

# Annual report 2016



SXF, TXL, BER

## → Flughafen Berlin Brandenburg GmbH

### Passengers 2016

Berlin total	32,906,881
Berlin-Schönefeld	11,652,922
Berlin-Tegel	21,253,959

### Aircraft movements 2016

Berlin total	282,062
Berlin-Schönefeld	96,562
Berlin-Tegel	185,500

### CEO

Prof. Dr.-Ing. Engelbert Lütke Daldrup

### Chief Financial Officer

Heike Fölster

### Managing Director Human Resources

Dr. Manfred Bobke-von Camen

### Shareholders

Federal Republic of Germany	26 %
State of Berlin	37 %
State of Brandenburg	37 %

**Airlines** 80

**Destinations** 194

### Employees (per 31.12.2016)

Total	1,877
thereof SXF	1,339
thereof TXL	538
Vocational trainees	85

### Contact

Airport Info +49 30 6091 1150

[www.berlin-airport.de](http://www.berlin-airport.de)

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## Foreword

Dear Readers,

Aviation has played a special role in our region of Berlin-Brandenburg for generations already. Otto Lilienthal carried out his attempts at flying here. Tempelhof Airport which has been closed in the meantime is seen as the „mother of all airports“. The citizens of Berlin have an especially emotional relationship – for historical reasons – to Tegel Airport which is located in the centre of the city. Destinations throughout the whole of Europe can be reached at reasonable prices from Schönefeld. More tourists and business people are coming to Berlin and Brandenburg via SXF and TXL than ever before.

Unfortunately, for several years our region has not only stood for the positive features of aviation, but also for one of the most well-known building sites in the Republic. Unfortunately, Berlin Brandenburg Airport has also achieved negative fame through the postponements, bad planning and delays. We all know, and I firmly believe that this picture will only change when BER has opened at last. However, even then the criticism will not automatically turn into enthusiasm. We will have to prove that the operations work securely and reliably. Then we will not have to hide ourselves with the BER.

With the opening of Berlin Brandenburg Airport we will bundle the air traffic at one location. We thus do not only make a contribution to relieving the people around Tegel with regard to noise. The BER will also spur on the economic development of the envi-

rons. The growth in the administrative districts of Dahme-Spreewald and Teltow-Fläming and in the adjoining districts of Berlin is impressive today already. With the BER we will give further impulses to the labour market. Trade will settle, more people move into the direct surrounding area. It cannot be avoided that this will also be associated with burdens for the local residents. However, the Airport Company is implementing the ambitious noise protection programme in a responsible manner now already. And will also continue to do this in future. The municipal authorities are jointly working with the shareholders and the FBB through the Dialogforum on resolving further critical topics. I am very confident that we are now on a good path after the new orientation in the Supervisory Board and the management at the beginning of the year. We will open the BER – when the structural completion has been finished and the Airport has been tested and accepted from a technical and operational point of view. Let us remain optimistic together: The metropolis region of Berlin-Brandenburg

will have an appropriate business card with the BER. Until then the Airport Company will reliably process the air traffic with the locations Tegel and Schönefeld: with safe operations, occasionally improvised, however always with substantial commitment. I would like to thank all employees, airlines, authorities as well as all customers and business partners for this contribution.



Rainer Bretschneider  
*Chairman of the Supervisory Board of  
Flughafen Berlin Brandenburg GmbH*







*Dr. Manfred Bobke-von Camen, Chief  
Human Resources Officer*

*Prof. Dr.-Ing. Engelbert Lütke Daldrup,  
CEO*

*Heike Fölster,  
CFO*

## Editorial

Dear Readers,

What do your plans look like for 2040? What will happen within the next 25 years? You can neither forecast this with certainty, nor will the majority of people think in their daily life about such a long period of time. With airports however the planning horizons are, similar to the situation as with other large infrastructural projects, directed far into the future. As not only technically demanding construction work, for example of new flight operation areas or terminals, but above all planning and approval take a great deal of time. Our forecasts as-

sume that in 2040 around 55 million passengers will fly from and to Berlin annually. We must face this challenge. And we are doing this today already. We are currently expanding the Schönefeld location in order to be able to make the necessary capacities available there in the medium-term together with the BER. Moreover, we are currently developing a master planning in order to be able to decide how we will expand the airport location in the south of Berlin fit for the future. Right at the top of our agenda, however, is first of all the completion of

the BER. The airport is in a condition as approved under building law for the first time since the postponement in 2012. The steps which are still necessary have been determined: structural completion, technical commissioning, operative tests and acceptances. As soon as we have full clarity about the duration of the remaining construction work and possible risks as well as positive results of the tests, we will be able to name a time schedule for the opening. However, we will not make hasty statements. This time the date must be absolutely right.

The BER and the expansion programme are investments in the future. We currently earn our money with the flight operation at the existing locations Schönefeld and Tegel. If we look at this sector alone we are a solidly organised company. The operating results were very positive in 2016 with

**Together with our workforce  
we work every day on securing  
and expanding the air traffic  
location Berlin-Brandenburg**







EUR 109 million. The revenues have risen sharply to EUR 371.9 million and feature new record highs in the segment of Operations and Commercial. With the passenger numbers we have achieved a new record with just under 33 million. Our business model has a broad basis with four large airlines and a further around 80 airlines as well as income from the Commercial segment. In particular through the Non-Aviation-Services, real estate and

e-Commerce we are expecting the development of new sources of income. For this we are dependent on the opening of the BER soon and the closure of Tegel. We can only develop cost-effective traffic with transfer connections and new long-haul routes with the bundling of the air traffic at one location.

Flight operation, completion of the BER and expansion programmes – we can only manage all of this thanks to

our committed employees. Together with our workforce we work every day on securing and expanding the air traffic location Berlin-Brandenburg. The region is dependent on a functioning flight connection: As we contribute to the fact that thousands of jobs will be created, millions of people come to the region by air and that the personal exchange as well as the transport of goods will become even easier.

Board of Management of  
Flughafen Berlin Brandenburg GmbH

Heike Fölster  
Chief Financial Officer

Prof. Dr.-Ing. Engelbert Lütke Daldrup  
CEO

Dr. Manfred Bobke-von Camen  
Chief Human Resources Officer

# Air Traffic in the Capital City Region









First flight of easyJet to La Palma

## Airport location Berlin Brandenburg New passenger record 2016 in SXF and TXL

32.9 million passengers flew from and to Tegel and Schönefeld in 2016. This is a new record. Compared to the other German commercial airports Berlin has once again grown more than average as many time before. The growth in passengers was 11.4 per cent, on average the other airports were able to only increase their passenger numbers by 2.9 per cent. With 11.7 million passengers Schönefeld Airport

plays in a league for the first time with the airports Cologne/Bonn or Stuttgart. The growth at the location was 36.7 per cent. At Tegel Airport it was possible to welcome 21.3 million passengers and therefore 1.2 per cent more than in the previous year. In 2016 80 airlines flew to 194 destinations in 56 countries. Above all Ryanair and easyJet expanded in Schönefeld. Wizz Air established itself

← Picture pages 8/9: A view of the apron: 185,500 machines started and landed at Tegel Airport in 2016



In May 2016 airberlin even celebrated four first flights at once.

In 2016 80 airlines flew to 194 destinations in 56 countries.



Ryanair is expanding its basis by a further 16 new routes in the autumn of 2016.



More than 10 million passengers will be welcomed at Schönefeld Airport for the first time in 2016.

as a new airline in Schönefeld. For the first time London is the destination to which passengers flew most from Berlin (2,091,266 passengers). Cologne/Bonn is the destination from Berlin with the largest absolute growth in passengers (412,089 passengers). The long-haul routes to North America were further expanded from Tegel Airport from May 2017. Los Angeles, San Francisco and Toronto are completely new on the flight plan. The airport location Berlin-Brandenburg will grow further in 2017.



With Wizz Air there has been a new connection to Transylvania since the summer of 2016.



# Total Berlin Transport Statistics



	2016	Change from previous year in %
A. Total passengers	32,906,881	11.4
<b>I. Local traffic</b>	<b>32,888,868</b>	<b>11.4</b>
1. Scheduled services	32,502,209	11.9
a) Domestic	8,525,274	6.7
b) International	23,976,935	13.8
2. Occasional carriage	386,659	– 16.0
a) Charter traffic	355,385	– 9.8
b) Tramp and demand traffic	22,179	– 60.3
c) Other traffic	9,095	– 10.5
<b>II. Transit</b>	<b>18,013</b>	<b>35.1</b>
B. Total aircraft movements	282,062	8.2
<b>I. Commercial traffic</b>	<b>271,126</b>	<b>8.9</b>
1. Scheduled services	258,567	10.0
a) Passenger traffic	256,091	10.1
b) Freight traffic	2,476	1.4
2. Occasional carriage	12,559	– 9.1
a) Charter traffic	2,527	– 13.5
b) Tramp and demand traffic	5,485	– 6.5
c) Freight traffic	53	– 50.9
d) Other traffic	4,494	– 8.7
<b>II. Non-commercial traffic</b>	<b>10,934</b>	<b>– 6.2</b>
C. Total air freight (Kilogram)	46,981,804	8.7
<b>I. Total local traffic</b>	<b>45,788,685</b>	<b>8.3</b>
a) Discharging	20,199,098	12.8
b) Loading	25,589,587	4.9
1. Scheduled services	45,585,664	9.4
a) Freighters	7,327,228	20.0
2. Occasional carriage	203,021	– 68.4
a) Freighters	168,782	– 73.6
<b>II. Transit</b>	<b>1,193,119</b>	<b>26.8</b>
<b>III. Trucking</b>	<b>0</b>	<b>0.0</b>
D. Total airmail (Kilogram)	4,610,109	1.8
<b>I. Local traffic</b>	<b>4,582,481</b>	<b>1.2</b>
1. Overnight airmail	4,231,337	0.5
<b>II. Transit</b>	<b>27,628</b>	<b>3,289.9</b>



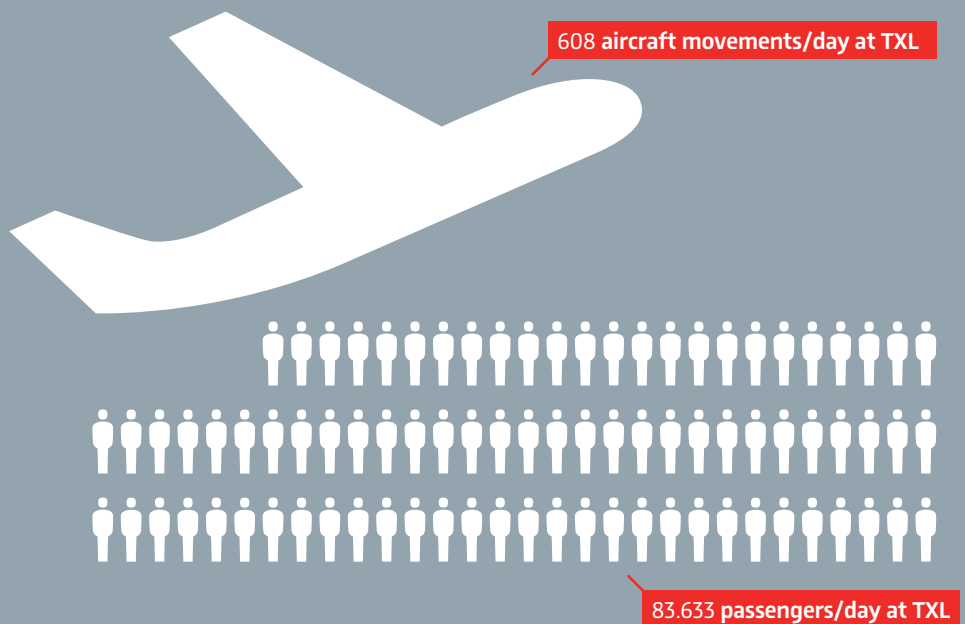
# SXF and TXL

## Peak Values 2016

### Peak Days

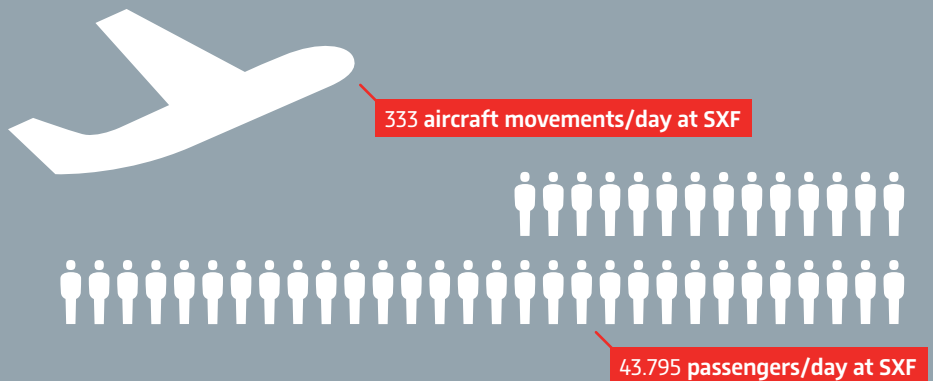
#### Tegel

30.09.2016  
83,633 passengers  
01.07.2016  
608 aircraft movements



#### Schönefeld

30.09.2016  
43.795 passengers  
18.11.2016  
333 aircraft movements



### Peak Hours

#### Tegel

26.06.2016  
6 p.m. – 7 p.m.  
6,427 passengers

26.10.2016  
5 p.m. – 6 p.m.  
52 aircraft movements

#### Schönefeld

30.09.2016  
9 p.m. – 10 p.m.  
4,308 passengers

02.09.2016  
9 p.m. – 10 p.m.  
30 aircraft movements

# SXF

## Traffic Statistics

### Schönefeld



	2016	Change from previous year in %
A. Total passengers	11,652,922	36.7
<b>I. Local traffic</b>	<b>11,638,079</b>	<b>36.6</b>
1. Scheduled services	11,375,287	38.8
a) Domestic	754,981	220.0
b) International	1,620,306	33.5
2. Occasional carriage	262,792	– 19.0
a) Charter traffic	236,761	– 11.3
b) Tramp and demand traffic	18,114	– 63.0
c) Other traffic	7,917	– 4.6
<b>II. Transit</b>	<b>14,843</b>	<b>59.6</b>
B. Total aircraft movements	96,562	26.8
<b>I. Commercial traffic</b>	<b>89,585</b>	<b>29.6</b>
1. Scheduled services	80,191	36.0
a) Passenger traffic	78,217	37.3
b) Freight traffic	1,974	– 1.2
2. Occasional carriage	9,394	– 7.5
a) Charter traffic	1,646	– 1.6
b) Tramp and demand traffic	4,249	– 5.0
c) Freight traffic	49	– 51.0
d) Other traffic	3,450	– 4.9
<b>II. Non-commercial traffic</b>	<b>6,975</b>	<b>– 0.8</b>
C. Total air freight (Kilogram)	9,056,150	11.4
<b>I. Total local traffic</b>	<b>7,874,632</b>	<b>9.4</b>
a) Discharging	3,829,622	6.1
b) Loading	4,045,010	12.7
1. Scheduled services	7,768,251	13.1
a) Freighters	7,100,552	17.0
2. Occasional carriage	106,381	– 67.6
a) Freighters	105,098	– 68.0
<b>II. Transit</b>	<b>1,181,518</b>	<b>27.1</b>
<b>III. Trucking</b>	<b>0</b>	<b>0.0</b>
D. Total airmail (Kilogram)	35,149	471.1
<b>I. Local traffic</b>	<b>8,523</b>	<b>38.5</b>
1. Overnight airmail	0	0.0
<b>II. Transit</b>	<b>26,626</b>	<b>0.0</b>

# TXL

## Traffic Statistics

### Tegel

	2016	Change from previous year in %
A. Total passengers	21,253,959	1.2
<b>I. Local traffic</b>	<b>21,250,789</b>	<b>1.2</b>
1. Scheduled services	21,126,922	1.3
a) Domestic	7,770,293	0.2
b) International	13,356,629	1.9
2. Occasional carriage	123,867	– 8.8
a) Charter traffic	118,624	– 6.7
b) Tramp and demand traffic	4,065	– 41.1
c) Other traffic	1,178	– 36.8
<b>II. Transit</b>	<b>3,170</b>	<b>– 21.4</b>
B. Total aircraft movements	185,500	0.6
<b>I. Commercial traffic</b>	<b>181,541</b>	<b>1.0</b>
1. Scheduled services	178,376	1.3
a) Passenger traffic	177,874	1.2
b) Freight traffic	502	12.6
2. Occasional carriage	3,165	– 13.6
a) Charter traffic	881	– 9.1
b) Tramp and demand traffic	1,236	– 11.2
c) Freight traffic	4	– 50.0
d) Other traffic	1,044	– 19.3
<b>II. Non-commercial traffic</b>	<b>3,959</b>	<b>– 14.4</b>
C. Total air freight (Kilogram)	37,925,654	8.0
<b>I. Total local traffic</b>	<b>37,914,053</b>	<b>8.0</b>
a) Discharging	16,369,476	14.5
b) Loading	21,544,577	3.6
1. Scheduled services	37,817,413	8.7
a) Freighters	226,676	519.4
2. Occasional carriage	96,640	– 69.1
a) Freighters	63,684	– 79.6
<b>II. Transit</b>	<b>11,601</b>	<b>0.4</b>
<b>III. Trucking</b>	<b>0</b>	<b>0.0%</b>
D. Total airmail (Kilogram)	4,574,960	1.2%
<b>I. Local traffic</b>	<b>4,573,958</b>	<b>1.2%</b>
1. Overnight airmail	4,231,337	0.5%
<b>II. Transit</b>	<b>1,002</b>	<b>22.9%</b>





GERMANY

- Düsseldorf
- Cologne/Bonn
- Saarbrücken
- Frankfurt am Main
- Mannheim
- Stuttgart
- Friedrichshafen
- Munich
- Westerland
- Karlsruhe/Baden-Baden
- Nuremberg



- Chicago
- Miami
- New York
- Punta Cana



- Varadero

# Destinations in 2016





Belly cargo loading plays a major role in Berlin.



Cargo on the way to China with Hainan Airlines

## Cargo

# Air freight in Berlin

About 90,000 tonnes (3%) of air freight were transshipped through the cargo facilities of the Berlin airports in 2016. The target or source markets were half in Asia and a quarter in North America. The market launch of new electronic articles from China, rising purchasing power in Asia, increasing e-Commerce orders as well as the need for pharmaceutical goods led to strong growth in Berlin from the second half of the year. The cargo laden into the aircraft achieved around 47,000 tonnes and was there-

fore 8.7 per cent higher than the values of the previous year. The average growth of air freight in Germany was, on the other hand, only 3 per cent. Additionally, 4,600 tonnes of overnight airmail were flown to Stuttgart in fulfilment of orders from Deutsche Post World Net AG.

A further around 38,000 tonnes were additionally dispatched by the airlines and forwarding agents as air freight by lorry to the European hubs of the airlines through the air cargo systems in Berlin.





The Cargo Center at BER is open already.

## Freight at SXF, TXL and BER

Last year, about 38,000 tonnes of air freight as additional cargo into aircraft (+ 8%), 4,600 tonnes of airmail and about 38,000 tonnes in air freight substitute carriage were transshipped at **Tegel** Airport for airlines and forwarding agents by the two cargo handlers Wisag Cargo Service and Swisport Cargo Service. Larger aircraft at United Airlines, two daily airbuses A330 of Turkish Airlines to Istanbul as well as stronger imports from Abu

Dhabi and Chicago have led to growth rates here of up to 25 per cent per month since the middle of the year. About 9,000 tonnes of air freight were flown by aircraft at **Schönefeld** (+ 11%) in 2016. The growth drivers were the freight charter to the ILA and the use of a second freighters at the express service UPS, which also connects the capital city region with the European hub in Cologne owing to increasing online orders. In addition, FedEx has flights connecting Berlin with its European hub in Paris every workday. TNT

Express, which was taken over by FedEx in 2016, flies from its European hub in Liège via Berlin e.g. to Danzig in Poland. The German Red Cross organised a relief aid transport to the Greek Idomeni in March 2016 from its relief aid centre at Schönefeld Airport that is open 24 hours. Cargo at Schönefeld has been handled by the Cargo Center at BER since August 2013.



*Commissioning of the multi-storey car park P3 at BER due to demand with a free shuttle to Schönefeld Airport*

## More than just flying

### Retail, gastronomy and services

The range of retail and gastronomy services at Schönefeld Airport has been substantially expanded and designed more attractively for the passengers as well as visitors. Three new gastronomy concepts now increase the variety of offers on the landside: in Terminal B the WunderBar, in the outdoor area the Almhütte with Austrian-Bavarian specialities and a large sun deck as well as a second airport

branch of Witty's. With the opening of the new arrival terminal at Schönefeld Airport further retail and service facilities supplement the offers, in particular for passengers arriving at the airport.

It was also possible to optimise the gastronomy offers at Tegel Airport with the Asian concept "NU" as well as the snack concept "Bretzel Fritz" and to ensure more selection on the airside.





TRIB'S: New One-Stop-Shopping concept in the arrival terminal in Schönefeld



New gastronomy offers in Tegel and Schönefeld





View into the Airport City direction west. The hotel front left should be realised by the BER opening.

## Investments at BER

### Airport site with potential

The Airport Company is the biggest vendor of high-quality commercial sites in the surrounding area of Berlin Brandenburg Airport. BER stands for best business and investment perspectives and creates the pre-requisites for the further economic development, the creation of new jobs as well as sustainable growth in the south east of Berlin.

Project developers and investors were swift to recognise the potential and opportunities provided by the location, and the first projects have been

completed. The portfolio currently comprises a multitude of development areas, both on the airport site and outside the security fence, offering a highly diversified quality of locations and focuses for use. Perfect plots can be offered to virtually all user groups, such as offices, hotels, recreation, congress and conference, commercial, logistics, light manufacturing and services specific to an airport. The demand for attractive, high-quality office, retail and restaurant space in the mid-field area of BER will continue to rise

with the operational startup of BER and passenger volume of more than 33 million passengers a year. The location of the construction plots in the immediate proximity of the terminal is a unique selling proposition.

An additional investor will have completed a second hotel in Airport City, the service centre directly in front of the new terminal, by the time the new airport opens. In the medium-term, the Airport City has huge potential for the realisation of another office project.



*The office building Berlin Brandenburg Airport Center*



*The multi-functional industrial estate of SEGRO in the Business Park*

Covering about 109 hectares, the Business Park Berlin is the largest continuous commercial park in Berlin. According to the current marketing status 52 per cent of the property areas have already been sold. The first two development sections have been realised, the third section will be tackled depending on the demand situation. Further real estate developments will be initiated still before the opening of Berlin Brandenburg Airport in order to be able to satisfy the generally expected demand for commercial property promptly.



*Dietz Airport Hotels Grundbesitz GmbH is planning a new hotel in the Airport City.*



# News from BER











Since the beginning of 2017 hot gas smoke tests are being carried out in the terminal within the scope of the technical startup.

## Berlin Brandenburg Airport Overview of the BER project



All addendums to the building permit for the terminal have been approved in the meantime

In 2016 the focus at BER was placed, on the one hand, on the commissioning of the systems, the remedy of defects and the processing of the residual services, on the other hand, on the final creation of verifiable documents from the building authority as well as the conclusion of the two still outstanding building permit procedures. In the 5th addendum to the building permit all conversions of the smoke extraction and their ability for approval have been summarised. The 6th addendum contains all other prerequisites under building law for the acceptance of the principally already built terminal. The 5th addendum was approved in October 2016, the 6th

addendum in January 2017. The building activities at the BER terminal could not be completed, as planned, in January 2017. The decisive reason for this were in particular additionally required planning for the establishment of the ability for approval and delays in the areas of sprinklers, doors and expert acceptances. It is the aim of the Airport Company to name a feasible opening date in the summer of 2017.

### What is the status of the construction work?

The conversion of the smoke extraction in the passenger terminal was almost completed. In the building parts Main Pier North and Main Pier



South of the passenger terminal the majority of the pre-requisites for the technical startup has been created. The pavilions can also be completed. The building activities in the passenger terminal, which are relevant for the technical startup, should be completed promptly. First the Main Pier North, then the Main Pier South and finally the central part of the passenger terminal will be completed.

## Technical startup

With the technical startup at BER a distinction is made between systems which are liable to testing (e.g. fire alarm system) and systems that are necessary for the airport operation (e.g. baggage conveyor system). The startup of both groups will be carried out in three steps. First of all the systems will be switched on and configured. After this each system will be tested for its envisaged functionality. Finally the interfaces between various systems will be tested comprehensively in order to ensure the operational safety and efficacy.

In the Main Pier North the majority of the systems that are liable to testing have been tested, Hot gas smoke tests for the simulation of smoke extraction scenarios were carried out. First areas were handed over to the subsequent users, e.g. the federal police is already installing its security check lanes for the checking of the passengers in the regular operation.

The startup status of all systems that are necessary under building law is 41 per cent at the end of April 2017 and the further operational systems are at 19 per cent.



*Retrofitted smoke extraction flues and sprinklers, before the intermediate ceiling is drawn in*



*Ducts for the replenishment air in the delivery bay south*



*Work in the ceiling cavities – these have been completed to a large extent in the meantime.*





*The control centre security at BER is fully functional already.*



*The Aviation Operation Center in the C-wing was set up in full.*



*For one week in March 2017 as a trial operation the air traffic of Schönefeld was successfully controlled from the new Airport Control Center in the fire station west.*



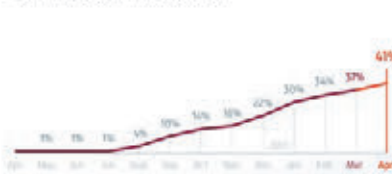
## Construction and commissioning of BER Situation April 2017

### Progress in planning and construction of the passenger terminal



### Technical commissioning

#### Systems requiring mandatory testing





*The Taxiway Charlie will be extended within the scope of the project flight operation areas.*

## Additional capacities create expansion programme and master planning

Owing to sharp growth in traffic and passengers at the Schönefeld and Tegel Airports in Berlin in the past few years the expansion programme BER was created. It was decided to continue to temporarily operate Schönefeld Airport and expand it in order to be able to take the rising passenger numbers into account. With the opening of BER both airports will be on the network in the so-called Double-Roof-Operation for a certain period of time. This will

make it possible to temporarily absorb the extraordinary growth in passengers. At the same time the expansion in the midfield of the BER will be pressed ahead with.

The projects in the expansion programme were specified over the course of 2016. The financing was confirmed by the Supervisory Board at the beginning of 2017 and the realisation decision of the planned projects was made. These comprise short-term

adjustments in Schönefeld, the expansion of existing taxiway-relations and apron areas, the erection of a new terminal 1E in the midfield of BER, adjustments to the landside and medial infrastructure (electricity, water, heat, cooling system, IT) and the erection of an interim terminal for the government airport. The required space is thus created in order to handle the around 40 million passengers which are expected until 2023.

## Expansion of Schönefeld

In order to take the sharply rising traffic volumes particularly in Schönefeld into account, the Terminal B was enlarged, the multi-storey car park P4 was restored and the landside infrastructure was adjusted. A completely new arrival terminal was realised west of Terminal D. This Terminal D arrival was put into operation at the beginning of December 2016. As a result the security check lanes are now being extended in the Terminal D that has existed since 2005 already and the terminal itself is being converted to a pure departure terminal.



The Terminal D arrival opened in Schönefeld in December 2016.

## Flight operation areas and blocking of the North Runway

As a result of taxiways that are to be newly built, which will enable the so-called Double-Roof-Operation at all it will be necessary to block the North Runway during the period of time from July to October 2017. The new taxiways can thus be built in the roll protection area of the North Runway and a glide path transmitter can be laid for the purpose of optimising the traffic processing. Further existing taxiways will be restored in this period of time and taxiway connections will be established for the subsequent government airport. The extension of the taxiway Charlie and a first extension of ground filters near the South Runway are currently being constructed. Further aprons, such as for example for the new Terminal 1E and taxiways will follow.



The construction work for the interim terminal of the government airport started at the beginning of 2017.

## Government airport and new Terminal 1E

For the interim terminal of the government airport on ramp 1 a general contractor was committed at the end of 2016 and the construction work was

started in January 2017. With the final location of the government airport on ramp 2 Schönefeld will lose around half of its capacity in the medium-term. The new Terminal 1E is to be created as compensation at BER.

## Expansion until 2040

The traffic forecast of the airports in Berlin assume a continuing growth in the passenger numbers. Additional expansion measures are necessary in order to be able to make the necessary capacities available for this traffic volume in future. The Master Plan 2040 creates the planning basis for the long-term development of BER suitable for the needs. Besides a safe, efficient and sustainable flight operation the aim is to establish the airport as a growth driver for the regional busi-

ness location. Therefore, besides the airside expansion of capacities the landside real estate development together with the medial development is also the object of the Master Plan. The project started in November 2016 and is expected to be completed towards the end of 2017. With regard to contents the Master Plan relies on the results of the medium-term requirement planning and thus on the expansion programme. The Master Plan initially focuses on a maximum possible infrastructure at the location in the future. Subsequently the expansion in several phases along the requirements from the traffic forecast is planned. Concrete projects can then subsequently be derived, passed and finally realised from this phase planning.



# The Airport as a Neighbour









Corporate volunteering: One of the organisations supported by FBB employees in 2016 was the Erich-Kästner elementary school, which is based close to BER.

## Work in the surrounding area For our region

← Picture pages 30 / 31: The Airport Company supports day nurseries and school in the cultural field with cultural sponsorships

Berlin Brandenburg Airport offers special opportunities for the airport region: More companies will settle, new jobs will be created and therefore more and more people will move to the environs. There is no question that the airport region is already a growth driver for the region of the German capital city. However, special opportunities also involve special challenges. Owing to the sharp increase in passen-

gers Schönefeld Airport will remain open for longer than planned. This way the requirements from the transport infrastructure around the airport will also change. As a company the Airport Company bears a responsibility towards the region and shows its commitment with the players in the environs for a concerted regional development and business development. The environs office represents with

his team the interests of the FBB in the environs of BER Airport and as a contact for the administrative districts, municipal authorities and districts takes care of their concerns and enforces joint and future projects.

## Donations and sponsoring

Under the motto “for our region” the Airport Company showed its commitment in 2016 in the form of donations and sponsoring with around 180 projects in the environs. The financial support is essential for the institutions as well as social and cultural facilities. Only this way is it guaranteed that among others cultural events and sports events can take place, an extensive sports programme can be offered and in the education sector schools can be supported with the acquisition of tablets, notebooks and smartboards. The Airport Company moreover promotes day nurseries and schools in the cultural field under the “cultural sponsorships” project by the fact that they are given the possibility to visit theatre performances or concerts at the costs of the Airport Company. A mobile puppet theatre is moreover offered for day nurseries, which comes directly to the facilities.

## Environs communication

The aim of the environs work is the constant exchange and constructive dialogue with the neighbours of Berlin Brandenburg Airport. The basis for this is prompt, open and transparent communication. With the Neighbourhood Portal and the neighbourhood newspaper “BER aktuell” more than 65,000 neighbours are informed about

the current conditions at BER and in the environs.

## Environs projects

Besides the direct financial support and the promotion in the cultural field with the cultural sponsorships there are even more environs projects, which are realised by the Airport Company in the airport region. Since 2008 a total of 46 Airport Campus lecture events were offered relating to aviation and airport-specific topics for around 3,000 students of the universities in the catchment area of BER. This was started in the winter semester 2016/2017 for the first time with a panel discussion relating to the topic of “future industry aviation at the location Berlin Brandenburg” on the occasion of the celebrations for 25 years TH Wildau.

In line with the motto “for our region” the employees of the Airport Company showed their social commitment in 2016 once again on a voluntary basis: Directly twice they set off in the direct vicinity of BER, to the first admission facility in Wünsdorf and to the Erich-Kästner elementary school in Königs Wusterhausen in order to provide active support. In addition the Airport Company showed its commitment in line with the worldwide action “Christmas in a shoebox” for seriously ill children during the Christmas period.



*In 2016 the Airport Company supported around 180 projects in the airport region.*

### → Contact:

You can find further information as well as contacts in the Neighbourhood Portal:  
<http://nachbarn.berlin-airport.de>





The noise protection information days took place in the DIALOGFORUM house for the first time in 2016

## Dialogforum Berlin Brandenburg Airport Joint progress in the airport region

The assistance in the Dialogforum Airport Berlin Brandenburg is of major significance for Flughafen Berlin Brandenburg GmbH. As a communication platform of the Airport Company as well as its shareholders, the federal states of Berlin and Brandenburg and the federal government, as well as the municipal authorities and the administrative districts of the BER Airport environs the Dialogforum offers space for a fair, transparent and intensive dialogue between the members. The

exchange between the members serves to actively also control the dynamic development of the region. The focus of the work here is placed on weighing up the different interests, the identification of the joint interest positions and the drawing up of solutions for conflicts. The resolution was passed at the end of the year that the members of the Dialogforum Berlin Brandenburg Airport will continue their previous cooperation according to the rules of procedure of the Dialog-

forum in the form of a municipal consortium.

The Dialogforum occupies itself intensively with all matters, which arise during the construction and subsequent operation of the BER in the environs of the airport in three working groups [AGs]: the AG1 with the reconciliation of interests between the airport operator and the municipal authorities of the surrounding area, the AG2 with aircraft noise and hereby also with the implementation of the



structural noise protection and the AG3 with the municipal and inter-municipal development.

The work of the Dialogforum is driven by the awareness of the joint responsibility of all players for the economic development of the airport region.

Under the title "joint progress - airport region" they develop a strategic concept, with which the economic potentials of the region are sounded out.

## Improve transport infrastructure

The Dialogforum presented the evaluation of the joint structural concept "airport environs BER" (GSK) in October 2016, which was drawn up by the planning office Jahn, Mack & Partner. One of the most important results of the study: In view of the increased passenger numbers as well as the decision to keep the old Schönefeld Airport terminal open longer the

transport infrastructure in the airport region would have to be adjusted to the changed conditions and improved accordingly. The aim is for the neighbours to profit from the airport to the best possible extent and that burdens in the environs are to be reduced.

## Advice centre in the DIALOGFORUM

The DIALOGFORUM house at Mittelstraße 11 in Schönefeld as a citizen's advice centre offers the neighbouring residents the possibility to obtain advice from the counselling services of the administrative districts regarding noise protection matters and to visit an exhibition concerning the structural implementation with the noise protection programme. The aircraft noise protection officer is also based here. The corresponding specialist expertise and counselling services independent of the airport, means that the DIALOGFORUM is recognised as a point of contact for people affected by aircraft noise in the region.

### → Contacts:

#### Dialogforum Airport Berlin Brandenburg

Mittelstraße 11  
12529 Schönefeld

Tel.: +49 (0)30 | 6091-75988  
[www.dialogforum-ber.de](http://www.dialogforum-ber.de)

#### Counselling Service of Districts

Teltow-Fläming and  
Dahme-Spreewald

Tel.: +49 (0)30 | 634 107 900



*New jobs and increasing wealth, however also more traffic and more noise: A controversial discussion concerning how the future is to be managed with the airport, was also conducted in the Dialogforum in 2016.*



*Press conference for the presentation of the joint structural concept: Carl Ahlgrimm, Vice Chief of the Dialogforum (on the left), and Detlef Gärtner, chairman of the working group AG 3 (on the right).*



Good response. Around 800 guests visited the first noise protection information days at the BER.

## Noise Protection Programme BER

### Entitlement determinations sent to more than 17,500 households

By the end of 2016 the Airport Company sent individual entitlement determinations (ASE) to more than 17,500 households in the environs of the BER Airport. It can be derived from the ASE what noise protection measures will be reimbursed to the neighbouring resident by FBB or how high the compensation is that will be paid to the resident. Based on the ASE the neighbouring residents can com-

mission the noise protection measures, therefore they decide themselves, by whom the measures to their building will be implemented. FBB supports the implementation with a broad range of information. The noise protection list of the order counselling service offers a good orientation aid with the search for a construction company with a selection of more than 50 construction companies.

#### Extensive offer of information

The neighbouring residents can inform themselves about the various noise protection measures in the exhibition in the DIALOGFORUM. Besides a giant map with all relevant noise protection areas all around the BER Airport a show home can also be seen here, in which various noise protection measures have been installed.

The information events relating to the noise protection programme also once again proved to be effective in 2016. By the end of the year it was possible to welcome far more than 2,000 neighbouring residents to a total of 34 events.

## The noise protection programme will become more flexible

The first noise protection information days of FBB took place in the premises of the DIALOGFORUM in June 2016. Around 800 guests were able to talk to the noise protection team on two days in order to clarify questions and open facts in a constructive dialogue with

one another. Within the scope of the noise protection information days FBB also presented that the noise protection areas were supplemented by 30 square kilometres and around 500 households in parts of the localities of Dahlewitz, Jühnsdorf, Kiekebusch and Rotberg. In order to not leave anyone without protection as far as possible and to help the neighbouring residents to minimise complexity and interventions into the building substance with the implementation of the noise protection measures FBB moreover presented eight modules. The neighbouring residents can therefore among others waive actually necessary box double windows, implement

the measures step-by-step and receive noise protection for rooms, which are indeed used for housing purposes, however do not have a corresponding permit. The modules help to design the noise protection programme more flexible and had been used around 1,900 times already by the end of 2016. The neighbouring residents have gained a substantial increase in comfort through the use of a new ventilation device in the noise protection programme BER. The device is new on the market is used for the first time at BER. It offers the neighbouring residents a combined aeration and ventilation, a heat recovery system as well as an integrated pollen filter.



*More comfort for the neighbouring residents. The new fan in the noise protection programme BER has a combined aeration and ventilation, a heat recovery as well as pollen filter.*

### → Contact:

The noise protection team is ready to provide information and answers to every neighbouring resident who has questions about his or her claim adjustment and the implementation of the construction measures. Residents who receive compensation can take advantage of a consulting service provided free of charge by the Airport Company. All pertinent information and names of contacts can be found on the Neighbourhood Portal:

<http://nachbarn.berlin-airport.de>

Schallschutztelefon

Phone: +49 (0)30 | 6091-73500

Monday and Tuesday from 9 a.m. to 6 p.m.

Wednesday and Thursday from 9 a.m. to 7.30 p.m.

Friday from 9 a.m. to 4 p.m.



# Environment









The air quality measuring station of the Airport Company

## Aircraft noise management Monitor, calculate, reduce

In 2016 Schönefeld and Tegel Airports recorded an increase in passengers of 11.4 per cent. Improved use of aircraft capacity and the deployment of larger aircraft continuously increase the efficiency of Berlin air traffic. Although the passenger volume since 2007 has risen by 64 per cent, the number of aircraft movements has risen by only 11 per cent.

### Noise measurement SXF

96,562 aircraft were handled in Schönefeld and therefore 20,409 more than in the previous year. The annual continuous noise level accordingly increased

substantially. The increase compared to 2014 in the daytime period is 2,2 dB and 1,3 dB in the night-time period.

The development of the annual continuous noise level averaged over the measuring stations 2 to 9 and the traffic development of the last five years is presented in the diagrams presented on page 43 without consideration of the International Aviation Exhibition ILA. The year 2015 was not taken into consideration in this diagram as the South Runway was also used in 2015 and therefore no directly comparable values were available.

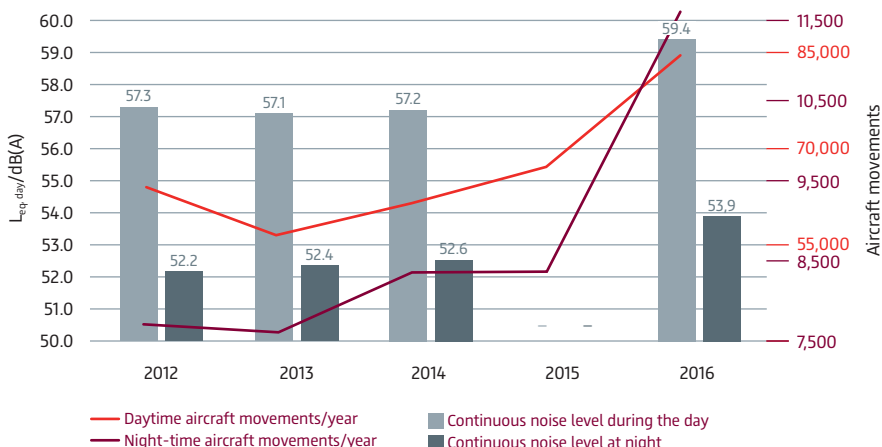
← Picture pages 40/41: Aircraft of the next generation such as the Airbus A320neo are more environmentally-friendly and quieter and are already used by several airlines in SXF and TXL.

The six months with the highest traffic volumes were used to calculate the annual continuous noise level according to the Aircraft Noise Act. The months with the highest traffic volumes are as at Tegel Airport normally in the period of time May to October. Another distribution was produced in 2016. The months of May and June as well as September to December in 2016 belong to the months with the highest traffic volumes. The reason lies in the higher traffic volume within the scope of the take-offs and landings for the ILA and new flight connections, which the Airline Ryanair started in September 2016.

## Continuous noise level TXL

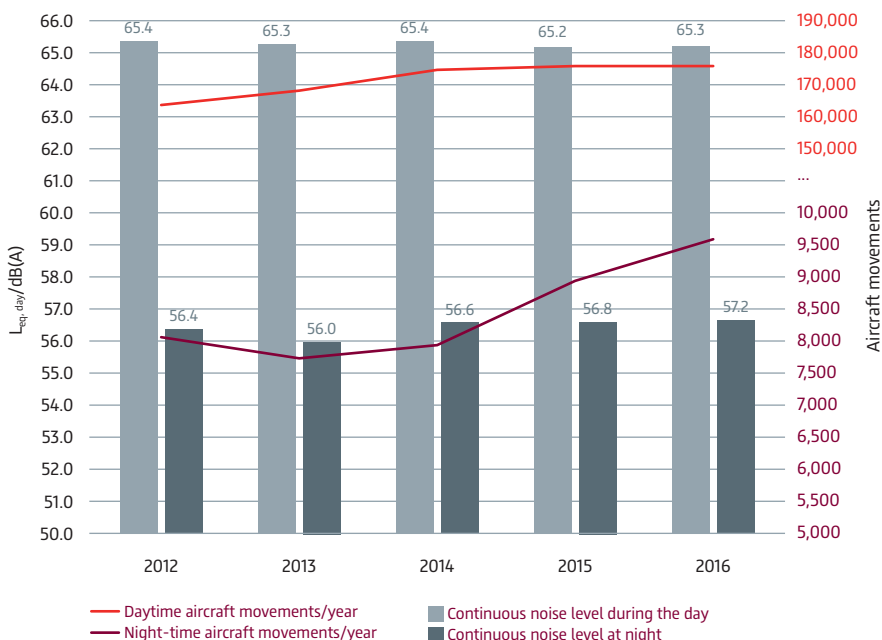
The mean equivalent continuous noise level at the measuring stations in the surrounding area of Tegel Airport remained almost the same (-0.1 dB(A)) in comparison to the mean of the previous year. Night-time aircraft movements rose by about nine per cent in 2016 and therefore a slightly higher rate than that of the total aircraft movements. The increase was carried out almost exclusively in the first hour of the night until 11 pm due to scheduled landing times postponed to later times and newly coordinated flights. Owing to the increased traffic figures the night-time continuous noise level averaged over all measuring stations increased slightly by 0.4 dB. The number of night-time aircraft movements increased in Tegel from 2012 with 8.139 to 9.635 aircraft movements in 2016. The continuous noise level for the night-time period increased from 56,4 to 57,2 dB(A) in the same period of time.

## Continuous Noise Level Schönefeld\*



\* Owing to the mixed operation of the northern and South Runway in 2015 no mean continuous noise level can be disclosed for this year.

## Continuous Noise Level Tegel\*



\* The calculation of the mean equivalent continuous noise levels for the year 2015 excluded the measurement points 44 and 46 (taken out of operation in 2012 and 2013) for comparison purposes.

## Increasingly Efficient: Berlin's Air Traffic



## Avoiding noise

### The Aviation Industry is tackling it

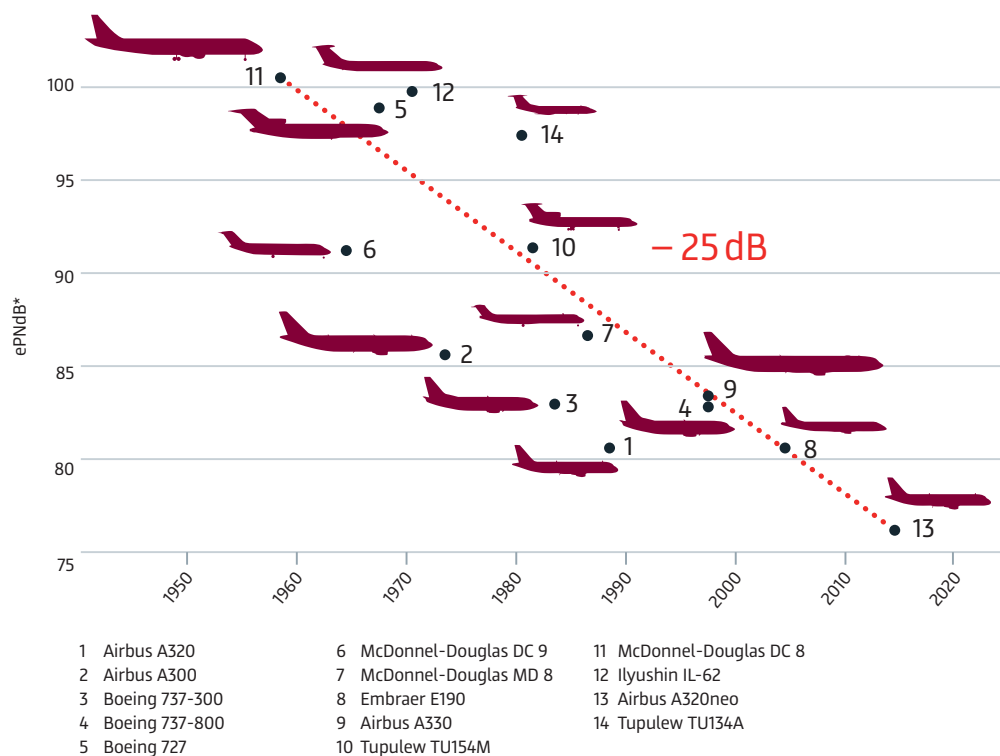
Air traffic is growing and is developing in a particularly dynamic manner at the Berlin location. Despite the enormous growth in passengers the aircraft noise in Schönefeld and Tegel has approximately remained constant or only increased moderately on average in the past few years. This is possible, because aircraft and engine manufacturers, airlines, airports and the German Air Traffic Control Authorities with the decisive participation of science have developed technologies and processes in order to make flying quieter. The use and further development of low-noise technologies and flying processes are central pre-requisites in order to secure the acceptance of aviation in Berlin and Brandenburg in the long-term.

Modern air traffic allows people in the region of the capital city to reach a lot of destinations in Europe and numerous destinations worldwide directly and connects companies and their products with the global economy. With 45 million overnight stays in 2016 Berlin, Potsdam and Brandenburg are an attractive tourist region. Society's need for mobility must however be brought into line with the need for quiet and protection of the neighbouring residents in the environs of Schönefeld and Tegel Airports. FBB ensures this by a comprehensive noise protection programme, the levying of take-off and landing fees depending on the noise and the avoidance of unnecessary ground noise.

It is particularly effective to minimise noise at the source. The airlines are continuously investing in new aircraft technologies and modernising their fleets. Modern aircraft have substantially quieter engines. Industry and science are working at reducing the sources of noise on the aircraft surface, on the wings and on the landing gear. By 2020 already aircraft of the newest generation will only be perceived half as loud as aircraft put into service at the turn of the century.

### Aircraft used In Berlin are becoming quieter and quieter

#### Noise level reduced by 25 dB since 1960



Noise level with a flyover at a distance of 6,5 km from the starting point. The number of seats is also included in the presentation of the level. Aircraft with more than 100 seats are given a corresponding deduction, aircraft with less than 100 seats a surcharge.

\* EPNdB (Effective Perceived Noise Level in decibels) level volume, which is used within the scope of the certification of aircraft. This level among other takes into consideration corrections for tonal shares and is not comparable with the A-assessed noise level.



## Quieter, cleaner, larger

### Quieter aircraft are reaching Berlin

With the A380 Airbus succeeded in constructing a modern wide-body aircraft in 2006, which is considerably quieter than comparable aeroplane types. In the segment of the narrow-body aircraft with only one middle aisle used at the Berlin airports to a large extent a further development was, on the other hand, not carried out in the last 15 years.

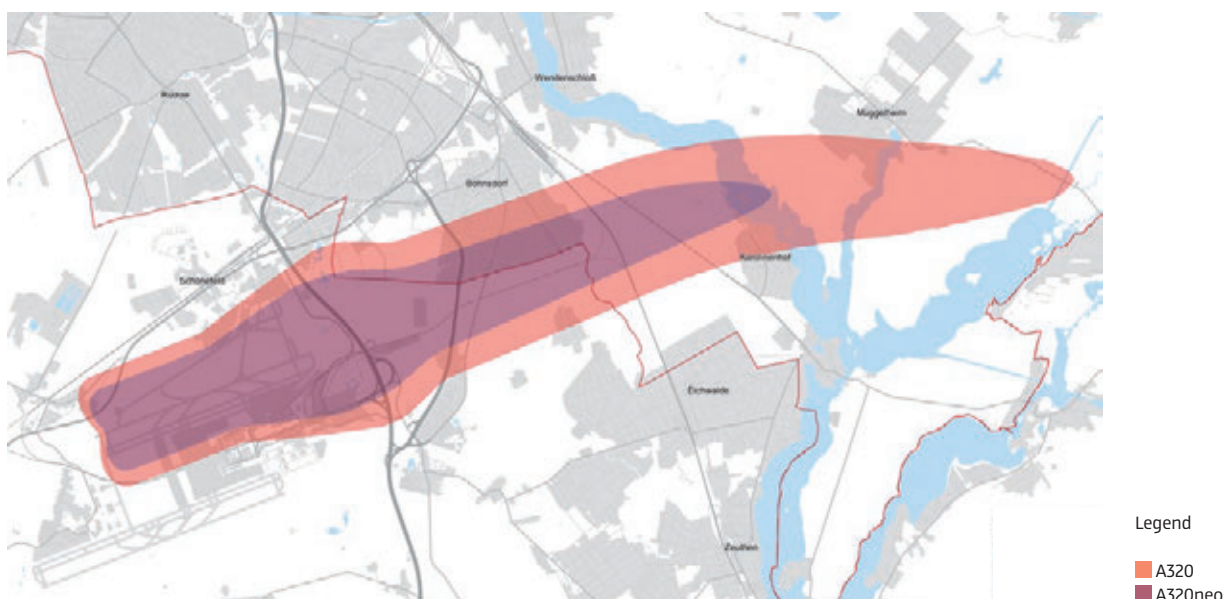
Airbus now also has improved aircraft on offer in this segment. The A320neo (New Engine Option) was thus developed and delivered to Lufthansa as the first customer in 2016. With another engine configuration (CFM In-

ternational LEAP) the Turkish Pegasus Airline is also increasingly flying to the Schönefeld Airport with the A320neo.

FBB has evaluated the measurement data of the A320neo flights of Pegasus in 2016 and hereby on average at the individual measuring stations assessed a substantial reduction in noise by 4,5 dB. Based on these data a so-called "noise footprint" (maximum level of > 70 dB(A) of a take-off) of both variants of the A320 could be presented on the map. The polluted area is halved.

### Noise-sensitive area is disappearing

#### Comparison of the area > 70 dB A320/A320neo





The FBB mobile measurement vehicle in Krummensee

# Transparency for the neighbouring residents

Airports are required by law to operate measurement points at the airport and its surroundings for the purpose of documenting the aircraft noise. Accordingly, Flughafen Berlin Brandenburg GmbH has installed a total of 25 stationary measurement points in the environs of Schönefeld and Tegel Airports (per 31 December 2016). The measurement results are submitted to the pertinent government authorities and the Aircraft Noise Commission monthly and published on the internet.

## Stationary measurements

The locations of the stationary measurement points for documentation of the aircraft noise are determined in consultation with the Aircraft Noise Commission, which includes representatives from the neighbouring communities. Measurement points must always be placed along the approach and departure routes and in selected communities affected by aircraft noise. During the selection of the locations, other sources of noise such as

main traffic arteries or railway lines are avoided because they lead to a distortion of the results. The measurement data are retrieved from the measurement points once a day and attributed to the aircraft movements on the basis of the radar data from the Deutsche Flugsicherung. Noise results coming from noise sources other than air traffic are determined subsequently and deleted from the statistics. Moreover, weather data are taken into consideration so that any distortion of the measurement results is avoided. This form of aircraft noise monitoring enables FBB to provide information about noise emissions of every aircraft movement and to document the development of the aircraft noise situation reliably and continuously. The data are used in particular for the calculation of the take-off and landing fees, which are related to noise, and for handling complaints.

## Mobile measurements

At locations, which do not justify any permanent installation of a measuring station FBB carries out mobile mea-

surements, with which, as a rule, the aircraft noise incidents are recorded over a period of one month. The equipment meets the requirements for stationary measurement points with respect to the noise measurement technology. The mobile measurement vehicles are deployed at the request of the Aircraft Noise Commission or the municipal authorities or at the suggestion of affected persons. Through repeated measurements at the same locations the company documents the change in the aircraft noise pollution over a longer period of time. With the stipulation of flight routes multiple measures with the mobile measurement devices also serve to document changes.

So-called zero measurements were carried out in Wendenschloss and Schönefeld in order to record the pollution before the commissioning of the BER.

In addition extensive measures were carried out in 2016 in the more remote approach area of Tegel Airport in order

to record possible changes after the introduction of the CDO procedure (continuous descent operations) at Tegel Airport. This concerns an approach procedure, with which the aircraft descend continuously under minimum use of the engine. Besides the savings of jet fuel this procedure should also reduce the noise emissions.

As in the previous years the aircraft mobile noise vehicle was used in July in Pankow.

## Aircraft movements live

The current aircraft movements for Schönefeld and Tegel can be retrieved with a delay of only a few minutes with the aid of the information tool Travis. Anyone interested in the information can determine with only a few mouse clicks what type of aircraft and what airline are involved, the departure or the destination, the flight altitude, the speed, and the approach or climbing angle. Users can place a house at any spot on the map and display the altitude at which an aircraft flies over the house or what the lateral distance of the house from the approach or departure line is. The data from the aircraft noise measurement points are also displayed.

## Aircraft Noise Forecast for BER

The "Aircraft Noise Forecast for BER" contains information about the development of aircraft noise after operational startup of the new airport. The Aircraft Noise Forecast can be used to estimate for any address in the vicinity of BER how high the aircraft will be flying over the house and – if the entered address is within the described flight corridor – what maximum noise level will occur at that

location. The forecast equivalent continuous noise level for any address entered can also be calculated.

## Operating direction forecast

The operating direction forecast shows the direction in which aircraft will presumably be taking off. This information is helpful for residents living near the airport who are located to the north or south of the approach and departure routes rather than directly under them. As a rule, landings in these areas are perceived to be significantly quieter than take-offs. The Airport Company implemented this service at the suggestion of citizens.

## Flight noise information and complaint systems

Relief aid flights with large transport aircraft, weather fronts, change in the wind direction causing a change in the operating direction in which aircraft take off and land: All of these factors can cause situations in which neighbours in the proximity of Schönefeld and Tegel Airports can feel disturbed. The Airport Company welcomes information and criticism from neighbouring residents and has set up the aircraft noise and complaint system so that with its help questions or complaints can be processed efficiently and the company can respond quickly to them.

You will find more information on the Neighbourhood Portal at

<http://nachbarn.berlin-airport.de>



Kienitzberg: One of the 25 fixed measuring stations



# Air Quality Monitoring

## Everything at acceptable levels

Since 2011 already FBB has been conducting an air quality and environment study programme for the purpose of examining long term the air quality and the environmental impacts.

### Air quality measurement point

The pollutants typically produced by air traffic — carbon monoxide, nitrogen oxide, ozone and fine particulate matter resulting from flight operations, vehicular traffic and background pollution are continuously recorded at the air quality measurement point “Schönefeld Airport” located at the eastern end of the future North Runway at BER operated by FBB. The examination of the measurement data is taken over by the State Agency for the Environment

Brandenburg (LfU). The results are updated daily on the FBB internet site. Benzene, benzo(a)pyrene (the lead substance of PAHs), hydrocarbons and soot are collected over longer periods and examined by the State Laboratory Berlin-Brandenburg. The carbon monoxide, nitrogen oxide, ozone and fine particulate matter concentrations at Schönefeld Airport in 2016 were comparable with the suburban monthly mean values determined at the air quality measurement points of the LfU in Blankenfelde-Mahlow. The upper threshold for fine particulate matter PM 10 was exceeded on four days at the measuring station Schönefeld Airport, on five days at the measuring station Blankenfelde-Mahlow. The permissible limit is 35 days. The 8-hour mean value for ozone stipulated by

legislation was exceeded 15 times at Schönefeld Airport and 14 times in Blankenfelde-Mahlow in 2016, the trigger threshold is 25 overruns. The 8-hour mean value for NO<sub>2</sub> and carbon monoxide was not exceeded at all. The permissible limit is 18 days. The threshold values and the trigger thresholds of the 39th German Federal Emission Protection Directive were not exceeded for any of the measured pollutants and were safely complied with at Schönefeld Airport in 2016.

### Biomonitoring

Biomonitoring focuses on the actual impact of air pollutants on the living environment in the environs of the airport. The biomonitoring procedure will help to answer the question whether - and if so, to what extent -



*Researchers of the Technical University of Braunschweig examined based on the example of the planted multi-storey car park roofs of the BER, which contribution the green roofs make to improving the city climate in 2016.*

grass as animal feed and kale as food is exposed to pollutants and the degree to which air traffic is responsible. The results of the analyses can be evaluated indirectly by comparing them with other recent German examinations and on the basis of evaluation and test values for foods. Biomonitoring is also an aid for determining the risk potential for human beings. The biomonitoring of the previous years (grass culture biomonitoring 2012, 2013 and 2015 as well as green cabbage biomonitoring 2011 and 2012), demonstrated that Schönefeld Airport does not have any relevant impact (emission effects) on enriching the air with pollutant levels in the region. The biomonitoring will be continued after commissioning of the BER. The studies are conducted by an independent environmental institute.

## Bee monitoring

Bee monitoring studies whether the operation of an airport has an adverse effect on the quality of the honey produced in the region. As part of the bee monitoring since 2011, pollen, wax and honey from the environs of BER have been analysed for pollutant residues which can find their way through the air into the environment and subsequently into the food chain. Hives themselves as well as collected pollen, wax and honey were examined at three locations: one location on the operational premises of Schönefeld Airport, one location south of the airport that will be directly below flight patterns when BER Airport opens and one location in Schorfheide in a landscape which is largely unaffected by road and air traffic or settlements. Monitoring has begun even

before the operational startup of BER so that any possible changes in the residue content can be documented. It will consequently be continued after the operational startup of BER. Results of the residue analyses: Airport operations do not have any impact on the quality of honey as a food product from the airport region. The content of the examined substances in honey, pollen and wax is at safe, low levels. The reports on the biomonitoring and bee monitoring have been made available in their unabridged form on the Neighbourhood Portal of the Airport Company.





*Initiated by FBB: Blooming border with bee pasture in the Zülow lowland*

# Compensatory and replacement measures

## The Green Ribbon

The Airport Company is conducting a number of different projects aimed at providing ecological compensation for the inevitable changes in the landscape resulting from the expansion of the new Berlin Brandenburg Airport. Compensatory and replacement measures on a total area of about 500 hectares in the immediate surroundings of the airport act like a green ribbon to integrate the airport into the landscape. In total, three landscape parks have been created and two historical estate parks have been restored. Hedges, rows of trees or wetlands previously located like islands in the intensively cultivated agricultural landscape

have been connected by extensive plantings on 56 kilometres and supplemented by eight new small bodies of water so that a large-area composite of biotopes has resulted. The populations of indigenous animal species will be protected long-term by these measures. The Airport Company will ensure over a period of 25 years that the created small bodies of water, the newly planted trees, bushes and forests develop optimally.

### Upgrading of the Zülow lowlands

The largest single project in the compensatory and replacement measures

is the landscape development and ecological upgrading of the Zülow lowlands. This open lowlands landscape with an area of about 2,600 hectares is located to the south of the airport between Mittenwalde, Dabendorf and Gross Machnow/Rangsdorf. The objectives of the upgrade are the improvement of the living conditions for flora and fauna and the enhancement of the value of experiencing the nature of the Zülow lowlands. As a special feature compensation measures are implemented here together with the based agricultural companies. In the space used for intensive agricultural purposes blooming strips rich in



species were developed and cared for until the end of 2016 on 980 hectares of farming areas, green land borders and natural conservation fallow land were created and arable land managed more in accordance with the protection of species.

On 64 hectares a pine forest was converted to a mixed forest, 12 kilometres of rows of trees and avenues and 200 treat groups and individual trees were planted for linking the biotopes, for revaluating the inshore water structure five small bodies of water and a fish ladder was established at the weir Rangsdorfer lake and 42,6 kilometres of inshore water borders were cared for according to ecological stipulations.

## Mark Brandenburg landscapes at BER

Landscape aesthetics and ecological value play key roles in the design of the new park areas on the airport premises. In the area of the so-called "Midfield Gardens" east of the terminal, for instance, a landscape of sand dunes and pines typical of the marches has been created. The connecting axes in the representative area of the Airport City are lined by the lime tree avenues typical of the Mark Brandenburg region. A total of more than 1,300 trees have been planted on the airport premises, putting their mark on the structure of the area and making an important contribution to the micro-climate at the airport.

As compensation for the areas sealed at the BER FBB supports the natural conservation fund Brandenburg with a total of EUR 32 million according to the zoning resolution. Natural conservation measures in the entire state of Brandenburg will benefit from the money.



*Fish ladder at the Rangsdorfer lake in the year after the completion*



*Special caterpillar with haulm cutter for the reactivation of wet meadows*



*The newly produced middle island in the Zülów canal should increase the variety of the inshore water structures and therefore offer a habitat to more animal and plant species.*

# About Us











*The Airport Company introduced itself at an even event with its offers vocational training places at Alexanderplatz.*

## HR Working for the Airport Company

The Berlin Airports continue to be more attractive as an employer. FBB hired a total of 164 new employees in 2016 and transferred 78 internal employees within the scope of job advertisements. The total number of employees thus increased by two per cent as in the previous year to 1.877 (status 31.12.2016). In addition, 85 vocational trainees and students in dual study programmes were employed per the closing date. The submission of over 5,500 applications, incl. speculative applications, the number of applicants increased by more than 50 per cent

compared to the previous year. This shows that the used personnel marketing measures are having an effect. The focuses of the personnel work were placed on the development of executives, the implementation of a new recruiting strategy as well as the strategic personnel planning in 2016. In order to take the increased requirements from modern and efficient Human Resources work into account the personnel strategy that was installed in the previous year was further developed by taking the challenges of the future into consideration.

← Picture pages 52 / 53:  
Maintenance of the lamps on the  
flight operation areas

## Vocational training

FBB regularly recruits young employees from its own workforce. High school graduates are trained in a total of eleven different professions. In addition to the programmes for aviation merchants, merchants for office management, electronics technicians for information and systems technology, electronics technicians for plant technology, motor vehicle mechatronics technicians for commercial vehicles and mechatronics technicians, FBB offers dual study programmes at the Berlin School of Economics and Law in the fields business administration/industry, business administration/real estate management, business administration/facility management, computer science and business informatics. In 2016, 29 vocational trainees and students were able to begin their training programme at FBB. Nineteen vocational trainees and students in dual study programmes successfully completed their educational programmes.

A new selection procedure for filling vocational training positions was implemented in 2016. On action days applicants are given a first insight into the training workshop and can prove their knowledge and skills at several practical stations or in group work. Through the new procedure the selection will be subsequently reduced on the whole and the suitability of an applicant can be recognised better. In 2016 FBB was represented at various events for professional orientation for school pupils. Moreover, FBB continues to support the initiative "BQN – Berlin needs you!" and therefore the professional integration of youths with a migration background. In this framework FBB has obligated for 2017 to at least make one pilot vocational training place available.

## Recruiting

Against the background of the shortage of skilled workers that is also noticeable for FBB as well as the age structure of the employees a recruitment strategy was developed in 2016 by taking the future requirements of FBB into consideration. Target group-specific concepts were thus drawn up for modern channel and online presences, which comply with the requirements of a labour market that is becoming more and more digital. In

addition, the bases was laid for a new career site, which should be placed online in 2017, in cooperation with corporate communication. It is moreover planned to integrate an IT solution, which will support the recruitment process from a technical point of view and therefore accelerate it.



*The team of Safety Management during an emergency exercise*



*The colleagues from the operations office terminal ensure that everything runs smoothly at the airports.*





*The management and the heads of business fields of the Airport Company: Constanze Schweinsteiger (Head of Human Resources and Organisation), Dr. Manfred Bobke-von Camen (Chief Human Resources Officer), Jörg Marks (Head of Equipment and Construction), Prof. Dr.-Ing. Engelbert Lütke Daldrup (Chief Executive Officer), Dr. Till Bunse (Head of Commercial), Heike Fölster (Chief Financial Officer), Elmar Kleinert (Head of Operations) (from left to right)*

## HR development

The topics of "Change-Management" and "leadership in change" formed the training focuses for executives in 2016. In particular learned tools and methods as well as networking possibilities were in particular emphasised as positive by the participants hereby. A development programme for the operational managers took place for the first time in order to support these in the daily management routine and in change processes.

The process for filling management and key functions with new personnel within FBB was systematically installed and piloted in 2016. The aim is to compare the future personnel requirements with the existing workforce at an early stage. By establishing cross-unit transparency potential talents are to be identified better and within the scope of training and further training be prepared for upcoming position to an optimum extent. A company-wide rollout will take place in 2017. Associated with the successor planning is also the design of horizon-

tal and vertical development paths. With this offer FBB does not only want to further expand the specific know-how of the employees, but also improve its attractiveness as an employer.

## Change-management

The focus of the change management activities in 2016 was placed on the expansion of change competences and the systematic support of departments or teams in case of planned changes. The new orientation in the field of Human Resources on a structural, personnel and procedural level was accompanied systematically for the first time through the use of change management methods and tools and the procedure was subsequently evaluated comprehensively. An important contribution to the further development of the corporate culture are moreover the dialogue and information formats of FBB. For example, regular keynote speeches on topics relevant to leadership and the open dialogue with the management

improve the appreciation shown towards one another and promote a common identity.

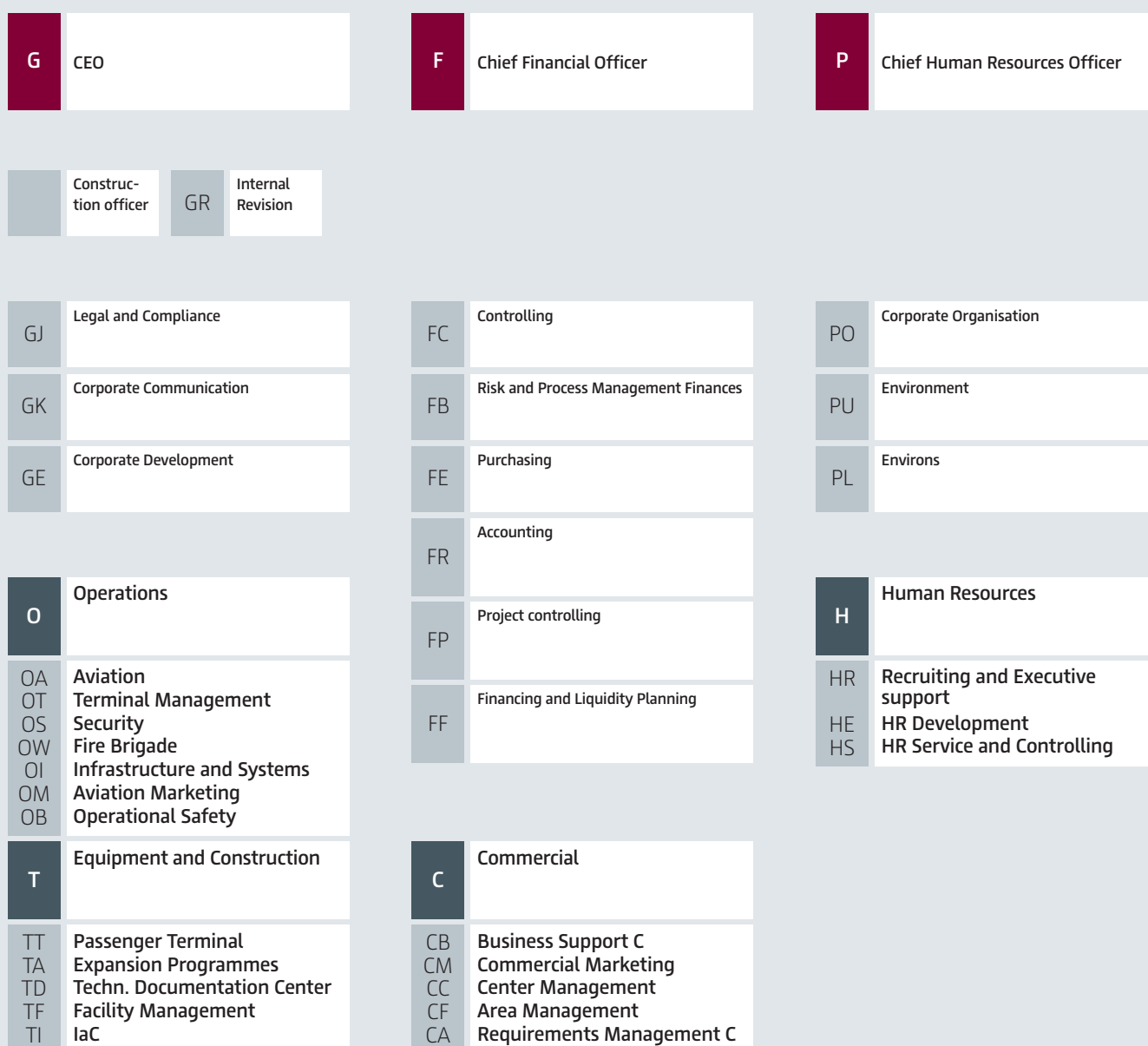
## Company health management

New offers were created within the scope of the company health management in 2016 in order to promote the health and the well-being of the employees. These included among others diverse sports possibilities, action weeks of the canteens as well as offers of advice for the specialist sectors in questions relating to health. Since 2016 health guides have been available in the specialist sectors, who inform their colleagues about current BGM actions and act as contacts in questions relevant to health. In September 2016 the health information days under the motto "health and safety" offered the employees a varied programme relating to the topics of health, fitness and diet. Two blood donor actions were successfully carried out together with the DRK [German Red Cross] at Schönefeld Airport and one blood donor action at Tegel Airport with a total of 109 donors.



# Flughafen Berlin Brandenburg GmbH

## Company Organisational Chart



Last revised: May 2017



*Both young and old passengers are welcome at the airports.*

## How can we help? How to reach us

"What terminal does my flight leave from?" "What train will take me from the airport to the city centre fastest?" "Who do I contact to book a tour of the airport?" These and other questions cross our associates' desks every day. Whether on the phone, by email, on a social network or personally at the passenger information counter - we try to answer all of your questions as quickly as possible. .

### **Airport Information**

The employees in our Airport Information centre will help you with information about arrivals and departures and getting to and from the airport or will connect you to the right person to answer your questions - around the clock, seven days a week..

**Tel.: +49 (0)30 | 6091-1150**

(local rate applies; higher rates may be charged for calls from mobile phone networks)

### **Service on Twitter**

Queries about Berlin Tegel Airport and Berlin Schönefeld Airport can also be submitted via Twitter. The airports can be reached around the clock at @berlinairport, and all service questions in German and English are answered quickly. Simultaneously, the Airport Company actively publishes information via Twitter and on Facebook in case of restrictions on air travel be-



Passengers can find help at all times at the Airport Information.

cause of strikes, terminal lockdown or other events.

**[www.twitter.com/berlinairport](https://www.twitter.com/berlinairport)**

#### **YouTube, Facebook, Instagram**

The best aircraft photos, the look behind the scenes or the special travel tip – friends of the airport will find what they are looking for on YouTube, Facebook and Instagram and can join the dialogue.

**[www.youtube.com/berlinairport](https://www.youtube.com/berlinairport)**

**[www.facebook.com/berlinairport](https://www.facebook.com/berlinairport)**

**[www.instagram.com/berlin\\_airport](https://www.instagram.com/berlin_airport)**

#### **Information for media representatives**

You will find all of the press releases, traffic statistics, photos, videos and order forms for the latest publications on our internet site.

**[www.berlin-airport.de](http://www.berlin-airport.de)**

**Flughafen Berlin Brandenburg GmbH  
Corporate Communication**

**Tel.: +49 (0)30 | 6091-70100**

**Fax: +49 (0)30 | 6091-70070**

**[pressestelle@berlin-airport.de](mailto:pressestelle@berlin-airport.de)**

#### **The airport experience**

The simplest way to get a breath of airport air is to go to our Visitors Terraces in Schönefeld and Tegel. In addition, various tours are offered at Schönefeld Airport and at BER.

**Information and booking**

**Monday to Friday**

**at +49 (0)30 | 6091-77770**

**or [www.berlin-airport.de](http://www.berlin-airport.de)**



You can use WLAN free at the airport.



The Airport Company was represented with a stand at the ITB.

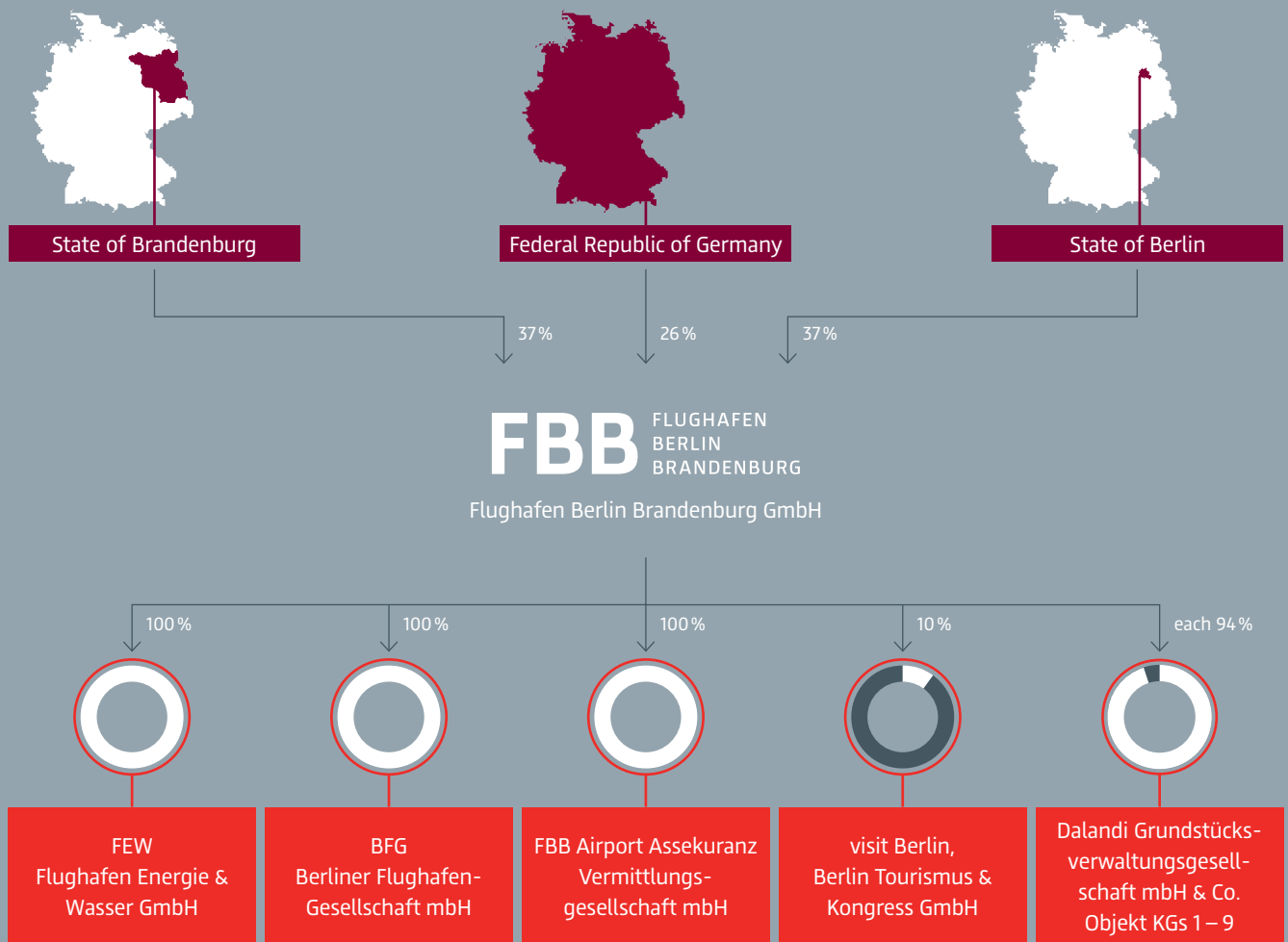


Children can also get to know Schönefeld Airport on a tour.

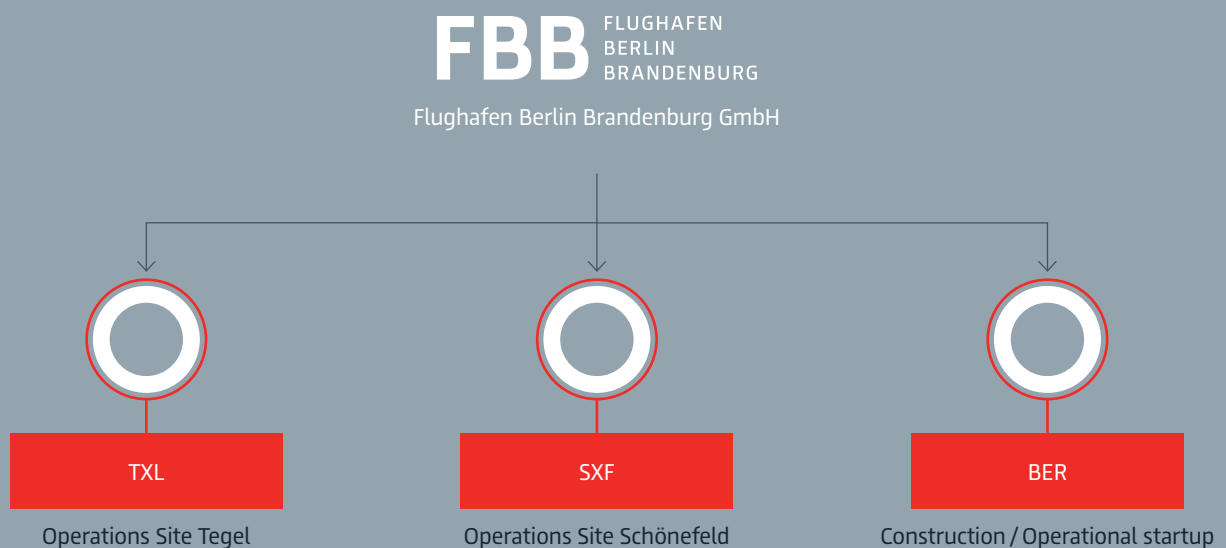




# Shareholder structure



# Operations Structure





# Our Figures

B 707/720  
BAC 1-11

BAC 146

MD 80/DC 9







# Flughafen Berlin Brandenburg GmbH, Schönefeld

## Consolidated Balance Sheet per 31 December 2016

Assets		31.12.2016 EUR	31.12.2015 EUR
A.	Fixed Assets		
I.	Intangible assets		
1.	Purchased concessions, industrial property and similar rights and assets, and licences in such rights and assets	265,094,512.22	150,158,565.17
2.	Payments on account	697,138.33	376,217.50
		<b>265,791,650.55</b>	<b>150,534,782.67</b>
II.	Tangible assets		
1.	Land and buildings, including buildings on third-party land	1,189,974,683.28	1,232,164,975.80
2.	Technical equipment, plant and machinery	392,332,859.28	396,778,643.15
3.	Other plants, fixtures, fittings and equipment	34,681,318.72	38,440,479.56
4.	Payments on account and assets in process of construction	2,358,398,847.02	2,110,321,819.05
		<b>3,975,387,708.30</b>	<b>3,777,705,917.56</b>
III.	Financial assets		
	Participations	51,200.00	51,200.00
		<b>4,241,230,558.85</b>	<b>3,928,291,900.23</b>
B.	Current assets		
I.	Inventories		
	Raw materials and supplies	1,684,614.02	1,742,029.50
II.	Receivables and other assets		
1.	Trade accounts receivable	34,460,255.13	18,288,469.37
2.	Other assets	54,486,649.73	63,703,098.85
		<b>88,946,904.86</b>	<b>81,991,568.22</b>
III.	Cash on hand, cash in banks	110,217,855.81	158,093,530.23
		<b>200,849,374.69</b>	<b>241,827,127.95</b>
C.	Rechnungsabgrenzungsposten	<b>10,883,995.73</b>	<b>12,095,367.68</b>
		<b>4,452,963,929.27</b>	<b>4,182,214,395.86</b>



Shareholders' Equity and Liabilities		31.12.2016 EUR	31.12.2015 EUR
A.	Shareholders' equity		
I.	Subscribed capital	11,000,000.00	11,000,000.00
II.	Capital reserves	1,872,578,358.41	1,872,578,358.41
III.	Accumulated deficit	– 831,314,324.06	– 729,842,167.49
IV.	Deferred items for shares of the other shareholders	– 1,284,525.87	– 1,282,773.27
		<b>1,050,979,508.48</b>	<b>1,152,453,417.65</b>
B.	Special account for investment subsidies	<b>90,047,459.81</b>	<b>93,250,217.50</b>
C.	Provisions		
1.	Provisions for pensions	5,574,623.00	5,667,806.00
2.	Tax provisions	2,046,200.00	406,367.53
3.	Other provisions	133,527,771.07	148,029,828.47
		<b>141,148,594.07</b>	<b>154,104,002.00</b>
D.	Liabilities		
1.	Loans and overdrafts	2,489,857,828.80	2,540,400,311.58
2.	Payments received on account	400,000.00	529,440.11
3.	Trade accounts payable	39,509,520.90	34,322,951.76
4.	Liabilities due to shareholders	530,352,621.04	132,260,703.35
5.	Other liabilities	54,678,669.07	17,531,079.92
		<b>3,114,798,639.81</b>	<b>2,725,044,486.72</b>
E.	Deferred income	<b>55,989,727.10</b>	<b>57,362,271.99</b>
		<b>4,452,963,929.27</b>	<b>4,182,214,395.86</b>

# Flughafen Berlin Brandenburg GmbH, Schönefeld

## Income Statement 2016

		2016 EUR	2015 EUR
1.	Sales revenues	371,934,504.19	326,221,900.51
2.	Other own work capitalized	21,112,347.37	20,760,686.74
3.	Other operating income	31,337,517.85	34,106,624.63
		<b>424,384,369.41</b>	<b>381,089,211.88</b>
4.	Cost of materials		
	a) Costs of raw materials and supplies and of purchased merchandise	8,342,057.26	7,178,407.86
	b) Cost of purchased services	65,502,881.60	63,503,745.67
		<b>73,844,938.86</b>	<b>70,682,153.53</b>
5.	Personnel expenses		
	a) Wages and salaries	102,289,856.03	97,867,075.13
	b) Social security, pension and other benefits (of which relating to pensions EUR 4,794,859.29 (prev. yr. EUR 6,142,374.63))	23,510,295.64	24,115,307.19
		<b>125,800,151.67</b>	<b>121,982,382.32</b>
6.	Depreciation on intangible and tangible assets	108,308,750.97	100,996,085.18
7.	Other operating expenses	103,691,344.39	119,932,403.47
8.	Other interest and similar income - of which from discounts: EUR 0.00 (prev. yr.: EUR 122,964.00)	373,071.65	608,235.78
9.	Interest and similar expenses - of which from accruals: EUR 773,068.32 (prev. yr.: EUR 1,885,306.18)	109,123,062.36	102,464,857.49
10.	Taxes on income and on earnings (previous year earnings)	1,937,644.60	0.74
11.	Earnings after tax	- 97,948,451.79	- 134,360,433.59
12.	Other taxes	- 3,525,457.37	- 3,304,613.54
13.	Consolidated loss for the year	- 101,473,909.16	- 137,665,047.13
14.	Accumulated deficit carried forward from previous year	- 729,842,167.49	- 592,241,253.51
15.	Loss relating to non-controlling shares	- 1,752.59	- 64,133.15
16.	Consolidated accumulated deficit	- 831,314,324.06	- 729,842,167.49



# Flughafen Berlin Brandenburg GmbH, Schönefeld

## Consolidated Capital Flow Statement for 2016

	2016 TEUR	2015 TEUR
<b>1. Cash flow from current business activities</b>		
Profit/loss for the period (including results shares attributable to other shareholders)	– 101,474	– 137,665
Depreciation (+) / write-ups (–)	108,309	100,996
Increase (+)/decrease (–) in provisions	– 14,596	15,521
Other expenses not affecting payment (+) / income (–)	– 3,203	– 5,313
Profit (–) / loss (+) from disposal of fixed assets	336	– 1,777
Increase (–)/decrease (+) in inventories, trade accounts receivables and other assets	– 5,686	21,753
Increase (+)/decrease (–) in trade accounts payable and other liabilities	40,273	– 6,743
Interest expenses (+) / interest income (–)	83,988	76,879
Taxes on income and on earnings	1,938	0
Cash flow from current business activities	109,885	63,651
<b>2. Cash flow from investment activities</b>		
Cash inflows (+) from disposals of tangible assets	17,335	10,872
Cash outflows (–) for investments in tangible assets	– 321,325	– 329,721
Cash outflows (–) for investments in intangible assets	– 117,594	– 98,578
Cash flow from investment activities	– 421,584	– 417,427
<b>3. Cash flow from financing activities</b>		
Cash inflows (+) from transfers to shareholders' equity	0	341,500
Cash inflows from the borrowing of shareholder loans	395,750	132,200
Cash inflows (+) from the issue of bonds and the borrowing of (financial) loans	0	140,000
Cash outflows (–) from the redemption of loans and (financial) loans	– 50,112	– 40,137
Interest paid (–)	– 82,077	– 77,239
Cash inflows (+) / cash outflows (–) from investment subsidies	262	– 947
Cash flow from financing activities	263,823	495,377
<b>4. Cash and cash equivalents at the end of the period</b>		
Change in cash and cash equivalents affecting payments		
(Subtotals 1 – 3)	– 47,876	141,601
Cash and cash equivalents at the beginning of the period	158,094	16,493
Cash and cash equivalents at the end of the period	110,218	158,094

# Flughafen Berlin Brandenburg GmbH, Schönefeld

## Consolidated Statement of Changes in Equity for 2016

	Parent company				
	Subscribed capital EUR	Capital reserves EUR	Accumulated deficit EUR	Equity according to consolidated balance sheet EUR	
31.12.2014	11,000,000.00	1,531,078,358.41	– 592,241,253.51	949,837,104.90	
Deposits	0.00	341,500,000.00	0.00	341,500,000.00	
Consolidated net income/net loss for the year	0.00	0.00	– 137,600,913.98	– 137,600,913.98	
Consolidated comprehensive income	0.00	0.00	– 137,600,913.98	– 137,600,913.98	
31.12.2015	11,000,000.00	1,872,578,358.41	– 729,842,167.49	1,153,736,190.92	
Consolidated net income/net loss for the year	0.00	0.00	– 101,472,156.57	– 101,472,156.57	
Consolidated comprehensive income	0.00	0.00	– 101,472,156.57	– 101,472,156.57	
<b>31.12.2016</b>	<b>11,000,000.00</b>	<b>1,872,578,358.41</b>	<b>– 831,314,324.06</b>	<b>1,052,264,034.35</b>	

Rounding differences due to the calculation of the proportionate share of equity are possible.



	Non-controlling shares			
	Capital reserves EUR	Accumulated deficit EUR	Equity according to consolidated balance sheet EUR	Consolidated equity EUR
	0.00	– 1,218,640.12	– 1,218,640.12	948,618,464.78
	0.00	0.00	0.00	341,500,000.00
	0.00	– 64,133.15	– 64,133.15	– 137,665,047.13
	0.00	– 64,133.15	– 64,133.15	– 137,665,047.13
	0.00	– 1,282,773.27	– 1,282,773.27	1,152,453,417.65
	0.00	– 1,752.60	– 1,752.60	– 101,473,909.17
	0.00	– 1,752.60	– 1,752.60	– 101,473,909.17
	<b>0.00</b>	<b>– 1,284,525.87</b>	<b>– 1,284,525.87</b>	<b>1,050,979,508.48</b>

# Flughafen Berlin Brandenburg GmbH, Schönefeld

## Consolidated Notes for Fiscal Year 2016

### General information

These consolidated financial statements have been prepared in accordance with Sections 290 et seqq. HGB [German Commercial Code].

The consolidated income statement was prepared in accordance with the cost summary method.

In order to improve the clarity of the presentation the disclosures relating to the inclusion in other items and thereof notes were made in this note.

### Register information

The parent company is registered under the corporate name Flughafen Berlin Brandenburg GmbH with registered seat in Schönefeld in the register of companies of Cottbus County Court under the number HRB No. 9380.

### Companies included in the consolidation

The consolidated financial statements are prepared by Flughafen Berlin Brandenburg GmbH (FBB). The consolidated financial statements comprise Flughafen Berlin Brandenburg GmbH as well as twelve domestic subsidiaries. Reference is made to the disclosures regarding the shareholdings.

### Consolidation principles

The capital consolidation for companies, which were consolidated for the first time owing to an (additional) acquisition, is principally carried out according to the acquisition method at the time, at which the Company has become a subsidiary.

The time that is decisive for the determination of the fair value of the assets, debts, prepaid expenses and deferred income and special items to be included in the consolidated financial statements and the time that is decisive for the capital consolidation is principally that at which the Company has become a subsidiary. The book value method is retained for the capital consolidation for the companies consolidated before 1 January 2009 for the first time (Section 301 Par. 1 Sentence 2 No. 1 old version HGB). The book value of the shareholdings in the consolidated companies disclosed in the FBB balance sheet is offset against the equity disclosed in the balance sheets of these subsidiaries at the point in time of the initial consolidation. The equity is recognised with the amount, which corresponds with the fair value at the time of consolidation of the assets, debts, prepaid expenses and deferred income and special items to be included in the consolidated financial statements. A difference remaining after the offsetting will be principally entered as goodwill if it is produced on the assets side and, if it is produced on the liability side, within the equity.

The capital consolidation of BFG results in a difference on the liability side in the amount of EUR 21.2 million (prev. yr. EUR 21.2 million), which is allocated to the capital reserves.

The capital consolidation of the Dalandi property companies results in a difference on the assets side in the amount of EUR 17.6 million. The difference was offset against the existing retained earnings (EUR 2.3 million) through application of the de facto option existing at the time of the first consolidation. The remaining amount of EUR 15.3 million was offset against the accumulated deficit carried forward.

Shares of other shareholders are recognised in the amount of the arithmetic share of shareholders' equity of the consolidated companies.

Receivables and liabilities, revenues, expenses and income as well as interim results were eliminated within the companies included in the consolidation.

The key date of the financial statements for all included companies corresponds with that of the parent company. All of the annual financial statements included in the consolidation were prepared in Euro.

### Accounting and evaluation methods

The financial statements of the companies included in the consolidated financial statements were prepared in accordance with uniform accounting and evaluation methods.

The changed regulations of the German Commercial Code [HGB] through the Accounting Law Implementation Act (BilRUG) were applied for the first time in the fiscal year 2016, which were to be applied obligatory as of 1 January 2016. Above all the breakdown of the income statement and the allocation to the sales revenues pursuant to the new definition of sales revenues according to Section 277 HGB (Art. 75 Par. 2 EGHGB [Introductory Act to the German Commercial Code]) change through the application of the regulations of the BilRUG.

A corresponding adjustment to the amounts of the previous year was not carried out, it will be carried out for the purpose of information in the notes.

The intangible assets were measured at acquisition costs less reductions in acquisition costs, taking depreciations into account (straight-line method).

**Intangible assets** are depreciated over the ordinary useful life of between one year and a maximum of 30 years. Investments in noise protection measures are expected to be depreciated over 40 years after the commissioning of BER.

The **tangible assets** are measured at acquisition or manufacturing costs less reductions in acquisition costs and, if they are subject to wear and tear, reduced by scheduled depreciation (straight-line method). Proportionate overhead costs as well as the direct costs are included in the own work capitalised taken into account for the manufacturing costs.



The tangible fixed assets are depreciated according to the presumed useful life. Depreciation on additions is always taken pro rata temporis. Low-value assets with a value of up to EUR 150.00 are written off in full in the year of their addition. A collective item, which is written off over a period of 5 years, was formed annually by 31 December 2015 for fixed assets whose acquisition costs for an individual asset range between EUR 150.00 and EUR 1,000.00. The disposal of the fixed assets is shown in the statement of changes in fixed assets at the end of the five-year useful life periods. Assets with acquisition costs between EUR 150.00 and EUR 410.00 are entered individually from 1 January 2016 and depreciated over a useful life of one year.

The following useful lives in years were used as a basis for the tangible assets:

Buildings	10 – 50
Technical equipment, plant and machinery	10 – 25
Other plants, fixtures, fittings and equipment	4 – 15

In accordance with the consensus decision, Tegel Airport will be closed when the new Berlin Brandenburg Airport opens. The leasehold agreements concluded between the Company and the State of Berlin or the German federal government provide for compensation based on market value if and when the buildings and systems can continue to be used for state or federal purposes. Since there are at this time no concrete concepts for a later utilisation of the systems and furnishings shown in the balance sheet, the useful lives have been adjusted. The end of the useful life for Tegel was set for the year 2018 after completion of BER.

New construction of major infrastructure elements of the airport is linked to the operational startup of Berlin Brandenburg Airport on the Schönefeld site. The end of the useful life for some of the facilities in the area of the terminal Schönefeld North has been set for 2018 after completion of BER, because a subsequent use of the buildings and systems in this area is not planned.

The useful lives of systems which will be used in future by the protocol service and special air mission of the Federal Republic of Germany have not been changed.

Stock rights in the **financial assets** are measured at acquisition costs or at the lower fair value.

Stocks of **raw and auxiliary materials and operating supplies** are measured at average acquisition costs or lower replacement costs on the balance sheet key date. All discernible risks related to raw and auxiliary materials and operating supplies have been taken into account by reasonable devaluations.

Except for customary reservations of title the inventories are free of any third party rights.

**Receivables and other assets** are recognised at the nominal value. All of the items entailing risks have been taken into account by the formation of reasonable individual value adjustments. Long-term receivables are recognised at their cash value.

The plots of land for Business Park Berlin intended for sale and disclosed under other assets are recognised at the lower fair value oriented to the market value for land which is expected to be developed in the near future. This value was determined on the assumption of development and exploitation as a commercial area.

The **liquid funds** are entered on the balance sheet at the nominal amount.

**Prepaid expenses** include costs for expenses after the key date of the financial statements.

**Subscribed capital and capital reserves** are recognised at the nominal value.

**Investment subsidies** for fixed assets are shown as special items on the liabilities side. They are reversed in line with the course of the depreciation. The reversal amount is shown under other operating income.

All discernible risks have been taken into account for the assessment of the **provisions**.

Provisions for pensions and similar obligations are recognised at the cash values for regular pensions, calculated in accordance with actuarial principles at the interest rate of 4.01% (prev. yr. 3.89%) determined by the Deutsche Bundesbank for equivalent terms. In this case, the option provided by Section 253 (2) second sentence HGB was exercised and the market interest rate for a remaining term of 15 years was applied as a flat rate. A pension trend of 2.0% (unchanged) was assumed. Expected salary increases were taken into account with 0% (prev. yr. 0%). The fluctuation was taken into account with a rate of 0% (prev. yr. 0%). The projected unit credit method (PUC method) was utilised as the measurement procedure, and the calculations are based on the probability data of the mortality tables 2005 G of Klaus Heubeck.

The **tax provisions** and the **other provisions** take all uncertain liabilities and impending losses from pending business into account. They have been recognised in the volume of the settlement amount that is necessary according to a reasonable commercial assessment (i.e. including future cost and price increases). If the remaining term is more than one year, they are discounted at an interest rate determined by the Deutsche Bundesbank for the pertinent term. The long-term provisions are measured in accordance with the net method, i.e. provisions are discounted and recorded at cash value. Changes from interest expenditure only arise in the following years within the context of the accrued interest.

The provisions for partial retirement regulations include commitments from outstanding wage payments based on the collective bargaining agreement regulating partial retirement as well as obligations to pay additional increases of benefits that will presumably arise pursuant to the collective bargaining agreement in force from 1 September 2013. Provisions for partial retirement were measured on the basis of an actuarial assessment pursuant to Section 253 (1) and (2) HGB. The discounting of the provisions to cash value is calculated by applying an interest rate of 3.23% (prev. yr. 3.89%). A salary trend of 1.50% was assumed (unchanged) for the measurement of the partial retirement provisions.

**Liabilities** are recognised at the settlement amount.

**Deferred income** contains income representing earnings for a certain period of time after the key date of the financial statements.

### Deferred taxes

For the determination of deferred taxes owing to temporary or more or less permanent differences between the valuations under commercial law of assets, debts and prepaid expenses and deferred income and their fiscal valuations or owing to tax losses carried forward these are measured at the company-individual tax rates at the time when the differences are reduced and the amounts of the ensuing tax burden and relief are not discounted. Deferred tax assets and liabilities are offset. The capitalisation of an overhang of deferred taxes is not carried out when exercising the recognition option existing for this purpose. No deferred taxes from consolidation measures resulted pursuant to Section 306 HGB.

Insofar as valuation units are formed pursuant to Section 254 HGB, the following accounting and measurement principles are applied:

Economic hedging relationships are understood in terms of the balance sheet by the formation of measurement units. In the cases, in which both the „net hedge presentation method“, with which the compensating changes in value from the hedged risk are not entered on the balance sheet, as well as the "realtime update method", according to which the compensating changes in value from the hedged risk both of the underlying transaction as well as the hedging instrument are entered on the balance sheet, can be applied, the net hedge presentation method will be applied.

## Explanatory Comments on the Consolidated Balance Sheet

### Fixed Assets

The movement of individual items of the fixed assets, including depreciations carried out in the fiscal year, is shown in the statement of changes in fixed assets.

	31.12.2016 TEUR	31.12.2015 TEUR
Intangible assets	265,792	150,535
Tangible assets	3,975,388	3,777,706
thereof land and buildings	1,189,975	1,232,165
thereof payments on account and assets under construction	2,358,399	2,110,322
Financial assets	51	51
<b>Total</b>	<b>4,241,231</b>	<b>3,928,292</b>



### Details concerning the shareholdings

The companies included in the consolidation, besides the parent company FBB, are composed as follows:

	Share in share-holders' equity
Berliner Flughafen-Gesellschaft mbH, Berlin (BFG)	100 %
Flughafen Energie & Wasser GmbH, Schönefeld (FEW)	100 %
FBB Airport Assekuranz Vermittlungsgesellschaft mbH, Schönefeld (FAA)	100 %
Dalandi Grundstücksverwaltungsgesellschaft mbH & Co. Objekt PNA KG, Mainz	94 %
Dalandi Grundstücksverwaltungsgesellschaft mbH & Co. Objekt PNB KG, Mainz	94 %
Dalandi Grundstücksverwaltungsgesellschaft mbH & Co. Objekt PSA KG, Mainz	94 %
Dalandi Grundstücksverwaltungsgesellschaft mbH & Co. Objekt TNP KG, Mainz	94 %
Dalandi Grundstücksverwaltungsgesellschaft mbH & Co. Objekt MWC KG, Mainz	94 %
Dalandi Grundstücksverwaltungsgesellschaft mbH & Co. Objekt BVD 1 KG, Mainz	94 %
Dalandi Grundstücksverwaltungsgesellschaft mbH & Co. Objekt BVD 2 KG, Mainz	94 %
Dalandi Grundstücksverwaltungsgesellschaft mbH & Co. Objekt BVD 3 KG, Mainz	94 %
Dalandi Grundstücksverwaltungsgesellschaft mbH & Co. Objekt SD KG, Mainz	94 %

FBB is the sole limited partner of the nine limited partnerships. It holds 94% of the capital contribution of a limited partnership [Kommanditgesellschaft] (EUR 4,700.00 capital contribution) and 10% of the voting rights. Upon the conclusion of the construction work and the subsequent leasing of the buildings to FBB, the Dalandi Grundstücksverwaltungsgesellschaften GmbH & Co. Objekt limited partnerships are to be classified as special-purpose entities within the meaning of Section 290 (2) no. 4 HGB because FBB will bear the majority of the opportunities and risks owing to the contractual regulations. The special purpose entities were therefore included according to the principles of the full consolidation.

**Receivables and other assets**

Other assets have a remaining term of less than one year as in the previous year.

	31.12.2016 TEUR	31.12.2015 TEUR
Trade accounts receivable	34,460	18,289
thereof short-term receivables	34,460	8,289
thereof long-term receivables (term > 1 year)	0	10,000
Other assets	54,487	63,703
Total	88,947	81,992

The other assets primarily include the land of the Business Park Berlin (TEUR 28,866, prev. yr. TEUR 28,811)

**Prepaid expenses**

A payment originally in the amount of EUR 14.0 million was made in 2009 to the lender within the framework of the loan agreements for the financing of BER. This payment is offset against future interest savings. The Company has deferred this amount as expenses similar to interest so that the expenses are distributed over the term of the loans. Accordingly the item includes a discount of TEUR 3.533.

**Deferred tax assets**

The calculation was based on a tax rate of 25.5%. The deferred tax assets are primarily a consequence of the differing recognitions of tangible and financial assets, inventories, pension provisions and other provisions. Deferred tax assets arising from the application of tax laws related to accumulated deficits brought forward have not been recognised because they cannot be offset within the next five years according to the corporate planning.

These were netted against deferred tax liabilities from balance sheet differences in the tangibles assets and other provisions. The deferred tax assets in the amount of TEUR 10,416 were not capitalised by exercising the option according to Section 274 Par. 1 Sentence 2 HGB.

**Shareholders' equity**

The subscribed capital of TEUR 11,000 and the capital reserves of EUR 1,872.6 million correspond with the balance sheet items disclosed at the parent company. The capital reserves contain among other elements EUR 1,330.0 million in financing contributions from the shareholders for BER.

**Accumulated deficit**

The consolidated accumulated deficit in the fiscal year amounts to TEUR 101,474 (Vj. deficit of TEUR 137,665). Following inclusion of the share of results of other shareholders (TEUR -2) and the addition of the consolidated accumulated deficit carried forward from the previous year (TEUR 729,842), the result is a consolidated accumulated deficit of TEUR 831,314.

**Investment subsidies**

Investment subsidies for fixed assets (TEUR 90,048, prev. yr. TEUR 93,250) are shown as special items on the liabilities side. They are reversed over the course of the depreciations.

**Provisions for pensions**

The difference according to Section 253 Par. 6 HGB is TEUR 332.

**Tax provisions**

Tax provisions essentially include provisions for tax on income (TEUR 1,640; prev. yr. TEUR 0) as well as contingent land tax liabilities for the sites Schönefeld (TEUR 376, prev. yr. TEUR 387) and provisions for electric power tax (TEUR 30; prev. yr. TEUR 10).

**Other provisions**

Other provisions primarily relate to:

	31.12.2016 TEUR	31.12.2015 TEUR
Risk provisioning due to the postponement of the operational startup of BER	51,274	59,823
Unpaid invoices	14,153	12,849
TransFair BER	9,656	13,278
Closure of Tegel	9,230	5,511
Partial retirement	6,409	9,254



# Number of employees

Average number of employees occupied in 2016

2016



2015



## Liabilities

Details of the remaining terms are shown in the liabilities movement.

### Liabilities movement in TEUR

Type of liability	Remaining term			Total	
	Up to 1 year	1 to 5 years	More than 5 years	31.12.2016	31.12.2015
1. Loans and overdrafts (previous year)	10,054 (53,540)	1,407,832 (1,589,241)	1,071,972 (897,619)	2,489,858	2,540,400
2. Liabilities from payments received on account (previous year)	400 (529)	0 (0)	0 (0)	400	529
3. Trade accounts payable (previous year)	39,509 (34,323)	0 (0)	0 (0)	39,509	34,323
4. Liabilities due to shareholders (previous year)	0 (61)	0 (0)	530,353 (132,200)	530,353	132,261
5. Other liabilities (previous year) thereof for taxes: TEUR 19; (prev. yr. EUR 1,382)	54,679 (17,531)	0 (0)	0 (0)	54,679	17,531
<b>Total (previous year)</b>	<b>104,642</b> (105,984)	<b>1,407,832</b> (1,589,241)	<b>1,602,325</b> (1,029,819)	<b>3,114,799</b>	<b>2,725,044</b>

Loans and overdrafts result from the utilisation primarily of the credit lines for the BER long-term financing, of which TEUR 2,262,877 is secured by guarantees given by shareholders and TEUR 209,954 by mortgages.

### Deferred income

The major components of the deferred income are payments received on account for ground rent and subsidies for investments in buildings or investments for the development of land areas and subsidies for servicing and maintenance obligations. Payments received on account are discounted to the cash value as agreed in the leases and reversed over the duration of the leases. The subsidies are included as operational earnings on the basis of the useful life of the pertinent fixed assets.

### Contingent liabilities

In connection with the sale of Globe Ground Berlin GmbH (abbreviated: GGB) BFG agreed to a limited guarantee catalogue customary on the market which includes standard guarantees and risks. The essential guarantees are: Pension provisions, the effectiveness of the retroactive effect of the collective agreement for safeguarding jobs of the GGB in future and the correctness of disclosed information.

A balanced tax exemption obligation, limited to 31 December 2007, was given. The amount of the liability is limited to TEUR 2,053. There are no discernible reasons to expect any future claims pursuant to the liability obligation.

FBB has received letters of claims from airlines, service providers, tenants and other companies requesting damages/recourse payments as a consequence of the postponement of the operational startup of Berlin Brandenburg Airport (BER) originally set for 3 June 2012. The majority of the letters have initially only asserted the grounds for the claims; very few of the claim letters include concrete figures or they contain at most estimates. As a consequence, it is not possible at this time to make any definitive statements regarding the total amount of the claims asserted by the various claimants. FBB has reached out-of-court settlements with some of the claimants. FBB assumes furthermore that a part of the claims will be clarified in the course of litigation because there are legal issues that will require clarification.

Discernible risks have been given due consideration in the annual financial statements by the formation of provisions. The possibility of additional risks cannot be completely excluded, but it is not possible at this time to quantify these with any degree of certainty.

#### Off-balance-sheet transactions and other financial obligations

There are other financial obligations in the amount of EUR 899.1 million. These obligations arise specifically from the following facts fixed by contract or commissioned:

No.	Other financial obligations	31.12.2016 Mio. EUR	31.12.2015 Mio. EUR
1	Noise protection measures	436.0	551.0
2	Order commitment from awarded investment contracts	349.1	236.4
3	Invoices for measures subject to capitalisation still under review	86.2	15.8
4	Payment obligations from leases and leasing agreements	23.1	18.0
5	Payment obligations for equalisation levy for sealing in accordance with the zoning resolution	2.6	6.0
<b>Total</b>		<b>899.1</b>	<b>827.2</b>

There is an obligation pursuant to the (supplementary) planning stipulation decision to initiate **noise protection measures (Item 1)** and/or make compensation payments. These obligations will amount to as much as EUR 436.0 million by the time of the operational startup.

The awarded **investment/consulting contracts (Item 2)** essentially concern measures for BER, including the terminal, underground construction, planning, technical infrastructure as well as for expansion projects.

**Invoices for measures subject to capitalisation** which had been received at FBB by the balance sheet key date, but **which are still under review (Item 3)**, amount to EUR 86.2 million. The amount which would actually be reasonable for the claims submitted by the contractors with respect to these invoices has not been finally clarified.



The obligations pursuant to the leases and leasing agreements (Item 4) end in the period between 2017 and 2027 and primarily relate to hereditary tenancy, office buildings, IT equipment, motor vehicles and office furniture.

### Derivative financial instruments

The interest for the long-term external financing represents a major component of the payment obligations of FBB.

The Company therefore secured its position in the event of an increase in interest rates and the resulting rise in financing costs by concluding interest rate swaps in December 2006. Each of these agreements has been concluded to hedge future cash flows. The risk that is to be secured is the change in value of the interest payments for the long-term external financing resulting from changes in the 3-month Euribor interest rates. The objective of the interest hedge transactions is to establish a fixed interest rate for a part of the expected interest payments (3-month Euribor) and thus to secure the viability of the planning.

The BER long-term financing with variable interest rates consisting of the EIB loan agreements as well as the syndicated financing, both signed in 2009, serve as the underlying transaction for the hedging in the period of time from 2016 to 2026.

The EIB loan agreements have a term until 2034 respectively 2035. The syndicated financing has a term until June 2019.

This resulted in excess security for twelve interest periods from June 2019.

It is however to be seen as sufficiently probable that the syndicated financing following the regular term would be extended at conditions that are consistent with regard to payment dates and interest rate. Based on this assumption there is an anticipative underlying transaction for the share of the excess security.

Risks from cash flow fluctuations in the amounts shown above are therefore excluded for future interest payments of the stated underlying transactions. In this period of time it is expected that the contrary changes in value from the underlying and hedging transaction will be balanced out in full. The interest swaps and the loans to finance the construction of the BER create a micro-valuation unit in accordance with HGB. They are disclosed in the balance sheet in accordance with the net hedge presentation method. Changes in the value of the interest rate swaps are accordingly not disclosed in the balance sheet if they are balanced out by changes in value in the underlying transaction. The formation of a provision for impending losses would be required if there is a possibility of unrealised loss. The fair values per 31 December 2016 amount with a nominal value of about EUR 1.0 billion to EUR - 256.2 million. The market values of the swaps were determined by application of the discounted cash flow measurement. The future interest payments were discounted by the interest structure curve of 30 December 2016.

The cash value of these payments represents the value of the swaps. The five swaps are amortising payer interest rate swaps.

The prospective effectiveness of the hedging relationship is determined based on the Critical-Term-Match-Method. The Critical-Term-Match-Method assumes full effectiveness so that according to IDS RS HFA 35 margin note 59 a retrospective effectiveness test can be waived. As full effectiveness is to be assumed no provision for impending losses is to be formed for the fiscal year 2016.

Section 314, no. 15a HGB requires disclosure in the notes of the amount of risk secured by the valuation units. Owing to the formation of the valuation unit, the swaps have a negative market value of EUR - 256.2 million that is not to be taken into consideration.

### Explanatory Comments on the Consolidated Income Statement

Transition of values of the previous year pursuant to the Accounting Law Implementation Act (BilRUG)

TEUR	2015 before BilRuG	Transition	2015 after BilRuG
Sales revenues	326,222	1,951	328,173
Other own work capitalized	20,760		20,760
Other operating income	34,107	– 2,714	31,393
	381,089	– 763	380,326
Cost of materials			
a) Costs of raw and auxiliary materials and operating supplies and of purchased merchandise	7,178		7,178
b) Cost of purchased services	63,504		63,504
	70,682	0	70,682
Personnel expenses			
a) Wages and salaries	97,867		97,867
b) Social security contributions and expenses for retirement pensions and other benefits	24,115		24,115
	121,982	0	121,982
Depreciations on intangible of the fixed assets and tangible assets	100,996		100,996
Other operating expenses	119,932		119,932
Other interest and similar income	608		608
Interest and similar expenses	102,465		102,465
<b>Results of the ordinary business operations</b>	<b>– 134,360</b>		<b>–</b>
Taxes on income and on earnings	0		0
<b>Earnings after tax</b>	<b>–</b>	<b>– 763</b>	<b>– 135,123</b>
Other taxes	– 3,305	763	– 2,542
<b>Consolidated loss for the year</b>	<b>– 137,665</b>	<b>0</b>	<b>– 137,665</b>
Results shares attributable to other shareholders	– 64		– 64
<b>Consolidated profit/loss for the year</b>	<b>– 137,601</b>	<b>0</b>	<b>– 137,601</b>
Accumulated deficit carried forward from previous year	– 592,241		– 592,241
<b>Accumulated deficit</b>	<b>– 729,842</b>	<b>0</b>	<b>– 729,842</b>

## Sales revenues

Sales revenues	2016		2015		2015 after BilRuG	
	TEUR	%	TEUR	%	TEUR	%
Operations (Aviation)	268,104	72.1	234,406	71.9	234,406	71.4
Commercial (Non-Aviation)	59,718	16.1	51,567	15.8	51,567	15.7
Commercial (Leasing)	31,728	8.5	31,102	9.5	30,542	9.3
Sales revenues construction services	566	0.1	555	0.2	555	0.2
Sales revenues services	5,490	1.5	3,555	1.1	5,601	1.7
Miscellaneous	6,329	1.7	5,037	1.5	5,502	1.7
<b>Total</b>	<b>371,935</b>	<b>100.0</b>	<b>326,222</b>	<b>100.0</b>	<b>328,173</b>	<b>100.0</b>

Due to the application of the Accounting Law Implementation Act (BilRUG) for the first time in the annual financial statements 2016 and the thus resulting disclosure of the sales revenues the sales revenues disclosed in the financial statements of the previous year 2015 are no longer comparable with the sales revenues in the annual financial statements 2016 with regard to their content-related composition. By applying Section 277 (1) HGB in the version of the BilRUG the sales revenues would have amounted to TEUR 328,173 in 2015.

## Other operating income

The other operating income in the amount of TEUR 31,338 (prev. yr. TEUR 34,107) essentially includes income from the reversal of provisions (TEUR 11,998; prev. yr. TEUR 8,023).

By applying Section 277 (1) HGB in the version of the BilRUG the other operating income would have amounted to TEUR 31,393 in 2015.

Income not relating to the period in the amount of TEUR 25,443 (prev. yr. TEUR 24,510) was incurred in the reporting year. This essentially includes income from the reversal of provisions (TEUR 11,998; prev. yr. TEUR 8,023) and income in the amount of TEUR 10,308 from receivables for contractual penalties due from construction service providers, which was value adjusted 100% in the fiscal year. Moreover, the income not relating to the period includes repayments of VBL for the years 2014 and 2015 in the amount of TEUR 2,450 (prev. yr. TEUR 2,463).



**Other operating expenses**

The expenses not relating to the period in the amount of TEUR 14,582 (prev. yr. TEUR 2,600) primarily contain expenses of TEUR 10,308 for the value adjustment of the receivables from contractual penalties.

**Interest from interest accrual and discounting of provisions**

Expenses relating to interest accrual on provisions and liabilities in the amount of TEUR 773 (prev. yr. TEUR 1,885) were incurred in the reporting year. Income from the discounting of provisions in the amount of TEUR 0 (prev. yr. TEUR 123) was disclosed in the reporting year.

**Other disclosures****Related parties**

Existing business relationships with related parties are agreed subject to terms and conditions customary on the market. Institutions which perform official duties at the airports and other public institutions are charged rents at cost price as stipulated by law.

**Explanatory Comments on the Cash Flow Statement**

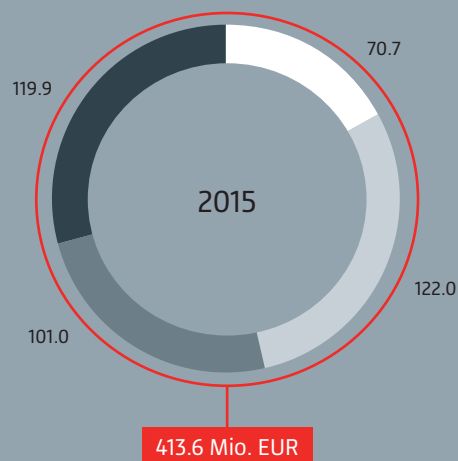
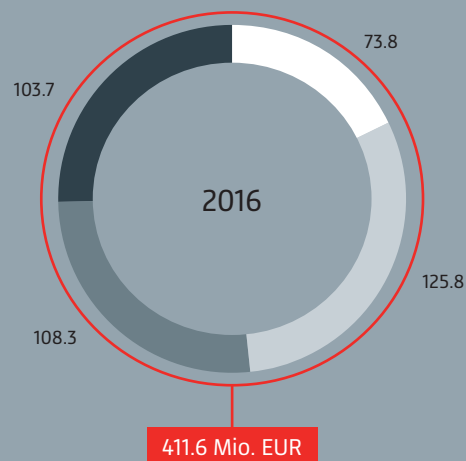
The cash flow statement was prepared in accordance with the principles of DRS 21. The cash and cash equivalents are comprised of liquid funds (TEUR 110,218; prev. yr. TEUR 158,094).

**Auditor's fees**

These fees cover the services of all of the companies and are broken down as shown below:

	2016 TEUR	2015 TEUR
Auditing services	187	126
Tax consultancy services	0	91
Other services	0	18
<b>Total</b>	<b>187</b>	<b>235</b>

# Expenses (in EUR million)



■ Cost of materials   ■ Personnel expenses   ■ Write-offs and depreciation   ■ Other operating expenditures

## **Supervisory Board**

### **Representatives of the State of Berlin**

**Michael Müller** – until 6 March 2017

Governing Mayor of Berlin; Chairman of the Supervisory Board

**Michael Zehden** – until 15 February 2016

Managing Director; B.H.S. – Berlin Hotelmanagement und Service GmbH; Berlin

**Frank Henkel** – until 31 December 2016

Senator, retired; Senate Department for the Interior and Sports; Berlin

**Prof. Dr.-Ing. Engelbert Lütke Daldrup** – until 6 March 2017

State Secretary/airport coordinator; Senate Department for Urban Development and Environment; Berlin

**Dr. Klaus Lederer** – 7 February 2017 until 6 March 2017

Senator; Senate Department for Culture and Europe; Berlin

**Dr. Dirk Behrendt** – 7 February 2017 until 6 March 2017

Senator; Senate Department for Justice, Consumer Protection and Anti-Discrimination; Berlin

**Dr. Margaretha Sudhof** – since 17 March 2017

State Secretary; Senate Department of Finances; Berlin

**Gerry Woop** – since 17 March 2017

State Secretary; Senate Department for Culture and Europe

**Prof. Dr.-Ing. Norbert Preuß** – since 17 March 2017

Managing Director; CBRE PREUSS VALTEQ GmbH Berlin

### **Representatives of the State of Brandenburg**

**Rainer Bretschneider**

State Secretary; State Chancellery of the State of Brandenburg; Potsdam  
Chairman of the Supervisory Board since 17 March 2017

**Dr. Wolfgang Krüger**

Leading Managing Director; Chamber of Industry and Commerce; Cottbus

**Daniela Trochowski**

State Secretary; Ministry of Finances of the State of Brandenburg; Potsdam



**Gabriela Pantring** – until 31 December 2016;

Member of the Management Board; Investment Bank of the State of Brandenburg; Potsdam

**Kerstin Jöntgen** – since 7 February 2017

Member of the Management Board; Investment Bank of the State of Brandenburg; Potsdam

#### **Representatives of the Federal Republic of Germany**

**Rainer Bomba**

State Secretary; Federal Ministry of Transport and Digital Infrastructure

**Werner Gatzert**

State Secretary; Federal Ministry for Finances

#### **Employee Representatives on the Board**

**Holger Rößler**

ver.di – Vereinte Dienstleistungsgewerkschaft; Berlin

**Claudia Heinrich**

Flughafen Berlin Brandenburg GmbH; Schönefeld Airport; Berlin

**Sven Munsonius**

Berliner Flughafen-Gesellschaft mbH; Tegel Airport; Berlin

**Peter Lindner**

Berliner Flughafen-Gesellschaft mbH; Tegel Airport; Berlin

**Gerhard Voß**

Berliner Flughafen-Gesellschaft mbH; Tegel Airport; Berlin

**Olaf Christoph** – since 7 February 2017

Flughafen Berlin Brandenburg GmbH; Schönefeld Airport; Berlin

**Ralph Struck** – since 7 February 2017

Flughafen Berlin Brandenburg GmbH; Schönefeld Airport; Berlin

**Verena Schumann** – since 7 February 2017

Berliner Flughafen-Gesellschaft mbH; Tegel Airport; Berlin

**Enrico Rümker** – since 7 February 2017

ver.di – Vereinte Dienstleistungsgewerkschaft; Berlin

**Jens Gröger** – since 7 February 2017

ver.di – Vereinte Dienstleistungsgewerkschaft; Berlin

**Total compensation paid to the Supervisory Board**

The reimbursements for attendance fees paid to the Supervisory Board members amounted to TEUR 24.8 (prev. yr. TEUR 28.3).

**Management**

**Prof. Dr.-Ing. Engelbert Lütke Daldrup**

CEO since 7 March 2017

**Dr. Karsten Mühlenfeld**

CEO until 6 March 2017

**Heike Fölster**

CFO

**Dr. Manfred Bobke-von Camen**

CHRO since 17 March 2017

**Total remuneration paid to management**

TEUR	Basic remuneration	Performance-related remuneration	Employer's contributions to social insurance	Miscellaneous remuneration	Total
Dr. Karsten Mühlenfeld	400	48	11	50	<b>509</b>
Heike Fölster	263	47	11	35	<b>356</b>
<b>Total</b>	<b>663</b>	<b>95</b>	<b>22</b>	<b>85</b>	<b>865</b>

**Total remuneration to former members of management**

Pension payments to former members of management amounted to TEUR 535 (prev. yr. TEUR 521). Provisions for pensions to former members of management and their surviving dependents have been formed in full and amount to TEUR 5,537 (prev. yr. TEUR 5,613) per 31 December 2016.

In addition, remuneration was paid to former members of management in the amount of TEUR 87.

## Employees

Average number of employees during the fiscal year:

	2016	2015
Employees (white collar)	1,845	1,786
Vocational trainees	77	76
<b>Total</b>	<b>1,922</b>	<b>1,862</b>

## Group circumstances

Consolidated financial statements for the largest group of the companies is prepared by FBB. The disclosure is made in the Bundesanzeiger [Federal Law Gazette].

## Exemption from the disclosure pursuant to Section 264 (3) HGB

Berliner Flughafen-Gesellschaft mit beschränkter Haftung, Berlin, and FBB Airport Assekuranz Vermittlungsgesellschaft mbH, Schönefeld, exercise the provision for exemption with regard to the disclosure of the annual financial statements pursuant to Section 264 (3) HGB.

## Supplementary Report

The building activities at the BER passenger terminal could not be completed, as planned, in January 2017. Conversion measures were essentially not realised on the sprinkler system as well as the completion and startup of the doors in time. The assessment of the stated facts with regard to the balance sheet was taken into consideration with the preparation of the annual financial statements as of 31 December 2016.

Schönefeld, 31 March 2017

Prof. Dr.-Ing. Engelbert Lütke Daldrup   Heike Fölster   Dr. Manfred Bobke-von Camen



# Flughafen Berlin Brandenburg GmbH, Group

## Analysis of Fixed Assets Movement 2016

FBB Group		Acquisition and manufacturing costs				
		01.01.2016 EUR	Additions EUR	Disposals EUR	Transfers EUR	31.12.2016 EUR
<b>I. Intangible assets</b>						
1.	Purchased concessions, industrial property rights and similar rights and values and licences to such rights and values	176,295,679.16	116,920,244.87	2,445,032.79	1,687,823.55	292,458,714.79
2.	Payments on account	376,217.50	673,738.17	60.00	– 352,757.34	697,138.33
		176,671,896.66	117,593,983.04	2,445,092.79	1,335,066.21	293,155,853.12
<b>II. Tangible assets</b>						
1.	Land and buildings, including buildings on third-party land	1,915,992,368.05	22,140,152.13	10,155,195.24	– 11,690,429.40	1,916,286,895.54
2.	Technical equipment, plant and machinery	656,835,296.23	5,915,451.98	1,514,040.94	34,891,645.29	696,128,352.56
3.	Fixtures, fittings and equipment incl. low-value assets	139,719,314.75	10,399,866.78	2,595,782.91	– 3,820,823.49	143,702,575.13
4.	Payments on account and assets under construction	2,116,422,738.87	282,868,850.17	14,076,363.59	– 20,715,458.61	2,364,499,766.84
		4,828,969,717.90	321,324,321.06	28,341,382.68	– 1,335,066.21	5,120,617,590.07
<b>III. Financial assets</b>						
2.	Participations	51,200.00	0.00	0.00	0.00	51,200.00
		51,200.00	0.00	0.00	0.00	51,200.00
		5,005,692,814.56	438,918,304.10	30,786,475.47	0.00	5,413,824,643.19

	Accumulated depreciation					Book values	
	01.01.2016 EUR	Additions EUR	Disposals EUR	Transfers EUR	31.12.2016 EUR	31.12.2016 EUR	01.01.2016 EUR
	26,137,113.99	3,057,656.51	2,424,316.57	593,748.64	27,364,202.57	265,094,512.22	150,158,565.17
	0.00	0.00	0.00	0.00	0.00	697,138.33	376,217.50
	26,137,113.99	3,057,656.51	2,424,316.57	593,748.64	27,364,202.57	265,791,650.55	150,534,782.67
	683,827,392.25	53,776,136.88	7,459,585.24	– 3,831,731.63	726,312,212.26	1,189,974,683.28	1,232,164,975.80
	260,056,653.08	37,054,590.60	692,731.07	7,376,980.67	303,795,493.28	392,332,859.28	396,778,643.15
	101,278,835.19	14,420,366.98	2,538,948.08	– 4,138,997.68	109,021,256.41	34,681,318.72	38,440,479.56
	6,100,919.82	0.00	0.00	0.00	6,100,919.82	2,358,398,847.02	2,110,321,819.05
	1,051,263,800.34	105,251,094.46	10,691,264.39	– 593,748.64	1,145,229,881.77	3,975,387,708.30	3,777,705,917.56
	0.00	0.00	0.00	0.00	0.00	51,200.00	51,200.00
	0.00	0.00	0.00	0.00	0.00	51,200.00	51,200.00
	1,077,400,914.33	108,308,750.97	13,115,580.96	0.00	1,172,594,084.34	4,241,230,558.85	3,928,291,900.23

## Flughafen Berlin Brandenburg GmbH, Group

### Analysis of Fixed Assets Movement 2016

thereof BER	Acquisition and manufacturing costs				
	01.01.2016 EUR	Additions EUR	Disposals EUR	Transfers EUR	31.12.2016 EUR
<b>I. Intangible assets</b>					
1. Purchased concessions, industrial property rights and similar rights and values and licences in such rights and values	157,278,712.05	115,556,715.59	120,131.78	1,413,710.93	274,129,006.79
2. Payments on account	135,302.49	68,054.32	60.00	– 111,842.33	91,454.48
	<b>157,414,014.54</b>	<b>115,624,769.91</b>	<b>120,191.78</b>	<b>1,301,868.60</b>	<b>274,220,461.27</b>
<b>II. Tangible assets</b>					
1. Land and buildings, including buildings on third-party land	1,285,061,052.97	10,876,034.71	6,233,323.43	– 12,327,275.67	1,277,376,488.58
2. Technical equipment, plant and machinery	527,483,913.38	4,498,929.56	970,604.45	34,832,038.52	565,844,277.01
3. Fixtures, fittings and equipment incl. low-value assets	49,441,236.23	2,880,638.16	287,365.28	– 4,292,880.39	47,741,628.72
4. Payments on account and assets under construction	2,113,483,993.37	267,668,901.77	14,061,673.15	– 19,513,751.06	2,347,577,470.93
	<b>3,975,470,195.95</b>	<b>285,924,504.20</b>	<b>21,552,966.31</b>	<b>– 1,301,868.60</b>	<b>4,238,539,865.24</b>
	<b>4,132,884,210.49</b>	<b>401,549,274.11</b>	<b>21,673,158.09</b>	<b>0.00</b>	<b>4,512,760,326.51</b>



	Accumulated depreciation					Book values	
	01.01.2016 EUR	Additions EUR	Disposals EUR	Transfers EUR	31.12.2016 EUR	31.12.2016 EUR	01.01.2016 EUR
	9,464,762.72	2,172,216.02	106,857.25	593,748.64	12,123,870.13	262,005,136.66	147,813,949.33
	0.00	0.00	0.00	0.00	0.00	91,454.48	135,302.49
	9,464,762.72	2,172,216.02	106,857.25	593,748.64	12,123,870.13	262,096,591.14	147,949,251.82
	186,498,293.85	47,252,226.43	3,900,526.49	– 3,831,731.63	226,018,262.16	1,051,358,226.42	1,098,562,759.12
	135,408,569.68	36,169,681.94	229,950.69	7,376,980.67	178,725,281.60	387,118,995.41	392,075,343.70
	24,414,609.29	10,213,930.21	264,758.24	– 4,138,997.68	30,224,783.58	17,516,845.14	25,026,626.94
	6,006,922.03	0.00	0.00	0.00	6,006,922.03	2,341,570,548.90	2,107,477,071.34
	352,328,394.85	93,635,838.58	4,395,235.42	– 593,748.64	440,975,249.37	3,797,564,615.87	3,623,141,801.10
	361,793,157.57	95,808,054.60	4,502,092.67	0.00	453,099,119.50	4,059,661,207.01	3,771,091,052.92

# Flughafen Berlin Brandenburg GmbH (FBB), Schönefeld Consolidated Management Report for the Fiscal Year from 1 January to 31 December 2016



# 01

## The FBB Corporate Group

In 2016 it was possible to handle almost 33 million passengers at Berlin-Schönefeld (SXF) and Berlin-Tegel (TXL) Airports for the first time. The new record is above all a result of the growth (+ 36.7%) at Schönefeld Airport. In Schönefeld the capacity was adjusted to the passenger numbers by an investment programme. Among others the Terminal B was expanded and the new arrival terminal D 2 was erected and opened. The investment programme at Tegel Airport was continued.

The increased passenger numbers contributed to increased sales revenues in the segment of Operations as well as Commercial. The operating results are positive with EUR 109.0 million.

With regard to the planning and construction of Berlin Brandenburg Airport (BER) in October 2016 the 5th addendum was approved by the Department of Building. FBB was subsequently able to submit the updated 6th addendum in November 2016, which was approved on 27 January 2017. In August 2016 the European Commission gave the green light for the financing package of FBB for the completion of BER Airport and the medium-term expansion of the capital city airport.

## A Organisation and Business Activities

### A.1 Organisation

Schönefeld and Tegel Airports provide the aviation infrastructure for the capital region Berlin-Brandenburg.

Shareholders of FBB are the State of Berlin (37% of the original capital contribution), the State of Brandenburg (37%) and the Federal Republic of Germany (26%).

Dr. Karsten Mühlenfeld was CEO until March 2017. Prof. Dr. Engelbert Lütke Daldrup has held this position since the beginning of March 2017. Ms Heike Fölster has been CFO since May 2013. Since the middle of March 2017 Dr. Manfred Bobke-von Camen has been appointed a further Managing Director and Director of Labour.

### A.2 Business Activities

FBB actively works in the business segments of Operations and Commercial.

In the Commercial business segment FBB actively operates in the letting of gastronomy, retail trade and advertising areas and the provision of parking spaces.

In order to create the necessary capacities for the future the new airport Berlin Brandenburg Willy Brandt (BER) is currently being developed at the Schönefeld location. The total air traffic of the German capital city region is to be concentrated in the south east of Berlin.



### A.3 Corporate Governance

Good corporate governance is strongly emphasised at FBB. Corporate governance stands for transparent management and control of the company in awareness of responsibility and oriented to the long-term creation of added value; which is guaranteed and consistently further developed at FBB by the organisational and functional anchoring of compliance management, risk management, internal control systems and internal auditing. A standardised reporting system has been implemented with regard to compliance management. FBB employees are instructed in the observance of compliance guidelines by means of training and information material. The Supervisory Board and the CEO receive regular reports.

The key standards are the rules and recommendations for action contained in the "Corporate Governance Code for the Participation of the State of Brandenburg in Companies Under Private Law". The Board of Management and the Supervisory Board at FBB have prepared a corporate governance report which can be viewed on the Company's website at [www.berlin-airport.de](http://www.berlin-airport.de). One special component of the report is the declaration that the rules and regulations contained in the Code have been observed and will be observed in the future as well.

## B. Projects and Future Business Segments

### B.1 Overview of the BER project

In 2016 the focus of the BER project was placed on the final creation of documents that are verifiable by the building authority as well as the conclusion of the two still outstanding building permit procedures. For this purpose the 5th addendum to the building permit were created and submitted for all conversions of the smoke extraction and the overall ability for approval as well as the 6th addendum for all other pre-requisites under building law for the acceptance of the principally already built terminal. The 5th addendum was approved in October 2016, the 6th addendum in January 2017.

The conversion of the smoke extraction in the passenger terminal was almost completed. In the buildings parts Main Pier North and Main Pier South of the passenger terminal the majority of the pre-requisites were created for the technical startup. The pavilions could also be completed. The building activities in the passenger terminal, which are relevant for the technical startup, should

be completed by the summer of 2017.

Parallel to the structural completion work was started with regard to the technical startup.

The operational and personnel planning for the startup and the standard operation of the BER has been completed.

The overall progress in planning and construction and the remedy of defects in the passenger terminal is shown below:

	Per 31.12.2016	Per 01.01.2016
Status of planning and construction	80 %	56 %
Remedy of fire protection defects	91 %	64 %
Processing of findings (defects and remaining services)	88 %	67 %
Technical startup	15 %	1 %
Operative startup	48 %	21 %

## B.2 Expansion of activities: services and participations

One important objective of FBB management is to strengthen permanently the earning power of the Company as well as the traditional airline business. The expansion of these so-called non-aviation activities is in line with a long-term development in the German airport landscape. While non-aviation activities contributed only a fraction of the total earnings of airport companies two or three decades ago, their share today is as high as 60%. Since 2015 FBB controls these business activities in the Commercial business segment. In the past, the sales activities of leasing and marketing of properties and the various services were distributed among various divisions so that the added-value chain at FBB could not be viewed from a holistic perspective.

A further step in the development of new business segments was the establishment of FBB Airport Assekuranz Vermittlungsgesellschaft mbH as a wholly-owned subsidiary of FBB at the end of 2014. FBB Airport Assekuranz Vermittlungsgesellschaft mbH took over responsibility for the brokerage and management of all of the Company's own insurance needs for the Berlin airports in 2015. As of the beginning of 2016, it will also assume responsibility for the brokerage of insurance policies in the airport and aviation segment (third-party business); from 1 July 2016, it will handle all of the construction site policies.



# 02

## Business Report

### A Development of the Aviation Industry

The growth in passengers at the German airports was on average around 3.3% in 2016 and therefore less than the growth in 2015 (+3.8%).

With regard to air traffic development the year 2016 was also characterised by various terror attacks as well as plane crashes. The travel behaviour in Germany was influenced by the fear of terrorist attacks as well as by the uncertainty of political developments in various south European and north African countries.

With 2.8% the domestic passenger air traffic grew less than average, European travel with 4.6% on the other hand more than average. The intercontinental traffic continued to fall, which recorded a fall of 0.2% (source: ADV Traffic Statistics 2016). However, a general trend cannot be derived from this as the large hubs recorded a different development. In Frankfurt the passenger volumes fell in 2016 (– 0.4%), in Munich on the other hand a higher volume (+3.1%) was recorded. In general, however, the growth in 2016 was mainly driven by the Low-Cost traffic and were demonstrated in very high growth rates at airports substantially driven by low-cost-traffic such as Cologne/Bonn and Schönefeld. In total 4,588,367 tons of air freight was moved by the German airport in the fiscal year. This therefore increased by 3.4%. Both the number of unloading (+3.6% to 2,173,579 tons) as well as the loading movements (+3.1% to 2,414,797 tons) increased in 2016

### B. Commercial Development in 2016

#### B.1 Aviation management/Traffic development

In the fiscal year 2016 a total of 32,906,881 passengers were handled at Schönefeld and Tegel Airports. The passenger volumes thus increased by 11.4% compared to the previous year. On a German-wide comparison this therefore repeatedly led to more than average growth. With regard to the movements Berlin is in total the strongest growing airport system in Germany (+8.2% to 282,062 movements). The average capacity utilisation was with 76.5% 0.8% less than the level of the previous year.



The location has further cemented and expanded its position as the third-largest airport site in Germany. Owing to the expansion of various airlines, seen over the year, it was possible to expand the offer in the flight schedule to a total of 194 destinations in 56 countries. 80 Airlines flew to the airports in Berlin.

#### Traffic development in detail

Traffic volume	2016	2015
<b>Tegel</b>		
Commercial aircraft movements	181,541	179,831
Passengers (thousands)	21,254	21,005
<b>Schönefeld</b>		
Commercial aircraft movements	89,585	69,123
Passengers (thousands)	11,653	8,526
<b>Total</b>		
Commercial aircraft movements	271,126	248,954
Passengers (thousands)	32,907	29,531

Due to the stationing of five aircraft of Ryanair in October 2015 and a further four aircraft in September 2016 the passenger volume at **Schönefeld** Airport grew compared to the previous year by 36.7% to 11,652,922. In addition, easyJet stationed an eleventh aircraft in Schönefeld. The volume of Ryanair increased by 194.3% to 4.1 million passengers, that of easyJet by 5.3% to 4.6 million passengers. Due to the engagement the connection of Berlin, and in particular of Schönefeld, improved to further European destinations (Bordeaux, Marseille, Newcastle and Toulouse by easyJet as well as Timosioara, Nis, Podgorica, Santander, Sevilla, Rzeszow and Belfast by Ryanair).

As a new Low-Cost-Airline it was possible to welcome Wizzair in Schönefeld in March 2016. Over the course of the year it began connections to Tuzla, Cluj-Napoca and Skopje.

At **Tegel** Airport the passenger volume remained almost constant and grew by 1.2% to 21,253,959 passengers. The number of movements increased accordingly only by 0.6% to 185,500.

New airlines or destinations, which could be welcomed in Berlin Tegel, are among others flybe to Cardiff and Doncaster/Sheffield, British Airways to London City, Blue Air to Turin and Sprint Air to Olsztyn and Radom.

In winter 2016 airberlin stationed a further long-haul aircraft of the type A330-200 at Tegel Airport and thus began its connections to Miami and Punta Cana again.

When routes within Germany are compared, Munich continues to be the most used route within Germany from Berlin, flown by almost 2.0 million passengers in 2016 (+2.9%). With a growth of 28.3% Cologne is the top growth route when routes within Germany are comparison with a growth of around 412,000 passengers compared to 2015. The top route to destinations outside of Germany is London, as in the past year, flown by about 2.1 million passengers (+8.1%), followed by Paris with 1.2 million passengers (-0.6%) and Zurich with 1.0 million passengers (+3.3%). London thus had a higher passenger volume than Munich for the first time in 2016 and is therefore the most travelled route from Berlin. In European traffic the number of passengers grew with the destination of Barcelona the highest and with 197,307 passengers features a growth of 39.3%.

In the long-haul sector the passenger volume grew by a total of 6.5% whereby in particular the routes to Abu Dhabi, Doha and New York were able to increase. Owing to the partially discontinued connection to Miami a fall was in particular recorded for this destination.

The share of connecting passengers remained almost constant in the past year and was 6.3% compared to 6.4% in 2015.

### **Air freight volume**

Around 88,600 tons of air freight were transshipped through the freight systems of the Berlin Airports in 2016 (+ 2%), whereby for around 50% Asia was the source/destination and for around 25% North America.

The freight loaded into the aircraft was with around 7,000 tons 9% higher than the previous year (average in Germany according to ADV: 3.4%). An additional 4,600 tons were flown to Stuttgart as overnight airmail on behalf of Deutsche Post World Net AG, and about 37,000 tons transported via lorry, but as air freight, by airlines and forwarding agents were processed through the air freight facilities in Berlin.

## **B.2 Commercial-Management**

In the Commercial business segment, the year 2016 developed very positively once again. Further rising passenger numbers as well as measure to increase

revenues had positive implications on the results of operations in all segments compared to the previous year and it was possible to increase the sales revenues for the Non-Aviation business from EUR 51.6 million to EUR 59.7 million. In particular in the parking and gastronomy segments the level of income increased substantially compared to the previous year.

### **Tegel Airport**

The retail and gastronomy offers for passengers at Tegel Airport was also further optimised in 2016. Whereas the segment Duty Free/Duty Paid as well as the Tax-Refund business in Tegel fell slightly compared to the previous year, above all the gastronomy contributed to the positive development of income. In the segment of parking it was possible to substantially increase the level of income. Decisive for this were the price increases which were carried out both in the segment of public as well as in the segment of employee parking. The results of operations in the airport advertising segment continued to remain stable. It was possible to achieve the level of the previous year here.

### **Schönefeld Airport**

Numerous measures were implemented at Schönefeld Airport in order to take the rising demand into account and to improve the attractiveness of the offers for passengers. In particular the landside gastronomy offers were expanded substantially. Important retail trade and service offers were realised for the passengers in the new arrival terminal. In the particular gastronomy made a decisive contribution to the positive development of income in Schönefeld. In addition, thanks to market-oriented price adjustments as well as the startup of the multi-storey car park P3 at the BER due to demand it was possible to achieve a substantial increase with the parking revenues. In the segment of airport advertising it was also possible to exceed the planned income level. The optimisation of the advertising portfolio as well as increased marketing activities form the basis for this development.

## **B.3 Real estate**

FBB is the owner of plots of land with a total area of about 1,890 hectares. About 77% of this area is required for the airport infrastructure needed directly for operations. At the moment, about 184 hectares of the remaining areas in the immediate proximity of the airport are available for property development including marketing. The areas feature very different location qualities and development conditions, thus commercial areas have been developed to a various extent and are capable of marketing. With the development of these properties FBB pursues the aim of an attractive, demanding business location with regard to urban development for the settlement of companies with and without an



affinity to the airport. The focus here is placed on the realisation of income by target-oriented utilisation concepts suitable for the location.

### **Airport City**

The most important district of the new BER Airport with regard to urban development is the Airport City, which is located directly in front of the terminal. The centrally located Willy-Brandt-Platz forms the corepiece, along which buildings with up to six storeys can be realised on variable construction fields. In addition to the already completed buildings, such as for example the hotel, multi-storey car parks or office buildings, a further hotel will be erected over the course of the startup of the BER.

### **Business Park Berlin**

The entire development activities in the Business Park Berlin are being carried out

in three construction phases and is

financially supported using funds provided under the joint agreement "Improvement of Regional Economic Structures" (GRW). Before the opening of the BER already it was possible to market around 52 of the total 109 hectares. The realisation of the third development phase is carried out depending on the demand situation and the companies settling at the location.

### **Maintenance Area**

The maintenance companies operating at BER Airport as well as service facilities of FBB are housed in the district of the Maintenance Area. Hangars, which are used by Air Berlin/Germania and Lufthansa Technology, were therefore realised at this location already. The realisation of further hangars and the expansion of the apron areas by 2018/2019 are planned within the scope of the further expansion.

### **Subsequent utilisation of the legacy Schönefeld Airport (SXF)**

The future development of demand of air traffic that can be seen today already substantially exceeds the currently available capacity of the landside and airside infrastructure of the initially partly expanded commercial airport BER. According to the current traffic forecasts the passenger numbers will grow to around 40 million by 2023/2024 and therefore exceed the assumptions for this time, upon which the zoning resolution, is based by more than 10 million passengers. In order to take this demand into account the terminal systems in SXF are to be

strengthened in a first step (expansion programme SXF) to the extent that the traffic volume that is in demand at the location of more than 10 million passengers can be safely processed per annum. These measures are carried out under the aspect that from 2023 the handling of all passengers will take place in the midfield at the BER. The further operation of the location SXF ("Double-Roof-Concept") is insofar exclusively to be seen as an interim solution. With the startup of the BER the so-called Double-Roof-Concept will temporarily come into force. In order to be able to implement the movement management concept that is necessary for this purpose, adjustments are necessary to the taxiways which lead to the runway north. These measures are limited to the duration of the Double-Roof-Concept, until the end of 2023.

Tegel Airport will be closed when BER is opened. This reason is behind the efforts of the Federal Republic of Germany to move the German government's diplomatic services and the flight service of the Federal Ministry of Defence from Tegel to flight areas and buildings at the existing Schönefeld Airport at the same time as far as possible. The main construction measure for the future government airport will be realised in Schönefeld in the surrounding area of Ramp 2. A heritable building right contract was already concluded in this respect. Owing to the continued operation of the existing Schönefeld Airport until 2023 the Terminal A cannot be made available to the federal government as an interim passenger terminal. For this reason an alternative interim location was sought for setting up the protocol service of the federal government. FBB will realise a terminal building on Ramp 1, in line with the requirements of the federal government that will be made available to the federal government for a temporary use.

#### **Subsequent utilisation of the legacy Tegel Airport**

After the startup of the BER Tegel Airport is to be kept in a condition ready for operation for a maximum of a further six months still in order to guarantee the air traffic connection of the city of Berlin if required and to be able to fulfil the tasks of the protocol service of the federal government and the special air mission wing of the Federal Ministry of Defence. The movable objects will be removed and the property as well as the building structures will be placed in a cleared condition. The property will then be returned to its owners, the German government and the State of Berlin. Appropriate contractual agreements have been concluded with the owners regarding utilisation until the closure of Tegel Airport and the subsequent return of the properties.

#### B.4 Overall statement concerning the closed fiscal year

The net loss for the year of EUR 148.1 million forecast for the fiscal year was substantially exceeded with annual results in 2016 of EUR – 101.5 million. The improvements in operating results were essentially due to the operating results of BFG that were EUR 21.5 million higher as well as with EUR 10.0 million due to unscheduled income from the reversal of provisions. Moreover, financial results which improved by EUR 6.5 million had an effect.

## C. Commercial Development

#### C.1 Results of operations

FBB Group reported a consolidated deficit for the year of EUR 101.5 million for 2016 (prev. yr. EUR 137.7 million). Major factors affecting the consolidated results in fiscal year 2016 are explained below.

Sales revenues

Sales revenues (in EUR million)	2016	2015
Operations (Aviation)	268.1	234.4
Commercial (Non Aviation)	59.7	51.6
Commercial (Leasing)	31.7	31.1
Construction services	0.6	0.5
Services	5.5	3.6
Miscellaneous	6.3	5.0
<b>Total</b>	<b>371.9</b>	<b>326.2</b>

The rise in traffic volume had a positive effect on Aviation sales revenues in 2016, causing them to rise by 14.4%. Sales revenues from the Non-Aviation division rose by 15.7% from EUR 51.6 million to EUR 59.7 million, largely a consequence of higher income from commercial fees on restaurants and parking. There was a rise in sales revenues of 1.9% compared to the previous year in the leasing segment.

### Income

Own work capitalised results essentially from activities related to the construction of BER (EUR 21.1 million; prev. yr. EUR 20.8 million). Other operating income fell slightly compared to the previous year from EUR 34.1m to EUR 31.3m.

### Expenses

Ongoing expenses for the FBB Group (EUR 411.6 million) were approximately at the level of the previous year (EUR 413.6 million).

Expenses in EUR million	2016	2015
Cost of materials	73.8	70.7
Personnel expenses	125.8	122.0
Write-offs and depreciation	108.3	101.0
Other operating expenses	103.7	119.9
<b>Total</b>	<b>411.6</b>	<b>413.6</b>

Specifically, the cost of materials increased by EUR 3.1 million, the personnel expenses by EUR 3.8 million, the depreciations by EUR 7.3 million. On the other hand, the other operating expenses decreased by EUR 16.2 million. The increase in the cost of materials by 4.4% to EUR 73.8 million is primarily a consequence of higher expenses for purchased services (EUR + 1.3 million).

Personnel expenses rose from EUR 122.0 million to EUR 125.8 million, mainly because of the increase in the number of employees as well as the collective wage agreement increases in 2016.

Other operating expenses fell by 13.5% compared to the previous year from EUR 119.9 million to EUR 103.7 million. This fall is essentially a result of a decreased transfer to risk provisions in connection with the postponement of the startup of BER (EUR – 29.0 million). On the other hand, higher expenses were incurred for the formation of individual value adjustments (EUR + 10.2 million) as well as the increase in the provisions for dismantling costs of Tegel Airport (EUR + 3.8 million).

The depreciations rose from EUR 101.0 million to EUR 108.3 million.

This corresponds with an increase of 7.2%.

### Financial performance indicators

The financial performance indicators below depict the commercial development of FBB Group. Income and expenses have been adjusted by non-operating positions.



Financial performance indicators in EUR million	2016	2015
EBIT (excluding non-operating result, financial result and taxes)	0.7	– 15.8
EBITDA (EBIT excluding depreciation)	109.0	85.2
Net result for the year	– 101.5	– 137.7

In addition to the operating result (EUR + 0.7 million), the net loss for the year includes the financial result (EUR - 108.8 million), non-operating income (EUR 12.5 million; prev. yr. EUR 21.8 million) and non-operating expenditures (EUR 4.0 million; prev. yr. EUR 41.8 million) as well as tax on income (EUR 1.9 million; prev. yr. EUR 0 million).

Presented in the non-operating result (EUR + 8.5 million; prev. yr. EUR – 20.0 million) are among others expenses and income relating to the following positions: Income from the reversal of provisions, expenses not relating to the period and risk provisions owing to the postponement of the startup of the BER.

The following performance indicators for fiscal year 2016 result for FBB and its wholly-owned subsidiaries and holding companies from the unconsolidated individual financial statements:

Financial performance indicators in EUR million	FBB	BFG	FAA	FEW	Dalandis
EBIT (excluding non- operating result, financial result and taxes)	– 123,8	115,8	0,4	– 1,6	10,5
EBITDA (EBIT excluding depreciation)	– 45,0	118,8	0,4	18,6	17,0
Net result for the year	– 100,7	118,8	0,4	– 3,1	– 0,0

Information about the companies including in the consolidation can be found in the details contained in Section D of the consolidated management report.

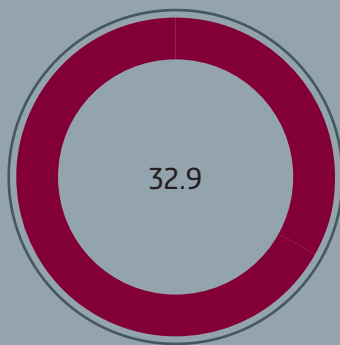
# Key Data

2016

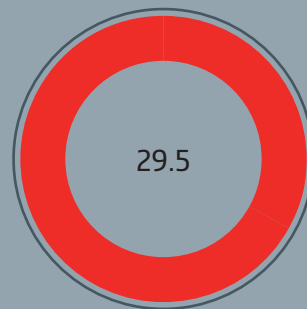
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2015

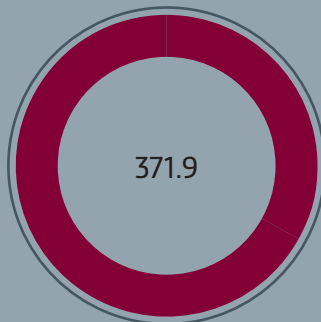
Passengers (million)



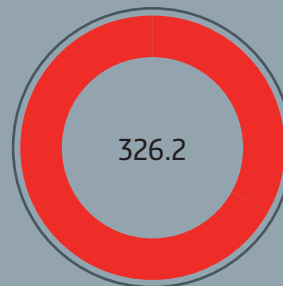
+ 11.5 %



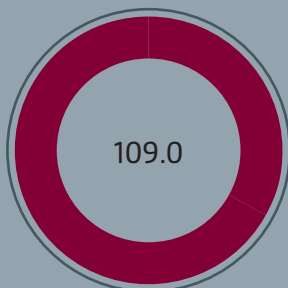
Sales revenues (EUR million)



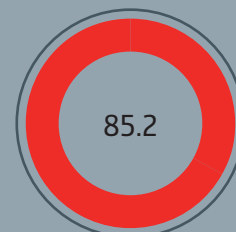
+ 14.0 %



EBITDA (EUR million)



+ 27.9 %



**C.2 Net assets**

The net assets compared to the previous year are shown below:

	31.12.2016		31.12.2015		Change	
	Mio. EUR	%	Mio. EUR	%	Mio. EUR	%
<b>Assets</b>						
Fixed Assets	4,241.2	95.2	3,928.3	93.9	312.9	8.0
Inventories	1.7	0.0	1.7	0.0	0	0.0
Short-term receivables and other assets	60.1	1.3	43.2	1.1	16.9	39.1
Long-term receivables	0.0	0.0	10.0	0.2	– 10.0	– 100.0
Land Business Park Berlin	28.9	0.7	28.8	0.7	0.1	0.2
Cash	110.2	2.5	158.1	3.8	– 47.9	– 30.3
Other assets	10.9	0.3	12.1	0.3	– 1.2	– 10.0
	<b>4,453.0</b>	<b>100.0</b>	<b>4,182.2</b>	<b>100.0</b>	<b>270.8</b>	<b>6.5</b>
<b>Capital</b>						
Shareholders' equity	1,051.0	23.6	1,152.5	27.6	– 101.5	– 8.8
Special items	90.0	2.0	93.3	2.2	– 3.3	– 3.5
Long-term liabilities	3,090.3	69.4	2,708.1	64.7	382.2	14.1
Short-term liabilities	221.7	5.0	228.3	5.5	– 6.6	– 2.9
	<b>4,453.0</b>	<b>100.0</b>	<b>4,182.2</b>	<b>100.0</b>	<b>270.8</b>	<b>6.5</b>

The increase in fixed assets results primarily from the additions for the realisation of BER (EUR 401.5 million). They are contrasted by disposals of fixed assets (EUR 17.7 million) and write-offs (EUR 108.3 million).

The land in Business Park Berlin is shown under current assets, just as in the past. This measurement assumed future development and exploitation as a commercial area. Book value in fiscal year 2016 now amounts to EUR 28.9 million.

Among other items, the long-term liabilities include loans and overdrafts (EUR 2.3 billion), loans from shareholders (EUR 530.4 million), payments received on account for ground rent and grants for investments (EUR 54.1 million) and provisions for partial retirement and pension commitments, including TransFair BER (EUR 13.9 million).

Short-term liabilities essentially include trade liabilities (EUR 39.5 million) and provisions, especially for outstanding invoices received (EUR 14.2 million). Total provisions of EUR 51.3 million (previous year EUR 59.8 million) have been formed to cover risks resulting from the postponement of the operational startup.

The Company's equity ratio amounts to:

	2016	2015
Equity ratio in % (equity / total capital x 100)	23.6	27.6

### C.3. Investments

The total investment volume of EUR 438.9 million was EUR 10.6 million higher than the value of the previous year (EUR 428.3 million). The largest part by far of the investment activities was related to Berlin Brandenburg Airport (BER). The essential measures of the fiscal year related to:

- The partial project building construction of EUR 212.4 million, thereof EUR 208.5 million for the passenger terminal and EUR 2.9 million for the pavilions.
- The project noise protection BER EUR 114.6 million.
- The partial project primary measures EUR 43.4 million, mostly project management and builder services and security services.

### C.4 Financial position

#### C.4.1 Financial management

##### Shareholder funds at FBB

In view of the postponement of the opening of BER in 2012 and the related additional construction costs, the FBB shareholders, in consultation with the EU Commission, decided in the same year still to make additional shareholder funds of EUR 1.2 billion available as a means of securing the liquidity of the Company. EUR 300 million were made available here as subordinate shareholder loans, of which the outstanding EUR 167.8 million were deposited in the fiscal year 2016 still.

In 2015 it was additionally decided to make funds available in the amount of EUR 1,107 million through subordinate shareholder loans, of which EUR 228.0 million were deposited in 2016. The EU Commission confirmed on 3 August 2016 with regard to the new funds that these do not constitute state aid.

In total, EUR 395.8 million were therefore deposited from loan promises of the shareholders in the fiscal year 2016.

##### BER long-term financing

There is long-term financing for an original amount totalling EUR 2.4 billion. The long-term financing comprises the syndicated financing from 2009 for originally EUR 1.4 billion as well as the financing through the European Investment Bank



(EIB) for originally EUR 1.0 billion. As scheduled, repayment of the utilised loans in the amount of EUR 88.0 million has been made since 2014. As of the end of 2016 the liabilities from the long-term financing amounted to about EUR 2.3 billion.

A new syndicated financing was concluded in July 2016 for up to EUR 2.5 billion with a term of 10 years. With up to EUR 1.4 billion the financing serves to replace the existing syndicated financing (refinancing on 14 February 2017), EUR 1.1 billion are available for the expansion programme BER and the capital service.

#### Leasing financing

There is a leasing financing agreement for an original amount of EUR 240 million (unpaid balance EUR 210.0 million) concluded by Flughafen Berlin Brandenburg GmbH as the lessee to secure the financing of the construction and operational startup of nine buildings in the BER environs. Three car parks in Airport City, a car park close to the terminal on the south side of the Main Pier, a hire car centre, three buildings for ground traffic service providers and a building for security service providers have been built. The lessors are nine limited partnerships from the German Savings Bank Finance Group.

FBB is a limited partner in every one of the limited partnerships. The release for utilisation has been issued for all nine buildings. The complete utilisation of the finished buildings by tenants and concessionaires has been delayed because of the postponement of the operational startup of BER.

#### C.4.2 Cash flow statement

The cash flow statement below shows the cash situation and financial development:

Cash flow statement	2016 Mio. EUR	2015 Mio. EUR	Change Mio. EUR
Cash flow from current business activities	109.9	63.7	+ 46.2
Cash flow from investment activities	– 421.6	– 417.4	– 4.2
Cash flow from financing activities	263.8	495.4	– 231.6
<b>Change in cash and cash equivalents effective for payments</b>	<b>– 47.9</b>	<b>141.6</b>	<b>– 189.5</b>
Cash and cash equivalents at the beginning of the period	158.1	16.5	+ 141.6
Cash and cash equivalents at the end of the period	110.2	158.1	– 47.9

### C.4.3 Liquidity

From the cash flow of the operating activity sufficient cash and cash equivalents were available in the fiscal year 2016 in order to ensure the liquidity of the Company in the business operations. Operative cash inflows also resulted in particular from the liquidity overhang of BFG owing to the positive business development in 2016. Cash outflows from investment activities primarily results from the BER building project as well as the necessary noise protection measures.

Promised, however not utilised credit lines existed as of the key date as follows:

in EUR million	Total	Utilisation	Available
Working capital lines			
Commerzbank AG	30.0	0.8	29.2
UniCredit Bank	10.0	0.4	9.6
Shareholder loans	1,107.0	227.9	879.1
Syndicated financing (new)	2,487.0	0.0	2,438.1 <sup>*)</sup>

<sup>\*)</sup> Loan amount less deduction amount owing to maximum amount guarantee (EUR 44.0 million) as well as redemptions made under the syndicated financing (old) of EUR 4.9 million (cf. Section II. C.4.)

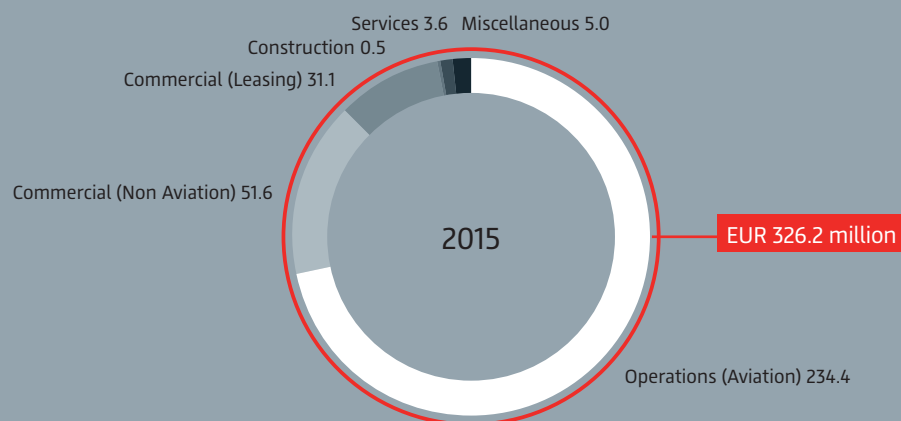
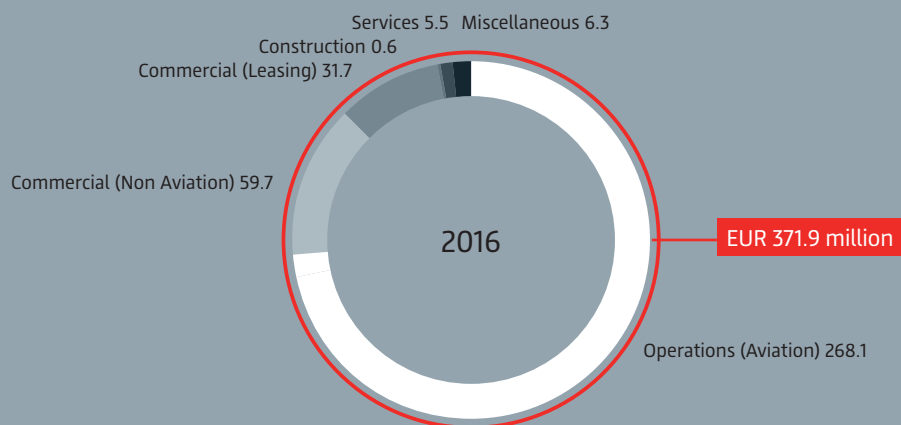
The management assumes that based on the presented financing framework sufficient liquid funds will also be available with a startup of the BER after the middle of 2018. In line with this estimate the execution of the regular business operations will not be jeopardised by liquidity bottlenecks.

## D. Group Companies

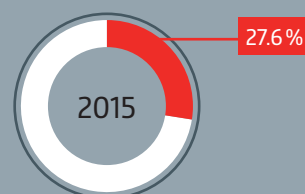
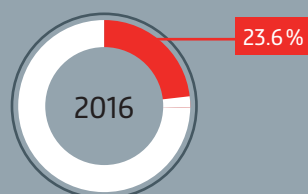
### D.1 Berliner Flughafen-Gesellschaft mit beschränkter Haftung

Flughafen Berlin Brandenburg GmbH is the sole shareholder of the Berliner Flughafen-Gesellschaft mit beschränkter Haftung (BFG). BFG operates Tegel Airport, which will cease operations no later than six months after operational startup of BER. During the fiscal year, BFG realised a profit for the year of EUR 118.8 million.

# Sales revenues (in EUR million)



# Equity Ratio in %



## **D.2 Flughafen Energie & Wasser GmbH**

FBB holds 100% of the share capital of Flughafen Energie & Wasser GmbH (FEW). Tegel and Schönefeld Airports have transferred their activities related to the supply of energy to FEW.

FEW concluded fiscal year 2016 with a net loss for the year of EUR 3.1 million.

## **D.3 FBB Airport Assekuranz Vermittlungsgesellschaft mbH**

The subject of the company is the brokerage and management of insurance policies of all types, including reinsurance of Flughafen Berlin Brandenburg GmbH. Beginning in 2016, FBB Airport Assekuranz Vermittlungsgesellschaft mbH (FAA) also took over the third-party business with a close connection to the airports (e.g. insurance cover for the third-party firms at the airport such as ground traffic service providers) and claims adjustment for BER. During the reporting period, FAA realised a profit for the year of EUR 0.4 million.

## **D.4 Dalandi Grundstücksverwaltungsgesellschaften mbH & Co. Objekt KG**

Flughafen Berlin Brandenburg GmbH has been a limited partner in nine limited partnerships since 2010; they act as lessors of the nine buildings to be constructed, five in Airport City and four in the nearby Area South.

FBB is the sole limited partner in each of the nine limited partnerships (holding 94% of the equity of the limited partnerships, EUR 4,700.00 in capital contribution and 10% of the voting rights). Sole general partner in all nine cases is Dalandi Grundstücksverwaltungsgesellschaft mbH (6% of the equity of the limited partnerships; EUR 300.00 capital contribution; 90% of the voting rights). The limited partnerships show startup losses typical of leasing endeavours which will, according to plan, be recovered in the future with the realised earnings.

Flughafen Berlin Brandenburg GmbH has granted heritable building rights to the land on the BER premises to the limited partnerships for a term of 60 years. FBB, acting as general contractor on behalf of the limited partnerships, constructed buildings on the land with the heritable building rights and will lease the completed buildings from the limited partnerships for 25 years.



#### **D.5 Berlin Tourismus & Kongress GmbH**

Flughafen Berlin Brandenburg GmbH holds 10% of the share capital of Berlin Tourismus & Kongress GmbH (TEUR 51.2 capital contribution). The purpose of the company is worldwide advertising for the tourist attractions in Berlin, the promotion of tourism, business travel, events, trade fairs, conventions and congresses and the provision of information to tourists in the Berlin region. The company operates the service and retail businesses related to this purpose.

### **E. Non-financial Performance Indicators**

#### **E.1 Passenger volume**

Despite the high capacity utilisation of the infrastructure the air traffic in Berlin is handled punctually and safely. Compared to the major German airports both locations achieve comparable results with regard to punctuality.

The operation at the TXL site is stable and safe despite the high capacity utilisation, the airport is however operated at the service limit, above all during time. This fact results in a high burden for the infrastructure on the landside and in the terminals as well as the aprons. New areas have been expanded behind the transfer baggage hall in order to stabilise the apron processes. The punctuality at Tegel Airport on the whole 79.6% in the fiscal year 2016.

The traffic is continuing to grow at the SXF site. Compared to the previous year an additional 3.1 million passengers were handled until the end of the year.

Above all the security check lines were used to a very high extent in the pre-Christmas period. The strengthening of Terminal B and the new construction of Terminal D arrival have been completed. The punctuality at Schönefeld Airport on the whole 77.5% in the closed fiscal year.

The average of punctuality at German airports was 80.2% in 2016.

#### **E.2 Personnel**

The total number of employees increased by 2% to 1,877 (status 31 December 2016) in the FBB Group. In addition, 85 vocational trainees and students in dual study programmes were employed per the closing date. With regard to the stipulations for the relevant number of employees applicable pursuant to the German Works Constitution Act there was a workforce of 2,020 as of the key date of the financial statements. The FBB Group has insofar reached a number of employees, which requires a Supervisory Board with equal co-determination. The constituent meeting of the Supervisory Board with an equal number of members took place on 7 February 2017.

With more than 5,500 applications FBB continues to be attractive as an employer.

The focus of the personnel development in the fiscal year was placed on the teaching leadership tools as well as the drawing up of a startup strategy relating to the specialist sectors. Moreover, the activities of the Change Management were reinforced. The Company health management supports these measures by submitting health offers.

### **E.3. Environmental protection**

The Company is aware of its responsibility to the environment and the interests of its neighbours. FBB has developed environmental guidelines which apply throughout the entire group. In recent years, FBB has already invested substantial amounts in noise protection, measures to maintain air cleanliness, operational environmental protection and expanding the provision of information to the environs. FBB will continue these efforts in the coming years. FBB maintains annual statistics on the consumption of resources. These environmental indicators make a major contribution to determining and exploiting possible potential for savings in the Company. The data, developments and targets related to the environment and energy are published annually in the environmental report.

### **E.4 Noise protection programme BER**

By the end of 2016 the available noise protection applications had been processed to a large extent. FBB had thus by 31 December processed 18,323 of the available 20,502 applications for noise protection measures (around 89%). Of the remaining 2,179 applications a large part could not be processed yet, e.g. because owners could not be contacted by FBB or requested a later processing of their application. For the majority of the applications the owners were promised that the costs of the necessary noise protection measures will be taken over (12,083), for a further 5,575 applications FBB promised payment of compensation.

The compensation will be paid if the costs of the necessary noise protection measures amount to more than 30% of the market value of the land and building with rooms that are to be protected (noise protection-related market value). In the region that is to be protected during the day this relates to approximately half of the properties, in the region that is to be protected during the night on the other hand none.

The noise protection measures will be implemented by the owners.



# 03

## Risks and Opportunities

### A Risk Management

A comprehensive risk management system has been implemented at FBB and its subsidiaries. The Company's Central Risk Management Office is responsible for the general control of risks. The risk officers in the various divisions regularly carry out contributory work. They assess identified risks and prepare and track the appropriate control and monitoring measures. Any new serious risks must be reported immediately as part of an ad hoc report independently of the regular reports.

### B. Major Risks

Risks that were reported in fiscal year 2016 and could have a major impact on business activities or the results of FBB are explained in the following.

#### B.1 Overall economic risks

Fluctuations in economic conditions can have a major influence on the commercial development of air traffic and subsequently on FBB. Moreover, there is a possible risk of bankruptcy of individual airline customers because of the intense competition in the airline industry despite the positive economic situation at the present (the official forecast for growth of the German economy in 2017 is 1.6%). Owing to the strength of current demand at the Berlin location, however, possible revenue losses can be compensated by other airlines in the middle term. In addition, the uncertainty of the political situation and the growing number of terrorist attacks in many countries could have a negative impact on air traffic.

Based on the forecasts for 2017, FBB expects continuation of the positive traffic development and is therefore assuming steady growth of its divisions Operations and Commercial.

## **B.2 The noise protection programme**

FBB also continuously recorded and documented the risks for the noise protection programme BER in 2016. The essential risks include the increase in the number of households that are entitled to a claim within the protection and compensation regions as well as changed stipulations for the entitlement of rooms to a claim. As further progress was also made with the processing of the noise protection applications in 2016 and, in the meantime, around 90% of the available applications have been processed, changed stipulations for the entitlement of rooms to a claim would lead to a new processing of numerous applications. The number of households entitled to a claim may increase against the background of increased new construction activities in the claim region.

## **B.3 Disputed regulations of the previous schedule of charges / Risk from a new schedule of charges**

Two suits filed against the Senate Administration for Urban Development of Berlin concerning the approval of the Schedule of Charges 2015 for Tegel Airport were dismissed by the Higher Administrative Court (OVG) Berlin-Brandenburg in 2016. In one proceedings an appeal was lodged against the decision at the BVerwG [Federal Administrative Court]. BFG is a joined party in these proceedings. Two other airlines have filed suit against the approval of the Schedule of Charges 2015 by the Ministry for Infrastructure and Agriculture of the State of Brandenburg for Schönefeld Airport. FBB is a joined party in the proceedings. The same plaintiffs have also filed actions against the approval of the schedule of charges 2016 against the Senate Administration for Urban Development and the Ministry for Infrastructure and Urban Development. These proceedings are suspended until the decision of the BVerwG. There are significant doubts regarding the admissibility of all suits. Should the courts consider the airlines' suits to be admissible and express an opinion regarding the legality of the approval by the state aviation authorities, the effect on the civil-law effectiveness of the schedule of charges will have to be re-assessed.



#### **B.4 Closure of Tegel Airport after operational startup of BER**

Planning provides for the closure of Tegel Airport after completion of construction and operational startup of Berlin Brandenburg Airport. The obligation to assume the costs incurred upon the closing of the airport for the clean-up of the buildings and the soil as well as restoration work cannot be finally determined until after the return and the related examination of the property. After the return of the property and the subsequent appraisal concerning the existence of substances harmful to human health, there are risks that BFG will be obligated to remove possible pollution in buildings (substances harmful to health such as asbestos etc.) as well as to assume the costs for removal of possible pollution of the soil.

Due consideration of this risk has been taken through the creation of provisions and the recognition of write-offs.

#### **B.5 Damage compensation claims arising from postponement of operational startup of BER**

FBB has received letters of claim from service providers, tenants, airlines and other companies requesting damages/regress payments as a consequence of the postponement of the operational startup of Berlin Brandenburg Airport originally set for 3 June 2012. The majority of the letters have initially done no more than assert the grounds for the claims;

very few of the claim letters include concrete figures or they contain at most estimates. As a consequence, it is not possible at this time to make any definitive statements regarding the total amount of the claims asserted by the various claimants. As of the end of 2016, ten suits related to damage compensation claims arising from the postponement of the operational startup were pending. Notification of two more suits has been received from lawyers.

FBB assumes furthermore that a part of the claims will be clarified in the course of litigation because there are legal issues that will require clarification. Discernible risks have been given due consideration in the annual financial statements by the formation of provisions.

#### **B.6 Progress of the BER project**

From the middle of 2015 there were delays in the planning and construction progress, which required an update to the framework schedule. The initially planned opening of the BER in the 2nd half of 2017 cannot be realised, among

others owing to the determined technical defects to sprinkler and door control systems. A startup is now aimed at over the course of 2018. Risks concerning dates still exist, in particular with regard to the time progress of the residual constructions services that are necessary under building law as well as the acceptance processes. With the approval of the 5th and 6th addendum to the building permit of the passenger terminal the planning, construction and date risks were reduced substantially as therefore the contractually agreed scope of construction work was specified and the capability of acceptance of the BER was increased.

## **B.7 Financing and financial instruments**

Owing to the postponement of the operational startup 2013, an increased need for financing in the amount of EUR 2.2 billion was identified for additional construction costs, necessary expansion measures and the capital service. Various financing variants for coverage of this need for financing were reviewed in consultation with the FBB shareholders. The decision was made to finance half of the financing requirements with funds from shareholders and by taking out additional external capital loans. The funds from the shareholders will be made available in the form of subordinate loans in the amount of EUR 1,107 billion with a term of 20 years. The taking out of external capital is carried out within the scope of a new syndicated financing for up to EUR 2.5 billion and a term of 10 years, which in addition to the EUR 1.1 billion includes a tranche in the amount of up to EUR 1.4 billion for the refinancing of the existing syndicated financing, which was carried out in February 2017.

It is collateralised in the full amount, as the previous BER long-term financing, by guarantees of the three shareholders of FBB. The new syndicated financing would be concluded at substantially more optimum conditions compared to the syndicated financing from 2009. As a stipulation of a specific startup date for the BER is currently not yet finally possible, there are possibilities for termination for the financing contracts within the scope of the long-term financing. The management is currently negotiating with the relevant banks and assumes that owing to the favourable capital market environment, the long-standing business relationships with the existing financing partners and the provided collateral there is a high probability that the contracts will not be terminated. In this context and owing to the structure of the shareholders, the existing shareholder loans and the purpose of the Company (operation of airports) the management considers the going concern to be secured.

**B.8 Full use of utility grids**

Owing to the postponement of the operational startup of BER, there is a risk that the utility grids operated by FEW in Schönefeld will not be utilised to their full capacity, which will mean that costs cannot be charged onward in full. Furthermore, there is a risk that the calculated basic price will be too high because the equipment is not being utilised adequately and will not be paid by third-party customers.

**B.9 Deconcentration pursuant to Sections 6 et seqq. EnWG [German Energy Management Act]**

The EnWG obligates vertically integrated utility Company to deconcentrate electric power and gas grids pursuant to Sections 6 et seqq. EnWG. The electric power grids at the airport locations Berlin Tegel and Berlin Schönefeld have been operated in the form of closed distributor grids by FEW as an independent grid operator since 1 January 2014. The supervisory authority for grid operation in this case is the responsible regulatory authority BNetzA.

**B.10 General risks**

General risks which have not been described in detail are recorded in the FBB Group's risk management system and are under constant observation.

**B.11 Appraisal of overall risk**

The risk management system at FBB Group did not reveal any threats to the Company's existence for fiscal year 2016, whether from isolated risks or from aggregate risks, nor are any risks to the Company's existence discernible for 2017.

**C. Major Opportunities**

A balanced relationship between opportunities and risks that actively manages risks while simultaneously seizing upon opportunities with the market potential to heighten the Company's earning power continues to be at the focus of FBB's activities.

**C.1 Revenue increases resulting from rising numbers of passengers**

Viewed over the long term, the trend toward further stable development in global aviation continues.

FBB is confident as it looks ahead to 2017 and assumes that it will be possible to

increase revenues again because of the continued rise in passenger numbers at the Berlin airports; there is also a chance that revenue will increase in excess of the values proposed in the budget. This increase in revenues can be achieved e.g. by the stationing of more aircraft by certain airlines, optimisations in the flight schedule, in the utilisation of aircraft capacities and airport slots and the update of the classifications of aircraft into noise classes as of 1 January 2017. A major driver in the development of future increases in passenger volume will be the expansion of capacity realised by planned expansion of the infrastructure at the existing Schönefeld Airport and at BER.

## **C.2 Additional Commercial revenues**

The digitalisation of the distribution represents a major pillar for the further development of the commercial business. Besides the initiation of strategic projects first products and services will be marketed digitally at the airports in the upcoming year. The return of customers from Eastern Europe with a high level of purchasing power or further intercontinental connections, in particular to Asia can supply further potentials for revenue.

## **C.3 Fiscal opportunities**

With regard to the fiscal opportunities FBB was able to secure the current low interest rate level in February 2017 in the long-term within the scope of a fixed-interest tranche under the new syndicated financing.

## **C.4 Optimised organisational structure and processes**

The new organisational structure of FBB offers the opportunity to design procedures and processes more efficiently so that cost advantages can be exploited that airport operations as well as construction activities can be optimised.

## **C.5 General opportunities**

With regard to regulatory measures, there is a chance that among others the German government's new air traffic concept and the adjustment of air traffic control charges as well as aviation security charges will have positive effects on the aviation industry.





## 04

Declaration regarding the  
Company management

No resolution was passed in order to stipulate a women's quota for the **Supervisory Board** of FBB, of BFG as well as for the **management** of the stated companies.

In compliance with the law for the equal participation of men and women in **management positions** in the private sector and in the civil service the target figures stated below were stipulated for FBB for executives.

Share of women in Supervisory Bodies and management positions in %

	FBB		BFG	
	Target figure 2016	Per 31.12.2016	Target figure 2016	Per 31.12.2016
Supervisory Board	–	20	–	0
Management	–	50	–	50
Executives				
Management circle 1	17	14	*)	*)
Management circle 2	8	8	*)	*)

\*) BFG does not have any executives

The shortfall in the stipulated women's share in the management circle 1 is a result of the re-dedication of a position from the management circle 2 into the management circle 1 with an unchanged number of women.

The following target figures for the women's share of management position were stipulated for the fiscal year 2017:

	Target figures 2017	
	FBB	BFG
Supervisory Board	–	–
Management	–	–
Executives		
Management circle 1	17	*)
Management circle 2	8	*)

\*) BFG does not have any executives

For FEW, the FAA as well as the Dalandi companies respectively one managing director has been appointed. The positions are not filled with women as of the key date of the financial statements. There is no Supervisory Board for the stated companies.

# → 05 Outlook

## A. Development of Commercial Operation

### A.1 Aviation management/Traffic development

The focus for 2017 is placed for the airports in Berlin-Brandenburg on the expansion of the long-haul connections from Berlin-Tegel. In addition to seven destinations such as Toronto by Air Canada Rouge, San Francisco and Los Angeles by airberlin, Delta Air Lines will begin its connection to New York JFK in the summer again. A growth with the transfer traffic is expected over the course of the expansion of the transfer connections within Europe by airberlin.

It will no longer be possible to realise the very high growth rates of the past few years at Schönefeld Airport to this extent in future. It is moreover to be assumed that there will be a consolidation on various routes.

These developments lead to the fact that frequencies or flights at both locations will be reduced or discontinued.

The transfer of the tourist routes of Tuifly, airberlin into a new holiday airline could lead to a consolidation of tourist routes at Tegel Airport.

Nevertheless, a growth in passengers of around 2% is also expected for 2017. In line with the forecasts of visitBerlin the German capital city continues to be attractive for guests from all over the world so that the number of visitors will continue to increase and therefore the passenger volume at the airports will also rise. In addition, the attractiveness of the additional destinations which can be reached will lead to an increase in the passenger numbers with regard to passengers from the region.

### A.2 Commercial-Management

The creation of additional areas, in particular at the existing Schönefeld Airport will be one of the outstanding tasks for the future. The aim is in particular to further expand gastronomy offers as well as to improve the quality of time spent on the airside and therefore to achieve an improvement in customer satisfaction. In addition the aim is to continue to pursue the path that was taken so far of the marketoriented price adjustments in the field of parking. The creation

of further parking space capacities also represents a possibility for increasing the commercial revenues.

### **A.3 Real estate property management**

In the long term, there is substantial potential for urban and commercial development inherent in the development areas at BER which could be mined to the benefit of FBB as well as of the states of Berlin and Brandenburg. These potentials are to be examined within the scope of the strategic master planning. The aim is to draw up a future-oriented concept by the autumn of 2017 that is capable of updating for the spatial development of the airport area and is suitable for the needs and capacities.

In addition a positive property management market demand is expected with the opening of the BER, which will settle further investors at the BER Airport site and in the airport environs.

## **B. Commercial Development**

In the last few years the capital city region has shown a more than average positive participation in the increase in passenger volumes in Germany. For the airports in Berlin this was an essential revenue driver, which above all benefited from the continuing growth with the Low-Cost-Airlines with their Point-to-Point traffic.

A continued increase in passenger volumes in Germany is expected for the next few years. Analogue to this the airports in Berlin are expecting continuing growth in the medium-term. This applies despite the indicated intensive competition among the airlines, which may result in a market consolidation.

An increase by about 1.6% in comparison with 2016 to 33.46 million passengers is planned for the Berlin Airports in 2016, focusing especially on the legacy Schönefeld Airport. In order to cope with the growth in traffic in Schönefeld the expansion of the infrastructure there will be continued, the use of which is envisaged until 2023. It is at the same time expected that the already very high



capacity utilisation of the existing Tegel Airport will continue to have an effect to inhibit growth. An increase in the aircraft movements (commercial) by 1% to around 279,100 is expected for 2017.

The sales revenues planned for 2017 will rise by around 10% due to the expected increase in the traffic volume as well as by remuneration adjustment. The expected increase in the traffic volume and remuneration adjustments will contribute to this increase. Growth in the commercial business and higher revenues from property sales, which promote a settlement of trade near Schönefeld Airport, have also been taken into consideration.

The intensive preparation and implementation of the expansion programme at the existing Schönefeld Airport as well as at the BER will lead to an extraordinary and partly temporary increase in work. This relates above all to the cost of materials, which will primarily increase due to the maintenance volumes. The temporary increase in the workforce that was started in 2016 will have an effect throughout the whole of 2017. In addition, collective wage agreement and contribution increases will also lead to an increase in the personnel expenses. The progressive completion of the BER will lead to an increase in the depreciations due to a step-by-step business transfer of plants, which will however only have a pro rata effect in 2017.

As a result and by taking the increased interest expenditure owing to the increasing provisions with external capital into consideration a consolidated deficit of EUR -120 million is planned for 2017.

## C. The New Berlin Brandenburg Airport

### C.1 Completion of construction

It is aimed to complete the construction work in the passenger terminal in a number of stages until the summer of 2017. First the Main Pier North, then the Main Pier South and finally the central part of the passenger terminal will be completed. The technical startup of the equipment and systems installed in BER has started parallel to the completion of construction. The startup status of all systems that are necessary under building law is 35% at the end of March 2017 the operational systems are at 18%. The technical startup will be followed by the acceptance of the passenger terminal required under building law and the trial operation of procedures at BER.

### C.2 Creation of additional capacities

In order to take the growing traffic volume into account additional handling capacities are necessary at the Schönefeld site. As a result of the medium-term

requirement planning a parallel continued operation of SXF north and of BER until 2023 was therefore decided in September 2015 already by the Supervisory Board. The implementation of the so-called Double-Roof-Concept requires a multitude of individual construction measures. These include the strengthening of SXF north for a capacity of more than 10 million passengers per annum as well as the construction of new taxiways and aprons. In addition, among others the construction of a further terminal building at the BER, a new multi-storey car park and various operating buildings including associated media infrastructure are part of the programme. The funds which are necessary for this purpose were approved by the Supervisory Board.

Essential steps in the implementation of this expansion programme were carried out in 2016. e.g. the conversion or new construction of the Terminals B and D arrival could therefore be completed at the SXF north site. Planning orders were placed for further projects respectively corresponding work was carried out in preparation for invitations to tender for construction services.

In combination with the expansion programme with continuous optimisations of the handling processes after the startup of the BER the capacity of the airport will be increased to the requirements of 40 million passengers as forecast for 2023. In addition, necessary capacity adjustments after 2023 are currently being defined within the scope of the infrastructure master planning.

## **D. Overall statement concerning the expected development of the company**

In the overall analysis the management sees FBB as well organised for a positive further development. However, the aim is to manage the existing challenges with regard to the completion of BER as well as its start-up in the very near future in order to be able to name a reliable and binding startup date over the course of the fiscal year 2017.

Schönefeld, 31. März 2017

Prof. Dr.-Ing. Engelbert Lütke Daldrup   Heike Fölster   Dr. Manfred Bobke-von Camen



## Auditor's report

We have audited the consolidated financial statements - comprising balance sheet, income statement, cash flow statement, analysis of shareholders' equity movement and notes - and the consolidated management report prepared by Flughafen Berlin Brandenburg GmbH, Schönefeld, for the fiscal year from 1 January to 31 December 2016. According to regulations under German commercial law, the preparation of the consolidated financial statements and the consolidated management report is the responsibility of the legal representatives of the Company. It is our responsibility to form an independent opinion, based on our audit, of those consolidated annual accounts and of the consolidated management report.

We conducted our audit in accordance with Section 317 HGB, taking into consideration the German standards of auditing issued by the Institut der Wirtschaftsprüfer (IDW). These standards require that we plan and perform the audit to obtain reasonable assurance that any errors and irregularities which would materially affect the representation of the assets, liabilities, financial position and profit and loss shown in the consolidated annual accounts with due regard to with generally accepted accounting standards and in the consolidated management report would be recognized. In determining the audit actions, we gave consideration to our knowledge of the business activities and the economic and legal environment of the Group as well

as to our expectations of possible errors. The scope of the audit also includes, primarily on a test basis, an assessment of the effectiveness of the internal controlling system related to the accounting as well as of the evidence for the amounts and disclosures in the consolidated annual accounts and consolidated management report. The audit includes assessing the annual financial statements from the companies included in the consolidated annual accounts, the definition of the companies included in the consolidation, the accounting and consolidation methods used and the significant estimates made by the legal representative as well as evaluating the overall presentation of the consolidated annual accounts and the consolidated management report. We believe that our audit provides an adequately assured basis for our opinion.

Our audit did not reveal any reasons for objection.

In our opinion, based on our findings during the audit, the consolidated annual accounts are in conformity with legal statutes and, with due regard to the generally accepted accounting principles, give a true and fair view of the Company's assets, liabilities, financial position and profit and loss. The consolidated management report is consistent with the consolidated financial statements, complies with the statutory regulations, gives overall a true and fair view of the Group's position and accurately describes the opportunities and risks of future developments.

Berlin, 24 April 2017

Ernst & Young GmbH

Wirtschaftsprüfungsgesellschaft

Seidel, CPA

Pilawa, CPA



## Legal information

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Airport Info +49 30 60911150

Responsible in the sense of the Press Act: Lars Wagner

Tel. +49 30 609170100

Fax: +49 30 609170070

E-mail: [pressestelle@berlin-airport.de](mailto:pressestelle@berlin-airport.de)

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## → Berlin Brandenburg Airport

Area	1,470 hectares
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### Terminal

Gross floor area	360,000 square metres
Roof area	49,000 square metres
Length	220 metres
Width	180 metres
Height	32 metres

### Main Pier

Length	715 metres
Passenger bridges	16

### North Pier

Length	350 metres
Walk boarding positions	12

### South Pier

Length	350 metres
Passenger bridges	9

### Runways

North runway	3,600 metres
South runway	4,000 metres
Lateral separation	1,900 metres

Parking spaces	10,000
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