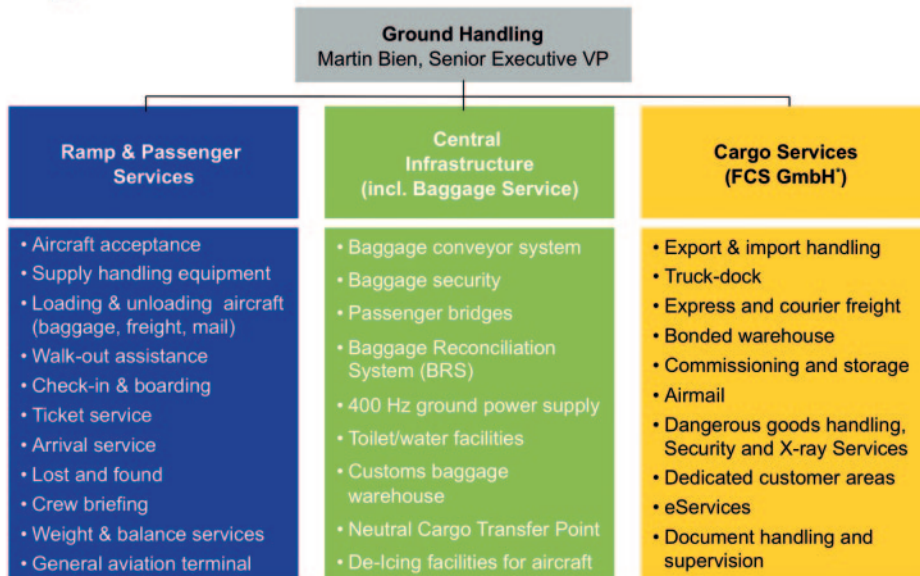


# Group Financials & Segments

## Ground Handling



### Ground Handling Segment Structure

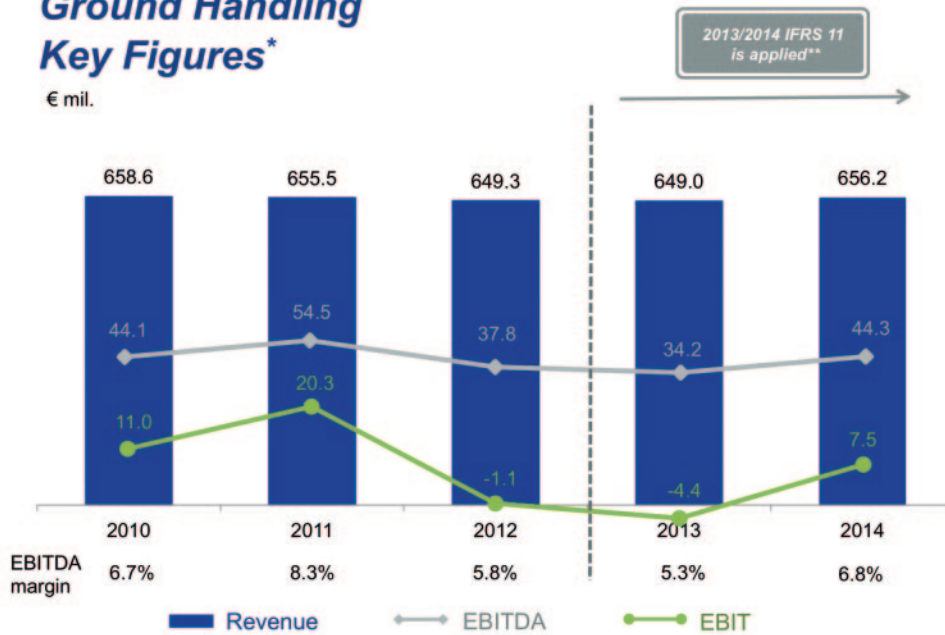


\* Fraport Cargo Services GmbH, 100% subsidiary of Fraport AG



## Ground Handling Key Figures\*

€ mil.

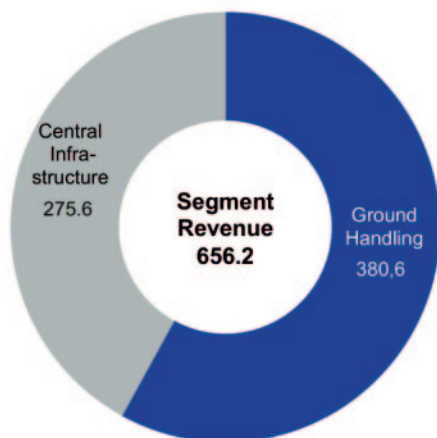


\* Figures including special and consolidation effects; 2012 figures adjusted for IAS 19  
 \*\* From 2014 IFRS11 "Joint arrangements" is applied, 2013 was adjusted retrospectively



## Ground Handling Segment Revenue Split 2014

€ mil.



**Ground Handling charges**  
 For services provided to airlines including:

- Ramp services
- Passenger services
- Cargo Services

**Charges for Central Infrastructure**  
 Charge imposed to the airlines for the provision of central ground handling infrastructure facilities such as:

- Baggage conveyor system
- Passenger bridges
- Fresh water / toilet facilities
- 400 Hz ground power facilities



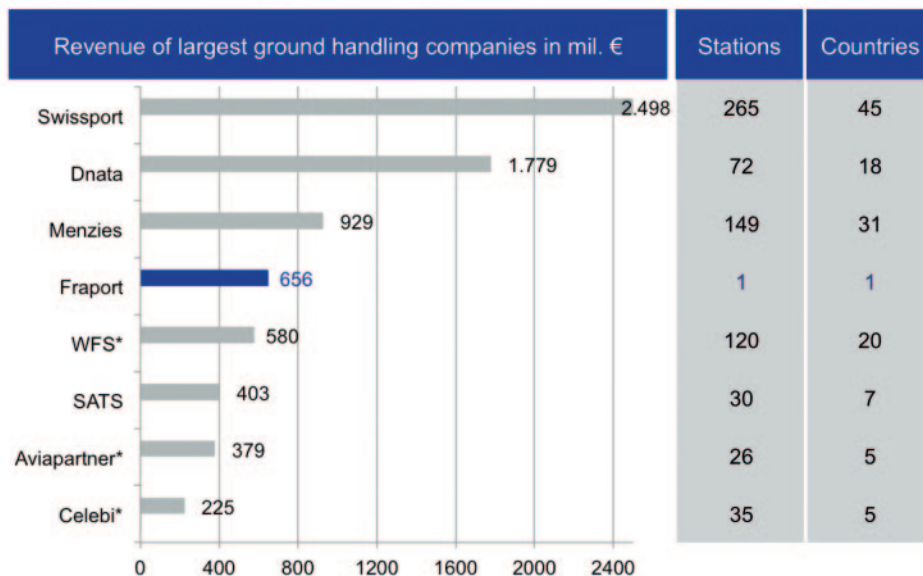
## Ground Handling Heterogeneous Markets

Global Market volume ~ 42 bn. €*		
Europe	North America	Asia
<ul style="list-style-type: none"> <li>• Heterogeneous market situation: monopolies, duopolies and fully liberalized markets</li> <li>• Airports, airlines, independent ground handling provider</li> <li>• No further revision of EU directive</li> </ul>	<ul style="list-style-type: none"> <li>• Fully liberalized market</li> <li>• Self-handling by airlines at hubs</li> <li>• Independent ground handling provider</li> <li>• Airport authorities do not offer any ground handling services</li> </ul>	<ul style="list-style-type: none"> <li>• Regulated market</li> <li>• Self- and third-party handling by hub airlines</li> <li>• Mostly one independent ground handling provider</li> <li>• "Regulated duopolies"</li> </ul>

\* estimated in 2012 by KPMG for 2015



## Ground Handling Fraport among leading Worldwide GH companies



Source: company data 2013/14, stations and countries reflect spectrum of ground services provided

\* company data 2012



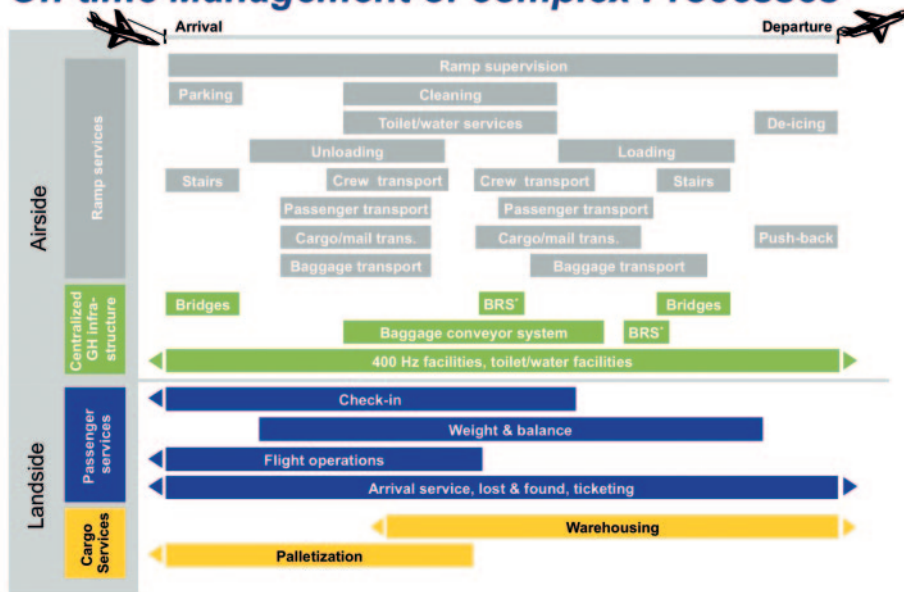
## Ground Handling Business Activities: Who does what?



\* 52% subsidiary of Fraport AG



## Ground Handling On-time Management of complex Processes



\* BRS = Baggage Reconciliation System



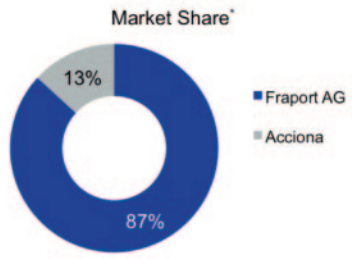
## Ground Handling Core Business Area: Ramp Services 2014

**Ramp Services**

- Regulated market: one third-party handler, Acciona
- Main customers of Fraport: Lufthansa and Star Alliance partners
- ~193.200 aircraft handled in 2014
- ~ 25.1 mil. tons MTOM

**Activities**

- Aircraft acceptance
- Supply of handling equipment
- Loading and unloading of aircraft
- Passenger and crew transport
- Baggage, cargo, mail transport
- Ramp supervision
- Moving of aircraft and walk-out assistance
- De-icing/anti-icing services and snow/ice removal
- Safety measures
- Fresh water supply/toilet services
- Cleaning



\* Base: MTOM 2014



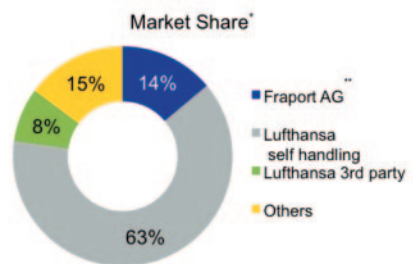
## Ground Handling Core Business Area: Passenger Services 2014

**Passenger Services**

- Open market: third-party handlers (e.g., Acciona) and self-handling (e.g., Lufthansa)
- ~21,650 aircraft handled in 2014

**Activities**

- Station representation
- Check-in & boarding
- Ticket service
- Baggage tracing (lost & found)
- Arrival service
- Training
- Flight and Ground Ops
- Ramp Agent Services
- General aviation terminal



Fraport handles approximately 38.0 % of the „free market“ (excluding Lufthansa self handling)

\* Base: Passengers 2014 for Check-In and Gating; Source: Fraport AG \*\*FPS included





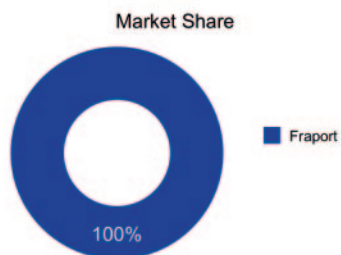
## Ground Handling Core Business Area: Central Infrastructure 2014

**Central Infrastructure**

- Sole provider
- Provision of infrastructure, incl. Baggage conveyor system (>80 km)
- Baggage performance in 2014: 2.38 ‰ misconnected baggage
- ~ 28.2 mil. pieces of baggage (2014)

**Activities**

- Total Baggage Management, incl. intermodal handling (AirRail Terminal)
- Baggage facilities and conveyor system
- Baggage customs warehouse
- Baggage security, Baggage Reconciliation System (BRS)
- Passenger bridges
- CUTE network
- 400 Hz Ground power
- Fresh water / toilet facilities
- Fueling and de-icing facilities



## Ground Handling Baggage Performance: Best Practice in FRA

Integrated process management paired with top notch infrastructure ensure excellent baggage performance in FRA on a best practice level compared to other EU hubs.



**Baggage facilities and conveyor system**

- More than 80 km long, the Frankfurt Airport's baggage conveyor system is one of the world's largest facilities of its kind
- Enlargement by 6.5 km for pier A-Plus in 2012
- Capacity: approx. 20,000 items per hour
- Record (2014): 113,125 baggage items a day
- System reliability rate: 99.5%
- Transport speed: 2.5 m/sec; max. speed 5 m/sec
- Only 2.38 misconnected baggage per 1.000 items\* in FRA – top performance of our Fraport Ground Services

\* Related to all checked and transferred baggage



## Ground Handling Core Business Area: Cargo Services 2014

Cargo Services	Activities
<ul style="list-style-type: none"> <li>• Open market: third-party handlers (e.g., LUG, Aviapartner) &amp; self-handlers (LH)</li> <li>• Fraport Cargo Services (FCS), wholly owned subsidiary (100%)</li> <li>• ~ 450.000 metric tons of cargo</li> </ul>	<ul style="list-style-type: none"> <li>• Handling and documentation of import, export and transfer freight</li> <li>• Handling of special freight</li> <li>• Commissioning and deconsolidation services</li> <li>• Bonded warehouse</li> <li>• Truck dispatching</li> <li>• Last-minute and express services</li> </ul>

Market Share\*

Category	Market Share (%)
FCS	22%
Lufthansa	39%
Lufthansa 3rd party	5%
Others	34%

FCS handles around 40% of the „free market“ (excluding Lufthansa self handling)

\* Basis: Cargo Tonnage 2014; Source: FCS \*\*Several handlers with 1-5% market share each, rounded figures



## Ground Handling Revision of Ground Handling Directive 96/67/EC

2012	Rejection of the Regulation Proposal to the Committee on Transport and Tourism (TRAN) by the EU Parliament dated December 11 <sup>th</sup>
2013	Approval of the opinions of both responsible Committees (EMPL and TRAN) in the plenary session of the EU Parliament on April 16 <sup>th</sup> and referral of the dossiers to the EU Council
2014	Withdrawal of the Regulation Proposal on groundhandling services at Union airports by the European Commission on December 12 <sup>th</sup>

Source: Fraport



## **Ground Handling Restructuring for profitable Growth**



Step 1: Cutback of corporate benefits (started in 2010), e.g.

- Employee stock plan reduced
- Pay for rotating shift pause abolished
- Benefit payments reduced by 70%
- Reduced tariff conditions for new staff

Step 2: Efficiency program to redevelop processes and structures (started in 2013), e.g.

- Better manpower planning systems
- Integration of transport services
- Flexible work schedules
- Higher standardization level
- Reducing administrative costs
- Higher productivity in internal services

▶ Creating sustainable savings over € 40 mil. p.a. by keeping the integrated business model



## **Group Financials & Segments**

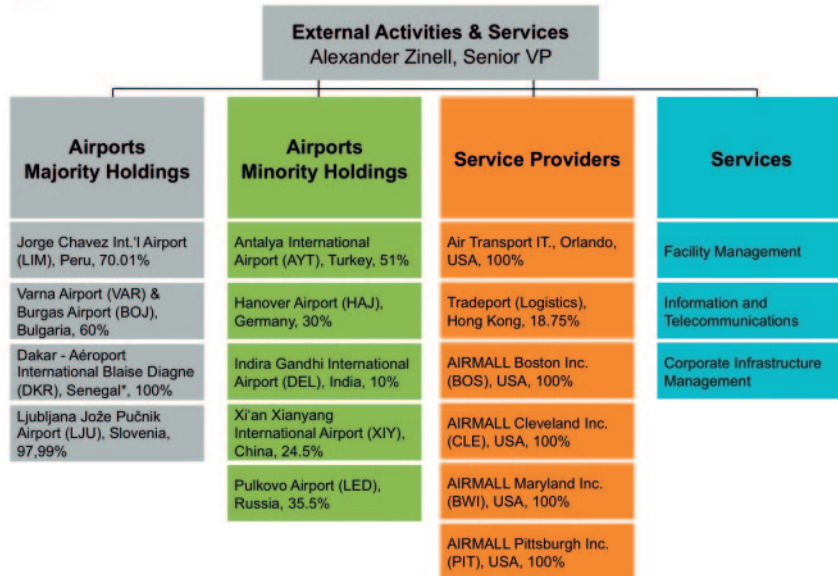
## **External Activities & Services**



## External Activities & Segments Fraport Activities worldwide



## External Activities & Services Segment Structure

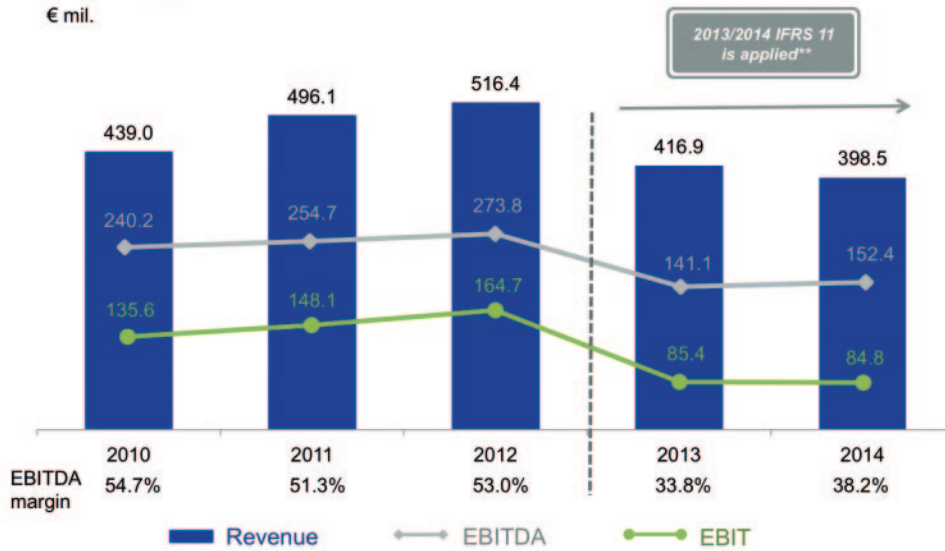


\*Concession contract of future Dakar airport



## External Activities & Services Key Figures\*

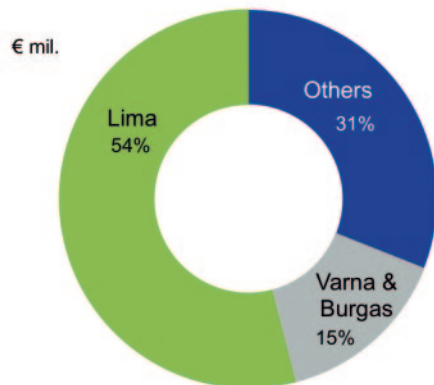
€ mil.



\* Figures including special and consolidation effects; 2012 figures adjusted for IAS 19  
 \*\* From 2014 IFRS11 "Joint arrangements" is applied, 2013 was adjusted retrospectively



## External Activities & Services Segment Revenue Split 2014



### Other Revenues

- are generated by majority owned subsidiaries/ management contracts, such as
- Ljubljana Airport, Slovenia
  - AIRMALL, USA
  - Fraport Saudi Arabia, Riyadh (until mid 2014)
  - Air Transport IT, Orlando, USA

and service units at Frankfurt, such as

- Facility management
- Information and telecommunications



## External Activities & Services

### Fraport manages a Variety of Airports

Hubs	Regional Airports	Tourist Airports
Frankfurt Main Share: 100% 59.6 mil. passengers	Ljubljana Airport Share: 97.99% 1.3 mil. passengers	Antalya Airport Share: 51.0% 28.0 mil. passengers
Lima Airport Share: 70.01% 15.7 mil. passengers	Xi'an Airport Share: 24.5% 29.2 mil. passengers	Burgas Airport Share: 60.0% 2.5 mil. passengers
Delhi Airport Share: 10.0% 39.8 mil. passengers	Hanover Airport Share: 30.0% 5.3 mil. passengers	Varna Airport Share: 60.0% 1.4 mil. passengers
	Pulkovo Airport Share: 35.5% 14.3 mil. passengers	
	Dakar Airport* Share: 100.0% (Under construction)	

\*Concession contract of future Dakar airport



## External Activities & Services

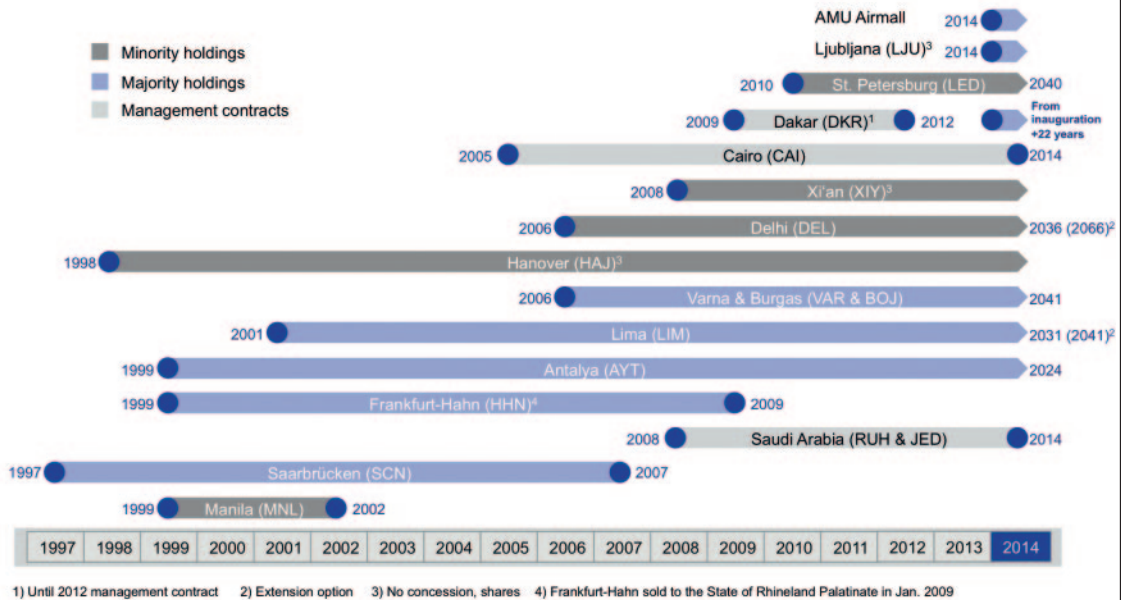
### Financial Overview 2010 – 2014\*

Airport/Company	Revenue	EBITDA	Net Profit	Revenue	EBITDA	Net Profit	CAGR 2010 – 2014	CAGR 2010 – 2014	CAGR 2010 – 2014
	2014			2010					
AMU (Airmall)**	38.9	11.2	-1.2	18.6	6.7	0.3	20.2	13.7	-
Ljubljana**	32.0	11.2	3.6	33.9	12.5	4.3	-1.4	-2.7	-4.2
Lima	214.3	76.7	32.1	135.4	49.1	13.4	12.2	11.8	24.3
Twin Star	60.7	35.7	15.8	40.2	21.1	8.3	10.9	14.0	17.3
Antalya	326.8	282.6	85.2	266.9	216.9	46.6	5.2	6.8	16.3
St Petersburg	369.9	108.7	-291.7	85.5	24.9	8.6	44.2	44.5	-
Hanover	142.0	26.4	1.9	139.0	16.5	-6.7	0.5	12.5	-
Xi'an	142.6	59.2	11.1	72.0	33.3	18.3	18.6	15.5	-11.7

\* Revenue incl. IFRIC 12, Ljubljana & AMU started during 2014, Delhi not included  
\*\* Full Year



## External Activities & Services History of Fraport's Airports



## External Activities & Services AMU Holdings Inc. - AIRMALL

€ mil.	2014*
Revenue	20.6
EBITDA	3.8
EBIT	0.9
EBITDA margin*	18.4%
Fraport share	100%



Food Court BWI

### Fraport history

- Since August 2014 belongs AMU Holdings Inc. to Fraport Group.
- Signing / closing: July 23<sup>rd</sup> / August 1<sup>st</sup>

### Profile

- Airmall is the developer and manager of the retail, food and beverage operations at the aviation hubs:
  - Baltimore/Washington, BWI
  - Boston, BOS (terminals B and E)
  - Cleveland, CLE
  - Pittsburgh, PIT

### Facts & Figures

- Total retail space: 34,000 sqm (366,000 square feet)
- Outlets: about 270 national and international retail and food & beverage outlets
- The airports, where Airmall is, are handling about 70 million passengers per year

\* Figures from Aug 1<sup>st</sup> until Dec 31<sup>st</sup> / Figures before consolidation / Figures refer to IFRS accounting, local GAAP figures may differ



## External Activities & Services Aerodrom Ljubljana at a Glance



### Profile

- Capital city airport
- Gateway to the Balkan/Adriatic region

### Infrastructure

- 1 runway, capacity for 25 movements/hour
- Terminal capacity for 2 mil. passengers/year

### Home Carrier

- Adria Airways

### Further Carriers

- Turkish Airlines, Air France, Air Serbia, Wizzair, easy jet

### Passenger CAGR (2003 – 2014)

- 3.2%



## External Activities & Services Aerodrom Ljubljana Financials

€ mil.	2014
Passengers <small>in mil.</small>	1.31
Movements <small>in '000</small>	31.4
Revenue*	7.2
EBITDA*	1.7
EBIT*	-0.8
EBITDA margin*	23.6%
Fraport share	97.99%
Consolidation	full

**Fraport share:** 100%

### Other shareholders

- Free Float

### Fraport history

- Successful bid for 75.5% of Aerodrom Ljubljana shares with signing on September 5<sup>th</sup> and closing on October 10<sup>th</sup> 2014
- Thereafter mandatory takeover offer resulting in a Fraport share of 97.99%
- 100% shareholding since March 2015

### Contractual details

- Acquisition of shares of a listed company
- no concession fee
- Right to operate the airport derived from an existing long-term land use contract with a term of 40 years

### Capex

- No Capex obligations  
investments subject to traffic development

\* Figures from Oct 1<sup>st</sup> until Dec 31<sup>st</sup> / Figures before consolidation





## External Activities & Services Lima Airport at a Glance



### Profile

- Largest airport in Peru
- Regional hub for South/Middle-America

### Main Carrier

- LAN

### Further Carriers

- American Airlines, Delta, United, Air Canada, Iberia, KLM, Air France, etc.

### 2014 review

- Traffic growth primarily driven by domestic passenger (+7.1%) due to better economic situation for the middle class in Peru
- >90% of Peruvian international traffic handled in Lima

### 2015 outlook

- Further passenger growth expected
- Apron expansion and implementation of additional check in counters

### Passenger CAGR (2004 – 2014)

- 11.9 %

**Skytrax World Airport Award**

Category South America

Best Airport of the year: 2009, 2010, 2011, 2012, 2013, and 2014



## External Activities & Services Lima Airport Financials

€ mil.	2014	2013
Passengers <small>in mil.</small>	15.7	14.9
Movements <small>in '000</small>	155.1	153.1
Revenue*	214.3	208.0
EBITDA*	76.7	71.3
EBIT*	61.8	57.7
EBITDA margin*	35.8%	34.3%
Fraport share	70.01%	70.01%
Consolidation	full	full

**Fraport share:** 70.01%

### Other shareholders

- International Finance Corporation (IFC) (19.99%)
- AC Capitaes SAFI S.A. (10.00%)

### Fraport history

- 2001 – 2007 Fraport held 42.75%
- Since May 2008 70.01%
- 30-year BOT concession contract, with an extension option until 2041

### Concession Details

- The greater amount of: **Either** the annual minimum concession fee of 15mn USD adjusted with CPI **or** 46.511% of Gross Revenues (without IFRIC 12 revenues) after payment and deduction of CORPAC-fee (ATC) of 50% of Takeoff Revenues and 20% of Int. PAX Revenues. In addition 1% Regulatory Fee on same base

### Regulation

- Until the end of 2008 fixed tariffs according to concession agreement, since 2009 single till

### Capex

- Until 2014 total CAPEX: USD 337.2 mil.  
Upcoming: new terminal, 2<sup>nd</sup> runway

\* Figures before consolidation / Figures refer to IFRS accounting, local GAAP figures may differ



## External Activities & Services Varna and Burgas Airports at a Glance



### Profile

- Tourist gateway to the Black Sea
- Second and third biggest airport in Bulgaria

### Infrastructure Varna

- 1 runway, capacity for 30 movements/hour
- New terminal capacity for 1.8 mil. passengers/year

### Infrastructure Burgas

- 1 runway, capacity for 30 movements/hour
- New terminal capacity for 2.7 mil. passengers/year

### Main Carriers

- Bulgarian Air Charter, Bulgaria Air

### Further Carriers

- Air Via, Travel Service, S7 / Siberia Airlines, Bh Air

### Passenger CAGR (2004 – 2014)

- 3.8%



## External Activities & Services Varna and Burgas Airports Financials

€ mil.	2014	2013
Revenue	60.7	101.1
EBITDA	35.7	28.2
EBIT	24.4	20.2
EBITDA margin*	58.5%*	27.9%*
Fraport share	60%	60%
Consolidation	full	full
Varna	2014	2013
Passengers <small>in mil.</small>	1.4	1.3
Movements <small>in '000</small>	12.1	11.5
Burgas	2014	2013
Passengers <small>in mil.</small>	2.5	2.5
Movements <small>in '000</small>	19.1	18.4

**Fraport share:** 60%

### Other shareholders

- Airport Services – Bulgaria EAD (40%)

### Fraport history

- In September 2006 Fraport has been awarded the concession for modernizing, expanding and operating both airports
- BOT concession contract for 35 years

### Concession Details

- Concession fee: 19.2% of revenues (without IFRIC 12)

### Regulation

- Dual till

### Capex

- € 170 mil. until 2014
- 2 new terminals completed in 2013
- Further investments subject to traffic growth

\* Influenced by IFRIC 12: organic EBITDA margin 2013: 56.9% // 2014: 59.7%



## External Activities & Services Antalya Airport at a Glance



### Profile

- 2<sup>nd</sup> largest airport in Turkey 2014
- Tourist gateway to Turkish Riviera
- #1 Mediterranean touristic airport

### Infrastructure

- 2 independent runways (airside infrastructure managed by state authority)
- 2 international terminals and 1 domestic terminal + 1 CIP terminal

### Main Carriers

- SunExpress, Turkish Airlines\*, Pegasus

### Further Carriers

- Transaero, Onur Air, Atlasjet, Corendon, Condor, Nordwind, Freebird

### Passenger CAGR (2004 – 2014)

- 7.6%

\* Including low-cost subsidiary Anadolu Jet Airlines



## External Activities & Services Antalya Airport Financials

€ mil.	2014	2013
Passengers <small>in mil.</small>	28.0	26.7
Movements <small>in '000</small>	176.2	169.5
Revenue*	326.8	320.7
EBITDA*	282.6	276.2
EBIT*	184.0	177.9
EBITDA margin	86.5%	86.1%
Fraport share	51%	51%
Consolidation	50%	50%

### Fraport share: 51%

- 51% voting rights
- 50% dividend rights

### Other shareholders

- IC İctas İnfaat Sanayi ve Ticaret A.Ş. (48.99%)
- Fraport IC İctas Havalımanı İletme Anonim Şirketi (0.01%)

### Fraport history

- Fraport operates Int'l Terminal 1 since 1999
- Current concession term: Sep. 2007 – Dec. 2024 (concession comprises only Terminal operations)
- Since Sep. 2007 Fraport is operating Terminal 1 + Domestic Terminal with its partners
- From 23<sup>rd</sup> Sep. 2009 till 2024 Fraport operates all 3 terminals

### Concession Details

- Net lease fee for current concession term: €2.01 bn (upfront payments in 2007/2008, fixed annual payments from 2010 until 2024)

### Regulation

- Fixed passenger fee (3€/domestic & 15€/international departing passenger)

### Capex (Obligation)

- Investment program of € 99 mil. for modernization of infrastructure and new domestic terminal (already commissioned in 2010) successfully accomplished

\* IFRS figures before consolidation



## External Activities & Services Saint Petersburg, Russia

€ mil.	2014	2013
Revenue	369.9	586.8
EBITDA	108.7	37.7
EBIT	67.0	19.4
Result	-291.7	-47.9



- Fraport share:** 35.5%
- Other shareholders**
  - VTB Bank 50.0%, Russia
  - Koltseva Holding 7.5%, Cyprus
  - Copelouzos Group 7.0%, Greece
- Profile**
  - 3<sup>rd</sup> largest Russian Airport (after Moscow-DME and Moscow-SVO)
- Infrastructure**
  - 2 parallel independent runways
  - 1 integrated terminal inaugurated in 2013 (domestic section in February 2015), capacity up to 18 m passengers/year
  - Further investments subject to traffic growth
- Main Carrier**
  - Rossiya Airlines/Aeroflot
- Passengers Total 2014**
  - 14.3 m
- Passenger CAGR (2004 – 2014)**
  - 13.0%
- Regulation**
  - Dual Till
- Concession Details**
  - 30-year concession (2010 – 2040)
  - Obligation to maintain IATA Level C service standard
  - Fixed annual concession fee of ca. EUR 2 m
  - Variable concession fee of 11.5% of revenue



## External Activities & Services Hanover Airport, Germany

€ mil.	2014	2013
Revenue	142.0	141.5
EBITDA	27.1	24.5
EBIT	7.2	3.0
Result	1.1	-2.1



- Fraport share:** 30%
- Other shareholders**
  - City of Hanover (35%)
  - State of Lower Saxony (35%)
- Profile**
  - 24 hour operation
  - 3<sup>rd</sup> highest runway capacity in Germany
- Infrastructure**
  - 2 runways, capacity for 60 movements/hour
  - 3 terminals, capacity for 10 mil. passengers/year
- Contractual details**
  - Shareholding; no concession
  - No fees comparable to a concession fee
- Main Carriers**
  - Lufthansa, TUIfly, Germanwings
- Further Carriers**
  - AirBerlin, Swiss, Condor, Turkish Airlines, SunExpress
- Passenger CAGR (2002 – 2014)**
  - 0.9%
- Passengers Total 2014**
  - 5.3 mil.



## External Activities & Services Xi'an, China

€ mil.	2014	2013
Revenue	142.6	133.5
EBITDA	59.2	53.8
EBIT	23.3	16.6
Result	11.1	10.3



**Fraport share:** 24.5% Fraport Asia Ltd.  
**Other shareholders**

- 50.9% China West Airport Co., Ltd.
- 24.5% China Nat. Aviation Corporation Airport Inv., Ltd.
- 0.1% CWAG Aviation Logistics (Xi'an) Co. Ltd.

**Profile**

- Amongst the Top 10 biggest airports in China
- Center of the Chinese aerospace and aviation industry
- Known for its world-famous Terracotta Army

**Infrastructure**

- 2 runways, mid term capacity for ~65 movements/hour
- 2 terminals, capacity for ~40 mil. passengers/year
- Former T1 used as pier of T2 after opening of T3

**Contractual details**

- Shareholding: no concession
- No fees comparable to a concession fee

**Main Carrier**

- China Eastern Group

**Further Carriers**

- Hainan Airlines Group, China Southern Group, Air China Group, Shenzhen Airport Group

**Passenger CAGR (2004 – 2014)**

- 16.5%

**Passengers Total 2014**

- 29.2 mil.



## External Activities & Services Delhi, India



**Fraport share:** 10%  
**Other shareholders**

- GMR Group (54%)
- Airports Authority of India (26%)
- Malaysia Airports (Mauritius) Private Ltd. (10%)

**Profile**

- Largest airport in India
- Capital Airport

**Infrastructure**

- 3 runways, capacity for 70 movements/hour
- 3 terminals, capacity for 46 mil. passengers/year

**Main Carrier**

- Air India

**Further Carriers**

- Jet Airways, IndiGo, SpiceJet

**Passenger CAGR (2004 – 2014)**

- 12.5%

**Passengers Total 2014**

- 39.8 mil.



Operation starting from  
Opening Date

## External Activities & Services Dakar, Senegal



**Fraport share:** 100%

### Profile

- New airport serving Senegalese capital Dakar currently under construction
- Fraport will operate airport for 22 years from opening date
- Opening currently estimated for 2016

### Infrastructure

- One 3,500 m runway
- 40.000 m<sup>2</sup> terminal, capacity 3m passengers/year

### Main Carriers

- Air France, Brussels Airlines, Senegal Airlines

### Further Major Carriers

- Royal Air Maroc, South African Airways, Iberia

### Passengers Total 2014 (existing airport)

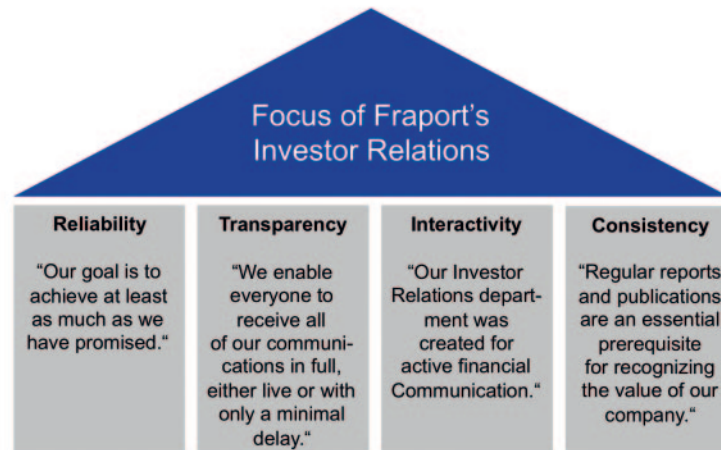
- 1.8 Mio.



## Fraport Share & Management



## Fraport Share & Management IR Strategy



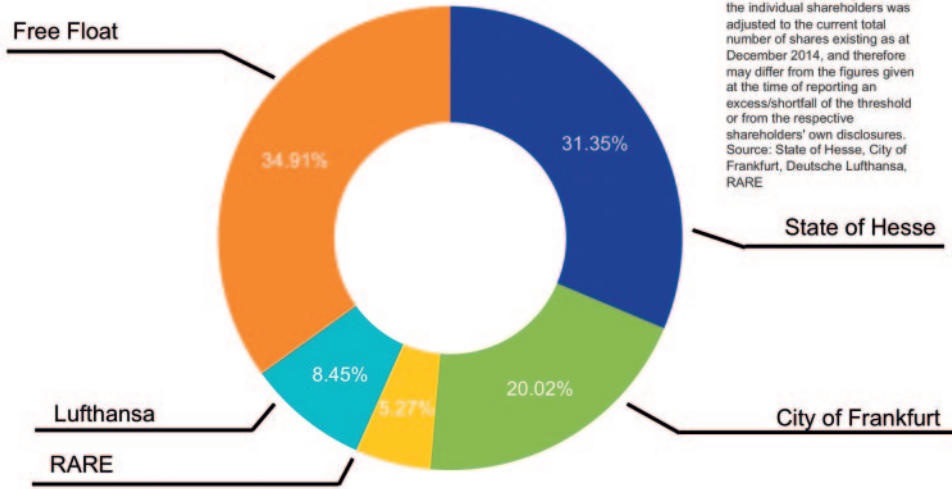
## Fraport Share & Management Share Data

ISIN:	DE0005773303
Share symbol:	FRA GR (Bloomberg) FRAG.DE (Reuters)
Class of share:	Ordinary bearer shares with a notional par value of € 10.00 each
Capital stock (acc. to IFRS):	€ 923.4 million
Calculated par value per share:	€ 10.00
Number of floating shares* on Dec. 31, 2014:	92,265,383
Listing:	Frankfurt Stock Exchange – official trading (Prime Standard), MDAX**
Sustainability Share Indices:	Dow Jones Sustainability World Index (DJSI World), FTSE4Good-Index, Carbon Disclosure Leadership Index (CDLI)
IPO:	June 11, 2001
Placement price:	€35.00

\* Total number of shares on the balance sheet date minus treasury shares  
\*\* Index of Deutsche Börse for mid caps from classic sectors



## Fraport Share & Management Shareholder Structure (as of December 31, 2014)

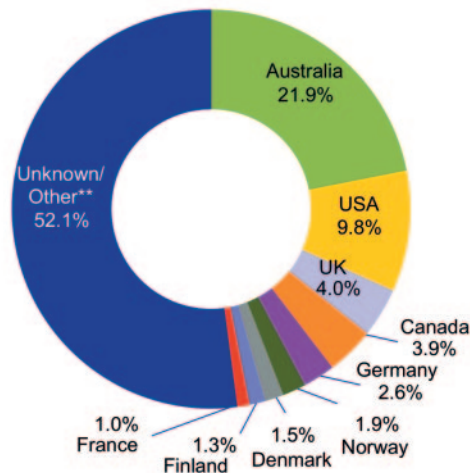


The relative ownership interest of the individual shareholders was adjusted to the current total number of shares existing as at December 2014, and therefore may differ from the figures given at the time of reporting an excess/shortfall of the threshold or from the respective shareholders' own disclosures. Source: State of Hesse, City of Frankfurt, Deutsche Lufthansa, RARE



## Fraport Share & Management Geographical Split

Geographical Split of Free Float\*



Source: own estimates  
 \* Free Float without State of Hesse, City of Frankfurt and Lufthansa Share  
 \*\* is the remainder of countries below 1% and unknown





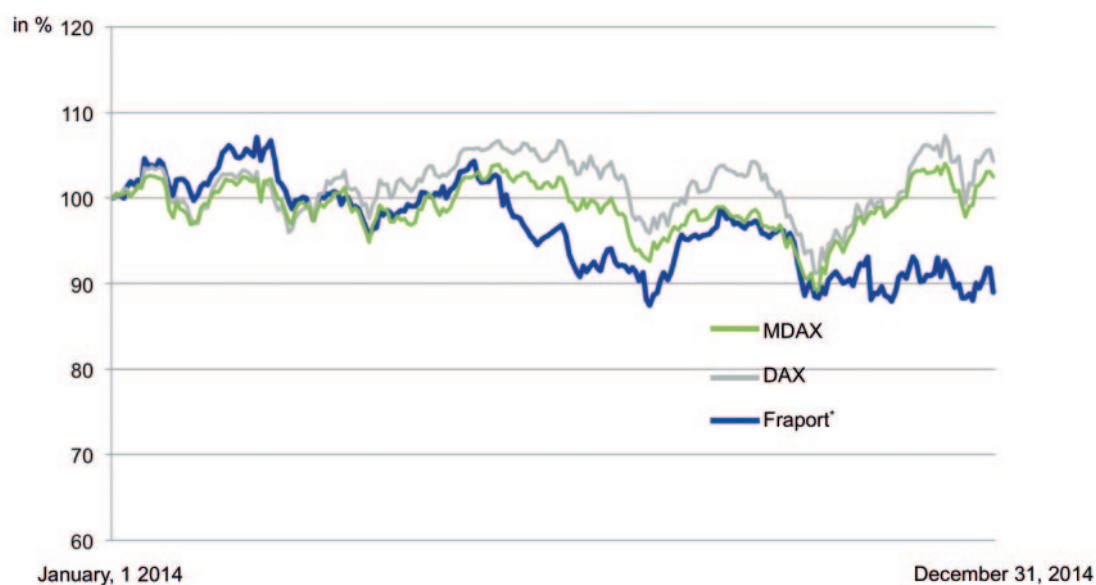
## Fraport Share & Management Key Figures of Fraport Share

		2008	2009	2010	2011	2012	2013	2014
Year-end closing price	€	30.91	36.28	47.16	38.00	43.94	54.39	48.04
Highest price	€	54.34	38.80	48.78	58.10	49.37	57.41	57.77
Lowest price	€	23.67	22.46	34.40	37.60	38.41	42.33	47.19
Annual performance (including dividend)	%	-40.4	21.1	33.2	-16.8	18.9	26.6	-9.4
Earnings per share (basic)	€	2.07	1.60	2.86	2.62	2.59	2.40	2.54
Dividend per share*	€	1.15	1.15	1.25	1.25	1.25	1.25	1.35*
Dividend yield on Dec. 31	%	3.7	3.2	2.7	3.3	2.8	2.3	2.8
Payout ratio	%	55.7	70.8	44.0	48.0	48.5	52.2	53.1
Price-earnings ratio		14.9	22.7	16.5	14.5	17.0	22.7	18.9
Average trading volume per day (XETRA)	number	296,704	163,070	160,634	190,671	156,604	118,554	100,101
Market capitalization on Dec. 31	€ million	2,835	3,333	4,335	3,494	4,052	5,020	4,436
Total number of shares on Dec. 31	million	91.7	91.9	91.9	92.0	92.2	92.3	92.3
Number of floating shares on Dec. 31	million	91.6	91.8	91.8	91.9	92.1	92.2	92.3

\*Proposed dividend for fiscal year 2014



## Fraport Share & Management Stock Performance 2014





## **Fraport Share & Management**

### **Chief Executive Officer: Dr Stefan Schulte**



#### **Fraport AG's CEO since September 2009**

Responsible for:

- Global Investments and Management
- Compliance, Risk and Values Management
- Legal Affairs
- Internal Auditing
- Corporate Development, Environment and Sustainability
- Corporate Communications

#### **Brief biography:**

- 2007 – 2009: Vice Chairman and COO of Fraport AG
- 2003 – 2007: CFO of Fraport AG
- 2001 – 2003: Executive board member (CFO) of Deutz AG, responsible for finance and human resources
- CFO at Infostrada S.p.A., the Mannesmann/Vodafone group's Italian fixed-network subsidiary in Milan
- Divisional director at Mannesmann Arcor
- Deutsche Bank's group development department
- 1991: Finished his doctorate degree



## **Fraport Share & Management**

### **Executive Director Operations: Anke Giesen**



#### **Fraport AG's Executive Director Operations since September 2014**

Responsible for:

- Airport Security Management
- Airside and Terminal Management, Corporate Safety and Security
- Retail & Properties
- HR Top Executives

#### **Brief biography:**

- 2012 – 2014: Executive Director Ground Handling of Fraport AG
- 2009 – 2012: Director Labor Relations and Member of the Executive Board at Douglas Holding AG
- 2004 – 2009: Head of Human Resources and Member of the Management Board at Pfeiderer AG
- 2001 – 2004: Several management positions at Pfeiderer AG
- 1992 – 2001: Specialist for Human Resources and Management Personnel in the mechanical and electrical engineering sector at Mannesmann Dematic AG
- Studied Law



## Fraport Share & Management Executive Director Labor Relations: Michael Müller



### Fraport AG's Executive Director Labor Relations since October 2012

Responsible for:

- Ground Services
- Human Resources
- Central Purchasing & Construction Contracts

### Brief biography:

- 2009 – 2012: Senior Executive VP Ground Handling Fraport AG
- 1997 – 2009: Senior Vice President Human Resources Fraport AG
- 1993 – 1997: Several management positions in the Human Resources department of FAG (former name of Fraport AG)
- 1984 – 1993: Staff function reporting to the company's Executive Board Member responsible for labor relations at Flughafen Frankfurt/Main AG
- Studied Economics



## Fraport Share & Management CFO\*: Dr Matthias Zieschang



### Fraport AG's CFO since April 2007

Responsible for:

- Real Estate and Facility Management
- Information and Telecommunications
- Corporate Infrastructure Management
- Controlling
- Finance and Investor Relations
- Accounting

### Brief biography:

- 2001 – 2007: CFO of Deutsche Bahn Netz AG
- 1999 – 2001: CFO of Scandlines AG (shipping line)
- 1997 – 1999: Head of project and investment financing at Deutsche Bahn AG
- 1994 – 1997: Head of financial strategy and planning at Deutsche Bahn AG
- 1990 – 1994: Specialist for capital market financing at BASF AG
- Assistant lecturer at the Technical University of Darmstadt
- Studied national economics and business administration

\* Executive Director Controlling & Finance



## Glossary

### ACI

Acronym for Airports Council International, the international association representing the world's airports

### Aviation

Fraport business segment. The segment is responsible for Runway and terminal operations, security

### BOT

Acronym for Build Operate Transfer

### CAGR

Acronym for Compound Annual Growth Rate

### External Activities & Services

Fraport business segment. The segment encompasses all holdings and activities not located at Frankfurt

### Ground Handling

Fraport business segment. The segment encompasses the services required for servicing an aircraft on the ground

### Hub

An airport that coordinates direct long-haul services with a system network of feeder services

### IATA

Acronym for International Air Transport Association, the international umbrella organization of the airlines

### IFRS 11

As of the start of 2014, Fraport has applied the new IFRS 11 accounting standards. In connection with the application of IFRS 11 "Joint Arrangements", the joint ventures that until then were proportionately included in the consolidated financial statements according to the proportionate consolidation method must be revalued and consolidated using the equity method.

### MTOW/MTOM

Acronym for maximum takeoff weight/mass for which an aircraft is certified. The MTOW/MTOM is the parameter for determining takeoff and landing charges

### O & D

Origin and Destination

### RAB

Acronym for Regulated Asset Base: Asset base used for calculating costs of capital as part of regulated charges

### Retail & Real Estate

Fraport business segment. The segment encompasses the letting of shops & offices, management of parking facilities and real estate

### ROFRA

Abbreviation for Return on Fraport Assets = EBIT divided by Fraport assets

### RPK

Acronym for Revenue Passenger Kilometers: number of paying passengers multiplied with number of kilometers they traveled



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## Investor Relations Calendar of Events

### Financial Calendar

3-months interim report 2015	Thursday, May 7
Annual General Meeting	Friday, May 29
6-months interim report 2015	Thursday, August 6
9-months interim report 2015	Thursday, November 5

### Traffic Calendar

March 2015	Tuesday, April 14
April 2015	Wednesday, May 13
May 2015	Thursday, June 11
June 2015	Friday, July 10
July 2015	Wednesday, August 12
August 2015	Thursday, September 10
September 2015	Monday, October 12
October 2015	Wednesday, November 11
November 2015	Thursday, December 10

The latest IR Information

For information about our investor relations activities and to get in touch with us, please go to:

[www.meet-ir.com](http://www.meet-ir.com)

Here you find additional information, dates of roadshows and conferences and downloads of the latest presentations

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