6 & 7 décembre 2007
2ème CONFÉRENCE INTERNATIONALE
SUR LES GARES FERROVIAIRES

Next Station
2ème conférence internationale
sur les gares ferroviaires
Airport business, a reference?

Dr. Pierre Dominique Prümm
VP Corporate Strategy
Fraport AG
Who is Fraport?
Fraport is today one of the leading Airport Operators Worldwide
# Our Core Asset: Frankfurt Airport

<table>
<thead>
<tr>
<th>Passengers Europe Mio.</th>
<th>Cargo Europe Mio. t *</th>
<th>Passengers World Mio.</th>
<th>Cargo World Mio. t *</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Frankfurt 52,8</td>
<td>Amsterdam 1,56</td>
<td>4. London-Heathrow 67,5</td>
<td>1.34</td>
</tr>
<tr>
<td>5. Madrid 45,5</td>
<td>Luxemburg 0,75</td>
<td>6. London-Gatwick 34,2</td>
<td>Brüssel 0,69</td>
</tr>
<tr>
<td>7. München 30,8</td>
<td>Köln 0,69</td>
<td>8. Rom 30,1</td>
<td>Mailand 0,42</td>
</tr>
<tr>
<td>9. Barcelona 30,0</td>
<td>Belgien – Liege 0,41</td>
<td>10. Paris Orly 25,6</td>
<td>Madrid 0,35</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Atlanta 84,8</td>
<td>Memphis 3,69</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chicago 76,2</td>
<td>Hongkong 3,61</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Frankfurt 52,8</td>
<td>Seoul 2,34</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Los Angeles 61,0</td>
<td>Tokio-Narita 2,28</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Paris-Ch.d.Gaulle 56,8</td>
<td>Frankfurt 2,13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Louisvill 1,98</td>
<td>Singapur 1,93</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Denver 47,3</td>
<td>Los Angeles 1,91</td>
</tr>
</tbody>
</table>

* Cargo and Air Mail according ACI  ** w/o Air Mail

Source: ACI
### Stations and Airports – Hubs for Travellers on different levels

<table>
<thead>
<tr>
<th>Location</th>
<th>Pax per day</th>
<th>MCT</th>
<th>Car Parks</th>
<th>Retail (sqm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frankfurt Airport</td>
<td>160,000</td>
<td>45 min.</td>
<td>28,500</td>
<td>15,000</td>
</tr>
<tr>
<td>Frankfurt Hbf</td>
<td>350,000</td>
<td>3 min.</td>
<td>1,135</td>
<td>9,000</td>
</tr>
</tbody>
</table>
Lessons learned from Airports – Potential Areas

- Business Model
- Retail & Property Development
- Sustainability
Business Model of Frankfurt Airport – Dual Till Approach

Aviation Infrastructure Use

- Runway, Apron, Terminal (Aviation Part)
  (Landing, parking, passenger and security fees)
- Central infrastructure
  (Runway lighting, baggage handling systems, de-icing systems)

Regulated

Non-Regulated

- Retail
- Parking
- Ground Handling Services
- Real Estate
Retail & Properties – Results are essential for the airport

EBIT-Share FY 2006 Frankfurt Airport

- Aviation 18%
- Ground Handling 11%
- Retail & Properties 71%

Retail Concessions 9M 2007 per Passenger


- 2006:
  - Retail 56,3
  - Services 23,0
  - Advertizing 20,4
  - Total 100,0

- 2007:
  - Retail 62,7
  - Services 26,0
  - Advertizing 18,2
  - Total 106,9

- 2.48 €/Pax
- 2.61 €/Pax

* Including World Cup special effect of € 3.1 mil. in 2006
Compared with European Peers, FRA has huge Potential in Retail Space

Shopping space (airside only) per 1 million departing Passenger (sqm)

<table>
<thead>
<tr>
<th>Peer 1</th>
<th>Peer 2</th>
<th>Peer 3</th>
<th>Peer 4</th>
<th>Peer 5</th>
<th>FRA</th>
<th>Peer 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>600</td>
<td>500</td>
<td>450</td>
<td>400</td>
<td>350</td>
<td>289</td>
<td>150</td>
</tr>
</tbody>
</table>

Shopping Space Frankfurt, Terminals 1, 2 & 3 sqm (exp.)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>15,000</td>
</tr>
<tr>
<td>2007</td>
<td>20,000</td>
</tr>
<tr>
<td>2008</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>30,000</td>
</tr>
<tr>
<td>2013</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>35,000</td>
</tr>
<tr>
<td>2015</td>
<td>42,500</td>
</tr>
</tbody>
</table>

Expected Growth
Property Development -
Our vision: Airport City

"Airports are becoming like downtowns, and terminal concourses their Main Streets where people shop, eat and work. They're influencing society and culture the same way that cities have."

John Kasarda, Director of the Kenan Institute of Private Enterprise at the University of North Carolina
Sustainability issues of Airports
How can benefits and disadvantages be balanced?

Economic Sustainability of Air Travel has to be explained

- Availability of Air Travel supports economic growth
- Airports create jobs
- Airports promote trade and industry

Enviromental issues have to be optimised

- For future growth a credible reduction in aircraft noise (active and passive) is essential
- Active measures against noise emissions and air pollution have to be implemented
- Support and influence initiatives to reduce airplane emissions

Corporate Responsibility has to be taken seriously - be a good neighbour

- Comprehensive information and communication is a key factor
- Voluntarily compensation schemes could smooth that weighed
- Promote the region (culture, sports, nature, social initiatives), gain acceptance

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1) ACI, Building for the future. The ACI estimates, that „failure to provide the airport capacity needed in the future could cost between 2.5% and 3% of national or regional GDP respectively.“
2) ACI: 3,000 new jobs for every million air passengers. Large Airports are seen as a national economic motor and serves as a „strategic factor“ for the region.
3) Incentives for noise optimised airplanes, technical innovation (optimised arrival- and departure routes, zoning laws, sound proofing, compensation payments to residents under certain circumstances) and adequate capacity reserves.
4) Construction of noise barriers, eg.: sound-proof walls and buildings, shielding of aircraft engine tests, emission free/reduced ground vehicles, stationary power supplies, further: establishment of a noise monitoring systems, noise information telephones and other initiatives.
Thank you for your attention!
Pierre Dominique Prümm
VP Corporate Strategy

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