



# Annual Report 2018

SXF, TXL, BER



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## Foreword



Dear Ladies and Gentlemen,

Flughafen Berlin Brandenburg GmbH looks back at a successful fiscal year with the flight operation in Tegel and Schönefeld. The employees of the Airport Company, the airlines and all partners at the airports have achieved rising traffic numbers with great commitment and given the company good business management results. I would like to thank all parties involved for the good work in the name of the entire Supervisory Board.

In order to be able to offer more passengers better service and more space in future, we need the BER. Above all the increased international connection of the capital city region is not conceivable without the BER. In the meantime we can recognise that the construction and planning processes at the BER have stabilised and the work is progressing. Together with external experts, the TÜV Rheinland and specialists of the Airport Company we have paid detailed attention to the completion of construction and the ensuing opening date. The estimates from December 2017, when we stipulated October 2020 as the commissioning date, prove to be feasible. This is the firm conviction in the Supervisory Board.

Even if the commissioning of the BER is our prime aim, the concern today is also to keep the sights set on the future already. The first conceptual considerations have been submitted with the master planning. With the now impending foundation of a project company we want to bundle and newly build up the necessary building competences in order to be well prepared for the impending future tasks.

Besides the structural and operative tasks for the area in the airport fence it remains our task to be a good neighbour for the surrounding area – this all the more in view of the substantially rising traffic figures after the opening of the BER. The most recent judgements of the courts have created further clarity in questions that are disputed so far. My appeal is still to realise the structural implementation of the noise protection measures as soon as possible. This in

particular applies to a large group of our neighbours, who have received their compensation payment.

To be an effective driving force for the economy and infrastructure of the entire large city region with a good financial result, a reliable partner for citizens and municipalities in the surrounding area, a responsible employer with motivated employees – this is and remains our objective, for which I request your support.

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





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

*Heike Fölster,  
CEO*

*Dr. Manfred Bobke-von Camen  
Director of Human Resources*

## Editorial

Dear Ladies and Gentlemen,

The air traffic location of the capital city region is continuing to develop very dynamically. Therefore, the Airport Company can look back at a successful fiscal year 2018 with substantial growth in the core business. The operative results (EBITDA) of the Berlin airports achieved a new record value in 2018 with EUR 118.7 million. As in previous years, Tegel Airport made a special contribution to this achievement. In the past year more than 22 million passengers started or landed here for the first time. Schönefeld with just under 13 million passengers was also able to look back at a busy year in 2018. Together 34,726,367 passengers flew from the Berlin airports in the reporting year. This is 4.2 per cent more than in the same period of the previous year.

Despite the outdated infrastructure at both airports we continue to pay intensive attention to making the departure and the arrival as pleasant as possible for the passengers. With many smaller measures such as, for example, a new security control line in Tegel or the Self-Service-Check-In in Schönefeld

we were also able to improve the flows in the flight operation this year. Both Berlin airports, thus Schönefeld and Tegel, are regularly among the most punctual German commercial airports. To be able to manage the high traffic volume in this high quality we owe to the great commitment of our employees.

The development of our traffic numbers is based not only on an attractive and modern airline mix with four large airlines and manifold flight destinations, it is also influenced by the prospering capital city region. However, the growth makes one thing particularly clear: We need the BER as a modern large capital city airport. The BER is together with Schönefeld Airport, which will for the time being become as Terminal T5 part of the BER, the answer to the demands of the large city region. With the bundling of the air traffic at one location we will succeed. The building completion is also progressing as scheduled. With the smoke extraction we have made an important step towards the opening with the comple-

tion and TÜV acceptance of the superordinate fire prevention system (ÜSSPS) and were once again able to de-register a critical work. The building progress confirms the stability and quality of the implemented processes.

With the Terminal T2 we were also able to overcome the process difficulties of the initial phase. Parallel to this the commissioning process (ORAT) is running already and the operative preparation on the actual flight operation is further gaining in importance. We are also coming closer and closer to the target here step-by-step. The complete infrastructure together with installed and accepted systems will be checked in the network tests and the employees are practising the necessary processes.







We can also recognise the preparation for the flight operation at the BER at our partners, especially the airlines. The airline allocation has started already and with the distribution of the major airlines at the future capital city airport BER we have already set the most important benchmarks.

The interest of the real estate industry, to have a new city district established all around the airport, is substantial. The continuing good real estate development of the capital city and the surrounding region also have an effect on the airport. The possibilities for the marketing of our areas have

improved even further by the current market situation.

Below the line this means very clearly: The BER will go into operation in October 2020 and with the Terminals T1, T2 and T5 will ensure the flight operation of the capital city region.

The management of the  
Flughafen Berlin Brandenburg GmbH

Prof. Dr.-Ing. Engelbert Lütke Daldrup  
CEO

Heike Fölster  
CFO

Dr. Manfred Bobke-von Camen  
Director of Human Resources





# Air traffic in the capital city region

With 34.7 million passengers in 2018 and passenger growth of 4.2 percent, Berlin is the third-largest airport location in Germany. In the direct traffic Berlin even holds the top position in Germany. In total 203 destinations were flown to directly by 90 airlines. In addition, there will be a new long-haul connection to Philadelphia in June 2019 and Air Canada Rouge will increase its flight offers to Toronto in the summer of 2019.







01



02



01 On 20 June 2018 Scoot, a low-cost carrier of the Singapore Airlines Group, began the long-haul connection from Berlin-Tegel to Singapore. A Boeing 787 Dreamliner is used.

02 An easyJet Airbus A321neo while rolling into the parking position at Schönefeld Airport.  
03 Air France connects the Tegel Airport several times a day with the French capital city Paris.

04 Northern lights and the Icelandic winter landscape at night: In summer this brightly coloured Boeing 757-300 visited Tegel Airport. Icelandair regularly flies from Berlin to Reykjavik.

# Airport location Berlin-Brandenburg

## Almost 35 million passengers from Berlin

At the end of the fiscal year 2018 a total of 34,726,367 passengers were handled by Tegel and Schönefeld Airports. The passenger volume in 2018 grew therefore by 4.2% and was above the German average of 4.0% (ADV).

Schönefeld Airport recorded with 12,725,937 passengers (–1.1%) a slightly lower volume than in the previous year. At the same time the number of flight movements increased to 105,955 (+4.6%). This is primarily due to the temporary stationing of the ADAC rescue helicopter at the Schönefeld location.

With 22,000,430 passengers Tegel was able to handle more than 22 million passengers for the first time (+7.5%). The flight movements grew in 2018 to 187,292 (+7.8%).

Owing to the insolvency of Air Berlin at the end of 2017 the year 2018 began with many uncertainties. Over the course of the year the situation has improved and within Europe it

was possible to close the gap caused by the insolvency of Air Berlin and Niki completely once again. Many routes were taken over and further expanded by Eurowings,

easyJet, Laudamotion and other airlines. The average capacity utilisation of the flights only fell slightly from 79% to 77.8%.

For 2019 a further growth with the passenger numbers is expected. The market will commence the capacities caused by the insolvency of Germania and other tourist airlines very quickly again. In June 2019 American Airlines will begin its long-haul connection from Berlin Tegel to Philadelphia.

202 destinations  
59 countries  
90 airlines



03



04







# Cargo

## in SXF, TXL and at BER

Hainan Airlines has been connecting Berlin with Beijing for ten years. On 5 September 2008 the Chinese airline started from Berlin-Tegel directly to the capital city of the People's Republic for the first time. The connection is currently serviced five times a week. Around 12 tons of air cargo are also loaded per flight. Whereas pharmaceuticals, among other things, but also the traffic light man [Ampelmännchen] go to China as a souvenir from Berlin, electronics and fabrics come from China.



空航南海



TREPEL

11 bar

NOTBEDIENUNG

Im Auftrag der  
WISAG

L019



# Air cargo in Berlin 2018

## Growth by express services

Through the cargo systems of the Berlin airports with 90,500 tons around 1% more air cargo and post were handled in 2018 (aircraft load and truck reloads). The fall in the airside additional cargo in TXL due to the loss of Air Berlin long-haul routes was compensated for by an increased landside volume by truck loading.

Of the total volume 40,088 tons were loaded and unloaded by aircraft, 4,457 tons were flown by night air mail by order of Deutsche Post World Net AG to Stuttgart. Around 46,000 tons were additionally handled by the airlines and freight forwarders as air cargo by truck to the European hubs of the airlines via the air cargo systems in Berlin.

At **Tegel Airport** 27,931 tons of air cargo were handled as additional cargo were loaded into the aircraft as well as 4,436 tons of air mail and around 46,000 tons in the air cargo substitute transport for airlines and freight forwarders mainly by the two cargo handlers Wisag and Swissport Cargo Service last year. The lost Air Berlin-long-haul

routes were compared to new commencements of the Singapore Airlines subsidiary Scoot to Singapore with the Boeing B787 as well as an extension of the flights by Delta Airlines to New York.

In **Schönefeld** around 12,273 tons of air cargo were flown by aircraft.

The growth driver was the express service UPS. Owing to increasing online orders UPS now connects the capital city region with a B737 cargo plane with the European hub in Cologne. FedEx flies every workday from Berlin to its European hub in Paris. TNT Express flies from its European hub in Liege via Berlin e.g. to Danzig in Poland. The German Red Cross operates a relief goods centre at the SXF that is open 24h.

With Kühne + Nagel a further large freight forwarder moved into the BER Cargo Center in September 2018. Since

August 2013 the cargo handling of Schönefeld has been carried out via the Cargo Center at BER. Besides the cargo handler Wisag Cargo Service among others Lufthansa Cargo, DHL and all

necessary authorities such as border veterinary, plant health controls and the customs are on site there. The Cargo Center has a cooling centre for the handling of up to 120 European

pallets in two temperature zones. Around 12,000 square metres of turnover area are available for the cargo turnover through which up to 120,000 tons of cargo can be handled per annum. A direct apron access ensures the short route to the aircraft.

Online trade in the capital city region supports express cargo in SXF

above: Unloading of cargo from a charter aircraft at Schönefeld Airport  
below: Loading of a long-haul aircraft of the Air Canada Rouge





# Total

## Traffic statistics

### Berlin

|                                   | 2018              | Change<br>compared to the<br>previous year given<br>as a percentage % |
|-----------------------------------|-------------------|---|
| A. Total passengers               | 34,726,367        | 4.2 %   |
| <b>I. Local traffic</b>           | <b>34,715,864</b> | <b>4.2 %</b>  |
| 1. Scheduled traffic              | 33,919,467        | 3.4 %   |
| a) Domestic                       | 8,433,796         | 2.2 %   |
| b) Overseas                       | 25,485,671        | 3.8 %   |
| 2. Occasional traffic             | 796,397           | 60.5 %  |
| a) Package holiday air traffic    | 759,616           | 63.8 %  |
| b) Tramp and requirement traffic  | 25,205            | 10.4 %  |
| c) Other traffic                  | 11,576            | 21.9 %  |
| <b>II. Transit</b>                | <b>10,503</b>     | <b>-24.9 %</b>  |
| B. Total aircraft movements       | 293,247           | 6.6 %   |
| <b>I. Commercial traffic</b>      | <b>279,936</b>    | <b>6.4 %</b>  |
| 1. Scheduled traffic              | 260,802           | 4.4 %   |
| a) Passenger traffic              | 258,962           | 4.7 %   |
| b) Cargo traffic                  | 1,840             | -22.6 %   |
| 2. Occasional traffic             | 19,134            | 42.1 %  |
| a) Package holiday air traffic    | 5,184             | 63.9 %  |
| b) Tramp and requirement traffic  | 5,862             | 2.4 %   |
| c) Cargo traffic                  | 588               | > 100.0 %   |
| d) Other traffic                  | 7,500             | 73.7 %  |
| <b>II. Non-commercial traffic</b> | <b>13,311</b>     | <b>12.7 %</b>   |
| C. Total air cargo (kilogrammes)  | 38,941,903        | -19.5 %   |
| <b>I. Total local traffic</b>     | <b>38,941,903</b> | <b>-19.5 %</b>  |
| a) Unloading                      | 16,451,959        | -19.7 %   |
| b) Loading                        | 22,489,944        | -19.3 %   |
| 1. Scheduled traffic              | 32,900,352        | -30.5 %   |
| a) Cargo traffic                  | 4,155,698         | -33.5 %   |
| 2. Occasional traffic             | 6,041,551         | > 100.0 %   |
| <b>II. Transit</b>                | <b>1,262,600</b>  | <b>37.3 %</b>   |
| D. Total airmail (kilogrammes)    | 4,456,702         | 1.5 %   |
| <b>I. Local traffic</b>           | <b>4,456,433</b>  | <b>1.5 %</b>  |
| 1. Night postal traffic           | 4,260,050         | 1.3 %   |
| <b>II. Transit</b>                | <b>269</b>        | <b>-87.8 %</b>  |



# Peak values 2018

**TXL**

**SXF**



**187,292**

Aircraft  
movements



**22,000,430**

Passengers



**105,955**

Aircraft  
movements



**12,725,937**

Passengers

## Peak days

19/10/2018

**634**

Aircraft movements



26/10/2018

**352**

Aircraft movements

28/09/2018

**88,748**

Passengers



19/10/2018

**45,263**

Passengers

## Peak hours

25/06/2018, 6 – 7 pm

**52**

Aircraft movements



26/10/2018, 4 – 5 pm

**32**

Aircraft movements

28/10/2018, 7 – 8 pm

**7,129**

Passengers



27/09/2018, 11 – 12 am

**4,197**

Passengers

# SXF

## Traffic statistics

### Schönefeld

|                                  | 2018       | Change compared to the previous year given as a percentage % |
|----------------------------------|------------|--|
| A. Total passengers              | 12,725,937 | -1.1 %   |
| I. Local traffic                 | 12,720,830 | -1.1 %   |
| 1. Scheduled traffic             | 12,291,004 | -2.3 %   |
| a) Domestic                      | 323,565    | -37.4 %  |
| b) Overseas                      | 11,967,439 | -0.8 %   |
| 2. Occasional traffic            | 429,826    | 54.3 %   |
| a) Package holiday air traffic   | 397,792    | 58.5 %   |
| b) Tramp and requirement traffic | 21,630     | 12.8 %   |
| c) Other traffic                 | 10,404     | 23.4 %   |
| II. Transit                      | 5,107      | -40.4 %  |
| B. Total aircraft movements      | 105,955    | 4.6 %  |
| I. Commercial traffic            | 98,048     | 3.9 %  |
| 1. Scheduled traffic             | 82,927     | -1.6 %   |
| a) Passenger traffic             | 81,578     | -1.0 %   |
| b) Cargo traffic                 | 1,349      | -28.9 %  |
| 2. Occasional traffic            | 15,121     | 49.1 %   |
| a) Package holiday air traffic   | 2,634      | 61.2 %   |
| b) Tramp and requirement traffic | 5,346      | 8.7 %  |
| c) Cargo traffic                 | 580        | > 100.0 %  |
| d) Other traffic                 | 6,561      | 96.6 %   |
| II. Non-commercial traffic       | 7,907      | 14.6 %   |
| C. Total air cargo (kilogrammes) | 11,096,860 | 32.3 %   |
| I. Total local traffic           | 11,096,860 | 32.3 %   |
| a) Unloading                     | 5,029,410  | 26.2 %   |
| b) Loading                       | 6,067,450  | 37.8 %   |
| 1. Scheduled traffic             | 5,529,172  | -25.1 %  |
| a) Cargo traffic                 | 4,152,805  | -33.5 %  |
| 2. Occasional traffic            | 5,567,688  | > 100.0 %  |
| II. Transit                      | 1,176,457  | 29.6 %   |
| D. Total airmail (kilogrammes)   | 20,533     | -26.7 %  |
| I. Local traffic                 | 20,533     | -26.7 %  |
| 1. Night postal traffic          | 0          | 0.0 %  |
| II. Transit                      | 0          | -100.0 %   |

# TXL

## Traffic statistics

### Tegel

|                                   | 2018              | Change compared to the previous year given as a percentage % |
|-----------------------------------|-------------------|--|
| A. Total passengers               | 22,000,430        | -7.5 %   |
| <b>I. Local traffic</b>           | <b>21,995,034</b> | <b>7.5 %</b>   |
| 1. Scheduled traffic              | 21,628,463        | 6.9 %  |
| a) Domestic                       | 8,110,231         | 4.8 %  |
| b) Overseas                       | 13,518,232        | 8.1 %  |
| 2. Occasional traffic             | 366,571           | 68.5 %   |
| a) Package holiday air traffic    | 361,824           | 70.0 %   |
| b) Tramp and requirement traffic  | 3,575             | -2.2 %   |
| c) Other traffic                  | 1,172             | 10.4 %   |
| <b>II. Transit</b>                | <b>5,396</b>      | <b>-0.3 %</b>  |
| B. Total aircraft movements       | 187,292           | 7.8 %  |
| <b>I. Commercial traffic</b>      | <b>181,888</b>    | <b>7.8 %</b>   |
| 1. Scheduled traffic              | 177,875           | 7.5 %  |
| a) Passenger traffic              | 177,384           | 7.5 %  |
| b) Cargo traffic                  | 491               | 2.3 %  |
| 2. Occasional traffic             | 4,013             | 20.8 %   |
| a) Package holiday air traffic    | 2,550             | 66.9 %   |
| b) Tramp and requirement traffic  | 516               | -36.3 %  |
| c) Cargo traffic                  | 8                 | 100.0 %  |
| d) Other traffic                  | 939               | -4.3 %   |
| <b>II. Non-commercial traffic</b> | <b>5,404</b>      | <b>10.0 %</b>  |
| C. Total air cargo (kilogrammes)  | 27,845,043        | -30.4 %  |
| <b>I. Total local traffic</b>     | <b>27,845,043</b> | <b>-30.4 %</b>   |
| a) Unloading                      | 11,422,549        | -30.8 %  |
| b) Loading                        | 16,422,494        | -30.1 %  |
| 1. Scheduled traffic              | 27,371,180        | -31.4 %  |
| a) Cargo traffic                  | 2,893             | 100.0 %  |
| 2. Occasional traffic             | 473,863           | > 100.0 %  |
| <b>II. Transit</b>                | <b>86,143</b>     | <b>&gt; 100.0 %</b>  |
| D. Total airmail (kilogrammes)    | 4,435,900         | 1.7 %  |
| <b>I. Local traffic</b>           | <b></b>           | <b>1.7 %</b>   |
| 1. Night postal traffic           | 4,260,050         | 1.3 %  |
| <b>II. Transit</b>                | <b>269</b>        | <b>-82.6 %</b>   |





GERMANY

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

• Reykjavik



- New York
- Toronto

La Palma  
Teneriffa  
Gran Canaria  
Lanzarote  
Fuerteventura



# Destinations in 2018



# More than just **flying**

Passengers at Schönefeld and Tegel Airports were also able to enjoy improved gastronomy and shop offers in 2018. The classic advertising portfolio such as the panorama area at Tegel Airport also continues to be in demand. The focus of our commercial activities was also placed on digitalisation and modernisation in 2018. Within the scope of a passenger survey approx. 30,000 passengers were questioned regarding their travel and user behaviour at the airports.









# Spending time at the airport

## Retail, gastronomy and services

In order to improve the quality of the time spent by passengers, the Non-Aviation offer at Schönefeld and Tegel Airports was also extended and optimised in 2018. In various terminal areas of both locations, both airside as well as in the public area, it was possible to establish new concepts and to adjust existing retail and gastronomy offers to the changing passenger requirements.

02



01





**01 1minute**

In the mini-supermarket "1minute", fresh and tasty foods are available daily from 6am to 12pm directly in Terminal A at Schönefeld Airport.

**02 Beans & Barley**

The "Beans & Barley" in the security area of Schönefeld Airport offers various coffee specialities, a large selection of classical beer products and craft beers as well as sweet and savoury snacks.

**03 NU Sweets**

The pan-Asian contemporary restaurant "NU" from Charlottenburg has opened its youngest concept in Terminal C at Tegel Airport, "NU Sweets". Various waffle creations with brightly coloured toppings, Matcha-Latte, coffee specialities, cakes, salads and sandwiches, homemade muesli bars and fresh juices are offered.

**04 Heinemann, Terminal D TXL**

The Heinemann Duty Free Shop at Tegel Airport in Terminal D was given a completely new look. In 115 m<sup>2</sup> of shop space, the top brands of the product range of liquids, tobacco, confectionery, perfumes & cosmetics are presented and invites passengers to shop.

**05 Sandwich Manufaktur**

In Terminal A at Schönefeld Airport, the Marché Mövenpick Sandwich Manufaktur replaced the previous Marché Bistro. In a new look and a fresh brand design, the focus is placed here on home-made and creatively filled sandwiches.

03



04



05





01



02



03



01 + 02 At both locations conversions were carried out analogue into digital advertising spaces and therefore make a positive contribution to the appearance of the airport.

03 By the expansion and extension of the parking areas a large selection of parking spaces is available for the passengers, as can be seen here in Schönefeld on P6.

04 DThe demand for car-sharing offers is also large at the airport. Through the restoration of the car park P2 at Tegel Airport space was created here for the providers of the car-sharing vehicles.



# Commercial Marketing

## Airports offer modern advertising areas

With the expansion of the distribution of all end customer products via our digital channels, such as the website, the Berlin Airport App and the WiFi-Portal, it was not only possible to increase the share of e-Commerce revenues, but also decisively improve the service for our passengers. Both the visitor tours in Schönefeld, as well as the access to the C-Lounge in Tegel can now be conveniently booked online.

As the demand for the use of efficient car-sharing vehicles is rising, at Tegel Airport the car park P2 was restored and thus the offer expanded at both locations. At Schönefeld Airport there is now also a large number of exclusive parking spaces available for our passengers directly at the terminal.

In 2018 the number of payment transactions increased by 4% compared to the previous year. The share of pre-booking revenues increased in the previous year by 43%.

Through digitalisation the airports are also becoming more attractive as an advertising location. The expansion and the establishment of the digital concepts and offers in the field of commercial advertising had positive implications on the advertising revenues. The results increased by 10% compared to the previous year. The product WiFi sponsoring was also positioned on the market successfully in 2018 and booked by well-known customers. At the Tegel location, in Terminal A, conversions were carried out analogue into digital

areas and this way relevant Touch-points are offered to the customer along the Customer Journey.

However, also the classical portfolio, in particular the panorama area at Tegel Airport, will continue to be in demand by advertising customers and could be allocated to well-known brands in 2018.

Within the scope of the passenger survey approx. 30,000 passengers were questioned regarding their travel and user behaviour at the airports. The results serve to derive trends as well as the development of new products and services form an important basis for the master planning.

Construction measures enable exclusive parking spaces at the Terminal

04







**Passkontrolle**  
Passport Control



**Duty  
Free**





↑ Gates CD



# Berlin Brandenburg Airport

The Airport Company is due to complete all construction work at BER in 2019. Back in October 2018, the ORAT project was started once again 24 months prior to the commissioning date. ORAT ensures the operational readiness of the new airport and coordinates the airport transfer from the old locations to BER.



# Overview

## Project BER

At BER all buildings and all infrastructure – apart from the main terminal – have been accepted and in operation since 2017. In 2018 the focus was therefore placed for the startup of BER on the passenger terminal (FGT). All superordinate processes for the opening of BER come together in this building.

The Airport Company is due to complete all construction work at BER in 2019. The still ongoing remedy of defects is developing positively. In addition, the facilities are completed and tested by the superordinate experts. Interaction tests, hot gas smoke tests and operating principle tests are also

scheduled for 2019. Finally, notification of the completion of building work will be submitted to the Building Regulatory Authority. Once the Building Regulatory Authority has completed its checks, it will then issue the release for utilisation.

### Milestone in fire protection

Construction on Pier South was completed in the spring of 2018 and handed over to the operation.

The smoke extraction control system, the so-called superordinate safety-related programmable logic controller (ÜSSPS), was finally tested by the superior expert (ÜSV) TÜV Rheinland in April 2019 and released without defects. The ÜSSPS ensures a functioning smoke extraction system at the BER and secures the interaction between the after-flow elements for fresh air such as façade openings and the mechanical smoke extraction, for example by fans. In the event of a fire, more than 120 smoke extraction systems ensure a smoke-free layer of 2.50 metres for at least 15 minutes so that people in the area around the fire site can safely leave the building.





## From construction to the operation

Back in October 2018, the ORAT project was started once again 24 months prior to the commissioning date. ORAT (Operational Readiness and Airport Transfer) ensures the operational readiness of the new airport and coordinates the airport transfer from the old locations to BER.

The project is linked to the construction in terms of time and verifies the interaction between infrastructure, systems, concepts and users. Over the past 25 years, ORAT has established itself as a global standard in airport commissioning and also involves all external partners, such as airlines, check-in handlers and authorities, in the preparations for commissioning. The project elements include training sessions, trial operations and relocations, as well as the bundling together of all other operational preparations.

The trial operations themselves last for a period of six months and are sub-divided into three phases, each lasting two months. In order to ensure a smooth opening process, the relocation is started way in advance of the commissioning and is divided into the categories of building relocation, apron relocation and aircraft relocation with regard to the special requirements.



Look at the departure waiting area



The employees of the Terminal Management are training already within the scope of ORAT in topography and infrastructure for the commissioning of the BER.

The aim here is to diffuse the amount of relocation work required, so that as little furniture, equipment and devices need to be transferred during the actual night-time moving processes.



# BER 2040 Masterplan

In order to also secure a smooth operation of the BER in the so-called Double-Roof operation with Schönefeld in future and to cater for the rising passenger volumes, a multitude of expansion projects will be realised. The air traffic forecast for 2040 is around 55 million passengers. The forecasts of further rising passenger numbers require a sustainable and continuous further development of the BER infrastructure.







# Capacity maintenance

## The infrastructure at BER will be expanded

With the commissioning of BER in 2020 it is envisaged to continue to operate Schönefeld Airport as Terminal 5 of the new airport for a period of time parallel to Terminal 1 in the so-called double-roof operation. In order to secure a smooth operation of BER and in Schönefeld and to cater for the rising passenger volumes, a multitude of expansion projects are currently being realised. These infrastructural civil and structural engineering projects are summarised in the so-called expansion programme and were designed as concepts at the end of 2015 already.

The infrastructure measures in 2018 include, among others, measures for optimisation of the operations in Schönefeld, the new building of Terminal 2 for up to 6 million passengers per annum, the building of the interim government airport of the federal government and numerous new taxiways and aprons. In particular, special importance is attached to several new flight operation areas, as these are essential for the

parallel operation of Terminal 1 and of Schönefeld Airport as Terminal 5.

### New flight operation areas for ensuring the double-roof operation

In civil engineering, in 2018 a large number of taxiways, aprons, roads and ground filters were realised on a construction site with a size of around 100 soccer fields. In addition to the surface visible air traffic areas, what is buried in the earth is often much more impressive. For example, storage canals with a diameter of up to two metres and storage structures the size of a two-storey detached house are often buried under aprons and taxiways.

To connect Schönefeld Airport, taxiway K5 was extended and taxiway K6 was rebuilt. Both taxiways were completed at the beginning of 2019 and enable double-roof operation with Schönefeld as Terminal 5 of the BER. Apron 3b was created to replace the loss

of aircraft parking positions in Schönefeld due to the construction of the government airport. With simultaneous taxiing to the aprons in Schönefeld, the implementation of the three measures was a major construction logistics challenge, which was completed on time.

In addition, two new aprons were built in the maintenance area to the west of the airport. Apron A, in the direct neighbourhood of Pier North, was extended in a first step for traffic via the future Terminal 2 and is to be further enlarged in the coming years. Two new unwinders are currently being built at the southern runway of the BER to enable efficient unrolling. Both taxiways M5 and M6 are to be completed in 2019.





A total of around 380,000 square metres of aprons and taxiways in asphalt and concrete, around 50,000 cubic metres of storage capacity, soil filters and around 45,000 square metres of roads and squares were built on the BER in 2017/18 on a civil engineering area of approx. 740,000 square metres. This is equivalent to an area of approx. 100 soccer fields or approximately all apron and terminal floor areas at Tegel Airport.



Fully according to the time schedule: In October 2018 the interim terminal of the federal government was completed.



Still under construction: The new Terminal 2 is a processor building with check-in, baggage check-in and claim, security controls and retail trade as well as gastronomy. The entry into the aircraft will be carried out via the Pier North.

## Completion of interim government airport and hand-over to the federal government

It was possible to complete the construction measures at the interim terminal of the government airport within the deadline in October 2018. The building has already been handed over to the federal government. The apron area for the government machines, which was also completed at the end of 2018, the so-called Ramp 1, will be used by the FBB until the commencement of use by the federal government.

In the interim terminal there are rooms for press conferences, interpreter cabins as well as VIP areas for high-ranking politicians, the Foreign Office and the Federal Ministry of Defence. The federal government and international state guests should take off and land here in future.

## Start of construction for Terminal 2

After the completion of the contract awarding procedure and the decision of the Supervisory Board the construction work started in time on the new Ter-

terminal 2 in 2018. Terminal 2 will be built as a pure processor building and will be connected via two bridge buildings to the existing Pier North at BER. The Terminal is designed for up to 6 million passengers and uses the waiting and passenger areas available in Pier North. Accommodated in the Terminal besides the baggage claim with three baggage carousels are also check-in counters, security controls and an area for retail and gastronomy. The completion of the new Terminal is planned for the end of 2020.

In order to protect the operation of the Terminal, a new official building for





In order to compensate for the capacity of Pier 3a during the conversion phase, on the apron in SXF a temporary waiting hall was erected, which has been in operation since 30 November 2018.

the federal police will be established right near the Terminal 2 on the site of the former Info-Tower. The official building is already being planned. Construction is to be started in the autumn of 2019.

## Optimisation of the operations in Schönefeld

The focus of the structural measures in Schönefeld is formed by the conversion work in Pier 3a as well as in Terminals A and B, the conversion of which will be carried out in 2019. The conversion work in Pier 3a was started in the

autumn of 2018 already and should be completed in 2019. The interior of the building will be removed completely and the Gate area newly arranged and designed more generously. Among others new gastronomy offers and a children play corner will be established. After the conversion the ground floor will be completely available for the Schengen traffic and the upper floor will accommodate a large waiting room and departure gates for non-Schengen passengers.

The essential prerequisite for the conversion was and is the provisional waiting room that was put into opera-

tion in 2018, which should absorb the limited capacity during the conversion measures at Pier 3a as well as in Terminals A and B. This concerns a temporary building with a floor space of 2,600 m<sup>2</sup> that is designed for around 1,000 passengers and has a passenger bridge that can be reached directly from Terminal A. In the temporary waiting hall five departure gates are available for the traveller. From three Gates the passengers can reach the aircraft by bus, from two gates on foot.

# Mission statement for the airport location

## Orientation for airlines, partners and business

The new BER airport and its further expansion are of special significance for the capital city Berlin and the state of Brandenburg. The region around BER is currently one of the strongest growing areas in Berlin-Brandenburg. The airport is now already the starting point and driving force for this growth. The rapidly changing air traffic market with a substantial increase in the low-cost carriers, new airlines and connections as well as rising security requirements repeatedly poses new challenges for the airport operation. Not only in the operation and the processes, but also with the infrastructure.

Thus, for example, the share of the direct traffic will be 85 to 90% in future. This requires more flexibility and concentration for the airport and its further development as well as more terminal space for security controls, the baggage handling and check-in processes.

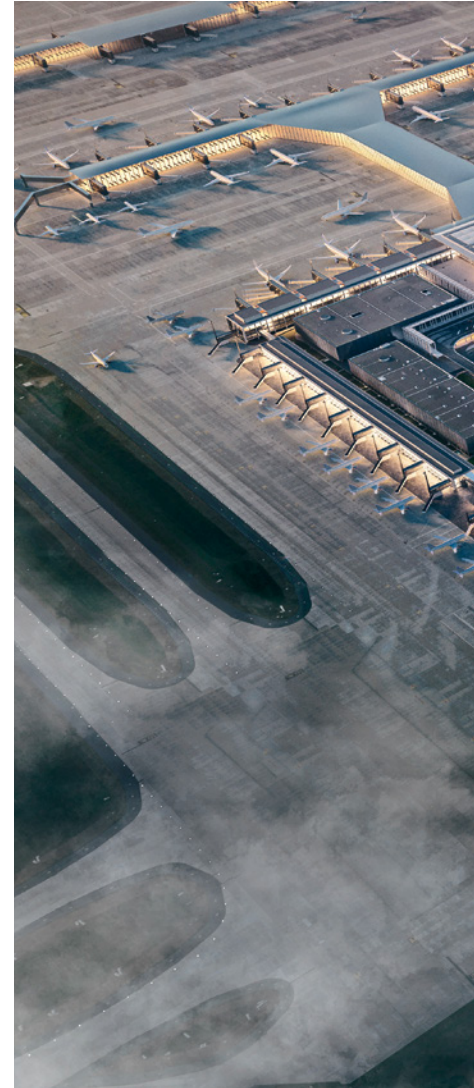
A modern airport must react to these changes. In order to also be able to keep up with the positive traffic development at Berlin-Brandenburg location in future, the expansion of BER must be carried out earlier and quicker, than was assumed years ago. The forecasts of further rising passenger numbers require a sustainable and continuous further development of the BER infrastructure.

The BER 2040 Master Plan offers airlines, the regional economy and all other partners and service providers a clear orientation for airport development. The Master Plan as a mission statement for the future infrastructural and urban development of BER represents the general localisation and the time requirement from passenger systems, flight operation areas, buildings necessary for operation and the media and traffic development. It additionally also defines areas and the scope of the real estate development of the FBB-own areas. This shows areas for the development of the airside and landside quarters and their main uses. The essential traffic measures demonstrate how the total area is to be developed in future and which measures are necessary for their implementation. The Master Plan therefore provides an orientation and serves as a decision-making aid for all impending extensions and expansion projects of the next few years.

A great deal at the new BER Airport has been designed already so that it will withstand the forecast growth.

With the two runways existing at BER the necessary flight movements can be handled for 55 million passengers in 2040. The new station directly

under Terminal 1 is also designed with its six tracks so that there is sufficient capacity available for the passengers arriving and departing with intercity, regional and S-Bahn [city trains] as well as the Airport Express. In order to manage the forecast passenger volume until 2040 it is necessary to expand or







newly build terminals as well as flight operation areas and buildings that are necessary for operation.

One of the essential projects described in the Master Plan is Terminal 3, which is envisaged for servicing the traffic demand. The new Terminal 3 is to be built opposite Terminal 1 by

2025/2026, handling a capacity of approximately 12 million passengers. When this Terminal is put into operation Schönefeld Airport can be closed. BER's capacity will then be at a figure of 45 million passengers per year. The independent, effective and delimitable change to the planning permission that

is necessary for the realisation will be applied for by the FBB at the responsible authority.

The overall aim of the Master Plan is to promote the economic and structural development of the region.

# Real estate development

## Airport location with potential

With a total property portfolio covering an area of approximately 325 hectares, the Airport Company is the largest provider of premium airside and landside development areas in the airport region. The portfolio includes development areas with different locational qualities and key areas of use. The establishment of the airport location with its development quarter as an independent sub-market within the Berlin and Brandenburg real estate market should in future make a significant contribution to improving the revenue situation of the company.

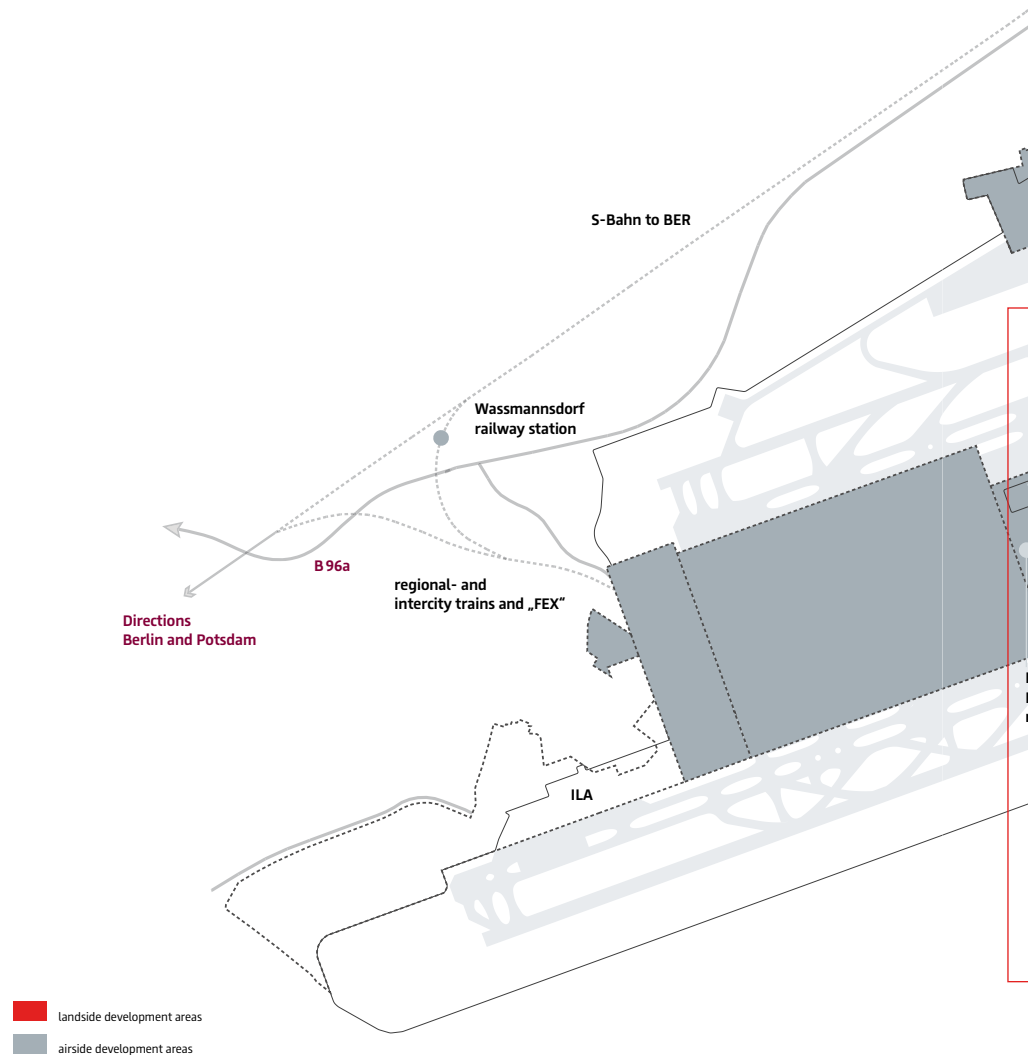
The current market development supports this procedure. In addition to meeting the demand of airport-related users, suitable properties can be marketed to almost all user groups, from offices, hotels, leisure facilities, congress and conference halls to industry, right through to logistics and light manufacturing.

### Airport City

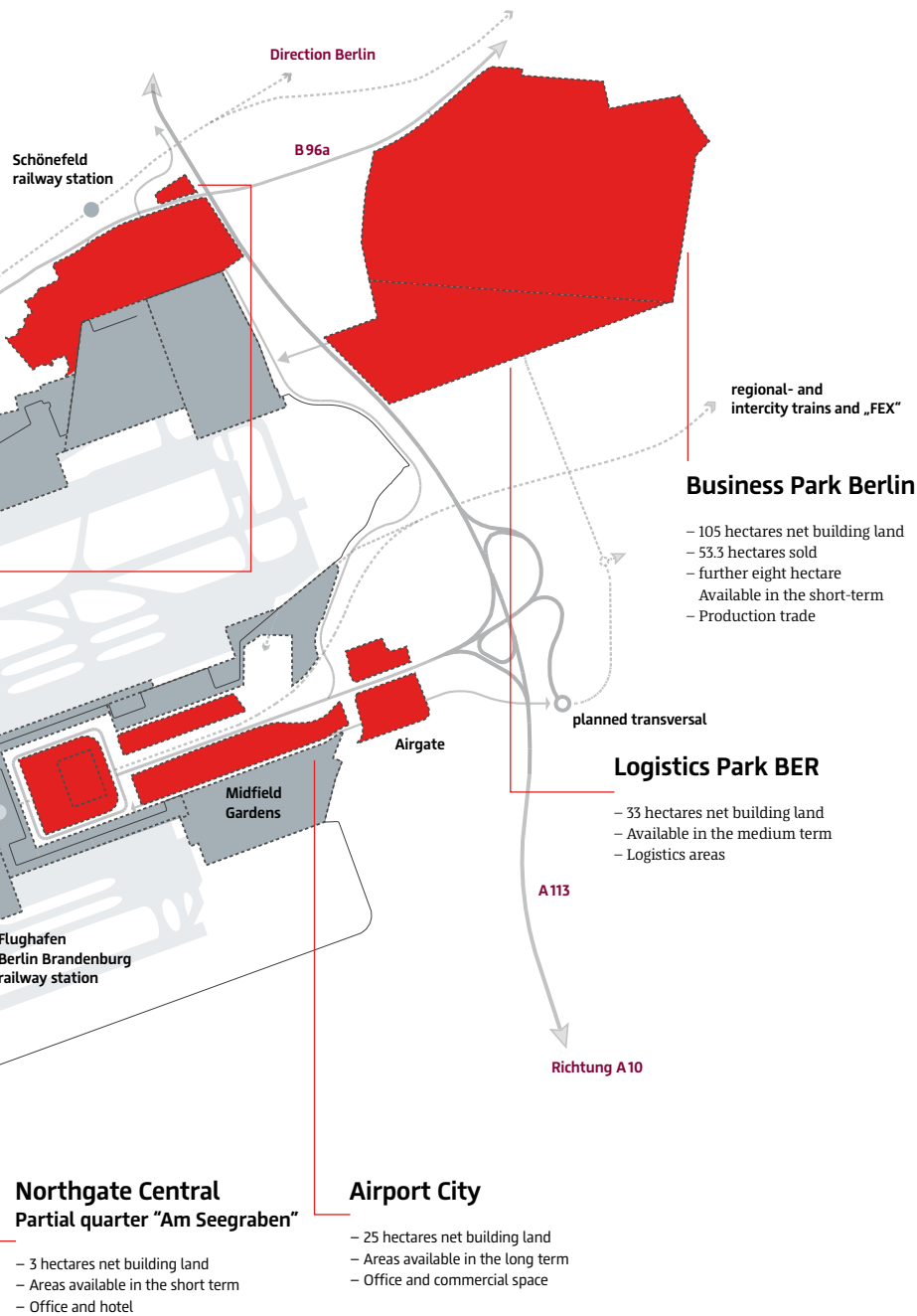
The BER 2040 Master Plan project has defined the expansion of the infrastructure, concentrated between the runways for take-off and landing, in the so-called Midfield scenario. The Airport City at Berlin Brandenburg Airport is due to be created in the area stretching from the terminal to the A113 autobahn.

The urban development concept for the area, covering approximately 420,000 square metres in gross floor area, outlines a location that combines a variety of different functions into one and offers an excellent quality of time spent there. The intention is to build quarters (Midfield Gardens, Airgate) with a significant focus on office space and an

urban quality profile that will benefit just as much from the direct proximity to the passenger terminal as they will from the excellent design quality of the buildings, open spaces and green areas. Restaurants, service providers and retailers are to be located in the ground floor areas.







## Quarter Am Seegraben

Against the background of the increasing demand for office spaces at the Schönefeld / BER location the quarter Am Seegraben will be developed in the field of Schönefeld Airport. At the junction of B96a and A113 the quarter marks the entrance to the municipality

of Schönefeld and to the airport. On an area of around 8.2 hectares, a mixed-use quarter with potential for around 140,000 square meters of gross floor area is being successively developed.

## 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). To date, around 68 of the 107 hectares have already been marketed. The realisation of the third development phase is carried out depending on the demand situation and the companies settling at the location.

## Logistics Park

This quarter, which is defined for the use of logistics companies, will be developed parallel and opens up the completion of the use portfolio for the airport operation. There is the possibility here to cover own requirements or to offer a location for third party companies that are relevant for the flight operation.



# For our **region**

The FBB sees itself as a neighbour in the airport region and relies in this case on dialogue and social responsibility. 232 projects were supported in 2018— 22 more than in the previous year. The FBB thus makes a substantial contribution and is part of the development of the area surrounding the airport.







SCH DEN MAGEN



01



## Neighbourhood communication

The focus of the surrounding area work is placed on the constructive dialogue with the neighbours. The surrounding area officer acts as a link between the airport surrounding area and the Airport Company. It represents the company in the dialogue forum Airport Berlin Brandenburg and moreover maintains a constant exchange with the players of the neighbouring administrative districts, municipalities and towns.

An important and recognised tool of the surrounding area communication is the neighbourhood newspaper. Since

September 2018 it is published for the neighbours in the new design and informs the residents about the current developments of the airport and the airport region. The team of the surrounding area work deals with the dialogue with the residents in the surrounding area of the airport and organised a total of 232 projects in 2018.

## Financial engagement for the region

153 projects were supported financially in the past year by sponsoring and donations. The FBB is therefore a long-standing and reliable partner for many clubs and institutions from the fields of sport, culture, social matters and education.

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04



## Surrounding area projects

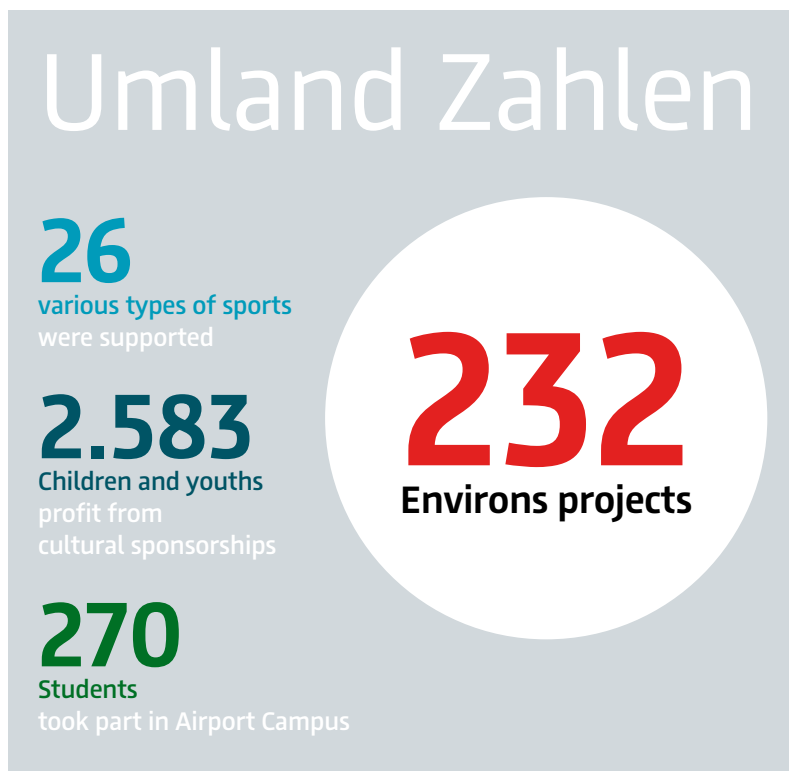
Besides the pure financial support the FBB endeavours together with its partners to realise projects for various target groups in the surrounding area of the airport. The company-wide Corporate Volunteering Programme enables employees to exchange their workplace for one day and to become active in the airport region. Two actions took place in 2018 in the neighbouring administrative district Teltow-Fläming. In the wildlife park Johannismühle aviaries were re-painted, enclosures were erected and storm damages were remedied. By the personnel support of the FBB it was possible for a housing group of a facility for the disabled in Trebbin to go on a trip together for the first time.

The offer of the cultural sponsorship contributed to the fact that 2,583 children from kindergartens and schools, were able to take part in theatre performances, classical music concerts or opera performances for free.

Employees of the environs work read to the children in a kindergar-

ten in the neighbouring municipality Schönefeld on the nationwide reading day. Pupils, who are engaged in sports, moreover had the possibility, by the participation in the Airport Night Run to win a donation in the amount of EUR 1,000 for their school.

Airport Campus celebrated its 10-year anniversary and enabled students to supplement their theoretical knowledge by practical lectures relating to the subject of aviation and BER.



05

01 The team of the environs work is available as a contact for neighbours.

02 During the Corporate Volunteering assignment employees also assist for one day.

03 The nationwide reading day has been firmly anchored in the diary of the environs work for many years.

04 The neighbourhood newspaper was newly oriented with regard to contents and appearance in 2018.

05 Hub between theory and practice: Airport Campus.



# Dialogue forum

## Berlin Brandenburg Airport

### A region being transformed

The regional growth zone of the airport environs, in the neighbourhood of the future capital city airport, is among the most pulsating development areas of Germany. The beneficial geopolitical location with the proximity to the federal capital, coupled with the many free areas in the Brandenburger environs, offers a perfect symbiosis of attractive residential and working location. This is clearly reflected in the current developments. The look at unemployment figures, which for several years have been consistently below the federal average, manifold trade settlements or the rapidly increasing building of homes shows: The region is undergoing a highly dynamic transformation. The opportunities of the thus associated regional structural transformation cannot be overseen and are being tackled

everywhere with substantial momentum. This rapid development means that the entire scene for the players faces major challenges at the same time. Above all the increasing noise emissions by increasing traffic on road, rail and in the air, an efficient infrastructure, payable housing space as well as the retention of local recreation spaces are the object of the discussions.

### With one voice for the region

In order to precisely and actively assist in a controlled manner in designing this development, the regional dialogue forum Airport Berlin Brandenburg was established in 2006. Since then, the cross-border communication platform of the Brandenburg municipal authorities in the surrounding area, the states of Berlin and Brandenburg, the federal

government and the airport operator as well as its shareholders has represented the most important space for an open and consensus-oriented dialogue. Organised in a municipal working group, with which Berlin-Brandenburg Area Development Company GmbH (BADC) processes the regular business, current topics of the reconciliation of interests, the municipal development and the flight noise are discussed and proactively pressed ahead with.

### Updating of the joint structural concept

How will the region further develop until 2030 and beyond and which adjustments must be specifically adjusted in order to satisfy the increased needs of the airport region? Particularly important frameworks and planning tools, which can provide answers, are the joint structural concept airport region Berlin Brandenburg 2030 (GSK) as well as a traffic study commissioned by the dialogue forum for the entire region. Whether traffic, free space, trade, business or housing and social infrastructure and the thus resulting population development – the GSK will set essential trends for this for the BER-lighthouse region. Supported by the regional development plan capital city region, which the GSK should fill with life, a completion of the concept is to be expected in 2020.

**23**  
members

**3**  
working groups



01 One of the demands for an efficient infrastructure: the extension of the underground train line 7 to the airport to Schönefeld.

02 With the noise protection days in the house DIALOGUE FORUM the local residents can obtain qualified information.

03 Besides the welcome of the new chairman Willem Trommels (on the left, in office until the end of 2018), players of the dialogue forum for many years were also bid a farewell. These include: Carl Ahlgrimm, Detlef Gärtner, Dr. Herbert Burmeister and Dr. Lutz Franzke.

01



02



03



## Contact

### Dialogue forum

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www.schallschutzberatung-









# Manage implications **on the environment**

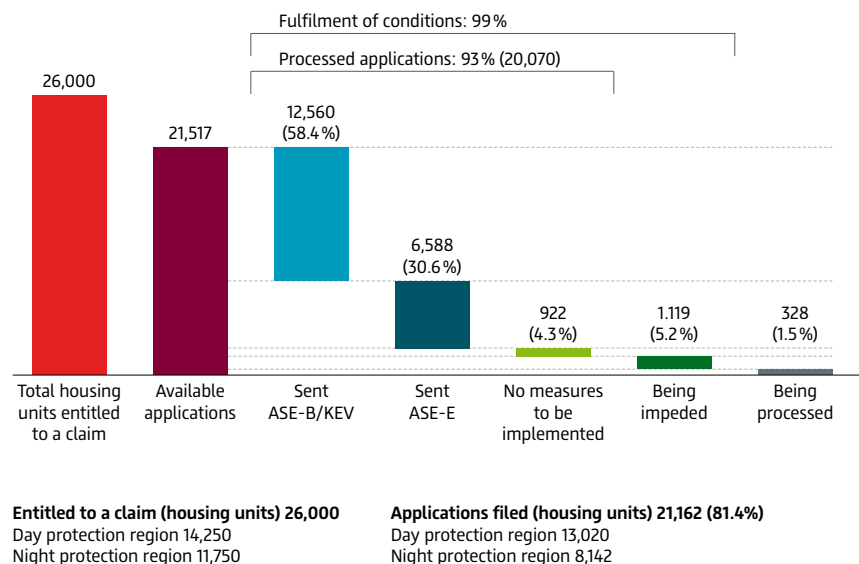
The Airport Company pursues the aim to operate Schönefeld and Tegel Airports as well as the new Berlin Brandenburg Airport as far as possible in an energy-efficient, resource- and environmentally-friendly manner. The topics of aircraft noise, noise protection, air, climate and energy as well as environmental planning are bundled in the area of noise protection and the environment.

# BER Noise protection programme

## Protection for 26,000 households

With the noise protection programme BER, the neighbouring residents of the future airport are extensively protected against aircraft noise on an area of 155 km<sup>2</sup> in Berlin and Brandenburg. FBB carries out stocktaking for this purpose in all households and determines individually for each property which noise-protection measures are necessary. The measures can vary considerably depending on the location, condition and use of the properties. Whereas in some properties it is merely necessary to install a noise insulation ventilator, enormous and extensive work on windows and walls for tens of thousands of Euro are necessary elsewhere.

### Substantial progress made with the processing of applications



### FBB reimburses extensive noise protection measures

Until the end of 2018, more than 21,500 applications for noise protection had been received by the FBB, of which a good 20,000, or more than 93%, had been processed. For more than 12,500 households, the FBB has agreed to finance the necessary noise protection measures. Around 3,400 owners have used this promise so far and had noise protection measures implemented on their buildings.

Whereas it was determined with just under 1,000 households that no noise protection measures are to be implemented, around a further 6,600 households have received the promise from the FBB for a compensation payment, to which the FBB is obligated if the costs of the structural noise protection measures amount to more than 30% of the noise protection-related market value. Around 6,200 owners have accepted this offer and had compensation paid out. The neighbouring residents are absolutely free to decide on the use of

the compensation. FBB however intensively advertises to use the money for the implementation of noise protection measures and offers free advice for this. In the entire year of 2018, however, merely ten such consultation talks took place.



**01** In this one-family house in Blankenfelde-Mahlow several windows were exchanged for high-quality noise protection windows in 2018. In the attic moreover an insulation of the ceiling was carried out and a state-of-the-art sound insulation ventilator was installed in the bedroom. The costs in the amount of around EUR 35,000 were taken over in full by the FBB.

**02** Noise protection in the living room: Besides the windows the patio door was also exchanged.

**03** A sound insulation ventilator of the newest generation was installed on this outer wall. The device has a pollen filter, a heat recovery function and automatic ventilation, which can be easily recognised by the two outlets. There is thus also maximum room climate with closed windows.

01



02



03



## Noise protection peace

In July 2018 the Higher Administrative Court in Berlin-Brandenburg (OVG) made decisions on various noise protection topics, for which there have been various opinions for a long time.

The OVG hereby confirmed the procedure of the FBB with the technical calculation of the noise protection measures and the envisaging of wall internal insulations. In three individual cases the court ruled, however, that there is a claim for noise protection for certain kitchens with dining areas and certain conservatories. The OVG moreover decided that for low living rooms

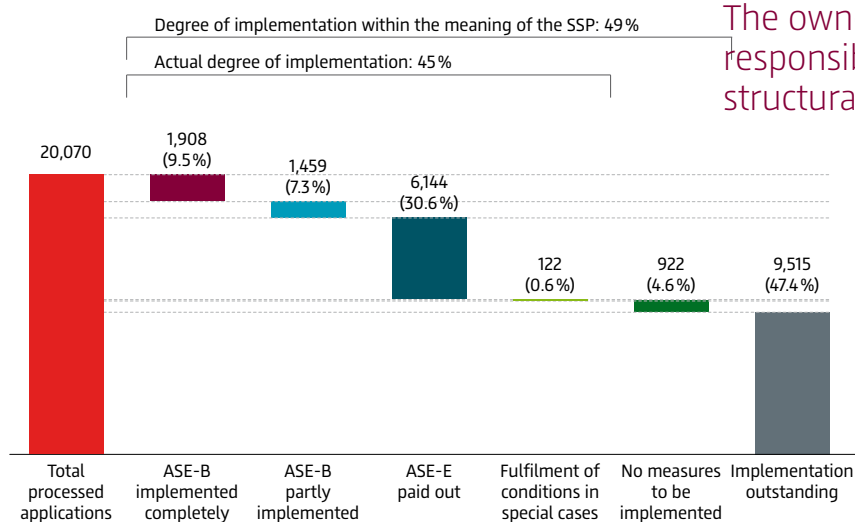
there is a claim for noise protection if the room height corresponds with the current building code of 2016 (Brandenburg) or the room height under certain circumstances is only slightly fallen short of (Berlin).

The FBB accepts these judgements and endeavours to achieve noise protection peace with the neighbouring residents of the airport.

The judgements will therefore not only be implemented in the decided individual cases, but also in all comparable cases.



## Status of the implementation

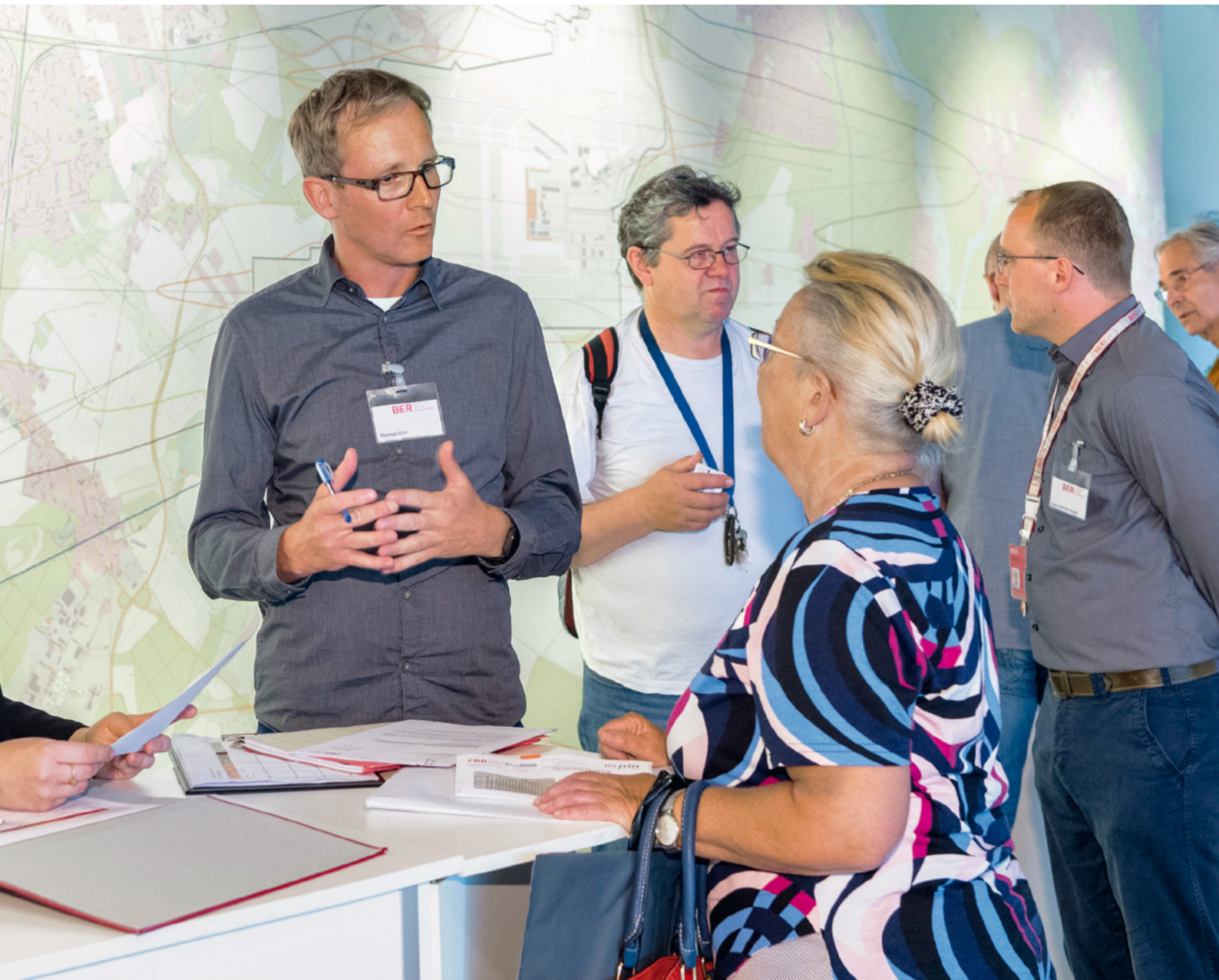


The owners are responsible for the structural implementation

**Entitled to a claim (housing units) 20,070**  
Day protection region 12,081  
Night protection region 7,989

**The owners are responsible for the structural implementation**





The FBB focuses on an intensive and direct dialogue with the neighbours. Thus, in 2018 the noise protection days took place for the third year in succession already. Neighbouring residents of BER Airport have the possibility their each year to ask their questions relating to noise protection and to take to the FBB noise protection team as well as building companies.

Extensive information pertaining to the noise protection programme can moreover be found on the website of the FBB. In addition, the FBB can be contacted from Monday to Friday on the noise protection telephone and regularly visits neighbouring residents on site in order to solve facts in the direct talk with one another.



# Avoid noise

## Progress with the aircraft technology

The air traffic is growing and is just developing particularly dynamically at the Berlin location. Despite the enormous growth in passengers the aircraft noise burden in Schönefeld and Tegel has remained almost unchanged or only increased moderately in the past few years. This is possible, because aircraft and engine manufacturers, airlines, airports and the German Air Traffic Control Services, with the decisive participation of science have developed technologies and processes, which make flying quieter. The use and further development of low-noise technologies and flight processes are central prerequisites in order to secure the acceptance of aviation in Berlin and Brandenburg in the long-term.

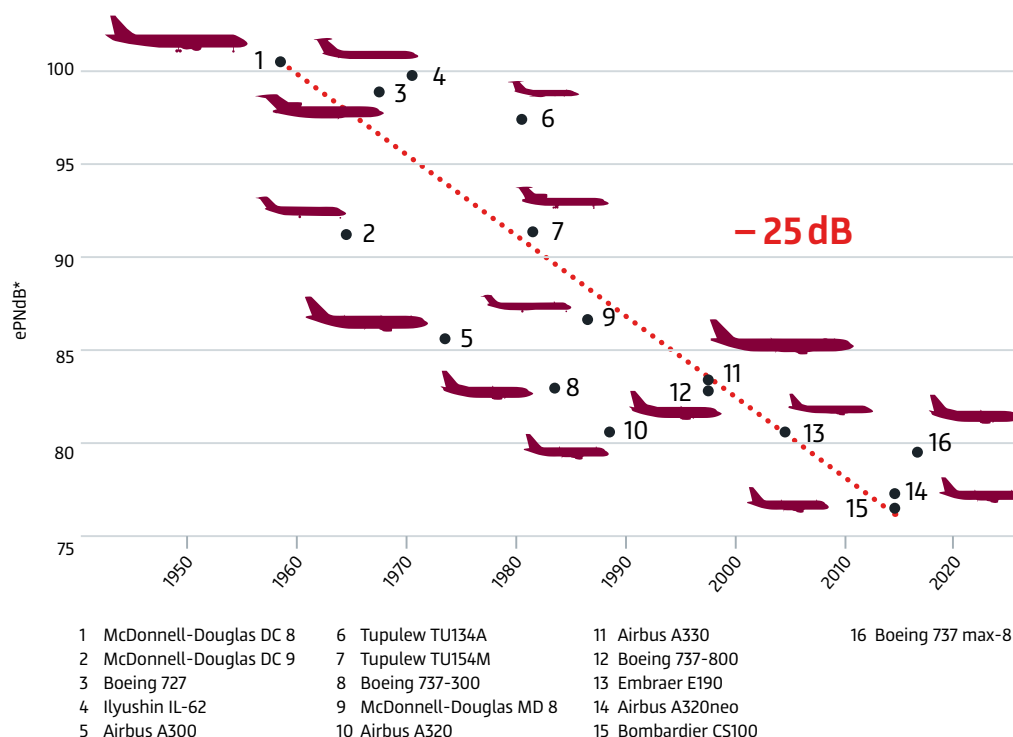
Modern air traffic allows people in the capital city region to reach many European and worldwide destinations directly. The air traffic connects local companies and their products with the world economy. The capital city region is however also attractive for tourists from all over the world: Around 45 million overnight stays were counted in 2018 alone. The task here is to bring the need for mobility of the company in line with the need for peace and quiet and protection of the neighbouring residents in the surrounding area of Schönefeld and Tegel Airports. FBB ensures this by an extensive noise protection programme at BER, charging of

noise-dependent take-off and landing fees as well as the avoidance of unnecessary ground noise.

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

### Aircraft used in Berlin are getting quieter and quieter

#### Aircraft noise since 1960 reduced by 25 dB



Noise level when flying over at a distance of 6.5 km from the point of take-off. The number of seats is also included in the presentation of the level. Aircraft with more than 100 seats receive a corresponding deduction, aircraft with less than 100 seats a surcharge.

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



# Quieter, cleaner, bigger

## Quieter aircraft are coming to Berlin

With the A380 Airbus succeeded in constructing a modern wide-body aircraft in 2006, which is substantially quieter than comparable aircraft models. In the segment of the aircraft used at the airports in Berlin to a large extent for the short- and medium-haul route there has, on the other hand, been no further development 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 in 2016 delivered to Lufthansa as the first customer. easyJet and the Turkish Pegasus Airline also fly with another engine configuration (CFM International LEAP) to Schönefeld Airport increasingly with the A320neo.

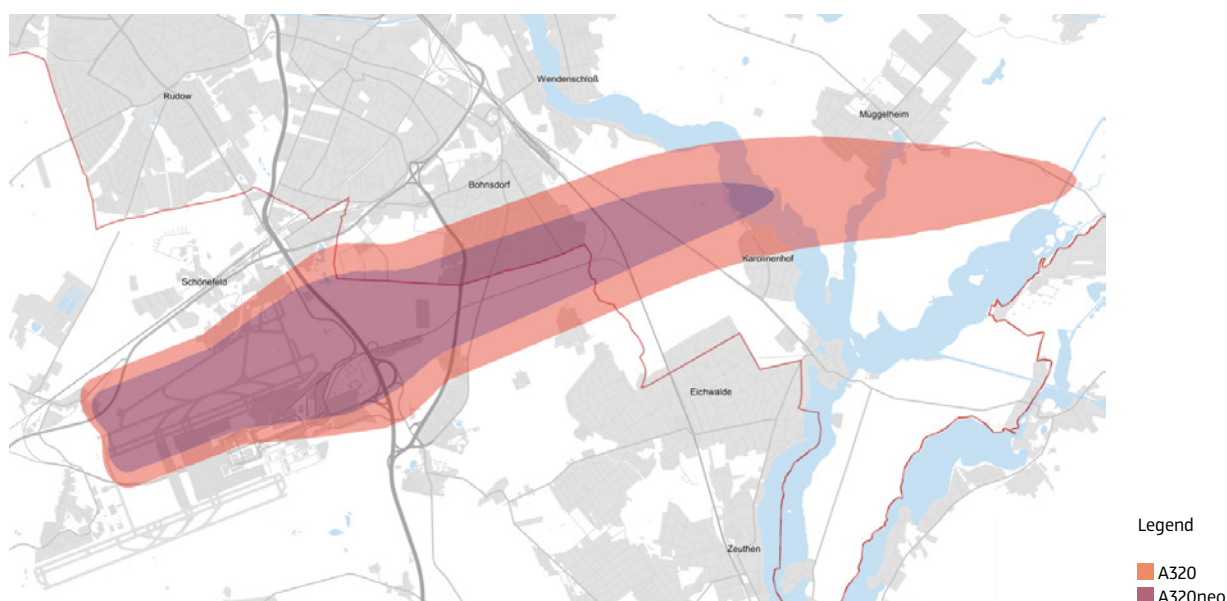
There has also been a Neo-variant for the A321 since 2017.

The FBB has evaluated the measurement data of the A320neo and hereby on average at the individual measuring points compared to the older measured a substantial noise reduction by 4.5 dB. Based on these data it was possible to present a so-called “noise footprint” (maximum level of > 70 dB(A)) for a start of these aircraft types direction east at Schönefeld Airport. It can be seen that the “noise footprint” is halved by the use of the new machines. The same also applies to departures in direction west. By taking the settlement structure into consideration at Schönefeld Airport this corresponds

with a reduction in the figure of the encumbered neighbouring residents by around two thirds.

### Noise-encumbered area is disappearing

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



# Efficiency in air traffic at Schönefeld and Tegel Airports



Aircraft to and from Berlin are becoming better and better utilised.

In the year 2018 a total of 34,726,000 passengers were handled at Berlin Airports Schönefeld and Tegel. The capacity utilisation of the aircraft fell in Schönefeld in 2018 from 127 to 120 passengers per aircraft compared to the previous year.

At Tegel Airport the capacity utilisation increased despite the slow entry of easyJet with initially lower capacity utilisation in total from 115 to 117.

Both changes have the same cause. easyJet with the entry at Tegel Airport reduced the number of flight move-

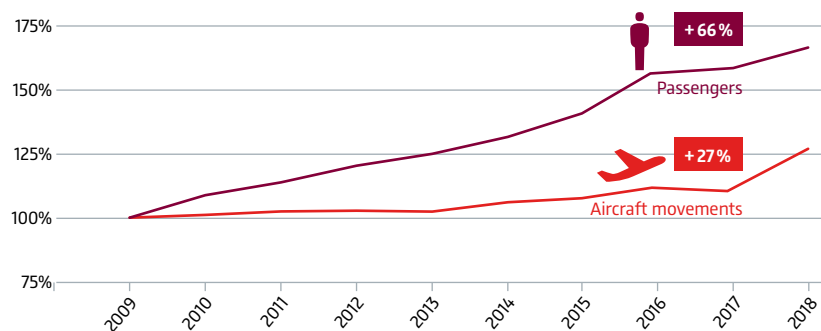
ments at Schönefeld Airport compared to the previous year and ensured a lower capacity utilisation of its flight movements in Schönefeld.

In Schönefeld the influence of the airlines with lower capacity utilisation has thus increased.

In addition, in Schönefeld the high number of flights of the ADAC rescue helicopter falsifies the statistics. Without consideration of the ADAC flights the capacity utilisation in Schönefeld is around 122 passengers per aircraft.

Overall, the efficiency of Berlin air traffic has increased greatly in recent years. Whereas the passenger volumes increased by 66% since 2009, the number of flight movements increased by 27%. In this period aircraft became larger and quieter, and the utilisation of individual aircraft increased significantly.

## More and more efficient: Berlin's air traffic





# Aircraft noise measurement

## The FBB creates Transparency

### Stationary measuring points

Airports are obligated by the legislator to operate measuring points on the airport and in its surrounding area for the documentation of the aircraft noise. Flughafen Berlin Brandenburg GmbH (FBB) has for this purpose in the surrounding area of Schönefeld and Tegel Airports have installed a total of 31 stationary measuring points (status 31/12/2018). In 2018 the measurement network was extended by one measuring point in Pankow. The measuring results are transmitted monthly to the responsible authorities and the flight noise commissions and are published in the internet. [laerm.berlin-airport.de](http://laerm.berlin-airport.de)

### Sites

The locations for the stationary measuring points are stipulated by consultation with the aircraft noise commission, in which the neighbouring municipalities and districts are represented. In

principle, measuring points are placed along approach

and departure routes and in residential areas affected by aircraft noise. In the selection of the locations, other sources of noise such as main traffic roads or railway lines are avoided as they lead to a falsification of the results. The measurement data are called once a day from the measuring points and allocated to the flight movements based on the radar data of the German Air Traffic Control Services. The allocation of the noise events to the flight movements is initially carried out automatically. Noise events not caused by the air traffic are removed manually from the statistics. Weather data are used in

order to avoid a falsification of the measurement results, for example by strong wind. Finally, the distribution of the individual and permanent noise levels as well as further acoustic key data are calculated. By this form of aircraft noise monitoring FBB is in the position to provide information about the noise emissions of each flight movement and to reliably and continuously document the development of the aircraft noise situation. The

data are in particular used for the calculation of the noise-related take-off and landing fees as well as for the processing of complaints.



Pankow: One of the 31 stationary aircraft noise measuring stations.

## Continuous noise level Schönefeld

In Schönefeld 105,955 aircraft took off and landed and thus around 5% more than in the previous year.

A development of the annual permanent sound level cannot be disclosed directly for the years 2015 and 2017, as traffic was partly handled on the southern runway due to the work in the northern runway area. The six months with the highest volumes of traffic that are to be used for the annual permanent noise level are distributed over both runways in these years. These levels that are mixed with regard to the noise burden are not comparable with the previous years. In the diagrams opposite a comparable value is nevertheless shown. This was determined to the extent that the six months with the highest traffic volume without the southern runway operation shares were projected to the traffic volume of the required evaluation periods.

Accordingly the permanent noise levels (the mean value over the measuring points 2 to 9) compared to the previous year hardly changed. For the last five years an increase is produced owing to the sharp rise in traffic by 2.1 dB during the day and 1.4 dB during the night.

In the diagrams presented on the right the development of the annual permanent noise level averaged via the measuring points 2 to 9 and the traffic development of the last five years are presented without consideration of the International Aviation Exhibition ILA.

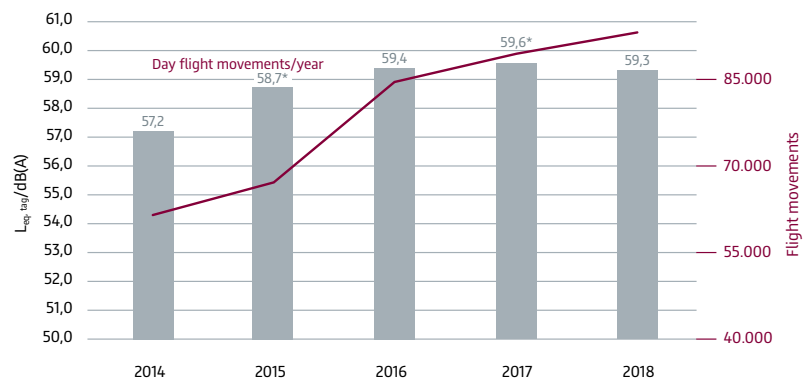
## Night flights Schönefeld

The number of flight movements at night increased from 8,352 in 2014 to 12,815 flight movements in 2018.

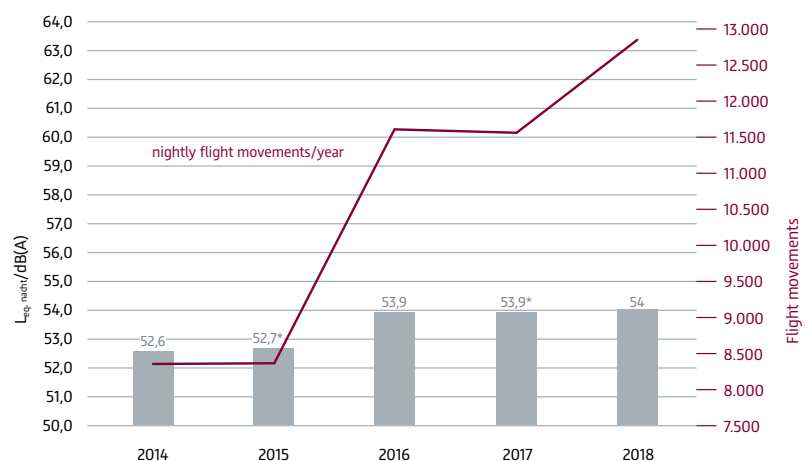
Night flight movements increased by 39% in 2016. Two thirds of the increase is due to the expansion of flight opera-

tions by Ryanair. Compared to 2017, the number of night flights increased by approximately 11%. This increase was mainly in the months July to October. In these months of the previous year, through the South runway operation at Schönefeld Airport the BER night flight restrictions applied, which led to a fall in the night-time flight movements in 2017.

### Permanent noise level during the day at Schönefeld



### Permanent noise level during the night at Schönefeld



\* Owing to the mixed operation of the northern and southern runway at Schönefeld Airport in 2015 and 2017 a value was projected for these years from the northern runway operation and the traffic figures.



## Continuous noise level Tegel

The development of the permanent noise level varied at the individual measuring points of Tegel Airport. A permanent noise level that was approx. 1 dB lower was thus produced at the measuring points 43 and 49 despite an increase in traffic during daytime hours. On the measuring point 47, which was shifted to the side, the day permanent noise level increased on the other hand by 1.4 dB. On the remaining measuring points the permanent noise level remained approximately the same.

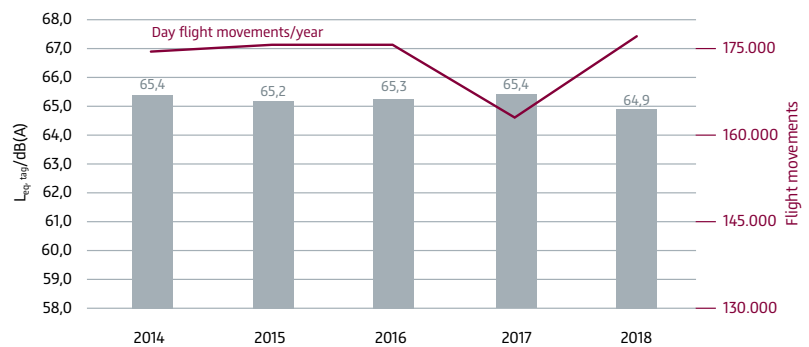
The reason for the tendency to falling values was a fall in the long-haul traffic, which is processed with bigger and louder aircraft and by the entry of the airline easyJet, which with the same aircraft leads to comparably lower maximum levels. At the measuring points 49 and 47 a further effect has an impact still. In 2018, compared to 2017, there was a substantially higher share of take-offs in the direction of east. As at these measuring points for a maximum level there are substantial differences between take-off and landing, this has a direct effect on the permanent noise level. In total on average over all measuring points there was a fall by 0.5 dB.

## Night flights Tegel

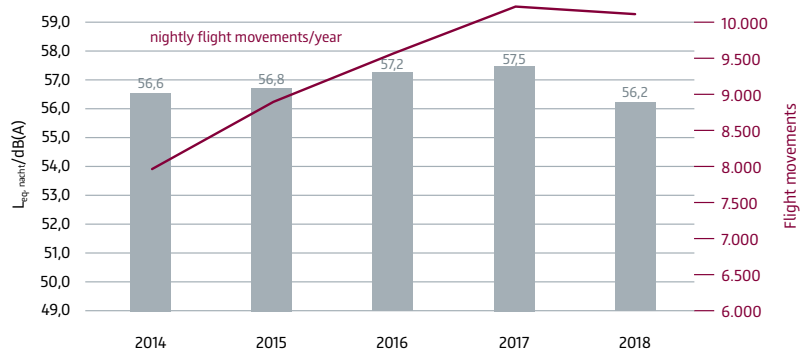
In Tegel there is a ban on night flights from 11 pm to 6 am. A tolerance of one hour is taken into consideration for unavoidably late landings. Excluded from this regulation are night post flights, rescue flights and special flights

that require a permit. The nightly flight movements fell slightly in 2018 in comparison to the previous year. The mean continuous noise level at night fell by <1.3 dB

Permanent noise level during the day at Tegel



Permanent noise level during the night at Tegel





## Mobile measurements

At alternating locations FBB carries out mobile measurements, at which the aircraft noise events are as a rule recorded over one month. The noise measurement technology of the mobile systems corresponds with the requirements of stationary measuring points. The measuring mobile is used at the request of the aircraft noise commis-

sions or the municipalities or at the request of local residents. By repeated measurements at the same locations FBB documents changes in the aircraft noise burden over a longer period of time. With the stipulation of flight routes multiple measurements with the mobile measuring point also document the changes.

In 2018, mobile measurements were carried out at the Ludwigsfelde-Süd,

Ludwigsfelde-Wasserwerk, Grünheide, Erkner and Genshagen sites.

The detailed reports of the mobile measurements are published online.





## Well informed

The Airport Company has numerous offers online, with which neighbouring residents can inform themselves about the current flight operation and the expected flight noise. A forecast of the flight noise in the environs of the BER after its opening can also be requested from the FBB online.

## Flight movements live

With the information tool Travis the current flight movements can be called up for Schönefeld and Tegel with just a few minutes delay via the FBB website. Interested parties will find with just a few clicks information relating to the aircraft type, the airline, the start respectively the destination, the flight altitude, the speed as well as the approach and climb angle.



**SXF:** <http://travisber.topsonic.aero/>

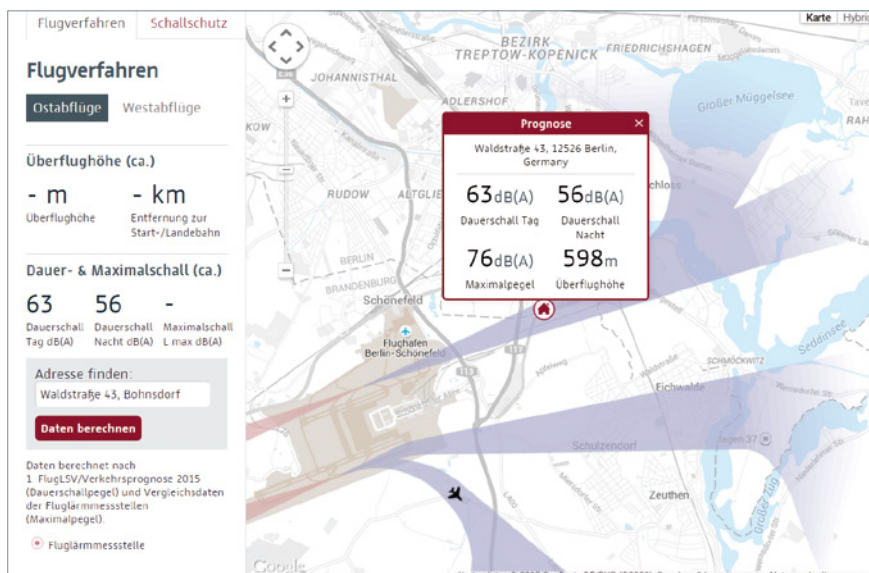


**TXL:** <http://travistxl.topsonic.aero>

## Operating direction forecast

The FBB also offers a forecast online, in which direction the aircraft are expected to take off. With a slider the period of the forecast can be changed. For the next two days the forecast has a high reliability, similar to a weather report.

**http://nachbarn.berlin-airport.de**



BER flight noise forecast: Expected flight noise burden with the commissioning of the airport Berlin Brandenburg.

## Flight noise BER

With the "flight noise forecast BER" the Airport Company informs online about the forecast flight noise burden after commissioning of the new airport. With the flight noise forecast neighbouring residents of the airport can enter their address in order to inform themselves, at which altitude the house is flown over and which maximum levels will occur.



All detailed information all relating to the topic of flight noise can be read in the flight noise report.

**[www.berlin-airport.de/de/nachbarn/fluglaermprognose-ber/index.php](http://www.berlin-airport.de/de/nachbarn/fluglaermprognose-ber/index.php)**





## Air quality

### Technical and ecological air quality monitoring

Since 2011 thousands of bees are based directly on the business site of the FBB not far from Schönefeld Airport. Since 2018 two colleagues of the FBB have taken over the beekeeping, who have been especially trained for this purpose and now regularly take care of the animals. Pollen, wax and honey of the bee colony will also be used for bee monitoring in 2019.

The air quality at the airport location Berlin-Schönefeld has been continuously monitored since July 2011 by an air quality measuring point on the business site. The measurement technology used for this purpose records both gaseous as well as particular air pollutants. The state office for the environment of Brandenburg also has access to the measurement data besides FBB, which also carries out a quality control of the measurement data. All air quality parameters that are to be monitored were substantially below the threshold values in 2018. The





## Thousands of test flights daily: Bee monitoring at the airport

The bee and insect dying has been a broadly discussed topic since 2018 at the latest. And bees also play an important role at the Berlin airports. As they fly to thousands of blooms on the fields around the airports and collect pollen hereby, they are wonderfully suited to examine the implications of air traffic. In the bee monitoring pollen, wax and honey from the airport environs (Schönefeld and Tegel) as well as from a location at a further distance from the airports (Schorfheide) are analysed for residues of air pollutants. With the evaluation and the comparison of the values the experts come to a clear conclusion: The Schönefeld and Tegel airports have no relevant influence on the quality of honey.

measurement data can be viewed as daily mean values and from July of the following year as an annual report in the neighbourhood portal of the FBB website and on the website of the state office for the environment.

The FBB has been examining the implications of the air quality at Schönefeld Airport on various plants with the help of a bio-monitoring since 2011. For this purpose either grass cultures or also sprout plants were placed on the site and in the surrounding area of the airport depending on the sea-

son. Both plants are particularly highly suitable as an organic indicator, as they enrich certain air pollutants. The bio-monitoring was carried out until 2015 and will be continued after the opening of the BER. The results are assessed by independent experts and this since 2011 with a clear result: The organic monitoring did not show any influence of the airport operation on the air pollutants in the environment. The bee monitoring of the FBB, which has also been carried out since 2011 already, comes to similar results.



# Ultra-fine dust measurements at Schönefeld Airport



Since September 2016 FBB has been carrying out ultra-fine dust measurements at the airport location. These measurements have a purely scientific background and should contribute to the better characterisation of the external air composition in the airport environs. There is no threshold stipulation for ultra-fine dust.

Since 2017 FBB has had a mobile air quality measuring point. This measuring container is equipped with the

same measurement technology as the stationary measuring point. Ultra-fine dust is therefore also measured here. With the mobile measuring point measurements are possible outside of the airport site. FBB has been operating the mobile air quality measuring point in Bohnsdorf since March 2018. The measuring point is located on Eichbuschplatz and is thus directly below the arrival and departure area of Schönefeld Airport.

Air quality measuring point Bohnsdorf: FBB's air quality measuring points provide results on air quality at the airport location.



# Environmental planning

## Compensatory and replacement measures for the BER

With each large building project, within the scope of an approval procedure, the implications on the environment and nature preservation must be assessed. On this basis different measures are developed and implemented in order to reduce the implications on the environment and nature. The FBB also ensures with numerous projects that the unavoidable changes to nature, associated with the construction and expansion of BER Airport, are compensated for in another place.

### Compensatory and replacement measures

For this purpose the FBB has created manifold high-quality habitats for animals and plants. These lie on an area of around 500 hectares as a “green band” around the BER and invite visitors to hike, discover and relax.

In addition to the “green band” the FBB has, in the past few years, also implemented a multitude of measures in the Zülowniederung for enhancing the lowland landscape there. The Zülowniederung lies in the south-west of the BER, near the villages of Mittenwalde, Dabendorf, Groß Machnow and Rangsdorf. With an area of in total around 2,600 hectares it is the largest single project of the FBB with the compensation and replacement measures. Together with the Association for Landscape Care and Environmental Protection Teltow-Fläming incorporated association (LPV) a multitude of measures were implemented here for enhancing the landscape.

In addition to implementing the compensation and replacement measures, FBB also assumes the responsibility for a period of 25 years for their sustainable and optimal development.

### Ecological building support

The FBB moreover relies on an ecological building accompaniment during the construction measures all relating to the BER. This building accompaniment ensured in the past already that environmental burdens and interventions in nature were minimised as far as possible during the construction of BER. Among others the protection of trees and the re-settlement of various animals were necessary for this purpose.

Also with the current and future expansion measures at BER the ecological building accompaniment also ensures that relevant building projects are examined and measures developed in order to reduce the implications on the environment. Such measures include at BER among others protective fences for amphibians, however also coordinated methods for scaring birds away.





# The Airport Company as an **employer**

Flughafen Berlin Brandenburg GmbH continues to be an attractive employer. The total number of employees increased by 2% to 1,993 (status 31 December 2018). In addition, 84 trainees and students in the dual studies programme were employed as of the reporting date, 25 of whom were newly welcomed to the FBB in 2018. There were a total of 212 new employees. An official sign for diversity was set by the FBB with the signing of the Charta of Diversity in the summer of 2018.









# Working for the Airport Company

## Recruiting

With over 4,900 applications, including unsolicited applications, the number of applicants at the Airport Company is slightly below the previous year's level. In view 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 showing consideration for the future requirements of FBB. On this basis, work continued in 2018 to

implement the personnel marketing strategy and to increase FBB's presence as an employer through additional posting channels. In addition in the summer applicant management software was introduced.

In 2018, 656 interviews were conducted for the successful recruiting which resulted in 212 employees being hired, thereof 89 internal fillings of vacancies.

In order to bundle talks for places with similar contents, once again the

tried and tested tool of applicant days were relied upon in the form of speed dating.

## Personnel development

Building upon the executive development programme 2017 the FBB power programme was designed for 2018 in order to provide optimum support for executives and their teams with coping with the many different tasks. The FBB power programme 2018 represented a combination of executive training, formats for teaching know-how as well as collaboration and individual offers for executives on all levels.

It offered numerous cross-hierarchy, however also target group-specific formats with a strong operative reference, a high connection capability and the orientation to current leadership trends. In addition, the FBB has a broad range of offers for further training, which is directed at the entire workforce and goes far beyond specialist training measures stipulated by law or that are necessary for the business operation.

An extensive selection of centrally organised inhouse training courses that are oriented to the respective needs are available for the employees to reinforce method and social competences relating to topics such as conflict and



The FBB took advantage of the German Diversity Day 2018 in order to draw attention with a training day to the variety of the professional fields and possibilities for apprentices.





Apprentices look over the shoulder of the colleagues in the control centre for security.

self-management as well as communication. This is moreover supplemented by external individual training relating to particular specialists and personality training contents.

## Change Management

The objective of the Change Management is to prepare the workforce for the commissioning and the operation of the BER and likewise to support individuals, selected teams or entire organisation units with all change processes, for example within the scope of reorganisations with a set of tried and tested methods and moderation services.

In addition to training and formats oriented to the dealing with changes, focus is especially placed on the accompaniment of team measures for the clarification of roles and interfaces and the drawing up of possible solutions for optimising the cooperation.

As a result of the team measures concrete actions and further steps are stipulated together with the employees, which ensure the transfer into the working practice, create process clarity and thus as far as possible increase motivation and efficiency. A further focus of the Change Management is, by means of the different measures to make a substantial contribution to the culture development at the FBB

and thus to have a positive influence on points such as joint understanding regarding leadership and cross-sector respectively cross-interface cooperation.

## System optimisation with personnel

Within the scope of the consistently increasing digitalisation and transformation to strong automation, system-based flows support the HR-IT-requirement management on the project management-side by means of the technical integration of modern IT-applications in order to reduce administrative work in the field of Human Resources, to standardise, professionalise processes and to accelerate these in the end.

Within the large-scale project Talent Management System in the middle of 2018 the go-live of the Successfactors Learning and Recruiting modules took place. In the current phase it concerns to integrate the new systems well into the processes which rank around these or to carry out necessary process optimisations and process settings and to create a certain routine in the handling of the systems with the respective users.

In addition to briefing aircraft on the airport premises, piloting in a Follow-Me car to one of the core tasks of a Follow-Me driver.

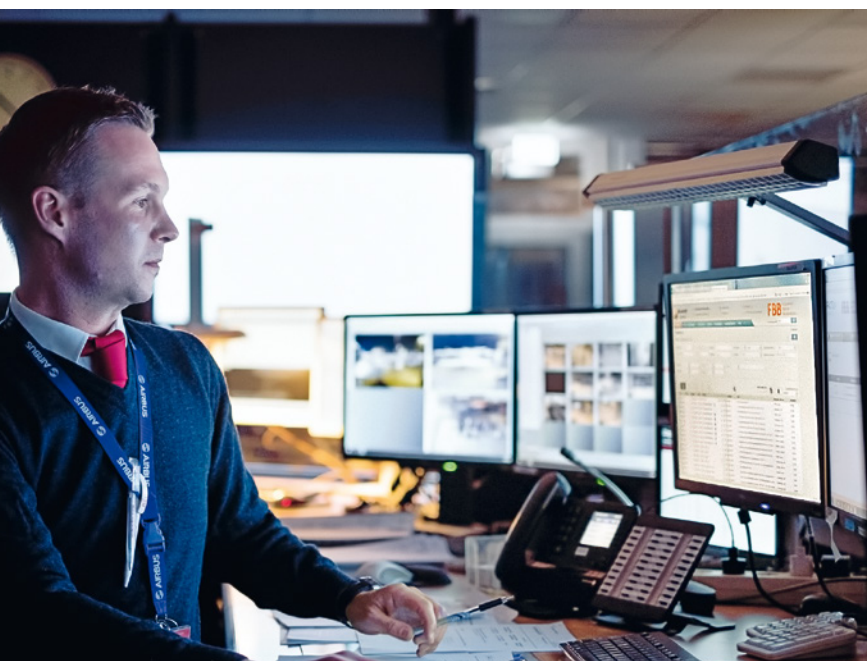


## Company health management

Within the scope of the company health managements (BGM) in 2018 the already existing offers to promote the health and well-being of the employees were further expanded. Thus, for example, the already ongoing impulse lectures relating to prevention of addiction for executives will also be offered for all employees from 2018 under the topic "Psychosocial crises". Also newly admitted into the programme of the BGM were the "healthy fitness and nutrition" of the employees of our fire service. Already successfully tried and tested counselling offers in questions relating to health and thus resulting workplace analyses were continued as well as prevention courses and nutrition workshops. The BGM is supported

by 20 health guides in the specialist sectors, who inform their colleagues about actions and act as contacts in questions relevant to health. In September 2018 the health information days under the motto "healthy diet and exercise" offered the employees an

interesting programme. By activating the online platform "Gympass", employees were provided with a comprehensive range of fitness, prevention and wellness services. Together with the DRK, two blood donation campaigns with a total of 104 donors were successfully carried out.



Whether during the day or in the night: The duty traffic manager (VvD) is responsible for the traffic safety of the airports.



# Apprenticeship and studies at the airports

In 2018, 25 apprentices and dual students started their training education at FBB. Owing to the very broad and interesting range of scope of professions and tasks at FBB, a multitude of different training professions and dual courses of studies are available for selection for interested parties. Besides the five apprenticeship offers for aviation management assistants, electronic specialists for information and system technology or for industrial engineering, industrial mechatronics technicians and mechatronics technicians, FBB also offers five dual courses of studies at the Berlin University of Applied Sciences in the fields of Business Administration/Service Management, Business Administration/Real Estate Management, Technical Facility Management, Industrial Electrical Engineering and Business Informatics. A new addition in 2018 is moreover the trained profession of skilled worker for protection and security.

In return, 25 apprentices and students in the dual studies likewise successfully completed their training and education in 2018. Directly two apprentices – one electronics specialist for information & system technology and an aviation management assistant – were honoured in 2018 by the Cottbus Chamber of Com-



The Chamber of Commerce Cottbus distinguishes apprentices each year within the framework of the Chamber of Commerce Honour of the Best. Directly two apprentices came from the FBB in 2018.



In five different specialist directions the FBB offers its dual students tasks in an exciting environment.

merce in their training profession as best of the year in South Brandenburg owing to their very good examination performances.

In order to address potential apprentices and students, FBB was represented at numerous trade fairs in 2018 and presented itself once again at various events all relating to professional orientation. In addition, out of conviction, FBB continues to support the initiative "BQN – Berlin braucht dich!" [Berlin needs you] for the professional integration of youths with a migration background. FBB, as one of the largest employers and

trainers of the capital city region, also participated in the campaign "Training: A question of attitude". This, in particular against the background that diversity and equal opportunities, represents important cornerstones for FBB. Within the scope of the cooperation, various internships were also realised for people with a migration background in the technical and commercial sector in 2018 and a further apprenticeship place was successfully filled in the professional profile of management assistant for office management with a pupil with a migration background.

In order to be able to gain an even better interlinking of training and personnel development in future, the two scopes of tasks were aggregated within one area of responsibilities. In this way, the various facets of training and further education, some of which are closely interlinked, can be controlled in an even more targeted manner in line with the respective internal requirements for training and further education offerings and taking account of market conditions such as a shortage of skilled workers.



In the training as specialist for protection and security the apprentices learn everything about maintaining security at our airport locations.



# Diversity at the airports

Whether on the apron, in customer service or in the administration: All colleagues at the airport work at the gates of the capital city region to the world, therefore cosmopolitanism and the appreciation of diversity play an important role at the FBB.

Diversity represents an essential part of the entrepreneurial actions of the FBB. The diversity and equality officer deals at all airport locations with diversity-related topics and questions. She is the central contact for all topics relevant for diversity. It is her aim to place even greater focus on and promote diversity in the working world at the FBB.

An official sign for diversity was set by the FBB with the signing of the Charta of Diversity and thus commits itself to the six defined principles of the Charta.



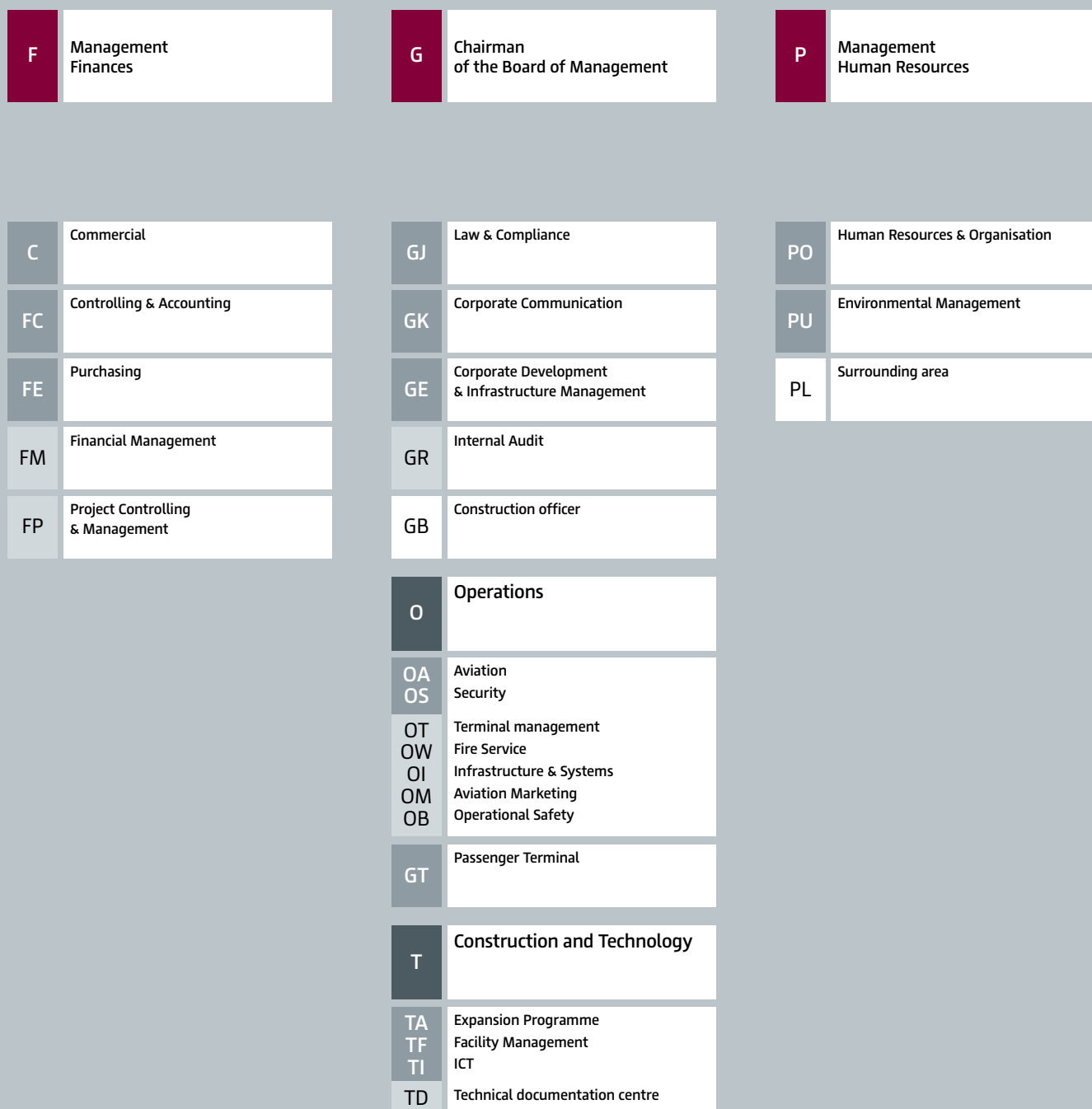
01 The Airport Company also shows support for diversity at the German Diversity Day.

02 Apprentices and Dual Students of the FBB participate with an own project with the Diversity Challenge of the Charta of Diversity, incorporated association

03 Managing director of finances, Heike Fölster distinguished herself at the Para European Athletics Championships as the winner in two categories. The FBB supported as a partner the 650 athletes from 37 nations.

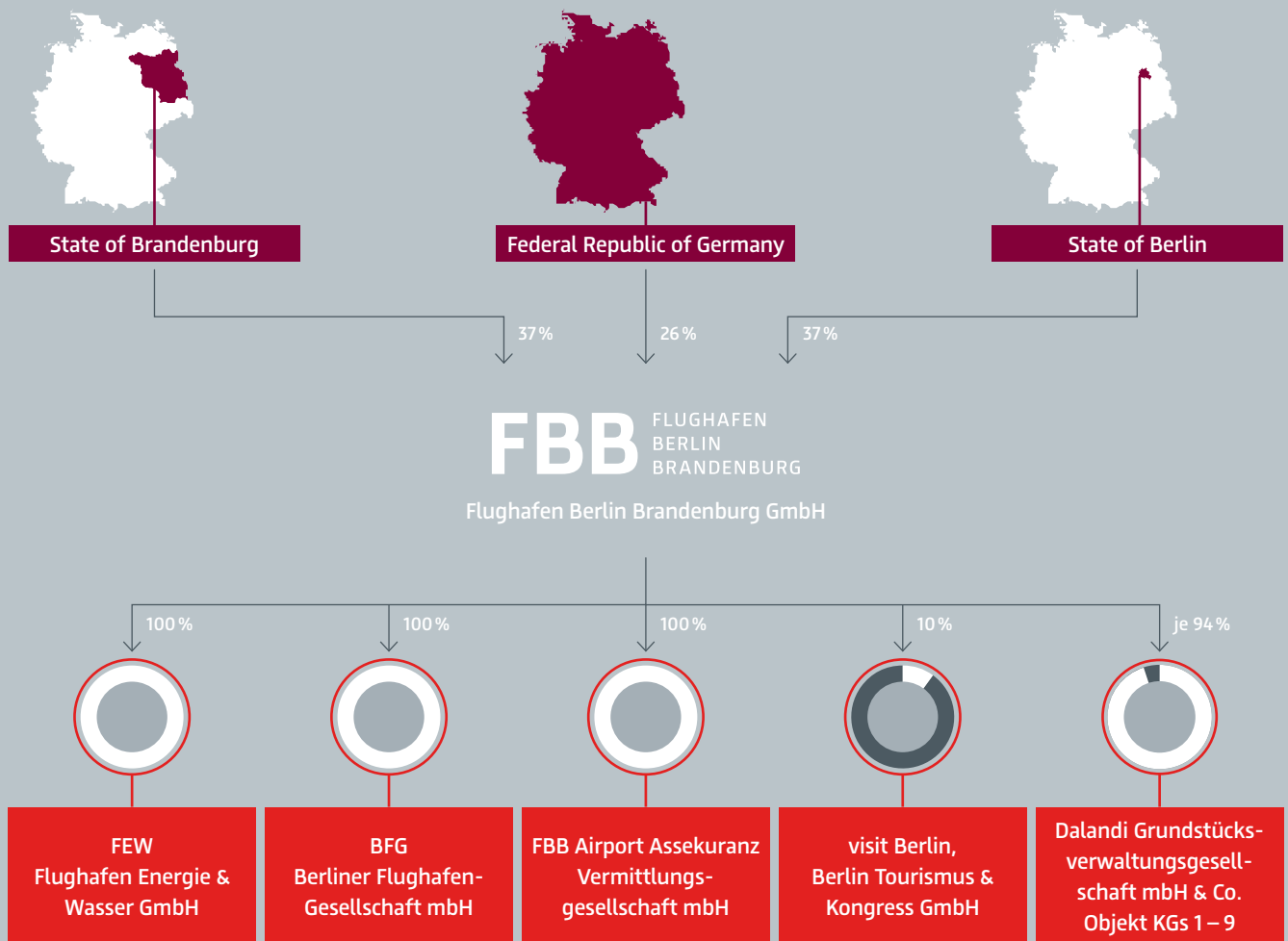
# Flughafen Berlin Brandenburg GmbH

## Company organisation chart

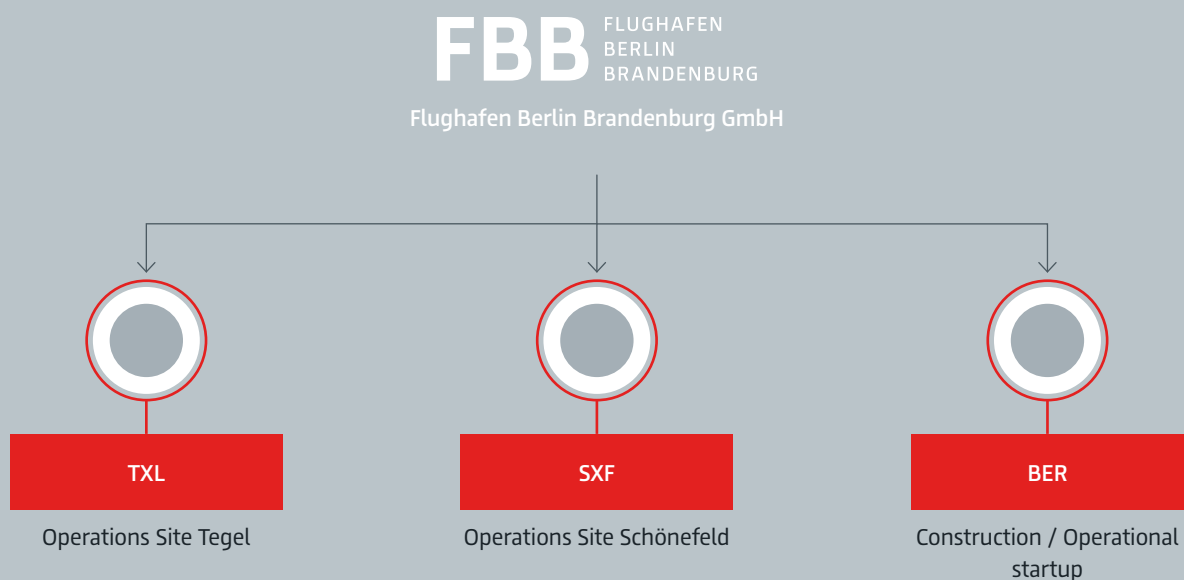




# Shareholder structure



# Operations Structure









# Our Figures





# Flughafen Berlin Brandenburg GmbH, Schönefeld

## Consolidated balance sheet as of 31 December 2018

| Aktiva |  | 31.12.2018<br>EUR       | 31.12.2017<br>EUR       |
|--------|--|-------------------------|-------------------------|
| A.     | Fixed Assets   |                         |                         |
| I.     | Intangible assets  |                         |                         |
| 1.     | Purchased concessions, industrial property and similar rights and assets, and licences in such rights and assets | 351,884,460.30          | 322,732,508.91          |
| 2.     | Payments on account  | 1,660,239.21            | 1,015,084.07            |
|        |  | <b>353,544,699.51</b>   | <b>323,747,592.98</b>   |
| II.    | Tangible assets  |                         |                         |
| 1.     | Land and buildings, including buildings on third-party land  | 1,158,673,505.66        | 1,160,618,377.62        |
| 2.     | Technical equipment, plant and machinery   | 342,765,701.00          | 367,255,030.12          |
| 3.     | Other plants, fixtures, fittings and equipment   | 40,983,700.00           | 37,553,832.20           |
| 4.     | Payments on account and assets in process of construction  | 2,992,054,215.04        | 2,675,903,058.20        |
|        |  | <b>4,534,477,121.70</b> | <b>4,241,330,298.14</b> |
| III.   | Financial assets   |                         |                         |
|        | Participations   | 51,200.00               | 51,200.00               |
|        |  | <b>4,888,073,021.21</b> | <b>4,565,129,091.12</b> |
| B.     | Current assets   |                         |                         |
| I.     | Inventories  |                         |                         |
|        | Raw materials and supplies   | 2,039,540.93            | 1,920,059.05            |
| II.    | Receivables and other assets   |                         |                         |
| 1.     | Trade accounts receivable  | 39,453,524.99           | 35,498,885.94           |
| 2.     | Other assets   | 42,047,525.56           | 69,454,887.28           |
|        |  | <b>81,501,050.55</b>    | <b>104,953,773.22</b>   |
| III.   | Cash on hand, cash in banks  | 71,879,506.32           | 71,448,365.02           |
|        |  | <b>155,420,097.80</b>   | <b>178,322,197.29</b>   |
| C.     | Prepaid expenses   | <b>7,219,890.06</b>     | <b>7,729,494.26</b>     |
|        |  | <b>5,050,713,009.07</b> | <b>4,751,180,782.67</b> |



| Passiva |   | 31.12.2018<br>EUR       | 31.12.2017<br>EUR       |
|---------|---|-------------------------|-------------------------|
| A.      | Shareholders' equity                                |                         |                         |
| I.      | Subscribed capital                                  | 11,000,000.00           | 11,000,000.00           |
| II.     | Capital reserves                                    | 2,174,328,275.68        | 2,174,328,275.68        |
| III.    | Accumulated deficit                                 | -992,113,784.23         | -914,967,247.44         |
| IV.     | Deferred items for shares of the other shareholders | -1,227,922.42           | -1,266,747.28           |
|         |   | <b>1,191,986,569.03</b> | <b>1,269,094,280.96</b> |
| B.      | Special account for investment subsidies            | <b>83,781,919.20</b>    | <b>86,900,358.20</b>    |
| C.      | Provisions  |                         |                         |
| 1.      | Provisions for pensions                             | 4,944,886.00            | 5,533,397.00            |
| 2.      | Tax provisions                                      | 440,000.00              | 130,000.00              |
| 3.      | Other provisions                                    | 122,410,828.84          | 127,302,947.67          |
|         |   | <b>127,795,714.84</b>   | <b>132,966,344.67</b>   |
| D.      | Liabilities   |                         |                         |
| 1.      | Loans and overdrafts                                | 2,467,550,439.80        | 2,450,353,438.77        |
| 2.      | Payments received on account                        | 1,985,129.78            | 15,036,165.76           |
| 3.      | Trade accounts payable                              | 48,850,100.14           | 45,570,483.02           |
| 4.      | Liabilities due to shareholders                     | 1,031,297,400.52        | 662,367,905.66          |
| 5.      | Other liabilities                                   | 38,550,706.94           | 32,847,020.26           |
|         |   | <b>3,588,233,777.18</b> | <b>3,206,175,013.47</b> |
| E.      | Deferred income                                     | <b>58,915,028.82</b>    | <b>56,044,785.37</b>    |
|         |   | <b>5,050,713,009.07</b> | <b>4,751,180,782.67</b> |

# Flughafen Berlin Brandenburg GmbH, Schönefeld

## Consolidated income statement 2018

|     |  | 2018<br>EUR            | 2017<br>EUR            |
|-----|--|------------------------|------------------------|
| 1.  | Sales revenues   | 414,592,839.80         | 392,420,295.63         |
| 2.  | Other own work capitalized   | 15,137,254.25          | 16,083,596.71          |
| 3.  | Other operating income   | 13,138,678.19          | 50,333,995.82          |
|     |  | <b>442,868,772.24</b>  | <b>458,837,888.16</b>  |
| 4.  | Cost of materials  |                        |                        |
|     | a) Costs of raw materials and supplies<br>and of purchased merchandise   | 8,500,093.20           | 9,606,346.61           |
|     | b) Cost of purchased services  | 75,231,876.74          | 76,496,437.07          |
|     |  | <b>83,731,969.94</b>   | <b>86,102,783.68</b>   |
| 5.  | Personnel expenses   |                        |                        |
|     | a) Wages and salaries  | 116,818,107.79         | 111,498,667.79         |
|     | b) Social security contributions and expenses for pension<br>and other benefits - of which relating to pensions<br>EUR 5,795,055.24 (prev. yr. EUR 5,632,168.70) | 26,532,948.63          | 25,468,481.89          |
|     |  | <b>143,351,056.42</b>  | <b>136,967,149.68</b>  |
| 6.  | Depreciation on intangible and tangible assets   | 93,899,240.94          | 109,833,518.51         |
| 7.  | Other operating expenses   | 93,090,729.07          | 98,714,116.66          |
| 8.  | Other interest and similar income – of which from<br>discounting: EUR 275,582.99 (prev. yr.: EUR 664,096.23)   | 943,508.42             | 710,349.22             |
| 9.  | Interest and similar expenses – of which from<br>compounding: EUR 533,325.70 (prev. yr.: EUR 560,448.38)   | 103,213,210.14         | 109,378,178.66         |
| 10. | Taxes on income and on earnings<br>(previous year earnings)  | 647,959.50             | 320,483.63             |
| 11. | Earnings after tax   | -74,121,885.35         | -81,127,026.18         |
| 12. | Other taxes  | -2,985,826.58          | -2,508,118.61          |
| 13. | Consolidated loss for the year   | <b>-77,107,711.93</b>  | <b>-83,635,144.79</b>  |
| 14. | Accumulated deficit carried forward from previous year   | -914,967,247.44        | -831,314,324.06        |
| 15. | Loss relating to non-controlling shares  | 38,824.86              | 17,778.59              |
| 16. | Consolidated balance sheet loss  | <b>-992,113,784.23</b> | <b>-914,967,247.44</b> |



# Flughafen Berlin Brandenburg GmbH, Schönefeld

## Consolidated Cash Flow Statement for 2018

|  | 2018<br>TEUR    | 2017<br>TEUR    |
|--|-----------------|-----------------|
| 1. Cash flow from current business activities  |                 |                 |
| Cash inflows from customers for the sale of products, goods and services                       | 394,555         | 375,530         |
| Cash outflows to suppliers and employees   | -260,188        | -262,927        |
| Other cash inflows, which are not to be allocated to the investment or the financing           | 29,302          | 27,755          |
| Other cash outflows, which are not to be allocated to the investment or the financing activity | -32,895         | -30,575         |
| +/- Income tax payments  | -648            | 320             |
| <b>Cash flow from current business activities</b>  | <b>130,126</b>  | <b>110,103</b>  |
| 2. Cash flow from investment activities  |                 |                 |
| Cash inflows (+) from disposals of tangible assets   | 54              | 403             |
| Cash outflows (-) for investments in tangible assets   | -385,944        | -373,883        |
| Cash outflows (-) for investments in intangible assets   | -32,460         | -61,134         |
| <b>Cash flow from investment activities</b>  | <b>-418,350</b> | <b>-434,614</b> |
| 3. Cash flow from financing activities   |                 |                 |
| Cash inflows from the borrowing of shareholder loans   | 354,180         | 425,344         |
| Cash inflows (+) from the borrowing of (financial) loans                                       | 70,000          | 0               |
| Cash outflows (-) from the redemption of (financial) loans                                     | -52,371         | -44,747         |
| Interest paid (-)  | -87,464         | -96,821         |
| Cash inflows (+) from investment subsidies   | 4,311           | 1,965           |
| <b>Cash flow from financing activities</b>   | <b>288,656</b>  | <b>285,741</b>  |
| 4. Cash and cash equivalents at the end of the period  |                 |                 |
| Change in cash and cash equivalents affecting payments   |                 |                 |
| (Subtotals 1 – 3)  | 432             | -38,770         |
| Cash and cash equivalents at the beginning of the period                                       | 71,448          | 110,218         |
| <b>Cash and cash equivalents at the end of the period</b>                                      | <b>71,880</b>   | <b>71,448</b>   |

# Flughafen Berlin Brandenburg GmbH, Schönefeld

## Development of the consolidated equity for 2018

|  | Parent company            |                         |                            |  |  |
|--|---------------------------|-------------------------|----------------------------|--|--|
|  | Subscribed capital<br>EUR | Capital reserves<br>EUR | Accumulated deficit<br>EUR | Equity according to<br>consolidated balance<br>sheet EUR |  |
| 31.12.2016                                       | 11,000,000.00             | 1,872,578,358.41        | -831,314,324.06            | 1,052,264,034.35   |  |
| Conversion<br>shareholder loans                  | 0.00                      | 301,749,917.27          | 0.00                       | 301,749,917.27   |  |
| Consolidated<br>net income/net loss for the year | 0.00                      | 0.00                    | -83,652,923.38             | -83,652,923.38   |  |
| Consolidated total results                       | 0.00                      | 0.00                    | -83,652,923.38             | -83,652,923.38   |  |
| 31.12.2017                                       | 11,000,000.00             | 2,174,328,275.68        | -914,967,247.45            | 1,270,361,028.23   |  |
| Consolidated<br>net income/net loss for the year | 0.00                      | 0.00                    | -77,146,536.79             | -77,146,536.79   |  |
| Consolidated total results                       | 0.00                      | 0.00                    | -77,146,536.79             | -77,146,536.79   |  |
| <b>31.12.2018</b>                                | <b>11,000,000.00</b>      | <b>2,174,328,275.68</b> | <b>-992,113,784.24</b>     | <b>1,193,214,491.44</b>                                  |  |

Rounding differences owing to the calculation of the pro rata share of the equity are possible



|  | Non-controlling shares  |                            |  |                            |
|--|-------------------------|----------------------------|--|----------------------------|
|  | Capital reserves<br>EUR | Accumulated deficit<br>EUR | Equity according to<br>consolidated balance<br>sheet EUR | Consolidated equity<br>EUR |
|  | 0.00                    | -1,284,525.87              | -1,284,525.87  | 1,050,979,508.49           |
|  | 0.00                    | 0.00                       | 0.00   | 301,749,917.27             |
|  | 0.00                    | 17,778.59                  | 17,778.59  | -83,635,144.79             |
|  | 0.00                    | 17,778.59                  | 17,778.59  | -83,635,144.79             |
|  | 0.00                    | -1,266,747.28              | -1,266,747.28  | 1,269,094,280.95           |
|  | 0.00                    | 38,824.86                  | 38,824.86  | -77,107,711.93             |
|  | 0.00                    | 38,824.86                  | 38,824.86  | -77,107,711.93             |
|  | <b>0.00</b>             | <b>-1,227,922.42</b>       | <b>-1,227,922.42</b>                                     | <b>1,191,986,569.02</b>    |

# Flughafen Berlin Brandenburg GmbH, Schönefeld

## Consolidated notes for the fiscal year 2018

### 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 information on the inclusion of other items and their notes in these notes has been provided.

### 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 (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 valuation principles. For the preparation of the consolidated financial statements, apart from the following exceptions, the following accounting and valuation methods continued to be decisive. The down payments received on services of the company that are still to be provided are disclosed within the liabilities in the position "Down payments received on orders". The short-term interest accruals are disclosed within the loan liabilities.

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 31 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 250.00 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 were entered individually from 1 January 2016 and between EUR 250.01 and EUR 800.00 from 1 January 2018 and depreciated over a useful life of one year.

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

|  | from<br>1.1.2018 | until<br>31.12.2017 |
|--|------------------|---------------------|
| Buildings                                | 10 – 60          | 10 – 40             |
| Technical equipment, plant and machinery | 10 – 60          | 15 – 21             |
| Fixtures, fittings and equipment         | 4 – 25           | 5 – 10              |

In the fiscal year a partial adjustment was carried out to useful lives, due to operation that were longer than previously assumed for each asset group. The adjustments of residual useful lives led in a comparison of the year to lower expenses from scheduled depreciations.

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. For the assets that will principally no longer be usable after the closure of Tegel Airport the period of use was stipulated to the year 2019 after the originally planned completion of BER and retained for reasons of materiality. Useful lives are fixed for new additions by paying attention to the further operation until 30.04.2021.

With the maintenance of the flight operation until the end of 2025 at the Schönefeld North location the useful lives of the assets in this sector are presented in this manner.

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 3.21 % (prev. yr. 3.68%) 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 2018 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. 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 2.32 % (prev. yr. 2.80 %). 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.

|   | 31.12.2018<br>TEUR | 31.12.2017<br>TEUR |
|---|--------------------|--------------------|
| Intangible assets   | 353,545            | 323,748            |
| Tangible assets   | 4,534,477          | 4,241,330          |
| thereof land and buildings                                | 1,158,674          | 1,160,618          |
| thereof payments on account and assets under construction | 2,992,054          | 2,675,903          |
| Financial assets  | 51                 | 51                 |
| <b>Total</b>  | <b>4,888,073</b>   | <b>4,565,129</b>   |



### Details concerning the shareholdings

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

|   | Share in shareholders' |
|---|------------------------|
| 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 completion of the construction work and the subsequent leasing of the buildings to FBB, 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**

|   | 31.12.2018<br>TEUR | 31.12.2017<br>TEUR |
|---|--------------------|--------------------|
| Trade accounts receivable                     | 39,454             | 35,499             |
| hereof short-term receivables                 | 35,499             | 35,499             |
| thereof long-term receivables (term > 1 year) | 5                  | 0                  |
| Other assets                                  | 42,047             | 69,455             |
| thereof short-term                            | 42,047             | 69,455             |
| Total   | 81,501             | 104,954            |

The other assets primarily include the land of the Business Park Berlin (TEUR 19,439, prev. yr. TEUR 24,187). The sundry other assets (TEUR 22,609, prev. yr. TEUR 45,268) have a remaining term of less than one year as in the previous year.

**Prepaid expenses**

Entered under the prepaid expenses are payments for future expenses. These essentially exist with TEUR 5,480 for guarantee payments made in advance with a term until March 2019.

**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 financials 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 9,304 were not capitalised by exercising the option according to Section 274 (1) Sentence 2 HGB.



### Shareholders' equity

The subscribed capital of TEUR 11,000 and the capital reserves of EUR 2,174.3 million (prev. yr. EUR 2,174.3 million) correspond with the balance sheet items disclosed at the parent company. The capital reserves include, among others, with EUR 1,631.7 million (prev. yr. EUR 1,631.7 million) financing amounts of the shareholders for BER.

### Accumulated deficit

The consolidated accumulated deficit in the fiscal year amounts to TEUR 77,108 (prev. yr. deficit of TEUR 83,635). Following inclusion of the share of results of other shareholders (TEUR 39) and the addition of the consolidated loss carried forward from the previous year (TEUR 914,967), the result is a consolidated balance sheet loss of TEUR 992,114.

### Investment subsidies

Investment subsidies for fixed assets (TEUR 83,782, prev. yr. TEUR 86,900) are shown as special items on the liabilities side. They are reversed correspondingly over the course of the depreciations.

### Provisions for pensions

The difference according to Section 253 (6) HGB is TEUR 333 (prev. yr. TEUR 367).

### Tax provisions

The tax provisions include property tax obligations for the Schönefeld site (TEUR 100, prev. yr. TEUR 80) and provisions for electric power tax (TEUR 340; prev. yr. TEUR 50).

### Other provisions

Other provisions primarily relate to:

|   | 31.12.2018<br>TEUR | 31.12.2017<br>TEUR |
|---|--------------------|--------------------|
| Risk provisioning due to the postponement of the operational startup of BER | 45,250             | 51,429             |
| Unpaid invoices   | 14,104             | 11,552             |
| TransFair BER   | 10,081             | 9,870              |
| Closure of Tegel  | 9,251              | 9,057              |
| Partial retirement  | 6,266              | 5,411              |

# Number of employees

Average number of employees during the fiscal year:

2017



**1,927**

Employees (white collar)

**78**

Vocational trainees

2018



**1,978**

Employees (white collar)

**76**

Vocational trainees



## Liabilities

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

### Liabilities movement in TEUR

| Type of liability  | Remaining term              |                                 |                                 | Total            |                    |
|--|-----------------------------|---------------------------------|---------------------------------|------------------|--------------------|
|  | Up to<br>1 year             | More than<br>1 year             | More than<br>5 years            | 31.12.2018       | 31.12.2017         |
| 1. Loans and overdrafts<br>(previous year)   | 15,641<br>(15,650)          | 2,451,909<br>(2,434,703)        | 2,402,984<br>(2,387,377)        | 2,467,550        | (2,450,353)        |
| 2. Liabilities from payments received on account<br>(previous year)                      | 1,985<br>(15,036)           | 0<br>(0)                        | 0<br>(0)                        | 1,985            | (15,036)           |
| 3. Trade accounts payable<br>(previous year)   | 48,850<br>(45,571)          | 0<br>(0)                        | 0<br>(0)                        | 48,850           | (45,571)           |
| 4. Liabilities due to shareholders<br>(previous year)                                    | 0<br>(0)                    | 1,031,297<br>(662,368)          | 1,031,297<br>(662,368)          | 1,031,297        | (662,368)          |
| 5. Other liabilities<br>(previous year)<br>thereof for taxes: TEUR 0; (prev. yr. EUR 16) | 38,551<br>(32,847)          | 0<br>(0)                        | 0<br>(0)                        | 38,551           | (32,847)           |
| <b>Total</b><br>(previous year)  | <b>105,027</b><br>(109,104) | <b>3,483,206</b><br>(3,097,071) | <b>3,434,281</b><br>(3,049,745) | <b>3,588,233</b> | <b>(3,206,175)</b> |

Loans and overdrafts result from the utilisation primarily of the credit lines for the BER long-term financing, of which TEUR 2,250,176 is secured by guarantees given by shareholders and TEUR 195,489 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

Owing to the postponement of the startup of Berlin Brandenburg Airport (BER) that was planned for 3 June 2012 various airlines, service providers, tenants and further companies have asserted claims for damages/recourse. The majority of the claims were only asserted according to the grounds; very few of the claims 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 in the meantime. Other claimants have asserted their claims in court.

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 663.8 million. These obligations arise specifically from the following facts fixed by contract or commissioned:

| Nr.          | Other financial obligations  | 31.12.2018<br>EUR million | 31.12.2017<br>EUR million |
|--------------|--|---------------------------|---------------------------|
| 1            | Noise protection measures  | 374.0                     | 378.0                     |
| 2            | Order commitment from awarded investment contracts   | 173.9                     | 346.1                     |
| 3            | Invoices for measures subject to capitalisation still under review                             | 85.5                      | 67.2                      |
| 4            | Payment obligations from leases and leasing agreements   | 30.4                      | 29.4                      |
| 5            | Payment obligations for equalisation levy for sealing in accordance with the zoning resolution | 0,0                       | 2.6                       |
| <b>Total</b> |  | <b>663.8</b>              | <b>823.3</b>              |

There is an obligation pursuant to the (supplementary) planning stipulation decision to initiate noise protection measures (Subclause 1) and/or make compensation payments. These obligations will amount to as much as EUR 374.0 million by the time of the operational startup.

The awarded investment/consulting contracts (Subclause 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 85.5 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 2019 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 old syndicated financing, both signed in 2009, served as the underlying transaction for the hedging until February 2017. In February 2017 the syndicated financing was restructured. The majority share was refinanced hereby through a fixed-interest tranche.

Based on this initial situation the interest rate swaps were adjusted to the capital development of the EIB loan agreements in 2017. By the interest rate swaps the remaining share subject to variable interest rates is hedged against fluctuations in interest rates over a firmly agreed term until 2026. The EIB loan agreements have a term until 2034 respectively 2035.

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 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 as of 31 December 2018 amount with a nominal value of around EUR 818.1 million to EUR -197.1 million. The determination of the market values of the swaps was carried out with the help of the Discounted-Cash-Flow valuation. The future interest payments were discounted by the yield curve of 31 December 2018. 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 2018.

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 -197.1 million that is not to be taken into consideration.

## Explanatory Comments on the Consolidated Income Statement

### Sales revenues

| Sales revenues                       | 2018           |              | 2017           |              |
|--------------------------------------|----------------|--------------|----------------|--------------|
|                                      | TEUR           | %            | TEUR           | %            |
| Operations (Aviation)                | 293,110        | 70.7         | 271,514        | 69.2         |
| Commercial (Non-Aviation)            | 65,749         | 15.9         | 61,381         | 15.6         |
| Letting                              | 31,534         | 7.6          | 30,943         | 7.9          |
| Area sales                           | 9,327          | 2.2          | 15,528         | 4.0          |
| Sales revenues construction services | 696            | 0.2          | 316            | 0.1          |
| Sales revenues services              | 5,981          | 1.4          | 5,873          | 1.5          |
| Miscellaneous                        | 8,196          | 2.0          | 6,865          | 1.7          |
| <b>Total</b>                         | <b>414,593</b> | <b>100.0</b> | <b>392,420</b> | <b>100.0</b> |

### Other operating income

The other operating income in the amount of TEUR 13,139 (prev. yr. TEUR 50,334) essentially include income from investment grants of TEUR 3,942 (prev. yr. TEUR 4,298) and income not related to the period amounting to TEUR 7,630 (prev. yr. TEUR 42,482). This essentially includes income from the reversal of value adjustments on the current assets (TEUR 621; prev. yr. TEUR 35,911) as well as from the reversal of provisions (TEUR 5,531; prev. yr. TEUR 8,766).

### Write-offs and depreciation

In the fiscal year, unscheduled depreciation of TEUR 0 (prev. yr. TEUR 606) was made on buildings, fittings and equipment.

In the fiscal year an adjustment was made to the useful lives of a multitude of supply systems to longer average useful lives of the FEW. With the continuation of the previous useful lives additional expenses would have arisen for depreciations in the amount of EUR 12.6 million.

### Other operating expenses

The expenses not relating to the period in the amount of TEUR 1,715 (prev. yr. TEUR 1,430) relate with TEUR 282 value adjustment of receivables from previous years.

### Interest from interest accrual and discounting of provisions

Expenses relating to interest accrual on provisions and liabilities in the amount of TEUR 533 (prev. yr. TEUR 560) were incurred in the reporting year. Income from the discounting of provisions in the amount of TEUR 276 (prev. yr. TEUR 664) 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 presentation in the consolidated financial statements 2018 was carried out for the first time according to the direct method. The cash and cash equivalents are comprised of liquid funds (TEUR 71,880; prev. yr. TEUR 71,448). The cash inflows of customers as well as the cash outflows to suppliers do not include any value added taxes, thus, with regard to the value added taxes a balancing of the cash inflows of customers was carried out against the cash outflows to the Inland Revenue Office as well as the cash outflows to suppliers against the cash inflows from the Inland Revenue Office.

### Auditor's fees

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

|                          | 2018<br>TEUR | 2017<br>TEUR |
|--------------------------|--------------|--------------|
| Auditing services        | 215          | 215          |
| Tax consultancy services | 0            | 0            |
| Other services           | 0            | 0            |
| <b>Total</b>             | <b>215</b>   | <b>215</b>   |

### Supervisory Board

#### Representatives of the State of Berlin

**Dr. Margaretha Sudhof**

State Secretary; Senate Department of Finances Berlin; Berlin

**Gerry Woop**

State Secretary; Senate Department for Culture and Europe; Berlin

**Prof. Dr.-Ing. Norbert Preuß**

Managing Director; Preuss Projekt Partner GmbH; Munich

**Boris Schucht**

Chairman of the Management; 50Hertz Transmission 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

#### **Dr. Wolfgang Krüger**

Leading Managing Director; Chamber of Industry and Commerce Cottbus out of  
commission; Cottbus

#### **Daniela Trochowski**

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

#### **Kerstin Jöntgen**

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

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

#### **Rainer Bomba** – until 20 April 2018

State Secretary; Federal Ministry of Transport and Digital Infrastructure;  
Berlin

#### **Werner Gatzer**

State Secretary; Senate Department of Finances; Berlin

#### **Dr. Gerhard Schulz** – since 4 May 2018

State Secretary; Federal Ministry of Transport and Digital Infrastructure;  
Berlin

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

#### **Holger Rößler**

Trade Union Secretary; ver.di – United Services Union; 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**

Flughafen Berlin Brandenburg GmbH; Schönefeld Airport; Berlin

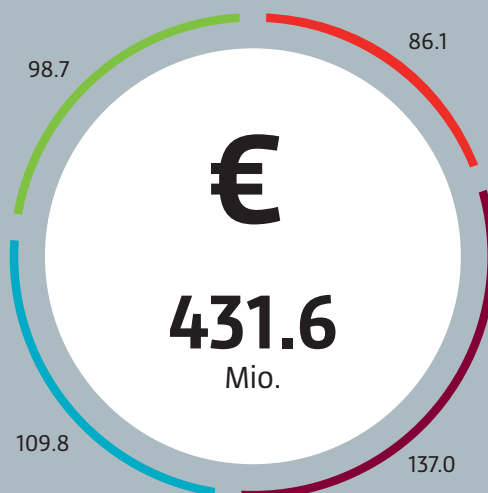
#### **Olaf Christoph**

Flughafen Berlin Brandenburg GmbH; Schönefeld Airport; Berlin

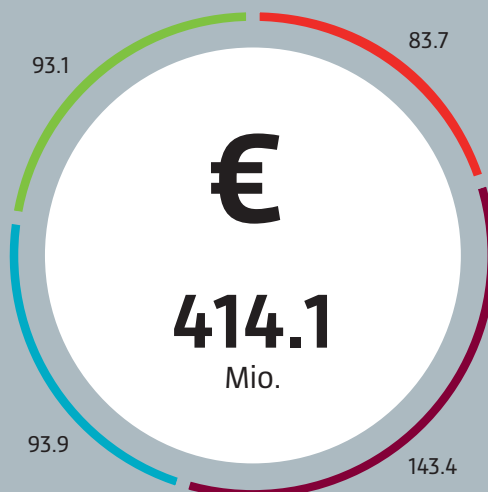


# Expenses in EUR million

2017



2018



### Ralph Struck

Flughafen Berlin Brandenburg GmbH; Schönefeld Airport; Berlin

### Verena Schumann

Flughafen Berlin Brandenburg GmbH; Schönefeld Airport; Berlin

### Enrico Rümker

ver.di – United Services Union; Berlin

### Jens Gröger

ver.di – United Services Union; Berlin

### Total compensation paid to the Supervisory Board

The reimbursements for attendance fees paid to the Supervisory Board members amounted to TEUR 31.7; (prev. yr. TEUR 45.2). In addition, remuneration of TEUR 30 was paid to the Supervisory Board.

### Management

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

CEO

#### Heike Fölster

CFO

#### Dr. Manfred Bobke-von Camen

Director of Human Resources

### Total remuneration paid to management

| TEUR                                   | Basic remuneration | Performance-related remuneration | Employer's share of social insurance | Miscellaneous remuneration | Total        |
|--|--------------------|----------------------------------|--------------------------------------|----------------------------|--------------|
| Prof. Dr.-Ing. Engelbert Lütke Daldrup | 400                | 45                               | 8                                    | 50                         | 503          |
| Heike Fölster                          | 305                | 45                               | 12                                   | 45                         | 407          |
| Dr. Manfred Bobke-von Camen            | 273                | 33                               | 11                                   | 44                         | 361          |
| <b>Total</b>                           | <b>978</b>         | <b>123</b>                       | <b>31</b>                            | <b>139</b>                 | <b>1,271</b> |



**Total remuneration to former members of management**

Pension payments to former members of management amounted to TEUR 506 (prev. yr. TEUR 546). Provisions for pensions to former members of management and their surviving dependents have been formed in full and amount to TEUR 4,945 as of 31 December 2018 (prev. yr. TEUR 5,513).

**Employees**

Average number of employees during the fiscal year:

Employees

|                             | 2018         | 2017         |
|-----------------------------|--------------|--------------|
| Employees<br>(white collar) | 1,978        | 1,927        |
| Vocational trainees         | 76           | 78           |
| <b>Total</b>                | <b>2,054</b> | <b>2,005</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 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 2018.

Schönefeld, 28 February 2019

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

# Flughafen Berlin Brandenburg GmbH, Schönefeld

## Analysis of Fixed Assets Movement 2018

|   | Acquisition and manufacturing costs |                       |                      |                   |                         |
|---|-------------------------------------|-----------------------|----------------------|-------------------|-------------------------|
|   | 31.12.2017<br>EUR                   | Additions<br>EUR      | Disposals<br>EUR     | Transfers<br>EUR  | 31.12.2018<br>EUR       |
| <b>I. Intangible assets</b>   |                                     |                       |                      |                   |                         |
| 1. Purchased concessions, industrial property and similar rights and assets, and licences in such rights and assets | 352,169,375.90                      | 31,448,934.86         | 152,777.31           | 307,593.72        | 383,773,127.17          |
| 2. Payments on account  | 1,015,084.07                        | 1,010,973.96          | 0.00                 | -365,818.82       | 1,660,239.21            |
|   | <b>353,184,459.97</b>               | <b>32,459,908.82</b>  | <b>152,777.31</b>    | <b>-58,225.10</b> | <b>385,433,366.38</b>   |
| <b>II. Tangible assets</b>  |                                     |                       |                      |                   |                         |
| 1. Land and buildings   | 1,940,002,137.45                    | 20,074,313.38         | 438,012.15           | 25,711,626.34     | 1,985,350,065.02        |
| 2. Technical equipment, plant and machinery   | 707,322,402.68                      | 6,198,916.79          | 567,912.67           | 2,301,295.30      | 715,254,702.10          |
| 3. Other plants, fixtures, fittings and equipment   | 153,684,693.55                      | 13,033,144.30         | 7,870,994.56         | 1,490,458.57      | 160,337,301.86          |
| 4. Payments on account and assets under construction  | 2,681,909,980.23                    | 346,637,433.69        | 1,041,121.74         | -29,445,155.11    | 2,998,061,137.07        |
|   | <b>5,482,919,213.91</b>             | <b>385,943,808.16</b> | <b>9,918,041.12</b>  | <b>58,225.10</b>  | <b>5,859,003,206.05</b> |
| <b>III. Financial assets</b>  |                                     |                       |                      |                   |                         |
| 2. Participations   | 51,200.00                           | 0.00                  | 0.00                 | 0.00              | 51,200.00               |
|   | <b>51,200.00</b>                    | <b>0.00</b>           | <b>0.00</b>          | <b>0.00</b>       | <b>51,200.00</b>        |
|   | <b>5,836,154,873.88</b>             | <b>418,403,716.98</b> | <b>10,070,818.43</b> | <b>0.00</b>       | <b>6,244,487,772.43</b> |



|  | Accumulated depreciation |                  |                  |                  |                   | Book values       |                   |
|--|--------------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|
|  | 01.01.2018<br>EUR        | Additions<br>EUR | Disposals<br>EUR | Transfers<br>EUR | 31.12.2018<br>EUR | 31.12.2018<br>EUR | 31.12.2017<br>EUR |
|  | 29,436,866.99            | 2,602,460.29     | 150,509.05       | -151.36          | 31,888,666.87     | 351,884,460.30    | 322,732,508.91    |
|  | 0.00                     | 0.00             | 0.00             | 0.00             | 0.00              | 1,660,239.21      | 1,015,084.07      |
|  | 29,436,866.99            | 2,602,460.29     | 150,509.05       | -151.36          | 31,888,666.87     | 353,544,699.51    | 323,747,592.98    |
|  | 779,383,759.83           | 47,439,040.48    | 149,353.21       | 3,112.26         | 826,676,559.36    | 1,158,673,505.66  | 1,160,618,377.62  |
|  | 340,067,372.56           | 32,810,007.70    | 388,379.16       | 0.00             | 372,489,001.10    | 342,765,701.00    | 367,255,030.12    |
|  | 116,130,861.35           | 11,047,732.47    | 7,822,031.06     | -2,960.90        | 119,353,601.86    | 40,983,700.00     | 37,553,832.20     |
|  | 6,006,922.03             | 0.00             | 0.00             | 0.00             | 6,006,922.03      | 2,992,054,215.04  | 2,675,903,058.20  |
|  | 1,241,588,915.77         | 91,296,780.65    | 8,359,763.43     | 151.36           | 1,324,526,084.35  | 4,534,477,121.70  | 4,241,330,298.14  |
|  | 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         |
|  | 1,271,025,782.76         | 93,899,240.94    | 8,510,272.48     | 0.00             | 1,356,414,751.22  | 4,888,073,021.21  | 4,565,129,091.12  |

# Flughafen Berlin Brandenburg GmbH, Schönefeld

## Analysis of Fixed Assets Movement 2018

| thereof BER   | Acquisition and manufacturing costs |                       |                     |                   |                         |
|---|-------------------------------------|-----------------------|---------------------|-------------------|-------------------------|
|   | 31.12.2017<br>EUR                   | Additions<br>EUR      | Disposals<br>EUR    | Transfers<br>EUR  | 31.12.2018<br>EUR       |
| <b>I. Intangible assets</b>   |                                     |                       |                     |                   |                         |
| 1. Purchased concessions, industrial property and similar rights and assets, and licences in such rights and assets | 332,375,646.27                      | 29,776,355.25         | 50.10               | 105,765.90        | 362,257,717.32          |
| 2. Payments on account  | 217,701.00                          | 135,417.10            | 0.00                | -61,138.40        | 291,979.70              |
|   | <b>332,593,347.27</b>               | <b>29,911,772.35</b>  | <b>50.10</b>        | <b>44,627.50</b>  | <b>362,549,697.02</b>   |
| <b>II. Tangible assets</b>  |                                     |                       |                     |                   |                         |
| 1. Land and buildings   | 1,289,837,368.31                    | 5,935,574.07          | 319,735.80          | 1,884,228.63      | 1,297,337,435.21        |
| 2. Technical equipment, plant and machinery   | 578,691,740.05                      | 3,255,804.93          | 367,402.00          | 337,364.79        | 581,917,507.77          |
| 3. Other plants, fixtures, fittings and equipment   | 50,332,767.24                       | 1,530,863.47          | 3,908,828.28        | 200,627.54        | 48,155,429.97           |
| 4. Payments on account and assets under construction  | 2,641,523,477.16                    | 300,566,294.18        | 1,023,483.55        | -2,318,668.14     | 2,938,747,619.65        |
|   | <b>4,560,385,352.76</b>             | <b>311,288,536.65</b> | <b>5,619,449.63</b> | <b>103,552.82</b> | <b>4,866,157,992.60</b> |
|   | <b>4,892,978,700.03</b>             | <b>341,200,309.00</b> | <b>5,619,499.73</b> | <b>148,180.32</b> | <b>5,228,707,689.62</b> |



|  | Accumulated depreciation |                      |                     |                  |                       | Book values             |                         |
|--|--------------------------|----------------------|---------------------|------------------|-----------------------|-------------------------|-------------------------|
|  | 01.01.2018<br>EUR        | Additions<br>EUR     | Disposals<br>EUR    | Transfers<br>EUR | 31.12.2018<br>EUR     | 31.12.2018<br>EUR       | 31.12.2017<br>EUR       |
|  | 13,952,845.06            | 1,297,643.83         | 0.00                | 0.00             | 15,250,488.89         | 347,007,228.43          | 318,422,801.21          |
|  | 0.00                     | 0.00                 | 0.00                | 0.00             | 0.00                  | 291,979.70              | 217,701.00              |
|  | <b>13,952,845.06</b>     | <b>1,297,643.83</b>  | <b>0.00</b>         | <b>0.00</b>      | <b>15,250,488.89</b>  | <b>347,299,208.13</b>   | <b>318,640,502.21</b>   |
|  | 273,569,486.88           | 41,363,105.09        | 31,270.86           | 32,655.91        | 314,933,977.02        | 982,403,458.19          | 1,016,267,881.43        |
|  | 215,895,356.50           | 31,796,516.32        | 189,798.60          | 0.00             | 247,502,074.22        | 334,415,433.55          | 362,796,383.55          |
|  | 37,276,929.94            | 4,657,458.01         | 3,900,963.28        | 0.00             | 38,033,424.67         | 10,122,005.30           | 13,055,837.30           |
|  | 6,006,922.03             | 0.00                 | 0.00                | 0.00             | 6,006,922.03          | 2,932,740,697.62        | 2,635,516,555.13        |
|  | <b>532,748,695.35</b>    | <b>77,817,079.42</b> | <b>4,122,032.74</b> | <b>32,655.91</b> | <b>606,476,397.94</b> | <b>4,259,681,594.66</b> | <b>4,027,636,657.41</b> |
|  | <b>546,701,540.41</b>    | <b>79,114,723.25</b> | <b>4,122,032.74</b> | <b>32,655.91</b> | <b>621,726,886.83</b> | <b>4,606,980,802.79</b> | <b>4,346,277,159.62</b> |

# Flughafen Berlin Brandenburg GmbH (FBB), Schönefeld

## **Consolidated management report for the fiscal year from 1 January to 31 December 2018**



# 01

## The FBB Corporate Group

In 2018, Berlin-Schönefeld (SXF) and Berlin-Tegel (TXL) airports once again exceeded the previous year's passenger volume figures (+4.2%) and welcomed a total of 34.7 million passengers. Passenger volume at Schönefeld remained almost unchanged at 12.7 million compared to 12.9 million in the previous year. At Tegel Airport there was growth again from autumn onwards. With a total of 22.0 million passengers, an increase of 7.5%, a new record was set at Tegel Airport. The commercial aims for the fiscal year 2018 were achieved and the operative results before special influences were EUR +118.7 million.

The Airport Company used 2018 intensively to further prepare for the planned opening of BER in October 2020. The remedial work will be continued on an ongoing basis and is subject to strict deadline monitoring, with the result that the notification of the completion of building work for the terminal is scheduled for autumn 2019. Detailed plans for the ORAT process (Operational Readiness and Airport Transfer) have already been developed.

With the start of construction for Terminal T2, a first major project within the framework of the "BER 2040 Master Plan" was tackled. Currently the project development for the terminal T3 is in progress. Through further development of the airport location within the framework of the Master Plan, the necessary air traffic capacities will be created for the region.

## 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%).



CEO is Prof. Dr.-Ing. Engelbert Lütke Daldrup. Ms Heike Fölster has been CFO. Dr. Manfred Bobke-von Camen has been appointed Managing Director Human Resources and Labour Director.

## **A.2 Business Activities**

Flughafen Berlin Brandenburg GmbH currently operates two airports: the Berlin-Schönefeld Airport in south-east Berlin and, via its subsidiary BFG, Berlin-Tegel Airport, which is located north-west of the centre of Berlin. The entire air traffic of the German capital region is to be concentrated at the Schönefeld location. For this reason the Airport Company is planning and building the new Berlin Brandenburg Airport. Schönefeld Airport has been further optimised since 2016 and is expected to continue to be used beyond the BER opening until the end of 2025. At the same time, the BER 2040 Master Plan for the demand-oriented expansion of the site was drawn up in order to be able to make sufficient capacities available in the coming decades.

## **A.3 Corporate Governance**

Good corporate governance is strongly emphasised at FBB. Corporate Governance stands for responsible, and transparent management and control of the company, oriented to long-term value added, which at the FBB is guaranteed by the organisational and functional anchoring of the Compliance Management, Risk Management, internal control system and the internal audit department and is consistently further developed. 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 management receive regular reports.

The key standards are the rules and recommendations for action contained in the "Corporate Governance Code for the Participations 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. In 2018 the regulations of the FBB under company law (articles of association, rules of procedure for the Supervisory Board and the management) were further developed by taking the stipulations of the current version of the Corporate Governance Code of the State of Brandenburg into consideration.

## B Projects and Future Business Segments

### B.1 Overview of the BER project

The BER opening date of October 2020, announced in December 2017, remains the project objective. In order to ensure that this objective was achieved, the focus in 2018 was on the completion and continuation of the testing of the safety-related systems by the test experts in accordance with the Brandenburg Test Ordinance. Within the framework of a defined deficiency management process, the identified defects are eliminated. As a result, it has already been possible to construct a large number of systems requiring inspection without defects. For example, the purge air systems, the natural smoke extraction, the trunked radio, the CO warning systems and the electrically locked doors have been tested without defects. Extensive internal tests will be carried out in spring 2019 to safeguard the overarching efficacy and principle tests scheduled for 2019. The necessary planning adjustments (hydraulic calculations) of the sprinkler system and the subsequent structural measures were completed. In addition, the focus was on system approvals and acceptances of operational systems and equipment, such as video systems or burglar alarms. The monitoring of the complex, integrated time and process planning takes place on a weekly basis. External service providers and testing authorities are involved in this process. In 2018, this led to a significant stabilisation of the dates. An operating concept following the construction process has also already been developed.



## B.2 Expansion programmes

A total of nine projects are planned to expand the capacity of BER Airport in the short and medium term and to secure double-roof operation. The expansion programme is part of the Master Plan.

The expansion and upgrading measures at Schönefeld Airport were continued in 2018. The plans for the reconstruction of Terminal D and the relocation of the location for the ground handling service providers were continued and partially completed. In November 2018,

the provisional waiting room at the SXF location was put into operation to handle the limited capacities during the conversion work at Terminal D1 and Pier 3a. The conversion work on Pier 3a started in January 2019 and will be completed in the first half of 2019. Various small measures to optimise the airport are also planned for 2019.

In 2018, further measures to adjust and expand the existing flight operation areas were realised or started. These will be continued in 2019.

Construction work on the new Terminal T2 (formerly T1-E) began in October 2018. The bus parking area previously located on the terminal site had to be relocated beforehand. It is planned to complete the new terminal in October 2020.

Construction measures at the interim terminal of the government airport have been completed. The building was handed over to the federal government. Also completed in 2018

and accepted in the middle of January 2019 in accordance with the German Construction Contract Procedures (VOB), the apron area will be used by the FBB until it is ready for use by the federal government.



# 02

## Business Report

### A Development of the Aviation Industry

On the whole the air traffic in Germany is continuing to grow and at the German airports 244.3 million passengers were counted in the entire closed year.

Passenger volume in 2018 thus increased by 4.1% compared with the previous year.

On the other hand, domestic German traffic was below the previous year's level (- 0.8%). This reduction is mainly due to the insolvency of Air Berlin in 2017.

The growth drivers are European traffic (+5.9%) and intercontinental traffic (+3.1%). Within Europe, many

Air Berlin and Niki routes were taken over by Eurowings, easyJet and Laudamotion (Ryanair). Other airlines have also increased their air traffic to and from Germany, allowing this traffic to grow again.

Cargo volume at German airports increased slightly by 1.8% in 2018. A total of 5,071,407 tonnes of air freight (including transit) were handled in Germany.

### B Commercial Development in 2018

#### B.1 Aviation management

In the fiscal year 2018 a total of 34,726,367 passengers were handled at Schönefeld and Tegel Airports. The passenger volumes thus increased by 4.2 % compared to the previous year. In the comparison throughout Germany an average growth was produced for the fiscal year 2018, despite the insolvency of Air Berlin. On 5 January 2018, easyJet started traffic from Berlin-Tegel and increased its passenger numbers and commitment to the location over the course of the year. Laudamotion, with Ryanair as operator, stationed four aircraft at Berlin-Tegel in June 2018 and took over the routes of Niki.

The number of commercial and non-commercial flight movements in Berlin rose again in 2018 (+6.6% to 293,247) and is thus above the German average (+4.2% to 2,418,145 movements).



The average occupancy rate in Berlin remained almost constant at 77.8% compared with 2017 (79.0%). Almost all airlines increased their capacity from Berlin in 2018, resulting in an increase in passenger numbers.

Since July 2018, the number of seats available from Berlin has been higher than in the previous year, and since September 2018 the number of passengers in Berlin has been growing again.

With a total of 34.7 million passengers Berlin continues to be the third biggest airport location in Germany. In total flights were offered to 203 destinations in 59 countries. 90 Airlines flew to the airports in Berlin in 2018.

**a) a) Traffic development in detail**

| Traffic volume                | 2018    | 2017    |
|-------------------------------|---------|---------|
| <b>Tegel</b>                  |         |         |
| Commercial aircraft movements | 181,888 | 168,800 |
| Passengers (thousands)        | 22,000  | 20,461  |
| <b>Schönefeld</b>             |         |         |
| Commercial aircraft movements | 98,048  | 94,400  |
| Passengers (thousands)        | 12,726  | 12,865  |
| <b>Gesamt</b>                 |         |         |
| Commercial aircraft movements | 279,936 | 263,200 |
| Passengers (thousands)        | 34,726  | 33,326  |

At Tegel Airport the passenger volume increased again since the middle of the year 2018 (+7.5% over the entire year). The number of movements increased with 7.8% more than average compared to the passenger volume

New airlines, which could be welcomed in Berlin-Tegel, were

Among others Scoot to Singapore, Pobeda to Moscow and Braathens to Växjö.

New destinations offered directly from Berlin-Tegel include Pisa, Biarritz, Newquay and Jersey.

At the Schönefeld location the volume has remained stable to a large extent. Reductions by easyJet and Ryanair were compensated for by other airlines. The passenger volume in Schönefeld fell slightly by 1.1% compared to the previous year. The background is among others the relocation of parts of the traffic of easyJet from Schönefeld to Tegel. In addition to Georgian Airways to Tbilisi, Aqaba, Ljubljana and Paris CDG were recorded as new destinations from Berlin Schönefeld.

In a comparison of routes within Germany, the most used domestic route from Berlin is Frankfurt/Main with a market share of 6.6%. London (market share 5.9%) is by far the most attractive destination in Europe, followed by Paris (market share 3.7%) and Zurich (market share 3.6%).

#### **b) Air freight volume**

Around 75,000 tons of air freight was transshipped through the freight systems of the Berlin Airports in 2018 (-17%), whereby respectively 20% had China and the USA as their destination.

The freight loaded into the aircraft was with 40,205 tons 18.4% lower than in the previous year. In addition, there were 4,456 tonnes transported by airmail (+1.5%).

### **B.2 Commercial-management**

Business development in the commercial division was again positive in 2018. Further rising passenger numbers as well as revenue-increasing measures had positive implications on the results of operations in almost all product areas compared to the previous year. Revenues at both locations increased compared with the previous year, with the result that revenues for the commercial division rose again from EUR 61.4 million to EUR 65.7 million.

In particular in the parking and gastronomy and advertising area the level of income increased substantially seen overall over both locations compared to the previous year.

#### **a) Tegel Airport**

In 2018, the level of revenues exceeded that of 2017. The retail and gastronomy services offered to passengers at Tegel Airport was further optimised, which compensated for the after-effects of the insolvency of Air Berlin and the associated frequency shifts. Nevertheless, this continues to have an impact on the duty free and parking sectors. Revenues in the gastronomy sector in 2018 were again above the level of the previous year. The results of operations in the airport advertising sector continues to be satisfactory. It was possible to exceed the level of the previous year here. Retail revenues, however, were slightly lower than in the previous year.



## b) **Schönefeld Airport**

For the Commercial division the business at Schönefeld Airport developed very positively in 2018. Despite slightly reduced passenger numbers it was possible to increase the revenues in almost all sectors. In addition, numerous measures were implemented, for example on the land-side in the external area in front of Terminal A, in order to take the rising demand into account and to further improve the attractiveness of the offers for passengers still. In particular the parking and the retail business made a decisive contribution to the positive income development in Schönefeld. Thanks to market-oriented price adjustments, the continued positioning of the P3 multi-storey car park on the BER in the off-airport parking area, which is linked to the BER by a shuttle service, and a significant increase in parking revenues was again achieved thanks to a special effect from the rental of BER parking spaces to the VW Group. Due to the digitalisation of advertising space, the revenue level of the previous year was clearly exceeded in the sector of airport advertising.

## B.3 **Infrastructure / real estate management**

Effective as of 1 June 2018 the concept of a central infrastructure management was implemented in the corporate development division from an organisational point of view. The re-organisation serves to structure the FBB from an organisational point of view in order to be able to plan and control the upcoming challenges of the commissioning of the BER as well as the continuous planning and implementation of the Master Plan as a standard in the upcoming years by setting central basic conditions for the future planning, the construction, the management as well as the operation of the entire infrastructure.

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 170 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.

The land-side development offers a high potential for income in order to strengthen the own financing power of FBB.

The „BER 2040 Master Plan“ as the mission statement for the future infrastructural and urban development of the BER represents the general localisation and the time requirement from passenger systems, flight operation, buildings that are necessary for the operation and the media and traffic development. It additionally also defines areas and the scope of the real estate development at the BER location and leads to an infrastructural mission statement. This shows areas for the development of the airside and landside quarters and their main uses. The essential traffic measures demonstrate how the total area is to be developed

in the final expansion condition and which measures are necessary for their implementation. The "BER 2040 Master Plan" thus provides orientation and serves as a decision-making aid for all impending extension and expansion projects of the upcoming years. It is the basis and the "compass" for the long-term corporate development of FBB GmbH. The main aim of the landside real estate development of around 420.000 m<sup>2</sup> gross floor area in Midfield Gardens and Airgate is the establishment of high-quality uses in the direct proximity of the Terminal as well as the training of the airport location with its development quarters as an independent sub-market within the Berlin real estate market.

#### **a) Airport City**

The "BER 2040 Master Plan" project has defined the expansion of the infrastructure, concentrated between the runways for take-off and landing, in the so-called Midfield scenario. The preference of the Midfield variant above all led to the fact that the original function of the Airport City as an urban location was superimposed by the terminal development. This function is to be taken over by Midfield Gardens as the new Airport City. Over the course of the Master Plan a location is to be created here, which units many different functions in one and offers a high quality of time spent at the location.

#### **b) 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). Even before the opening of the BER around 74 of the 109 hectares have already been marketed. Several investors started with the realisation of their projects in 2018. Depending on the further demand situation the implementation of the third development phase will be carried out.

#### **c) Maintenance Area**

The maintenance companies operating at BER Airport as well as service facilities of FBB are housed in the quarter of the Maintenance Area. Hangars of various partners were thus realised at this site already. Beginning in 2019 a maintenance hangar is to be realised here for the Business Aviation within the scope of an already existing heritable building right contract.

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

Until the commissioning of the BER up to 13 million passengers must be handled per annum in SXF. With the concept optimisation of operation Schönefeld the operational capability will be ensured until the end of 2025 and moreover the prerequisites will be created in order to hand over the area to the federal go-



vernment at the end of 2021 for the realisation of the government airport. The deficits of the terminal infrastructure lie in the field of the waiting room and gate capacity as well as due to the decentralisation of the security and password control points. In a first step on an aircraft position a temporary waiting room with approx. 2,300 m<sup>2</sup> was created. This enables, on the one hand, ad hoc to improve the quality of time spent in the location, and on the other hand, to mitigate the restrictions expected with the conversion of Pier 3a, due to construction.

The Pier 3a, so far operated with separate departure and arrival level, will be prepared over two levels as a waiting room area (level 0 – Schengen, level 1 – Non-Schengen) with a further partly central pass control departure. The apron allocated to Pier 3a will be set up for a flexible use for direct boarding/de-boarding from the building as well as for the bus service provision.

At the end of 2021 large parts of the flight operation areas (apron 2, 2a and parts of apron 3) as a result of the construction field hand-over to the federal government, will be handed over for the independent

establishment of the government airport, replacement apron areas (temporary apron 3b) were created in 2018 in order to provide sufficient handling positions for the planned traffic volume. Furthermore, the taxiway network will be adjusted to the extent that a safe, i.e. impact-free taxi traffic guidance is possible from and to both take-off and landing runways (temporary taxiway K6, taxiway K5).

#### **e) Subsequent use of the legacy airport Tegel**

Once the BER has been commissioned, Tegel Airport will have to be kept in an operational condition for a maximum of another six months in order to guarantee the air traffic connection to the city of Berlin if necessary and to be able to fulfil the tasks of the Protocol Service of the Federal Government and the Air Readiness Unit 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 consolidated net loss for the year of EUR 117.0 million forecast for the fiscal year was substantially exceeded with a consolidated annual result in 2018 of EUR -77.1 million. This was mainly due to EUR 17.3 million lower depreciation and EUR 9.5 million lower maintenance expenses compared with the planned figures. Expenses for pension benefits were also lower than expected (EUR - 6.4 million).

## C Commercial Development

### C.1 Results of operations

In 2018, the FBB Group posted a consolidated net loss for the year of EUR 77.1 million (prev. yr. EUR 83.6 million). Major factors affecting the consolidated results in fiscal year 2018 are explained below.

#### Sales revenues

| Sales revenues (in EUR million) | 2018         | 2017         |
|---------------------------------|--------------|--------------|
| Operations (Aviation)           | 293.1        | 271.5        |
| Commercial (Non Aviation)       | 65.7         | 61.4         |
| Letting                         | 31.6         | 30.9         |
| Property sales                  | 9.3          | 15.5         |
| Construction services           | 0.7          | 0.3          |
| Services                        | 6.0          | 5.9          |
| Miscellaneous                   | 8.2          | 6.9          |
| <b>Total</b>                    | <b>414.6</b> | <b>392.4</b> |

The increase in traffic volume had a positive impact on aviation revenue in 2018, which rose by 8.0%. Sales revenues from the Non-Aviation division rose by 7.0% from EUR 61.4 million to EUR 65.7 million, largely a consequence of higher income from commercial fees on parking and restaurants. Revenues in the letting sector also increased by 2.3% compared with the previous year. From the sale of properties of the Business Park Berlin it was possible to generate proceeds of EUR 9.3 million in the fiscal year.

#### Income

Capitalised own services mainly result from activities in connection with the construction of the BER (EUR 15.1 million; prev. yr. EUR 16.1 million).

Other operating income fell significantly from EUR 50.3 million in the previous year to EUR 13.1 million. In the previous year EUR 33.4 million from the reversal of value adjustments, which were offset by only EUR 0.6 million in the fiscal year 2018.



## Expenses

Ongoing expenses for the FBB Group (EUR 414.1 million) were 4.1% below the level of the previous year (EUR 431.6 million).

| Expenses in EUR million     | 2018         | 2017         |
|-----------------------------|--------------|--------------|
| Cost of materials           | 83.7         | 86.1         |
| Personnel expenses          | 143.4        | 137.0        |
| Write-offs and depreciation | 93.9         | 109.8        |
| Other operating expenses    | 93.1         | 98.7         |
| <b>Total</b>                | <b>414.1</b> | <b>431.6</b> |

Personnel expenses increased by EUR 6.4 million, while cost of materials decreased by EUR 2.4 million, depreciation by EUR 15.9 million and other operating expenses by

EUR 5.6 million.

Personnel expenses rose from EUR 137.0 million by 4.7 % to EUR 143.4 million, mainly because of the increase in the number of employees as well as the collective wage agreement increases in 2018.

Other operating expenses fell by 5.7 % compared to the previous year from EUR 98.7 million to EUR 93.1 million. This reduction of EUR 4.4 million results from lower write-ups to risk provisions in connection with the commissioning postponement of the BER.

The depreciations that were reduced by 14.5% of EUR 109.8 million to EUR 93.9 million were produced as a result of an adjustment of useful lives of a multitude of supply systems to longer useful lives due to the operation.

## 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  | 2018          | 2017          |
|--|---------------|---------------|
| EBIT<br>(excluding non-operating result,<br>financial result and taxes)                    | 24.8          | – 8.1         |
| EBITDA before special influences<br>(EBIT without depreciations<br>and special influences) | 118.7         | 101.7         |
| <b>Net result for the year</b>   | <b>– 77.1</b> | <b>– 83.6</b> |

The net loss for the year includes the operating result (EUR 24.8 million), the financial result (EUR -102.3 million), non-operating income (EUR 74 million; prev. yr. EUR 44.7 million) and non-operating expenditures (EUR 6.6 million; prev. yr. EUR 11.8 million) as well as tax on income (EUR 0.6 million; prev. yr. EUR -0.3 million). special influences (EUR + 0.8 million; prev. yr. EUR + 32.9 million) relate among others to expenses and income for the following positions: Income from the reversal of provisions and individual value adjustments, expenses not relating to the period and risk provisions owing to the postponement of the start-up of the BER. The significant reduction is due in particular to the decrease in income from the reversal of individual value adjustments from EUR 33.4 million to EUR 0.6 million.

With regard to the number of full-time positions in the group the following key figures are produced:

| Personnel key figures in TEUR             | 2018*) | 2017  |
|---|--------|-------|
| Personnel expenses per full-time position | 73.9   | 73.8  |
| Income**) per full-time position          | 223.7  | 220.0 |

\*) Compared to 2017 assistants were included in the stock of full-time positions as well as the management was left and not taken into consideration. With a comparable definition of the number of personnel as in 2017 this results in TEUR 75.3 in personnel expenses per full-time position as well as TEUR 228.1 income per full-time position.

\*\*) sales revenues plus capitalised own services

The following performance indicators for fiscal year 2018 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)                          | - 137.4 | 139.3 | 0.8 | 13.0 | 10.6     |
| EBITDA<br>before special influences<br>(EBIT without depreciations and special influences) | - 60.4  | 141.7 | 0.8 | 21.1 | 17.0     |
| Net result for the year  | - 76.3  | 142.1 | 0.8 | 10.8 | 0.6      |



# Key Data

2017

2018



Passengers (million)

**33.3**

**+ 4.2 %**

**34.7**



Sales revenues (EUR million)

**392.4**

**+5.6 %**

**414.6**



EBITDA (EUR million)

**101.7**

**+16.7 %**

**118.7**

With regard to the number of full-time positions of the individual Group companies, there are the following key figures as at 31 December 2018:

| Personnel key figures in<br>TEUR             | FBB  | BFG  | FAA  | FEW | Dalandis |
|--|------|------|------|-----|----------|
| Personnel expenses<br>per full-time position | 73.5 | 75.9 | 78.2 | –*) | –*)      |

\*) the companies do not have any own personnel

With regard to the details concerning the group of consolidated companies we refer to the details contained in Section II.D of the consolidated management report.

## C.2 Net assets

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

|  | 31.12.2018     |              | 31.12.2017     |              | Veränderung  |            |
|--|----------------|--------------|----------------|--------------|--------------|------------|
|  | EUR million    | %            | EUR million    | %            | EUR million  | %          |
| <b>Assets</b>                              |                |              |                |              |              |            |
| Fixed Assets                               | 4,888.1        | 96.8         | 4,565.1        | 96.1         | 323.0        | 7.1        |
| Inventories                                | 2.0            | 0.0          | 1.9            | 0.0          | 0.1          | 5.3        |
| Short-term receivables and<br>other assets | 62.1           | 1.2          | 80.8           | 1.7          | – 18.7       | – 23.1     |
| Land Business Park Berlin                  | 19.4           | 0.4          | 24.2           | 0.5          | – 4.8        | – 19.8     |
| Cash                                       | 71.9           | 1.4          | 71.4           | 1.5          | 0.5          | 0.7        |
| Other assets                               | 7.2            | 0.1          | 7.8            | 0.2          | – 0.6        | – 7.7      |
|  | <b>5,050.7</b> | <b>100.0</b> | <b>4,751.2</b> | <b>100.0</b> | <b>299.5</b> | <b>6.3</b> |
| <b>Capital</b>                             |                |              |                |              |              |            |
| Shareholders' equity                       | 1,192.0        | 23.6         | 1,269.1        | 26.7         | – 77.1       | – 6.1      |
| Special items                              | 83.7           | 1.7          | 86.9           | 1.8          | – 3.2        | – 3.7      |
| Long-term liabilities                      | 3,618.5        | 71.6         | 3,269.2        | 68.8         | 349.3        | 10.7       |
| Short-term liabilities                     | 156.5          | 3.1          | 126.0          | 2.7          | 30.5         | 24.2       |
|  | <b>5,050.7</b> | <b>100.0</b> | <b>4,751.2</b> | <b>100.0</b> | <b>299.5</b> | <b>6.3</b> |



The increase in fixed assets by EUR 323.0 million results primarily from the additions for the realisation of BER (EUR 341.2 million). They are contrasted by disposals of fixed assets (EUR 10.1 million) and write-offs (EUR 93.9 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 as of 31 December 2018 amounts to EUR 19.4 million.

Among other items, the long-term liabilities include loans and overdrafts (EUR 2.5 billion), loans from shareholders (EUR 1,031.3 million), payments received on account for ground rent and grants for investments (EUR 58.9 million) and provisions for partial retirement and pension commitments, including TransFair BER (EUR 21.3 million).

The short-term liabilities primarily include besides trade liabilities due in the short-term (EUR 48.9 million), loans and overdrafts (EUR 15.6 million), payments received on account (EUR 2.0 million) and provisions, in particular for outstanding incoming invoices (EUR 14.1 million).

The risk provision owing to the postponement of the start-up result in total provisions in the amount of EUR 45.2 million.

The Company's equity ratio amounts to:

|   | 2018 | 2017 |
|---|------|------|
| Equity ratio in %<br>(equity / total capital x 100) | 23.6 | 26.7 |

### C.3 Investments

The total investment volume of EUR 418.4 million was EUR 16.6 million lower than the value of the previous year (EUR 435.0 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 177.2 million, thereof EUR 171.8 million for the passenger terminal and EUR 2.1 million for the pavilions.
- The project noise protection BER EUR 29.6 million.
- The partial project primary measures EUR 34.6 million, thereof mainly project management, builder and security services.

In addition, EUR 39.8 million were invested for the government transitional terminal.

## C.4 Financial position

### a) 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. In 2015 it was additionally decided to make funds available in the amount of EUR 1,107 million through subordinate shareholder loans.

The development of the shareholder loans is as shown below (in EUR million):

| Financial framework | Utilisation |       | available   |
|---------------------|-------------|-------|-------------|
|                     | Previous    | 2018  |             |
| <b>1,107.0</b>      | 653.3       | 354.2 | <b>99.5</b> |

Owing to the further postponement of the startup of BER now to 2020, the shareholders declared their principle willingness to a further financing of FBB by shareholder funds on 19 March 2018. The precise amount and manner is to be determined still. These additional shareholder funds for investment orders that are to be carried out will only become effective for liquidity after the commissioning of the BER.

#### BER long-term financing

A long-term financing exists in the amount of originally in total EUR 3.5 billion. The long-term financing comprises the financing through the European Investment Bank (EIB) for originally EUR 1.0 billion and the consortial financing from 2016 for up to EUR 2.5 billion.



The utilisation of the BER long-term financing developed as follows (in EUR million):

|                      | Financial framework *) | Utilisation    |             | available      |
|----------------------|------------------------|----------------|-------------|----------------|
|                      |                        | Previous       | 2018        |                |
| EIB financing        | 970.9                  | 970.9          | –           | –              |
| Syndicated financing | 2,438.0                | 1,362.0        | 70.0        | 1,006.0        |
| Tranche A1           | 1,241.0                | 1,241.0        | –           | –              |
| Tranche A2           | 121.0                  | 121.0          | –           | –              |
| Tranche B            | 1,076.0                | –              | 70.0        | 1,006.0        |
| <b>Total</b>         | <b>3,408.9</b>         | <b>2,332.9</b> | <b>70.0</b> | <b>1,006.0</b> |

\*) by taking deduction amounts into consideration

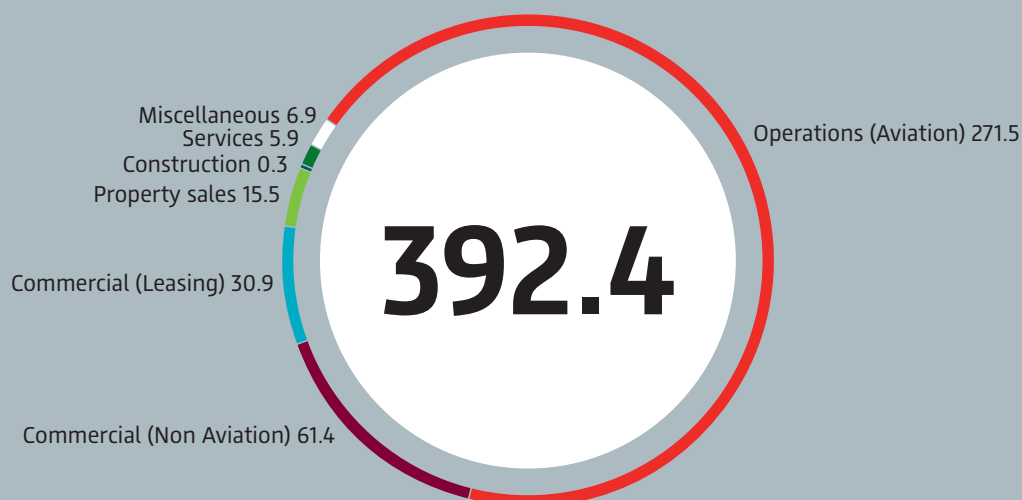
The redemption of the drawn loans at the EIB in the amount of EUR 152.8 million has been carried out as planned since 2014 already. With the syndicated financing the scheduled redemption will begin in 2021. As of the end of 2018 the liabilities from the long-term financing thus amount to around EUR 2.3 billion.

### Leasing financing

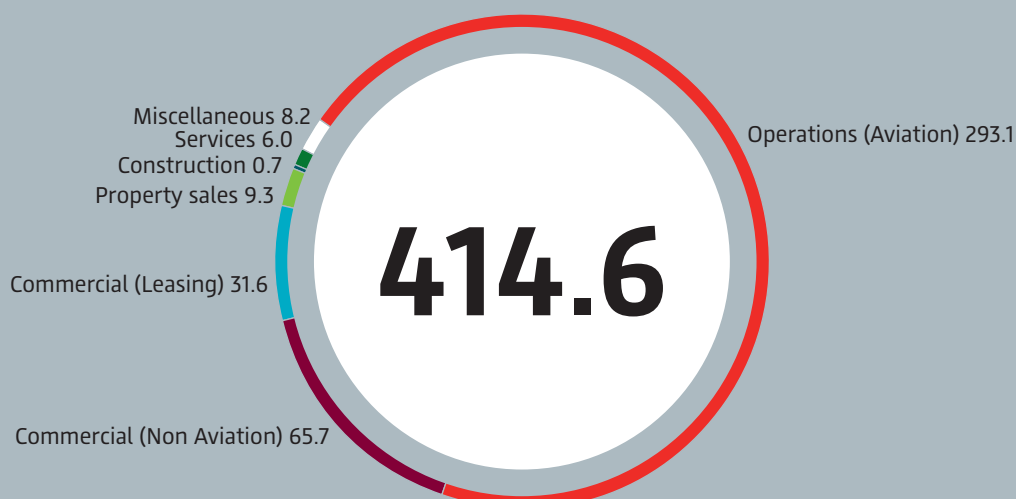
There is a leasing financing agreement for an original amount of EUR 240 million (unpaid balance EUR 195.5 million) concluded by Flughafen Berlin Brandenburg GmbH as the lessee to secure the financing of the construction and operational start-up of nine buildings in the BER environs. Three car parks 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 start-up of BER.

# Sales revenues (in EUR million)

2017



2018



## Equity Ratio in %



2017



2018



**b) Cash flow statement**

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

| Cash flow statement   | 2018<br>EUR million | 2017<br>EUR million | Change<br>EUR million |
|---|---------------------|---------------------|-----------------------|
| Cash flow from current business activities                        | 130.1               | 110.1               | 20.0                  |
| Cash flow from investment activities                              | – 418.3             | – 434.6             | 16.3                  |
| Cash flow from financing activities                               | 288.7               | 285.7               | 3.0                   |
| <b>Change in cash and cash equivalents effective for payments</b> | <b>0.5</b>          | <b>– 38.8</b>       | <b>39.3</b>           |
| Cash and cash equivalents at the beginning of the period          | 71.4                | 110.2               | – 38.8                |
| Cash and cash equivalents at the end of the period                | 71.9                | 71.4                | +0.5                  |

\*) Previous year's figures adjusted – from 2018 determination according to the direct method

**c) Liquidity**

From the cash flow of the operating activity sufficient cash and cash equivalents were available in the fiscal year 2018 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 2018. 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      | 0.6         | 29.4      |
| UniCredit Bank             | 10.0      | 0.5         | 9.5       |
| Shareholder loans          | 1,107.0   | 1.007,5     | 99.5      |
| Syndicated financing (new) | 2,482.1*) | 1,432.1     | 1,006.0   |

\*) Loan amount including deduction amount owing to maximum amount guarantee (EUR 44.0 million)

The management assumes that based on the presented financing framework sufficient liquid funds will also be available with a start-up of BER at the end of 2020. In line with this estimate the execution of the regular business operations will not be jeopardised by liquidity bottlenecks.

Necessary liquidity requirements after the opening of BER for further investment orders that are to be carried out still should be covered by additional shareholder funds and external capital that is to be secured still.

## D Group Companies

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

Flughafen Berlin Brandenburg GmbH is the sole shareholder of Berliner Flughafen-Gesellschaft mit beschränkter Haftung (BFG). BFG operates the existing Tegel Airport, which will cease operations no later than six months after the operational start-up of BER. During the fiscal year, BFG realised a profit for the year of EUR 142.1 million.

### 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 the fiscal year 2018 with a net profit for the year of EUR 10.8 million.

### D.3 FBB Airport Assekuranz Vermittlungsgesellschaft mbH

The object of the company is the brokerage and management of insurances of all kinds including reinsurances of Flughafen Berlin Brandenburg GmbH, the airport-related third party business (e.g. insurance of the third party companies at the airport such as e.g. ground handling services) as well as the claims processing for BER. During the reporting period, FAA realised a profit for the year of EUR 0.8 million.

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

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

FBB is the sole limited partner in each of the nine limited partnerships (respectively 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 start-up losses typical of leasing endeavours which will, according to plan, be compensated for 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 Quality management**

After the insolvency of Air Berlin resulted in a temporary fall in traffic, TXL has recorded monthly rising growth rates since August 2018.

The volume of transfer passengers was replaced by local passengers, which increased the capacity utilisation, in particular in the landside areas once again hat.

Against this background among others a focus was placed on the reinforcement of security controls and the intensification of the passenger control.

In the intensive dialogue between all involved process partners optimisation measures were analysed and implemented along the arrival flight and departure-side process chain.



The high growth in traffic led at TXL Airport in the analysis of the year to an increase in the volume of passenger complaints by around 20%.

As opposed to this the complaints volume at SXF Airport fell by around 40% compared to the previous year, which among others is a result of a stabilisation of the terminal-side process flows. For the

further increase in the passenger satisfaction the focus is placed on the improvement in the quality of stay, in particular in the departure waiting rooms

e.g. by means of new seating and by enlarging areas in which passengers stay.

With a new waiting room at the stand location 57 additional Gates

were put into operation and the prerequisite was created for the optimisation of Pier 3a that is planned for the following year.

The passenger survey at both locations shows that the passengers assess the airport in the middle range. On a scale from 1 (bad)

to 5 (excellent) TXL receives an average grade of 3.4 and SXF a

3.3. Despite increased complaints volume at Tegel Airport the value for the satisfaction in Tegel has improved slightly (+0.2). For Schönefeld

there were also slight improvements compared to the same period of the previous year (+0.2).

The punctuality improved on the whole in 2018 at both locations. This is oriented to the punctuality of IATA, according to which delays are assessed after the 15th minute.

At Tegel Airport 75.5% of all flights were punctual in 2018. The punctuality could be improved slightly in 2018 compared to the previous year despite the further growing traffic volume.

At the Schönefeld location 75.3% of all flights operated punctually in 2018. This value is, above all, connected with the stable traffic numbers at the location as all processes have focussed on a possible stable operation.

The average punctuality at German airports (source: ADV) in 2018 was 72.7%.

## E.2 Personnel

The total number of employees increased by 2% to 1,993 (status 31 December 2018) in the FBB Group. In addition, 84 trainees and students in the dual studies programme were employed as of the reporting date, 26 of whom were newly welcomed to the FBB in 2018. The number of employees of more than 2,000 relevant for a Supervisory Board with equal co-determination continues to exist in the FBB Group.

The vacancies advertised by the FBB continue to meet with great response on the market for applicants. With a high level of applications – in total approx. 4,200 – the FBB could also position itself as an attractive and in demand employer in 2018.

Building upon tried and tested elements from the further training offer in 2017 with the power programme in 2018 a cross-hierarchy and cross-media executive development programme was created with the focus on the development of leadership competence and leadership culture as well as measures for the accompaniment of organisation changes. The system landscape in the field of Human Resources is has been successfully extended by the introduction of system components relating to recruiting and learning in order to thus carry out the recruiting process without media interruptions as far as possible and standardised and to create the prerequisite for a centrally and standard controlled Training Management.

The company health management offered the employees company-wide workplace analyses as well as individual, workplace-related counselling and a broad range of measures and information all relating to the topic of health, e.g. health days, DRK-blood donor actions, lectures on the topic of psychosocial crises “What colleagues can do” and much more.

## E.3 Environmental protection

The Company is aware of its responsibility to the environment and the interests of its neighbours. During the last few years, FBB has already made considerable investments in aircraft noise monitoring, air pollution control, operational environmental protection and, with the BER noise protection programme, in particular in protection against aircraft noise. FBB will continue these efforts in the coming years. In addition, the FBB collects and evaluates a wide range of environmental data on an annual basis. An important contribution is made in this way to identification and exploitation of potential savings within the company. The data, developments and targets relating to the environment and energy are published online permanently and transparently in the environmental report on an annual basis.

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

Further progress has been made with the processing of the noise protection applications in 2018. As at 31.12.2018 there were 21,517 applications, of which 20,070, or 93%, had been processed. Of the remaining 1,447 applications 1,119 could not be processed yet, e.g. because the applicants could not be contacted by FBB or requested a later processing of their application, there was a change in owner. The processing of 328 applications was still outstanding as of 31.12.2018. For the majority of the 20,070 applications processed, the owners were promised that the costs of the necessary structural noise protection measures will be taken over (12,560), for a further 6,588 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). So far, this applies to 57% of the properties in the day protection region, in the region that is to be protected during the night on the other hand none owing to the less complex measures. In the case of 922 applications, it was also found that no noise protection measures needed to be implemented. The compensation not bound to purposes will be paid out by FBB as soon as the account data were transmitted by the owners, this has already been carried out for around 93% of the aforementioned 6,588 promised compensations. In those cases in which the costs for the structural noise protection measures are covered by FBB, the necessary noise protection measures are implemented by the owners or a construction company commissioned by them. The invoice will then be settled by the FBB. Around 3,400 neighbouring residents have so far implemented noise protection measures completely or partly, this corresponds with around 27% of all neighbouring residents, who were promised the assumption of the costs for the noise protection measures by FBB.







# 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. Regular input is provided by the risk owners of the individual

divisions. They identify and assess 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 2018 and could have a significant 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. 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 currently good economic position - the official growth forecast for the German economy for 2019 is 1.0 % - FBB sees continuation of the positive traffic development and is therefore assuming steady growth of its divisions Operations and Commercial.

#### B.2 Noise protection programme BER

FBB also continuously recorded and documented the risks for the noise protec-

tion programme BER in 2018. The main risks include an increase in the number of households entitled to claims within the protection and compensation regions as well as possible additional costs due to rising costs per claim determination due to changes in land use, rising construction costs and more extensive noise protection measures.

The risk relating to changed stipulations for the claim entitlement of rooms occurred to a large extent by the judgement of the Higher Administrative Court (OVG) of Berlin-Brandenburg of 3 July 2018.

Further progress has been made with the processing of the noise protection applications in 2018. Of the available applications more than 20,000 and therefore 93% have now been processed.

### **B.3 Disputed regulations of the previous remuneration regulations / Risk from new remuneration regulations**

Two actions 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 OVG Berlin-Brandenburg in 2016. In one proceedings an appeal was lodged against the decision at the BVerwG [Federal Administrative Court]. The BVerwG suspended the proceedings and submitted two questions to the ECJ regarding the interpretation of the Airport Charges Directive. BFG is a joined party in these proceedings. Two other airlines have filed a lawsuit against the approval of the Charges Regulations 2015 by the Ministry of Infrastructure and State Planning 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, 2017 and 2018 against the Senate Administration for Urban Development and the Ministry for Infrastructure and Regional Planning. These proceedings are suspended until the decision of the BVerwG. There are doubts regarding the admissibility of all actions. 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 revocation of the operating permit will become effective six months after the commissioning of the future take-off and landing runways. The planning approval has therefore been revoked. This legal position has not changed by the referendum in the state of Berlin.

With the closure of Tegel Airport costs may be incurred for the disposal of harmful substances in the buildings as well as for the restoration of old ground contamination. Their volume can only be finally determined after the return by corresponding expert's opinions. These expert's opinions are commissioned jointly by the BFG and the State of Berlin.

There is thus the risk of cost assumption for BFG for a disposal of possible harmful substances in buildings or old ground contamination.

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 start-up of BER**

An agreement has been reached between the FBB and numerous affected parties who have made claims arising from the postponement of start-up from 2012.

Some of the claims are now time-barred. As of the end of 2018, five actions or dunning proceedings related to damage compensation claims arising from the postponement of the operational start-up were pending.

Any existing risk have been given due consideration in the annual financial statements by the formation of provisions.

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

A control time schedule is used to continuously monitor the current schedule situation and evaluate it to identify technical risks. The release of the plant is now forecasted for July 2019. If the subsequent processes are taken into account, the commissioning of the BER in October 2020 is currently not at risk. There are still time reserves.

Evaluations of the control schedule, the identified technical risks and the initiated countermeasures are carried out at regular intervals by major external project participants, such as the audit authorities (TÜV), the project planner and an external expert acting as second opinion.

The expertise of all parties involved showed, independently of one another, that there was still an agreement in the assessment of the ability to reach the BER on the opening date set in December 2017.

The current greatest risks with the completion of construction and under approval law of the BER lie in the 5 fire alarm control centres and the safety lighting / safety power supply.

Other previously critical systems are currently no longer on the critical path, however they are being looked after just as intensively.

The stated risks are the object of special and regular monitoring measures.

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

From the stipulation of a concrete start-up date for BER with October 2020, there were termination possibilities for the financing contracts within the scope of long-term financing, which no longer exist after negotiations in 2018.

An additional financing requirement in the amount of around EUR 500 million is based both on the opening date of October 2020 and takes the financial consequences of the postponed opening as well as investments still to be made for the expansion of the airport location into account ("BER 2040 Master Plan"). Further shareholder funds and external capital that is to be secured still are envisaged to cover the financing requirement. Based on corresponding shareholders' resolutions of 19/3/2018 and 5/7/2018 the total financing of the project BER is seen as secured.

Risks from the increase in the interest rate level are hedged by FBB for credit transactions with variable interests by concluding interest rate swaps.

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

Owing to the postponement of the operational start-up 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 De-concentration pursuant to Sections 6 et seqq. EnWG [German Energy Management Act]**

The EnWG obligates vertically integrated utility Company to de-concentrate 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 are currently 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, which can issue further de-concentration requirements. Further de-concentration requirements can lead to the necessity for substantial adjustments under company law (unbundling).

#### **B.10 General risks**

Further general risks exist, e.g. with regard to compromising IT systems due to hacker attacks and with regard to a fire or terror scenario. Credit risks arise primarily from trade receivables from airline customers. These are reduced by means of an upstream credit rating, a prompt dunning system as well as by payments made on account or provision of collateral. These, as well as other 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 2018, whether from isolated risks or from aggregate risks. There are no discernible risks to the Company's existence in 2019 either.



## 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, e.g. by the development of new business fields, continues to be at the focus of FBB's activities.

### C.1 Additional Commercial revenues

FBB sees additional revenue potential in the business portfolio of the Commercial division. This includes an expansion of the sales opportunities for gastronomy and retail through mobile units as well as an optimisation of parking space management.

### C.2 Optimised organisational structure and processes

Adjustments to the organisation structure of FBB further offer the possibility to design flows and processes more efficiently and therefore to leverage cost benefits or new revenues. This relates among others to the airport operation, the real estate management, the Non-Aviation activities as well as the building activity and the Facility Management. In particular the re-structuring of the Real Estate sectors and the further development of the organisation of the expansion programme for the implementation of the complex Master Plan are the focus of future optimisation measures.

### C.3 General opportunities

With regard to regulatory political measures there is the opportunity that positive effects will arise for the air traffic industry. A moderate energy price development can in conjunction with mild weather conditions cause less supply costs.



# 04

## Declaration regarding the Company management

With the resolution of 7 July 2017 the Supervisory Board of FBB stipulated the target figure for the women's share on the Supervisory Board as well as on the management of FBB at respectively 30 %. These should be achieved within five years.

No target figures were stipulated for the Supervisory Board as well as the management of BFG.

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 target figures were initially stipulated at FBB based on the management group structures existing until 31 August 2017 for the share of women among the executives: Management group 1 = 16.7 %; management group 2 = 8.3 %.

The management circles were replaced in September 2017 by the two management levels of Operations Management and Division Management as part of organisational adjustments. The proportion of women in Operations Management is 0% (absolute 0:2) and 6.7% in Division Management (absolute 1:14).

**Share of women in Supervisory Bodies and management positions in %**

|                     | FBB                   |                   | BFG                   |                   |
|---------------------|-----------------------|-------------------|-----------------------|-------------------|
|                     | Target figure<br>2018 | Per<br>31.12.2018 | Target figure<br>2018 | Per<br>31.12.2018 |
| Supervisory Board   | 30                    | 25                | –                     | 0                 |
| Management          | 30                    | 33                | –                     | 33                |
| Plant managers      | –                     | 0                 | –*)                   | –*)               |
| Divisional managers | –                     | 7                 | –*)                   | –*)               |

\*) BFG does not have any plant and divisional managers

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.

The proportion of women in all FBB employees has changed slightly compared to the previous year to 30% (31.12.2017: 31 %).





# 05 Outlook

## A Development of Commercial Operation

### A.1 Aviation management / Traffic development

The year 2019 will be a year of consolidation as the majority of airlines have first of all secured the slots and aircraft of Air Berlin for themselves. The aim will now be to organise the operation in particular at Tegel Airport to an optimum extent and to adjust the concepts and needs of the respective airline. In addition, it is the aim of the airlines to increase the yields on the routes in order to operate these profitably. With easyJet the division of the flight destinations between the Berlin-Schönefeld and Berlin-Tegel locations will be revised once again.

In the long-haul sector the route Berlin – Philadelphia will be commenced with American Airlines in June 2019, Air Canada Rouge has announced to increase the connection to Toronto from four flights per week to six flights.

All airlines will continue to try to expand their market position and their market shares in Berlin. On the whole, therefore, a further growth in passenger volumes is expected for Berlin.

## A.2 Commercial management

The permanent optimisation of the offers in the retail and gastronomy sectors as well as the creation of additional areas for further increasing the commercial revenues remains one of the central tasks at the existing airports Tegel and Schönefeld. The focus is also especially placed on improving the capacity utilisation of the parking areas by the expansion of the prebooking possibilities and further online sales channels. The digitalisation of advertising spaces at both locations will also be further pressed ahead, among others with a large-scale special area in the main hall in Tegel. A further focus is placed on the preparations for the commissioning of the BER, where after the completion of the main construction measures the dismantling again of the commercial areas in the sectors of retail, duty free, gastronomy, advertising and logistics will be controlled.

## A.3 Real estate management

At the FBB with the focus of the corporate development on the infrastructure management a new framework was created for the responsibilities and the processing of new and expansion projects. The importance of the real estate development is thus also reinforced and its strategic role is underpinned. The establishment of high-quality uses near the Terminal as well as the training of the airport location with its development quarters as an independent sub-market within the Berlin real estate market should in future make a significant contribution to improving the revenue situation of the company.

The current market development as well as the expectation that with the opening of the BER an even further increasing positive real estate industry demand will arise through further investors for the BER location, supports this procedure.

## B Commercial Development

The Berlin airports participate continuously in the rising traffic volume, which is substantiated by the currently good economy and the attractiveness of the capital city region. This is reflected in the fast compensation of the traffic losses from the insolvency of Air Berlin over the course of the closed fiscal year.

A continued increase in passenger volume at Berlin Airports is expected for the next few years. The assumption is supported by the continued positive economic forecasts for Germany and also for Europe, which are however muted by uncertainties regarding economic policies such as an aggravation of trade conflicts or possible Brexit-implications. With the commissioning of the BER that is planned in the second half-year of 2020 and the closure of Tegel (TXL) there will be an essential driver of future growth for the Berlin airports in the medium- and long-term. In addition the expansion of the infrastructure in Schönefeld (SXF) will be continued in order to ensure the necessary capacities for the use until 2025.

For the airports in Berlin, compared to 34.7 million passengers in 2018, an increase by around 2.3% to 35.5 million passengers is planned in 2019. Due to the already very high capacity utilisation at both existing airports the growth rate is as expected lower compared to the previous years. The focus of growth continues to be placed with the Low-Cost-Airlines with their Point-to-Point-traffic. An increase in commercial aircraft movements from 279.9 thousand by around 3.4% to 289.3 thousand is planned for 2019.

The planned revenues for 2019 are around 2.5% above the figure for 2018. The growth results above all from the expected increase in traffic volume and thus associated revenue increases in the Non-Aviation business. By area extensions and optimisations of capacity utilisation additional revenues are expected from the car park management.

A full short-term substitution of loss revenues with the insolvent airline Germania is currently not foreseeable. The planned level of sales revenues is therefore associated with uncertainties. An achievement of the planned results however continues to appear realistic.

The structural completion and the preparation of the operative commissioning of the BER as well as the regular implementation of the expansion programme at the Schönefeld location substantiate temporary additional costs in the period under review. This leads to an increase in the expenses for maintenance and further operating expenses, the development of which is partly marked by an additional requirement for services and consulting services for the implementation of the projects.

An increase in the workforce is planned for 2019, which, besides the whole year effect from the increase in the numbers of employees during the year 2018 as well as tariff and contribution increases, leads to an increase in the personnel expenses. The personnel expenses per FTE (Full-time equivalent on an annual



average) will change by around +1.3% to an average TEUR 74.9 per FTE in 2019. Income per FTE fell by around 1.2% to an average of TEUR 221 per FTE in 2019, mainly due to lower income from the sale of land compared with fiscal year 2018.

For the depreciations an increase is planned in 2019, which is derived from the whole year effect 2018 of made and from 2019 planned, above all operational, investments.

As a result, a consolidated net loss of around EUR 110 million is planned for 2019.

## C The New Berlin Brandenburg Airport

### C.1 Completion of construction

The BER will open in October 2020. The completion of the technical commissioning in the passenger terminal, including the test reports on the safety-related systems required by building law, is expected for spring 2019. The effect and principle examination that is additionally required by building law at the BER will then take place in the summer of 2019 and will again examine all the plants together to ensure that they meet their protection targets. The notification of completion is planned for autumn 2019. The additional composite tests required for operation are carried out parallel. These milestones also serve as a prerequisite for the performance of the tenant improvements.

An important milestone in the start-up process is the obtaining of the release for use for the Passenger Terminal according to the Brandenburg Building Regulations (BbgBO). Subsequently, the Operational Readiness and Airport Transfer (ORAT) process will be carried out from spring 2020 until the actual opening of the BER.

### C.2 Creation of additional capacities – development of “BER 2040 Master Plan”

In order to also be able to keep up with the positive traffic development at the Berlin-Brandenburg location in future the expansion of the BER Airport must be carried out earlier and quicker than assumed years ago. The forecasts of further rising passenger numbers require a sustainable and continuous further development of the BER infrastructure. The new airport BER and its further expansion are of special significance for the capital city Berlin and the state of Brandenburg. The region around BER is currently one of the strongest growing areas in Berlin-Brandenburg. The airport is now already the starting point and driving force for this growth.

The “BER 2040 Master Plan” confirmed by the Supervisory Board of the FBB is the necessary prerequisite for the further development of the BER in line with

requirements. At the same time, the "BER 2040 Master Plan" must remain flexible and be continuously further developed. The fast changing air traffic market with a substantial increase in the Low-Cost-Carriers, new airlines and connections as well as rising security requirements are always new challenges for airport operations. The "BER 2040 Master Plan" is a fundamental element of the strategic development of FBB and Berlin-Brandenburg Airport.

Terminal 3 is the focal point for the capacity- and demand-oriented expansion of the BER. Various site investigations were initially carried out during the planning phase, particularly in Midfield opposite Terminal 1.

The organisation for the project development of T3 was established at the same time. The focus here is on developing requirement definitions and conducting feasibility studies.

The Master Plan also includes the conception of the future media supply (such as electricity, heat, water, gas) and the development of a real estate strategy specifically for the Airport City, but also for the other FBB sites Schönefeld-Nord (currently SXF) and the Business / Logistics Park.

## 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. The aim is to complete BER Airport as quickly as possible. The management has therefore critically analysed the BER risks and defined a startup date, which is responsible from an entrepreneurial point of view and which is feasible and secure for FBB and its partners. Moreover FBB will invest further in the legacy airports Schönefeld and Tegel in 2019 so that an as far as possible smooth operation is possible there. Terminal 2 will be built in 2019/20 as part of the Master Plan.

Schönefeld, 28 February 2019

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